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Subject: Resumes: Ron and Scott
Date: Sunday, August 11, 2013 2:11:19 PM
Attachments: [.png](#)
[.png](#)
[R. Power - resume Aug. 2013.doc](#)
[Scott O'Brien CV - 2013.doc](#)

Mark - attached are the resumes for me and Scott.



R. Power - resume Aug. 2013.doc



Scott O'Brien CV - 2013.doc

RONALD F. POWER, P. Eng.

EDUCATION

B. Eng. (Civil) Memorial University of Newfoundland (MUN), Canada, 1977.
 Courses completed toward Business Certificate (MUN).

REGISTRATION

Professional Engineers & Geoscientists Newfoundland & Labrador (PEG-NL)

LANGUAGES

English

SUMMARY: EXPERIENCE / WORK HISTORY

36 years experience in project execution and operations-related activities at the feasibility and development level for major projects and operations. Projects / assets include the Lower Churchill Project, Terra Nova FPSO Project and Operations, the Hibernia Gravity Base Structure (GBS) Project, East Coast Canada Oil and Gas new development opportunities including Hebron GBS Project and White Rose expansions, Granite Canal Hydroelectric Project, Paradise River Hydroelectric Project, Jebba Hydroelectric Project, Cat Arm Hydroelectric Project, Hinds Lake Hydroelectric Project, Wreck Cove Hydroelectric Project, industrial complexes, irrigation schemes, and townsite developments.

Areas of knowledge / experience include:

- project management
- management systems / quality management
- construction management / construction site supervision
- technical and management co-ordination
- readiness reviews and audits, including process development
- document and engineering data management
- contract administration
- civil design work

KEY FUNCTIONS / DELIVERABLES / ACHIEVEMENTS**RJP Services Inc. – Consultant to Nalcor Energy – Lower Churchill Project**

- General Project Manager – Muskrat Falls and Labrador-Island Link Project **2010 - 2013**
- Lower Churchill Project - Engineering Deliverables Manager **2009 - 2010**
- Lower Churchill Project - Phase 3 (FEED) Preparation Lead **2008**

Petro-Canada East Coast (employee)**2001 to 2007**

- East Coast Technology Lead for new offshore Oil & Gas development activities.
- East Coast Quality Management Strategy and System - development and implementation leader.
- East Coast Engineering Support Systems Lead (Quality, Document Control, Cost & Scheduling, Engineering Data Management, Lessons Learned system).
- East Coast representative on Corporate Leadership Team for Petro-Canada's PM@PC Project Management initiative.
- Hebron GBS Technical Committee member.
- Petro-Canada representative on Joint Industry Projects (JIP's).
- Emergency Response Planning for Business Processes (ERPBP) - development leader.
- 2006 Terra Nova Turnaround Project – Milestone Readiness Process and

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Implementation Leader.

- Project Execution Plan leader for Terra Nova Far East Subsea Tie-back Project.
- Preparation of the Development Plan Amendments for:
 - the Terra Nova Far East Subsea Tie-back Project
 - Terra Nova FPSO Additional Living Quarters Project

National Energy Board (Secondment from Petro-Canada) 2005

- NEB Quality Management System – QMS development and implementation consulting services.

AMEC (Integrated Management Team - Terra Nova FPSO Project) 1998 - 2000

- Interface Manager - Terra Nova (FPSO) Project: Interface System development and implementation (system recognized as “Best in Class” in asset Partner audit).
- Safety and Environmental Actions Management System (SEAMS) process development and implementation – Terra Nova Project (system recognized as “Best in Class” in asset Partner audit).
- Developed the Management of Change process and procedures for Terra Nova operations including roll-out and implementation. Mentored engrainment of system into Operations. Stewarded Design Basis and associated change protocols.
- Technical representative role in project audits.

