

From: jamesmeaney@lowerchurchillproject.ca
To: dsturge@nalcoreenergy.com
Subject: Fw: Resignation: Deputy General Project Manager - J. Kean
Date: Wednesday, January 4, 2017 9:03:23 AM

James Meaney

General Manager, Finance

PROJECT DELIVERY TEAM

Lower Churchill Project

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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?

----- Forwarded by James Meaney/NLHydro on 01/04/2017 09:02 AM -----

From: Lance Clarke/NLHydro
To: James Meaney/NLHydro@nlhydro
Date: 01/04/2017 08:47 AM
Subject: Fwd: Resignation: Deputy General Project Manager - J. Kean

The house of cards is shaking bad.....

Sent from my iPad

Begin forwarded message:

From: "Jason Kean" <JasonKean@lowerchurchillproject.ca>
Date: January 4, 2017 at 8:36:49 AM NST
To: "Paul Harrington" <PHarrington@lowerchurchillproject.ca>, "Ron Power" <RonPower@lowerchurchillproject.ca>, "Lance Clarke" <LanceClarke@lowerchurchillproject.ca>, "Pat Hussey" <PatHussey@lowerchurchillproject.ca>, "Brian Crawley" <BrianCrawley@lowerchurchillproject.ca>, "Scott O'Brien" <ScottOBrien@lowerchurchillproject.ca>, "Kumar Kandaswamy" <KumarKandaswamy@lowerchurchillproject.ca>
Subject: Fw: Resignation: Deputy General Project Manager - J. Kean

Gentleman,

It has been a pleasure working along side of you these past few years, however for a number of reasons, including those outlined below, I must bid you farewell.

May your perseverance continue.

Let's keep in touch.

Regards,

Jason

Jason R. Kean, P.Eng MBA PMP
PM - Overland Transmission Lines (Consultant)
PROJECT DELIVERY TEAM
Lower Churchill Project
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----- Forwarded by Jason Kean/NLHydro on 01/04/2017 08:32 AM -----

From: Jason Kean/NLHydro
To: Greg Fleming/NLHydro@NLHYDRO
Cc: Brian Crawley/NLHydro@NLHydro, Faustina Cornick/NLHydro@NLHYDRO
Date: 01/04/2017 08:31 AM
Subject: Resignation: Deputy General Project Manager - J. Kean

Greg,

Further to our meeting today, and upon reflection on the conversations you and I had in the weeks leading up to the Xmas break, I am deeply concerned and troubled by your pronounced plans for re-organizing the LCP Overland Transmission Lines (OTL / Component 4) team.

As discussed and communicated to John MacIssac following my first briefing to him on the scope of the Project which occurred on 18-May-2016, I am quite open to change, especially change for the better. For me, it's about being part of that change. When I am involved, informed, have an opportunity to provide

input, I can be very strong advocate for change (such as was the case for a major strategy shift in 2012 from an EPCM to an Integrated Project Delivery Team). However, in this case, you have clearly stated that you intend upon making organizational change within the OTL team and that I will not be given any opportunity to be a part of the change process. For example, you have created a new role of Deputy PM – OTL and identified Peter Whelan to fill the role, despite my questioning the scope and mandate of the role and given the current organizational structure between Kumar, Gerald, Pat Mark, Snehal, Ken and myself.

On a similar note you have advised that Keith Drover will undertake an organizational effectiveness review of the OTL team and that it would be best if I did not participate as the review may then unearth the “truths” of where change within the organization is required. You have stated that further organizational change will occur as yourself and Keith see appropriate, coming out of this review.

