

From: ronpower@nalcenergy.com
To: pathussey@nalcenergy.com; lanceclarke@nalcenergy.com; bbarnes@nalcenergy.com; jasonkean@nalcenergy.com
Subject: Role Descriptions
Date: Monday, January 24, 2011 2:10:11 PM
Attachments: [..png](#)
[..png](#)
[..png](#)
[..png](#)
[..png](#)
[..png](#)
SD - General Construction Manager.pdf
SD - Area Manager - HVdc Specialty Installations & Switchyards.pdf
SD - Area Manager - Infrastructure.pdf
SD - Area Manager - Muskrat Falls Dams and Spillway.pdf
SD - Area Manager - Muskrat Falls Intake and Powerhouse.pdf
SD - Area Manager - Overland Transmission.pdf

These are going "on the street" today.

Regards,

Ron



SD - General Construction Manager.pdf



SD - Area Manager - HVdc Specialty Installations & Switchyards.pdf



SD - Area Manager - Infrastructure.pdf



SD - Area Manager - Muskrat Falls Dams and Spillway.pdf



SD - Area Manager - Muskrat Falls Intake and Powerhouse.pdf



SD - Area Manager - Overland Transmission.pdf

Nalcor Energy – Lower Churchill Project

SCOPE DESCRIPTION

JOB TITLE General Construction Manager

DEPARTMENT LCP Management Team **LOCATION** St. John's NE-LCP Offices and later Site

DIRECTION RECEIVED

Strategic only, functionally reporting directly to the Nalcor Energy – Lower Churchill Project (NE-LCP) Project Director and reporting in a matrix organization to the Project Manager: Generation/Labrador Island Link.

DIRECTION EXERCISED

The General Construction Manager provides construction management related direction and guidance to the overall NE-LCP organization.

The incumbent will directly supervise a small focused team of NE-LCP construction management specialists, including site representative(s) for Field Program(s).

SUMMARY OF JOB FUNCTION

The incumbent will provide Construction Management leadership and direction throughout the development and execution phases (engineering, procurement and construction) of the Lower Churchill Project. In particular, the incumbent will be a key member of the Generation / Island Link project team, and will be responsible to ensure the construction aspects of the Generation / Island Link project meet or exceed NE-LCP expectations. The incumbent will interface extensively with the Project Manager: Generation / Island Link, as well as with the Generation / Island Link team's Area Delivery Coordinators. The incumbent will also interface with Nalcor's Marine Crossings Project Manager.

The General Construction Manager will provide oversight and surveillance of the Construction Management team employed by the EPCM Consultant, and will interface directly with the EPCM Consultant's Construction Director and Construction Managers, in accordance with project procedures.

Within the existing Integrated Management System Framework, the incumbent will lead and manage the overall development, implementation and maintenance of the Owner's project-specific Construction Management Plan and associated standards, processes and procedures.

PRINCIPAL ACTIVITIES, DUTIES, AND RESPONSIBILITIES

The General Construction Manager is responsible either directly, or by directing Nalcor Energy construction management staff, for the following:

Pre Sanction- Preparation and Planning

- Approval of the EPCM Consultant's construction management personnel as they are proposed by the EPCM Consultant to be assigned to the Project.
- Providing input into, reviewing and accepting EPCM Consultant's Construction Management related Plan(s), ensuring Nalcor's requirements are met.
- Ensuring constructability reviews of the design / engineering documentation, including reviews for the incorporation of construction safety elements / project constructability plan / best practices are carried out by the EPCM Consultant and / or EPC contractor(s).
- Providing input into, reviewing and accepting EPCM Consultant's contracting strategy(s), ensuring cost reduction / optimization is actively pursued.
- Participating in contractors' competency evaluations.
- Involvement in development, reviews and approval of construction schedules prepared by EPCM Consultant and / or EPC contractor(s).
- Advice and input regarding productivity issues.
- Review and acceptance of contractors' methods, plans, plant and personnel.
- Industrial Relations (IR) planning / labour estimates (primarily Nalcor). Dispute resolution.
- Establishment of construction safety targets for incorporation into contracts.