Doris Engineering (secondment from AMEC) – Hibernia GBS Project 1993 - 1996

- Lead Engineer – Gravity Base Structure (GBS) Embedments Co-ordination

Shawmont Newfoundland Limited (later integrated into AMEC) 1986 - 1997

- Construction Manager – Paradise River Hydroelectric Project
- Construction Manager – Glynmill Inn Dam
- Hibernia Project – Site Development Coordinator for NODECO
- Project Manager – Placentia Flood Control Project
- Project Manager – Holyrood Generating Station Wastewater Treatment Plant
- Senior Consultant – Department of National Defence (DND) Ottawa

Monenco Nigeria Ltd. 1982 to 1986

- Area Construction Manager – Jebba Hydroelectric Project – 540 MW (Nigeria)

Shawmont Newfoundland Ltd. 1977 to 1982

- Project / Design Engineer for several hydroelectric projects and industrial complexes including:
 - Hinds Lake Hydroelectric Development – 75 MW
 - Cat Arm Hydroelectric Development – 136 MW

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STRENGTHS

- Project “delivery” focus
- Strong Project Management knowledge and skills
- Strong understanding of project execution processes and management systems
- Structured, methodical, process driven attributes
- Ability to transform strategies into practical business / operational plans
- Expertise in management of processes requiring rigorous maintenance, accuracy and tracking.
- Creativity and innovation
- Team player
- Strong organizational skills
- Ability to get projects / initiatives "off the ground"
- Ability to motivate staff and build capabilities
- Strong facilitation skills
- Excellent communication skills - both verbal and written

DETAILED WORK HISTORY***Nalcor Energy - Lower Churchill Project*****General Project Manager – Muskrat Falls and Labrador-Island Link Project**2008
To
2013

With overall accountability residing with the Project Director, responsible for the overall delivery, including scope, cost and schedule management, of the Generation and Island Link Projects. Provision of project execution leadership and direction throughout the development and execution phases (engineering, procurement and construction) of the Generation / Island Link Projects. Leads an integrated Project Delivery Team comprised of Nalcor and SNC Lavalin (EPCM Consultant) professionals augmented by various third party consultants including Hatch, AMEC, Stantec, Kenny Construction, and other / independent consultants.

Engineering Deliverables Manager

Primary accountability - management of the production of engineering deliverables to meet project requirements, including management of the Engineering consultants engaged for the detailed engineering and construction phases of the project. Developed detailed engineering deliverables listing and associated overall Project engineering plan. Defined all engineering processes and procedures. Development of the Project Execution plan and the Project Quality Plan. Core Team member for the issuance of the Request for Proposal (RFP) for EPCM Services and subsequent evaluation and award.

Phase 3 (FEED) Preparation Lead

Participated in the development of the “Project Management Approach and Contracting Strategy” for the project. Developed the detailed engineering and construction organizational design. Prepared the scope of work for provision of pan-project detailed engineering services for the project, and participated as a core team member in preparation and issuance of the subsequent Expression of Interest for engineering and related services.

Petro-Canada**Technology Lead – East Coast Engineering Services**

2005

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Lead and maintained Petro-Canada East Coast engineering technology activities to position Petro-Canada to take full advantage of potential future East Coast Canada offshore development opportunities. Managed engineering and project management support to East Coast Offshore Oil and Gas New-development and Add-on initiatives. Lead East Coast R&D strategies / activities, benchmarking, technology interface with other East Coast Operators and with the Petro-Canada International Business Unit. Participated in industry and government sponsored technical committees and workshops. Participated as East Coast Business Unit representative on the Petro-Canada corporate Project Management Leadership team (PM@PC initiative). To 2007

Lead the development of the Project Execution Plan for the 2006 Terra Nova Turnaround Project.

Developed and lead the implementation of the Milestone Readiness Process for the 2006 Terra Nova (FPSO) Turnaround Project. Organized and lead formal readiness audits associated with that project.

Lead the development, testing and implementation of the Petro-Canada East Coast Pandemic Plan.

Support Services Lead - East Coast Engineering & Technology

Managed a focused group of professionals to provide selected support services to Petro-Canada East Coast activities - Cost Engineering, Planning & Scheduling, Quality Management and Engineering Data Management. Provided due-diligence activities for non-operated assets. 2001 to 2004

Performed active management role in the Terra Nova Far East Development (FEED Stage) with focus on project management systems development and implementation. Lead the preparation of the Development Plan Application, as well as the Project Execution Plan.

Responsible for development and implementation of the Emergency Response Planning for Business Processes (ERPBP) system for the East Coast Business Unit.

Provided consulting services to the Canadian National Energy Board (NEB) for the development and implementation of the NEB Quality Management System.

Technical Systems Co-ordinator - Terra Nova Operations 2000

Developed, implemented and administered the Management of Change processes and procedures for the Terra Nova FPSO Project. Co-ordinated usage of the change management systems for both project and operations stage. Guided offshore operations team to support the project change, construction and takeover processes. to 2001

Management support and co-ordination of Operations' support contracts.