With my continued persistence of what you see as Peter’s role, last evening you arranged for Keith Drover to send your view of the role (see below) that was to be communicated within the broader LCMC organization today. Upon reading, I was shocked to learn that the role description included delegating a significant portion of my role of Project Manager – OTL, in particular as it relates to statements such as (emphasis added):

- ***“Responsibility within this position includes, but is not limited to, organizational design, staffing and human resource management, safety and environmental performance, engineering, procurement, contract formation and administration, quality assurance, interface management and all aspects of project control (risk, cost, schedule, change management).”***
- ***“This individual will lead the Overland Transmission organization, providing both strategic and day-to-day direction as is required to ensure that the scope is delivered in accordance to the goals and objectives established in the Project Charter.***
- ***“The incumbent will act as the Company Representative”*** for various

contract packages

I highlight the above items as it reinforces statements you have consistently made with respect to how the organization will function going forward, in particular the further de-scoping of my responsibility and authority. From the exploratory discussions I have had with Peter, he has stated that his intentions are to report to and take direction from you rather than me. The role description reaffirms your earlier statements that I am to delegate a significant portion of responsibilities and authority to him, thus keeping me as a “figurehead” PM who is handcuffed and unable to do what is required to ensure the scopes are delivered in 2017. You have clearly stated that you do not want me to issue any letters to the contractor (i.e. Valard) that are intended to document LITP’s position and mitigate the risk of future claims from Valard; your intention of assigning Peter as Company Representative under your direction will effectively neutralize me.

As you are well aware, I have been a central figure in forming and shaping the LCP over the past 10 years having filled many roles including that of Deputy General Project Manager (MFG / LTA / LITL). Concurrently while filling this role, in early 2013 I stepped in to re-organize and become the Project Manager for the \$2B OTL component of the Project. Under my leadership I have taken the 1600km of transmission lines from the early stages of material procurement through to 75% construction complete at year-end 2016. Considering my proven track record in the Project since 2007 and the prominent roles I have held, your proposed organization changes and removal of my current authority reflect a further level of intolerable demotion.

With respect to the new position of Deputy PM – OTL, John has called a meeting for this morning to ensure we are aligned on key messages around this and other OTL changes. You have stated that it is your preference that these changes are communicated from myself, however I do not feel that this would be appropriate given that I have not, nor will not, be a part of the change process. I feel that the organizational changes are being imposed without such dialogue and I reiterate that I am concerned about the adverse impacts these

changes will have on the Project and its team members. It is my firm opinion that the OTL aspect of the Project is well organized with a proficient team in-place who understand their roles and more importantly, operate as a team, thus enabling our achievements to date and ensuring a successful outcome.

Based on our discussions, it is clear that, going forward, my roles and responsibilities (and latitude to do what needs to be done) will be restricted, that my potential for contributions will be limited, and that my input is no longer sincerely valued. Over the past 6+ months I have tried to maintain an open mind with respect to the ongoing organizational changes that have been occurring, despite statements having been made to me questioning whether there is a place for me in this changing organization, including my ability to embrace new leadership.

It is very disappointing, after my nearly 10 years of hard work, perseverance, and unwavering commitment to the successful completion of LCP, to safety, to project management best practices, and to steadfastly upholding Nalcor's core values, in a lead role, that I would be professionally undermined and restricted in this way and in my ability to continue to make meaningful contributions to the Project.

For the reasons outlined above, I feel I have no choice but to inform you that I can no longer continue as Deputy General Project Manager nor as Project Manager – OTL. Formal written Notice will be provided shortly, in accordance with the terms of my employer's Agreement with LCMC.

Regards,

Jason

Jason R. Kean, P.Eng MBA PMP

PM - Overland Transmission Lines (Consultant)

PROJECT DELIVERY TEAM

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----- Forwarded by Jason Kean/NLHydro on 01/04/2017 08:22 AM -----

From: Keith Drover/NLHydro
To: Jason Kean/NLHydro@NLHydro
Cc: Greg Fleming/NLHydro
Date: 01/03/2017 05:20 PM
Subject: ATTACHED: Deputy Project Manager Role Description

Jason, please see attached.

(See attached file: Deputy Project Manager - Overland Transmission.doc)

Keith Drover

Risk & Strategy Manager

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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?[attachment "Deputy Project Manager - Overland Transmission.doc" deleted by James Meaney/NLHydro]