- Management of construction contingency fund (Nalcor only).
- Providing input into, reviewing and accepting construction period staffing plan / roles & responsibilities by the EPCM consultant and / or EPC contractor(s).
- Ensuring the production and management of required construction related procedures by the EPCM consultant and / or EPC contractor(s).
- Provision of Nalcor's Work Protection Code and necessary training for EPCM Consultant and all contractors and suppliers.

Construction Phase

The responsibilities of the General Construction Manager during construction shall include ensuring that the EPCM Consultant and / or EPC contractor(s) carry out the following in a manner acceptable to Nalcor:

- Preparation and planning required to commence the works at the earliest possible opportunity in order to meet the project schedule.
- Provision of all engineering, procurement, commercial and environmental deliverables required to be able to place purchase orders, award contracts and commence the construction works in accordance with the project schedule.
- Selection, hiring, training and deployment of the Project site teams that will monitor and direct the works by the successful contractors.
- Overall management and coordination of the Project Site teams and development of site procedures to administer the works by the site contractors.
- Completion of the construction programs safely, on time and within budget respecting all environmental and other requirements and provisions.
- Ensuring compliance with commitments made in the Impact and Benefits Agreement during the planning/preparation phase and during construction.
- Management of construction-related queries.

Summary responsibilities – The General Construction Manager shall ensure that the construction and Completions of the various facilities are performed in a manner acceptable to Nalcor Energy, and that the following aspects are fully addressed during construction and Completions: Safety, Environmental, Site Technical & Engineering Interface, Contracts Management, Security, Logistics, Risk, Schedule Management, Progress Verification Management, Cost Management, Quality Assurance, Document Management at Construction Sites, Verification Activities, Labour, External Relations and other general duties.

JOB SPECIFICATIONS

EDUCATION

- Bachelor of Engineering or an equivalent combination of education, training and experience.

EXPERIENCE

The successful Construction manager shall possess a civil technical background with 15 to 20 years of Construction Management in a senior position on heavy civil works (dam construction and cold climate construction experience is preferable). The incumbent must also possess an excellent and demonstrated safety and environmental record with aboriginal, diversity and cultural awareness. The incumbent must also be willing to adhere to Nalcor Energy's vision and values.

SPECIAL SKILLS, JOB REQUIREMENTS, WORKING CONDITIONS, ETC.

- Must be willing to move to Labrador site when required to do so.
- Must be able to work effectively as a key member of the Owner's team within a multi-functional team environment (matrix style organization structure).
- Excellent leadership and communication skills.
- Previous experience in the guidance and leadership of multiple site teams on a multi billion dollar project as an Owner's representative using an EPCM contracting strategy

PREPARED BY

APPROVED BY

DATE

24-Jan-2011

DATE

24 Jan 2011

SCOPE DESCRIPTION

JOB TITLE	Area Manager – HVdc Specialty Installations & Switchyards		
DEPARTMENT	LCP Management Team	LOCATION	St. John's NE-LCP Offices
DIRECTION RECEIVED			
Strategic only, reporting directly to the Project Manager: Generation / Island Link.			
DIRECTION EXERCISED			
Under the authority of the Project Manager: Generation / Island Link, the incumbent will have the authority to interface directly with, and assign deliverable requirements to, the senior members of Nalcor's Generation / Island Link project team. The incumbent will have Nalcor's authority for interfacing with and directing the EPCM Consultant to fulfill Nalcor's overall Project Management role.			
The <i>Area Manager – HVdc Specialty Installations & Switchyards</i> will not initially have direct reports.			
SUMMARY OF JOB FUNCTION			
With accountability residing with the Project Manager: Generation / Island Link, the incumbent is responsible for the overall delivery, including scope, cost and schedule management, of the HVdc Specialty Installations and Switchyards required for the Generation / Island Link project. Installations include:			
<ul style="list-style-type: none"> • ac switchyard at Muskrat Falls; • Churchill Falls switchyard extension; • Muskrat Falls HVdc converter station; • Soldiers Pond HVdc converter station; • HVdc Transition Compounds; • Shoreline pond electrodes. 			
The responsibility extends throughout all Phases of the Project. With accountability residing with the Project Manager: Generation / Island Link, the incumbent will also be the budget holder for the HVdc Specialty Installations & Switchyards scope.			
The incumbent will provide Project execution leadership and direction throughout the development and execution phases (engineering, procurement and construction) of the Generation / Island Link project. The incumbent will be a key member of the Generation / Island Link project team and will interface extensively with the Project Manager: Generation / Island Link, as well as with the team's senior personnel.			
The <i>Area Manager – HVdc Specialty Installations & Switchyards</i> provides oversight and surveillance of the counterparty team employed by the EPCM Consultant, and will interface directly with the EPCM Consultant's Project and Area Managers, in accordance with project procedures.			
PRINCIPAL ACTIVITIES, DUTIES, AND RESPONSIBILITIES			
The <i>Area Manager – HVdc Specialty Installations & Switchyards</i> is responsible for the following:			
<ul style="list-style-type: none"> • Management and control of HVdc Specialty Installations & Switchyards associated scope, costs and schedules. • Identification of cost and schedule drivers, and implementation of associated optimization opportunities. • Identification of Changes and subsequent management of approved Changes, in accordance with Nalcor's protocols. • Ensuring all relevant team members are engaged and executing their tasks as required. • Communication with and provision of relevant information to Nalcor team members. • Progress measurement and achievement of milestones. • Ensuring Company's Management System requirements, methods / tools are being employed, are effective and opportunities for improvement are identified and implemented. • Ensuring deliverables from the EPCM Consultant meet all requirements, including all engineering, procurement, commercial and environmental deliverables required to be able to place purchase orders, award contracts and commence the construction works in accordance with the project schedule. • Ensuring all associated interfaces are identified and managed. • Facilitating problem resolution and has responsibility to ensure closure. 			