Lead the development and implementation of the management strategy and systems for the Petro-Canada newly formed East Coast Business Unit. Lead the development and implementation of the overarching Quality Management Systems and all Management Plans for East Coast departments, as well as the East Coast Supplier Quality Management program. Provided lead role in the development of the East Coast Document Management and Engineering Data Management Systems.

AMEC

Terra Nova (FPSO) Project - Interface Co-ordinator 1998

As a member of the Integrated Management Team (IMT) for the Terra Nova Project, to 2000

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was responsible for the development, roll-out, implementation and ongoing management of the Terra Nova Project interface system. Also responsible for management and administration of the project Safety and Environmental Actions Monitoring System (SEAMS). The companies involved in the project were located in various sites worldwide. The role required demonstrated management and project organization capability, strong / effective communication skills, process development capability and strong facilitation skills. The systems that were developed were deemed "Best in Class for Major Projects" in two major audits that were performed by asset Partner organizations.

Hydroelectric Project Engineer 1996
to
1997

Feasibility study work for the Silver Mountain Hydroelectric Development, the Granite Canal Hydroelectric Development and the Island Pond Hydroelectric Development in the Province of Newfoundland and Labrador, Canada.

Hibernia Gravity Base Structure (GBS) - Lead Engineer - Embedments (seconded to Doris Engineering) 1993
to
1996

Assigned to the Hibernia GBS Mechanical Outfitting Group - responsible for co-ordination of some 20,000 embedded pieces within the GBS. Established and managed embedment team, and provided direction and leadership to all engineering disciplines to meet requirements. Team responsibilities included establishment and management of the GBS embedment interface methods and procedures, defining input requirements and schedule limitations for all embedments for total GBS, preparation and issuance of layout and positional drawings and resolution of clashes, verification of positional and physical adequacy of embedments, development and maintenance of an Oracle based embedment database, and production and issuance of embedment and drawing lists for all phases of GBS construction. Management of technical requisitions for material procurement and fabrication, and liaison with construction group, procurement, quality assurance / quality control, and offsite fabrication teams.

Consulting Engineer, Churchill Falls 1992
to
1993

Responsible for design engineering and specifications, and subsequent on-site construction management for the rehabilitation of major concrete hydraulic structures in the 5500 MW Churchill Falls Power Development located in the Province of Newfoundland and Labrador, Canada.

ShawMont Newfoundland Ltd.
Project Manager - Placentia Flood Control Project 1992

Responsible for civil design, specification, contracts' preparation and complete project management for the flood protection structures for the Town of Placentia, Newfoundland. Structures include a 1.4 km long cantilevered steel sheet pile wall, ballasted timber crib wavewall and associated structures.

Project Manager - Holyrood Generating Station Wastewater Treatment Plant, Nfld: 1991
to
1992

Responsible for overall project management as well as civil design work, specification, contracts preparation, mechanical / electrical co-ordination, construction and commissioning of the system to treat waste effluent at the 450 MW thermal generating station in the Province of Newfoundland and Labrador, Canada. Co-ordination

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procurement of all mechanical equipment associated with the project.

Senior Consultant – Department of National Defence (DND) Ottawa, Canada 1990

Participated as a senior member of a study team providing engineering services to the Canadian Department of National Defence for a logistics study of refueling systems for remote radar installations in the North American Air Defence Modernization program.

Construction Manager Glynmill Inn Dam, Corner Brook, Newfoundland 1989

Responsible for all construction supervision and contract administration on the dam construction.

Construction Manager - Paradise River Hydroelectric Development 1987

On-site manager responsible for the construction of the Paradise River Hydroelectric Development in the Province of Newfoundland, Canada. Civil works include a double curvature concrete arch dam (Canadian first), river diversion, tunnels, powerhouse and intake structures. Activities included total project construction management, contract(s) administration, and management of the site team. Project delivered on time and on budget.

to
1989

Project received the 1990 Public Works Award from the American Concrete Institute (ACI).

**Govt. of Newfoundland & Labrador.
Bridge Design Engineer**

1986

Design of several prestressed (post-tensioned) multi-span concrete girder bridges in the Newfoundland region.

Monenco Nigeria Ltd.

Area Construction Manager - Nigeria

Area Construction Manager responsible for site project management and supervision of construction of the powerhouse intake structure for the 560 MW Jebba Hydroelectric Project in Nigeria (\$1 billion). The project, one of the largest hydroelectric projects in Nigeria, featured major civil, geotechnical and mechanical works, including the construction of some 500,000 m³ of reinforced concrete. Participated in project handover, including handover of engineering documentation.

