

**From:** pharrington@lowerchurchillproject.ca  
**To:** [ron\\_power@nlhydro](mailto:ron_power@nlhydro)  
**Subject:** Re: \*Confidential: Fw: Astaldi Steering Committee Meeting - outcome  
**Date:** Sunday, March 30, 2014 3:48:40 PM

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Ron

Mam

Many thanks for this. I was wondering how the meeting went...

I am in Halifax airport waiting for my flight to St Johns so will be in the office Monday morning

Will chat then

Paul

Sent from my iPad

> On Mar 29, 2014, at 6:02 PM, "Ron Power" <RonPower@lowerchurchillproject.ca> wrote:

>

> Here a few notes (in no particular order) from the meeting. Meeting was attended at site by Ron, Gilbert, Des, Mario, Francesco Benedetti (Part-time, no English). Scott, Manni and Jennifer called in.

>

> 1 - Site Superintendents: of the names put forward by Bill Knox, Mario noted that 2 have been hired (but not yet on site), and 1 other is being negotiated, near conclusion. Regarding the crusher, it was noted that an experienced superintendent has recently been hired.

>

> 2 - Risk Management Plan: Jennifer noted that the risk mgmt. plan is almost complete and that a Site Risk Manager is to be hired.

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> 3 - Recruitment Forecast document was tabled (copy below). 17 staff hired in March. A recruiter (Scott McFarlene) has been hired.

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> 4 - resume for new PM (Edward McEwan - copy below) was handed out. Mario requested we review and provide comment / approval within a week. Mario noted that the other candidate (probably Richard Graham) would not be available before 6 - 8 months time - he may be brought on then, in addition to the new PM.

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> 5 - Document providing status of PM Plan sections was tabled (copy below).

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> 6 - 2 persons will (or are) be brought on from Rome to help their team correctly code engineering documentation. At present, incorrect codes are being applied which causes acceptance problems for Nalcor.

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> 7 - Crushing contractor (Beton Provinciale) - a lot of discussion around this. Ron challenged as to whether they are the right contractor, considering their lack of performance to date. Mr. Triassi seemed to jump in and defend that they are the right contractor. Ron suggested a meeting at the Beton CEO level.

Gilbert cautioned that commercial aspects need to be managed between Astaldi and Beton.

>

> 8 - Resume for Project Controls (PMO ?) manager tabled for our review / approval (Chantal Berube - resume attached - she had been proposed by Normand some time ago for our team - she was not approved at that time due to her deficiencies with spoken and written English.)

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> 9 - Update provided by Manni regarding other subcontractors (formwork, rebar, grouting, ICS, E&M inside ICS, etc...). Generally positive.

> bennett

> 10 - Some discussion around the recently submitted schedule. The schedule as submitted is deficient wrt manpower loading and a lot of other necessary information. Mario suggested submitting a detailed 60-day schedule.