- Area Reporting – establishment of protocols and champion delivery.
- Ensures opportunities for improvement (safety, environment, cost, schedule, quality) are items of focus and vigorously championed.
- Ensuring related EPCM Consultant's related Plan(s) meet Nalcor's requirements.
- Ensuring compliance with commitments made in the Impact and Benefits Agreement during the planning/preparation phase and during construction.

JOB SPECIFICATIONS

EDUCATION

- Bachelor of Engineering or an equivalent combination of education, training and experience.

EXPERIENCE

The successful **AreaManager – HVdc Specialty Installations & Switchyards** shall possess a project management background with 15 to 20 years of project management in a senior position on major projects.

The incumbent must also be willing to adhere to Nalcor Energy's vision and values.

SPECIAL SKILLS, JOB REQUIREMENTS, WORKING CONDITIONS, ETC.

- Must be able to work effectively as a key member of the Owner's team within a multi-functional team environment (matrix style organization structure).
- Excellent leadership and communication skills.
- Solution oriented.
- Must be able to work in a collaborative / supportive manner with stakeholders.
- Previous experience on a major project as an Owner's representative using an EPCM contracting strategy preferred.
- Must be willing to travel, as necessary.

PREPARED BY

APPROVED BY

DATE

24-Jan.-2011

DATE

24 Jan 2011

SCOPE DESCRIPTION

JOB TITLE	Area Manager – Infrastructure		
DEPARTMENT	LCP Management Team	LOCATION	St. John's NE-LCP Offices
DIRECTION RECEIVED			
Strategic only, reporting directly to the Project Manager: Generation / Island Link.			
DIRECTION EXERCISED			
<p>Under the authority of the Project Manager: Generation / Island Link, the incumbent will have the authority to interface directly with, and assign deliverable requirements to, the senior members of Nalcor's Generation / Island Link project team. The incumbent will have Nalcor's authority for interfacing with and directing the EPCM Consultant to fulfill Nalcor's overall Project Management role.</p> <p>The <i>Area Manager – Infrastructure</i> will not initially have direct reports.</p>			
SUMMARY OF JOB FUNCTION			
<p>With accountability residing with the Project Manager: Generation / Island Link, the incumbent is responsible for the overall delivery and operation, including scope, cost and schedule management, of the infrastructure required for the Generation / Island Link project. Infrastructure includes, but may not be limited to, the following:</p> <ul style="list-style-type: none"> • Access Roads (permanent and temporary) • Construction Bridge(s), Barges, Ferries (as applicable) • Construction Power • Construction Telecommunications • Accommodation Complex c/w Services and Operation, M. Falls site • Housing / Accommodation / Office Facilities, Happy Valley Goose Bay • Port Facilities (pan-Project) • Marshalling Yards (pan-Project) <p>The responsibility extends throughout all Phases of the Project. With accountability residing with the Project Manager: Generation / Island Link, the incumbent will also be the budget holder for the infrastructure scope.</p> <p>The incumbent will provide Project execution leadership and direction throughout the development and execution phases (engineering, procurement and construction) of the Generation / Island Link project. The incumbent will be a key member of the Generation / Island Link project team and will interface extensively with the Project Manager: Generation / Island Link, as well as with the team's senior personnel.</p> <p>The <i>Area Manager – Infrastructure</i> provides oversight and surveillance of the counterparty team employed by the EPCM Consultant, and will interface directly with the EPCM Consultant's Project and Area Managers, in accordance with project procedures.</p>			
PRINCIPAL ACTIVITIES, DUTIES, AND RESPONSIBILITIES			