1982
to
1986

ShawMont Newfoundland Ltd.

Project / Design Engineer

Responsibilities included general civil design work, contract preparation and contract administration for a number of projects throughout Newfoundland and Labrador, and in Nigeria. Work included:

- Civil works design and specification for the 75 MW Hinds Lake Hydroelectric Development in Newfoundland (\$80 million).
- Civil works design and specification for the 136 MW Cat Arm Hydroelectric Development in Newfoundland (\$350 million).
- Management of an industrial planning study for an industrial park in Port-aux-Basques, Newfoundland.
- Civil design and site supervision for plant modifications at the ERCO phosphorus

1977
to
1982

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plant in Long Harbour, Newfoundland.

- Construction supervision of Townsite Extensions in Wabush, Labrador.
- Field Engineer involved in the feasibility study for the Mada River Hydro / Irrigation Project in Nigeria.
- Precise level surveys.

PAPERS AND PUBLICATIONS

"Innovative Quality Management in Offshore Development and Operations", Co-author with A.A. Ewida, R.M. Hopkins and J.R. Ludlow. Presented at the Thirteenth (2003) International Offshore and Polar Engineering Conference, Honolulu, Hawaii, USA, May 25–30, 2003

"Paradise River, A Challenging Small Hydro Development"

Co-author with P. C. Helwig and R. C. Connors. Presented at Waterpower '89, Niagara Falls (N.Y.) in August 1989

"Civil Engineering Challenges on Paradise River Hydro Development - Newfoundland"

Co-author with P. C. Helwig, D. M. Besaw and R. C. Connors. Presented at the 1989 C.S.C.E. Annual 9th Hydrotechnical Conference, St. John's (Nfld.), June 1989

Scott O'Brien, P.Eng.

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 sro.consulting@██████████

Core Skills*Project Management**Technical and Management Coordination**Contracts Negotiation and Management**Multi-Disciplinary Problem Resolution**Management Systems Development**Marine Construction Program Execution**Subsea Engineering Solution Development****Education*****Master of Ocean Engineering** Memorial University of Newfoundland**Bachelor of Engineering (Civil)** Memorial University of Newfoundland***Registration***

Professional Engineers & Geoscientists Newfoundland & Labrador (PEGNL)

Summary: Experience / Work History

15 years continuous project execution experience on East Coast Canada mega-projects in progressively responsible roles.

Employment History**2011 - Present Project Manager – Muskrat Falls Generation**

Nalcor Energy – Lower Churchill Project, St. John's NL

- Management responsibility for delivery of 824 MW hydropower generation facility including infrastructure and site development, generation facilities and reservoir development
- Leads an integrated project delivery team comprised of Nalcor and SNC Lavalin (EPCM Consultant) professionals augmented by various third party consultants including Hatch, AMEC, Stantec, and other / independent consultants. Provides oversight and surveillance on EPCM Consultant to ensure engineering design contractual obligations are achieved
- Responsible for assurance that all project deliverables including engineering, procurement, commercial and environmental meet all project requirements to award contracts for project execution
- Responsible for identification of project cost and schedule drivers and implementation of project optimization opportunities including approval and management of project change in accordance with project protocols
- Responsible for project reporting and progress measurement in accordance with project delivery requirements

- **2010 - Senior Engineering Advisor**
2011 Chevron Canada, St. John's NL
- Provision of project specific support in areas of GBS design and construction, subsea engineering, project controls, subsea equipment fabrication and installation for Chevron's East Coast Canada projects
- Provision of management system support including business process development for Chevron's East Coast Canada activities
- Provision of commercial and technical oversight of ongoing non-operated projects in Eastern Canada

- **2006 - Project Manager - Flowlines and Installation, SeaRose Tieback Project**
2009 Husky Energy, St. John's NL
- Responsible for delivery of a \$400,000,000 subsea installation including design engineering, manufacturing and installation
- Managed a team of technical and commercial professionals in stewarding the project delivery on schedule and on budget
- Responsible for management and technical and commercial oversight of both project primary EPCI contract and subcontractors for scope delivery
- Responsible for contracts negotiation for project primary EPCI contract, glory hole construction and miscellaneous support contracts
- Responsible for delivery of installation and pre-commissioning technical solutions for subsea tieback project including installation solutions evaluation, installation planning and technical documentation through FEED, tender and project execution
- Managed subsea flowline delivery and installation, tie-in and pre-commissioning of all subsea equipment for tieback project including installation of flowlines, risers, umbilicals, and subsea hardware; glory hole excavation and rock dumping campaigns