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- > 11 - Planners: Pierre Cianni will extend by 2 months. Seems as if Astaldi are still recruiting the long-term Sr. Planner (we though they had recruited a new one). Astaldi are open to Nalcor providing names to them.
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- > 12 - KPI document (see below) was tabled.
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- > 13 - When asked our viewpoint, Scott commented that we are challenged to understand the organization structure. Scott suggests key persons be accountable (key points of responsibility) for different "organization buckets". We still see struggles. It is not clear how Astaldi will manage the construction.
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- > 14 - Regarding processes, Scott noted that implementation of Astaldi processes is not seen. Lorna is starting from scratch. Manni noted that Lorna is working on how to apply the "Astaldi way" to the LCP. Jennifer noted that it is difficult to "fix the ship as the ship is moving".
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- > 15 - Monthly Report: Ron tabled a copy of the Astaldi Monthly Report (first one). Ron firstly asked if the Steering Committee members had seen it. Jennifer said no, and from Mario's response we believe Mario only gave it a cursory glance. Regarding the report, Ron noted that the content of the report flies in the face of everything that we are all trying to achieve at the Steering Committee level. Ron noted that the report is essentially a notice to claim and that it is not focused on moving forward to execute the job, and in fact it is a 180 degree direction from where we need to be headed. Ron noted that it is obvious that the signatories on the report (i.e. the management team on the ground) are not aligned with the Steering Committee's efforts. Ron noted that if this is the view of the modus operandi of the Astaldi site management team, then the Muskrat Falls Powerhouse / Intake facility will never get constructed.
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- > Mario seemed somewhat shocked that such a report was issued. He was visibly embarrassed, and committed to amend or withdraw the report within the week. Jennifer as well seemed put out that such a report was issued.
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- > 16 - Enlightening comment from Mario: Mario stated that Astaldi will lose money on this project. Notwithstanding that, he stated that Astaldi will successfully execute this project for their reputation's sake. Mario looked and sounded very concerned with the overall state of affairs. Jennifer as well sounded worried. Both Mario and Jennifer are still very aligned with us and with mutual collaboration.
- >
- > Musings: Astaldi (Rome) are now clearly seeing the seriousness of the state of affairs, and they are very concerned / alarmed. Mario will be staying over for at least another week. Jennifer will be at site Wednesday, Thursday and Friday morning next week. Both seem very sincere.
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- > I question whether Mr. Triassi is the author of much of what we are seeing. We need to wait and see. I certainly expect changeout of some of the existing Astaldi site management staff.
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- > Workshops: It was mutually agreed, and strongly desired, that there is a need for Astaldi / Nalcor workshops next week at the management / Steering Committee level. The outcomes of the workshop will need to be tangible actions that will lead to construction success.
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- > Scott will lead the workshops, at site. He has been communicating with Jennifer and Manni and they are working the agenda. Details will be provided by Scott to us on Monday.
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- > Handouts: Here are PDF files of the handouts from the Steering Committee meeting.
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- > 1 - covering letter from Astaldi
- > 2 - KPIs
- > 3 - Recruitment Forecast - Non-union Positions
- > 4 - PMP Development - status
- > 5 - Management Key Staff - Presence on Site
- > 6 - Resume: Edward McEwan - proposed new PM

> 7 - Resume: Chantal Berube - proposed PMO (Project Controls Mgr. ?)  
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> ----- Forwarded by Ron Power/NLHydro on 03/29/2014 05:11 PM -----  
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> From: Ron Power/NLHydro  
> To: Paul Harrington/NLHydro@NLHydro, Lance Clarke/NLHydro@NLHydro,  
> Cc: Gilbert Bennett/NLHydro@NLHydro, Desmond Tranquilla/NLHYDRO, Scott  
> O'Brien/NLHydro@NLHYDRO, Jason Kean/NLHydro@NLHydro  
> Date: 03/28/2014 08:29 AM  
> Subject: Steering Committee Meeting - outcome  
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> Paul / Lance - the outcome of the Steering Committee meeting held yesterday was positive. Astaldi's  
leadership are still aligned with us, and are still aligned with the collaborative approach that we have been  
mutually pursuing.  
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> I will send out a detailed missive later today with:  
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> - notes from the meeting  
> - my thoughts / musings  
> - the plan for 2 1/2 days of workshops, at site, next week, attended by all Steering Committee members  
and including Des and Scott.  
>  
> Regards,  
> Ron  
>  
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>  
> You owe it to yourself, and your family, to make it home safely every day. What have you done today so  
that nobody gets hurt?  
> <Recruitment Forecast Non-union Positions.pdf>  
> <Resume - Chantal Berube.pdf>  
> <Resume - Edward McEwan.pdf>  
> <Steering Committee - Documentation - Cover Letter.pdf>  
> <Key Performance Indicators Summary.pdf>  
> <Management Key Staff - Presence On Site.pdf>  
> <PMP Development.pdf>