<p>The <i>Area Manager – Infrastructure</i> is responsible for the following:</p> <ul style="list-style-type: none"> • Management and control of infrastructure-associated scope, costs and schedules. • Identification of cost and schedule drivers, and implementation of associated optimization opportunities. • Identification of Changes and subsequent management of approved Changes, in accordance with Nalcor's protocols. • Ensuring all relevant team members are engaged and executing their tasks as required. • Communication with and provision of relevant information to Nalcor team members. • Progress measurement and achievement of milestones. • Ensuring Company's Management System requirements, methods / tools are being employed, are effective and opportunities for improvement are identified and implemented. • Ensuring deliverables from the EPCM Consultant meet all requirements, including all engineering, procurement, commercial and environmental deliverables required to be able to place purchase orders, award contracts and commence the construction works in accordance with the project schedule. 			

- Ensuring all associated interfaces are identified and managed.
- Facilitating problem resolution and has responsibility to ensure closure.
- Area Reporting – establishment of protocols and champion delivery.
- Ensures opportunities for improvement (safety, environment, cost, schedule, quality) are items of focus and vigorously championed.
- Ensuring related EPCM Consultant's related Plan(s) meet Nalcor's requirements.
- Ensuring compliance with commitments made in the Impact and Benefits Agreement during the planning/preparation phase and during construction.

JOB SPECIFICATIONS

EDUCATION

- Bachelor of Engineering or an equivalent combination of education, training and experience.

EXPERIENCE

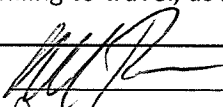
The successful **Area Manager – Infrastructure** shall possess a project management background with 15 to 20 years of project management in a senior position on major projects.

The incumbent must also be willing to adhere to Nalcor Energy's vision and values.

SPECIAL SKILLS, JOB REQUIREMENTS, WORKING CONDITIONS, ETC.

- Must be able to work effectively as a key member of the Owner's team within a multi-functional team environment (matrix style organization structure).
- Excellent leadership and communication skills.
- Solution oriented.
- Must be able to work in a collaborative / supportive manner with stakeholders.
- Previous experience on a major project as an Owner's representative using an EPCM contracting strategy preferred.
- Must be willing to travel, as necessary.

PREPARED BY



APPROVED BY



DATE

24-Jan-2011

DATE

24 Jan 2011

SCOPE DESCRIPTION

JOB TITLE Area Manager – Muskrat Falls Dams and Spillway

DEPARTMENT LCP Management Team **LOCATION** St. John's NE-LCP Offices

DIRECTION RECEIVED

Strategic only, reporting directly to the Project Manager: Generation / Island Link.

DIRECTION EXERCISED

Under the authority of the Project Manager: Generation / Island Link, the incumbent will have the authority to interface directly with, and assign deliverable requirements to, the senior members of Nalcor's Generation / Island Link project team. The incumbent will have Nalcor's authority for interfacing with and directing the EPCM Consultant to fulfill Nalcor's overall Project Management role.

The *Area Manager – Muskrat Falls Dams and Spillway* will not initially have direct reports.

SUMMARY OF JOB FUNCTION

With accountability residing with the Project Manager: Generation / Island Link, the incumbent is responsible for the overall delivery, including scope, cost and schedule management, of the Muskrat Falls Dams and Spillway installations required for the Generation / Island Link project. Installations include:

- A north roller compacted concrete (RCC) overflow dam;
- A south RCC dam;
- Gated spillway including:
 - Approach and discharge channels,
 - vertical lift gates,
- River diversion during construction via natural river channel for first two years and via the spillway for subsequent years;
- North spur stabilization.