- **2005- 2006 Project Manager, Terra Nova Moorings Remediation Project**
Petro-Canada, St. John's NL
- Responsible for delivery of a \$60,000,000 brown field subsea repair project
- Responsible for project execution and delivery including budget stewardship, engineering evaluation and execution of ROV and diver campaigns for inspection and repair
- Managed an inter-disciplinary team comprised of both contractor and owner personnel for project execution
- Responsible for contract negotiation and ongoing management for engineering services, equipment fabrication and offshore construction for project scope

2004 -2005 **Subsea Facilities Lead, East Coast Engineering and Technology Group**
Petro-Canada, St. John's NL

- Responsible for technical and commercial management of a \$75,000,000 contract for delivery of subsea hardware, including Xmas trees, manifold systems, control system components and miscellaneous supply for the Terra Nova project
- Responsible for negotiation and execution of a \$150,000,000 frame contract for long term delivery of subsea equipment for Eastern Canada operations
- Responsible for SURF systems engineering to support subsea projects including concept development, FEED and contracts management
- Responsible for subsea project support to Terra Nova asset including solution development, contracts management, risk evaluation, technical studies and implementation of marine construction programs

2003 **Flowlines, Risers and Umbilicals Lead, Terra Nova Far East Development**
Petro-Canada, St. John's NL

- Responsible for development of contract documentation to support tender of flowlines, risers and umbilicals EPCI contract for Terra Nova Far East development
- Responsible for FEED for subsea tieback development including all flowlines, risers and umbilicals supply and installation scope
- Supported development of project procedures including mechanical completion requirements, document delivery requirements and project interfacing requirements

2002 - 2003 **Terra Nova PBSJ Repair Campaign Task Force Lead**
Petro-Canada, St. John's NL

- Responsible for repair of a failed in-line subsea flowline weak link connection
- Responsible for development of an ROV-based solution including forensic investigation of root cause, solution evaluation, detailed engineering, full-scale prototype testing, and execution of installation campaign offshore
- Responsible for negotiation and daily management of all third party engineering, testing and fabrication contracts to complete workscope

2002 – 2004 **Subsea Facilities Engineer, East Coast Engineering and Technology Group**
Petro-Canada, St. John's NL

- Provision of technical operational and project support to Terra Nova Development subsea team
- Responsible for engineering and technical studies in support of future field development activity for Petro-Canada
- Provision of engineering support including contract negotiation, scope development

and execution support for post start-up rock dumping campaign at Terra Nova

2001 - 2002 Engineering Lead, Subsea Connector Project Group, Terra Nova Project
Petro-Canada, St. John's NL

- Responsible for engineering activity including root cause investigation, materials investigation, solutions development for failed subsea flowline and Xmas tree connector repair campaign
- Responsible for engineering support for offshore construction campaign execution including change management, acceptance criteria development and operational query resolution
- Liaison with the Certifying Authority and regulatory authorities through approvals process for subsea connector repair program

2001 Engineering Lead, Marine Operations, Terra Nova Project
Petro-Canada, St. John's NL

- Responsible for Terra Nova second phase offshore flowline and umbilical tie-in scope including contract negotiation, installation engineering approval, offshore construction campaign execution, documentation delivery and project closeout
- Responsible for resolution of engineering issues associated with design and fabrication and installation of Terra Nova flexible risers, flowlines and umbilicals including liaison with the Certifying Authority for Terra Nova subsea installation

1999 – 2000 Subsea Engineer, Terra Nova Operations Group
Petro-Canada, St. John's NL

1997 – 1999 Support Engineer, Integrated Management Team- Terra Nova Project
DORIS Development Canada, St. John's NL

Publications

O'Brien, S. (2005). **Subsea Developments in Extreme Ice Environments**, *Proceedings from Russian Arctic Offshore Conference*, St. Petersburg.

O'Brien, S (1997). **Behaviour of Pipelines in Dry Sand Under Lateral Loading Conditions**, Graduate Thesis, Memorial University of Newfoundland.

Timco GW and O'Brien S (1994). **Flexural Strength Equation for Sea Ice**, *Cold Regions Science and Technology*, No. 22, pp.285-298.