The responsibility extends throughout all Phases of the Project. With accountability residing with the Project Manager: Generation / Island Link, the incumbent will also be the budget holder for the Muskrat Falls Dams and Spillway scope.

The incumbent will provide Project execution leadership and direction throughout the development and execution phases (engineering, procurement and construction) of the Generation / Island Link project. The incumbent will be a key member of the Generation / Island Link project team and will interface extensively with the Project Manager: Generation / Island Link, as well as with the team's senior personnel.

The *Area Manager – Muskrat Falls Dams and Spillway* provides oversight and surveillance of the counterparty team employed by the EPCM Consultant, and will interface directly with the EPCM Consultant's Project and Area Managers, in accordance with project procedures.

PRINCIPAL ACTIVITIES, DUTIES, AND RESPONSIBILITIES

The *Area Manager – Muskrat Falls Dams and Spillway* is responsible for the following:

- Management and control of Muskrat Falls Dams and Spillway associated scope, costs and schedules.
- Identification of cost and schedule drivers, and implementation of associated optimization opportunities.
- Identification of Changes and subsequent management of approved Changes, in accordance with Nalcor's protocols.
- Ensuring all relevant team members are engaged and executing their tasks as required.
- Communication with and provision of relevant information to Nalcor team members.
- Progress measurement and achievement of milestones.
- Ensuring Company's Management System requirements, methods / tools are being employed, are effective and opportunities for improvement are identified and implemented.
- Ensuring deliverables from the EPCM Consultant meet all requirements, including all engineering, procurement, commercial and environmental deliverables required to be able to place purchase orders, award contracts and commence the construction works in accordance with the project schedule.
- Ensuring all associated interfaces are identified and managed.

- Facilitating problem resolution and has responsibility to ensure closure.
- Area Reporting – establishment of protocols and champion delivery.
- Ensures opportunities for improvement (safety, environment, cost, schedule, quality) are items of focus and vigorously championed.
- Ensuring related EPCM Consultant's related Plan(s) meet Nalcor's requirements.
- Ensuring compliance with commitments made in the Impact and Benefits Agreement during the planning/preparation phase and during construction.

JOB SPECIFICATIONS**EDUCATION**

- Bachelor of Engineering or an equivalent combination of education, training and experience.

EXPERIENCE

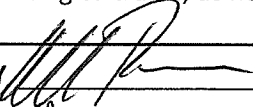
The successful **Area Delivery Coordinator – Muskrat Falls Dams and Spillway** shall possess a project management background with 15 to 20 years of project management in a senior position on major projects.

The incumbent must also be willing to adhere to Nalcor Energy's vision and values.

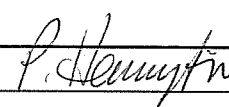
SPECIAL SKILLS, JOB REQUIREMENTS, WORKING CONDITIONS, ETC.

- Must be able to work effectively as a key member of the Owner's team within a multi-functional team environment (matrix style organization structure).
- Excellent leadership and communication skills.
- Solution oriented.
- Must be able to work in a collaborative / supportive manner with stakeholders.
- Previous experience on a major project as an Owner's representative using an EPCM contracting strategy preferred.
- Must be willing to travel, as necessary.

PREPARED BY



APPROVED BY



DATE

24-Jan-2011

DATE

26 Jan 2011

SCOPE DESCRIPTION

JOB TITLE Area Manager – Muskrat Falls Intake and Powerhouse

DEPARTMENT LCP Management Team **LOCATION** St. John's NE-LCP Offices

DIRECTION RECEIVED

Strategic only, reporting directly to the Project Manager: Generation / Island Link.

DIRECTION EXERCISED

Under the authority of the Project Manager: Generation / Island Link, the incumbent will have the authority to interface directly with, and assign deliverable requirements to, the senior members of Nalcor's Generation / Island Link project team. The incumbent will have Nalcor's authority for interfacing with and directing the EPCM Consultant to fulfill Nalcor's overall Project Management role.

The *Area Manager – Muskrat Falls Intake and Powerhouse* will not initially have direct reports.

SUMMARY OF JOB FUNCTION

With accountability residing with the Project Manager: Generation / Island Link, the incumbent is responsible for the overall delivery, including scope, cost and schedule management, of the Muskrat Falls Intake and Powerhouse installations required for the Generation / Island Link project. Installations include:

- A close coupled intake and powerhouse, including:
 - 4 intakes with gates and trash racks,
 - 4 concrete lined water passages,
 - 4 turbine/generator units at 206 MW approximately each with associated ancillary electrical/mechanical and protection/control equipment,
 - 5 power transformers (includes 1 spare), located on the draft tube deck of the powerhouse,
 - 2 overhead cranes.

The responsibility extends throughout all Phases of the Project. With accountability residing with the Project Manager: Generation / Island Link, the incumbent will also be the budget holder for the Muskrat Falls Intake and Powerhouse scope.

The incumbent will provide Project execution leadership and direction throughout the development and execution phases (engineering, procurement and construction) of the Generation / Island Link project. The incumbent will be a key member of the Generation / Island Link project team and will interface extensively with the Project Manager: Generation / Island Link, as well as with the team's senior personnel.

The *Area Manager – Muskrat Falls Intake and Powerhouse* provides oversight and surveillance of the counterparty team employed by the EPCM Consultant, and will interface directly with the EPCM Consultant's Project and Area Managers, in accordance with project procedures.

PRINCIPAL ACTIVITIES, DUTIES, AND RESPONSIBILITIES

The *Area Manager – Muskrat Falls Intake and Powerhouse* is responsible for the following:

- Management and control of Muskrat Falls Intake and Powerhouse associated scope, costs and schedules.
- Identification of cost and schedule drivers, and implementation of associated optimization opportunities.
- Identification of Changes and subsequent management of approved Changes, in accordance with Nalcor's protocols.
- Ensuring all relevant team members are engaged and executing their tasks as required.
- Communication with and provision of relevant information to Nalcor team members.
- Progress measurement and achievement of milestones.
- Ensuring Company's Management System requirements, methods / tools are being employed, are effective and opportunities for improvement are identified and implemented.
- Ensuring deliverables from the EPCM Consultant meet all requirements, including all engineering, procurement, commercial and environmental deliverables required to be able to place purchase orders, award contracts and commence the construction works in accordance with the project schedule.
- Ensuring all associated interfaces are identified and managed.

- Facilitating problem resolution and has responsibility to ensure closure.
- Area Reporting – establishment of protocols and champion delivery.
- Ensures opportunities for improvement (safety, environment, cost, schedule, quality) are items of focus and vigorously championed.
- Ensuring related EPCM Consultant's related Plan(s) meet Nalcor's requirements.
- Ensuring compliance with commitments made in the Impact and Benefits Agreement during the planning/preparation phase and during construction.

JOB SPECIFICATIONS

EDUCATION

- Bachelor of Engineering or an equivalent combination of education, training and experience.

EXPERIENCE

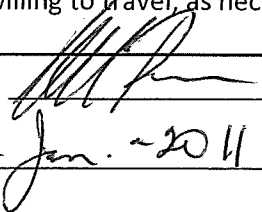
The successful **Area Manager – Muskrat Falls Intake and Powerhouse** shall possess a project management background with 15 to 20 years of project management in a senior position on major projects.

The incumbent must also be willing to adhere to Nalcor Energy's vision and values.

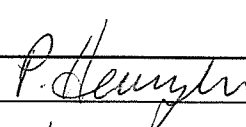
SPECIAL SKILLS, JOB REQUIREMENTS, WORKING CONDITIONS, ETC.

- Must be able to work effectively as a key member of the Owner's team within a multi-functional team environment (matrix style organization structure).
- Excellent leadership and communication skills.
- Solution oriented.
- Must be able to work in a collaborative / supportive manner with stakeholders.
- Previous experience on a major project as an Owner's representative using an EPCM contracting strategy preferred.
- Must be willing to travel, as necessary.

PREPARED BY



APPROVED BY



DATE

24-Jan-2011

DATE

24 Jan 2011

SCOPE DESCRIPTION

JOB TITLE Area Manager – Overland Transmission

DEPARTMENT LCP Management Team **LOCATION** St. John's NE-LCP Offices

DIRECTION RECEIVED

Strategic only, reporting directly to the Project Manager: Generation / Island Link.

DIRECTION EXERCISED

Under the authority of the Project Manager: Generation / Island Link, the incumbent will have the authority to interface directly with, and assign deliverable requirements to, the senior members of Nalcor's Generation / Island Link project team. The incumbent will have Nalcor's authority for interfacing with and directing the EPCM Consultant to fulfill Nalcor's overall Project Management role.

The *Area Manager – Overland Transmission* will not initially have direct reports.

SUMMARY OF JOB FUNCTION

With accountability residing with the Project Manager: Generation / Island Link, the incumbent is responsible for the overall delivery, including scope, cost and schedule management, of the Overland Transmission installations required for the Generation / Island Link project. Installations include:

- HVdc Overhead Transmission Lines Muskrat Falls to Soldiers Pond (1100 km)
- Electrode lines: Muskrat Falls to Strait of Belle Isle, and Soldiers Pond to Conception Bay
- HVac Overhead Transmission Lines Muskrat Falls to Churchill Falls (2 lines, 265 km each)
- Infrastructure associated with the delivery of the above, including, but not limited to, remote camps, communications, dedicated marshalling yards, etc..

The responsibility extends throughout all Phases of the Project. With accountability residing with the Project Manager: Generation / Island Link, the incumbent will also be the budget holder for the Overland Transmission scope.

The incumbent will provide Project execution leadership and direction throughout the development and execution phases (engineering, procurement and construction) of the Generation / Island Link project. The incumbent will be a key member of the Generation / Island Link project team and will interface extensively with the Project Manager: Generation / Island Link, as well as with the team's senior personnel.

The *Area Manager – Overland Transmission* provides oversight and surveillance of the counterparty team employed by the EPCM Consultant, and will interface directly with the EPCM Consultant's Project and Area Managers, in accordance with project procedures.

PRINCIPAL ACTIVITIES, DUTIES, AND RESPONSIBILITIES

The *Area Manager – Overland Transmission* is responsible for the following:

- Management and control of Overland Transmission associated scope, costs and schedules.
- Identification of cost and schedule drivers, and implementation of associated optimization opportunities.
- Identification of Changes and subsequent management of approved Changes, in accordance with Nalcor's protocols.
- Ensuring all relevant team members are engaged and executing their tasks as required.
- Communication with and provision of relevant information to Nalcor team members.
- Progress measurement and achievement of milestones.
- Ensuring Company's Management System requirements, methods / tools are being employed, are effective and opportunities for improvement are identified and implemented.
- Ensuring deliverables from the EPCM Consultant meet all requirements, including all engineering, procurement, commercial and environmental deliverables required to be able to place purchase orders, award contracts and commence the construction works in accordance with the project schedule.
- Ensuring all associated interfaces are identified and managed.
- Facilitating problem resolution and has responsibility to ensure closure.
- Area Reporting – establishment of protocols and champion delivery.
- Ensures opportunities for improvement (safety, environment, cost, schedule, quality) are items of focus and vigorously

championed.

- Ensuring related EPCM Consultant's related Plan(s) meet Nalcor's requirements.
- Ensuring compliance with commitments made in the Impact and Benefits Agreement during the planning/preparation phase and during construction.

JOB SPECIFICATIONS

EDUCATION

- Bachelor of Engineering (to be discussed) or an equivalent combination of education, training and experience.

EXPERIENCE

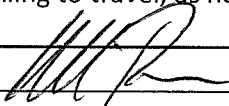
The successful **Area Manager – Overland Transmission** shall possess a project management background with 15 to 20 years of project management in a senior position on major projects.

The incumbent must also be willing to adhere to Nalcor Energy's vision and values.

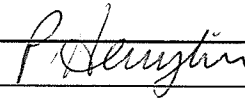
SPECIAL SKILLS, JOB REQUIREMENTS, WORKING CONDITIONS, ETC.

- Must be able to work effectively as a key member of the Owner's team within a multi-functional team environment (matrix style organization structure).
- Excellent leadership and communication skills.
- Solution oriented.
- Must be able to work in a collaborative / supportive manner with stakeholders.
- Previous experience on a major project as an Owner's representative using an EPCM contracting strategy preferred.
- Must be willing to travel, as necessary.

PREPARED BY



APPROVED BY



DATE

24-JAN-2011

DATE

26 Jan 2011