

From: Ed Martin <"cn=ed martin/o=nlhydro">
Sent: Saturday, March 30, 2013 5:05 PM
To: Paul Harrington; Gilbert Bennett
Cc: Lance Clarke
Subject: Re: Meeting with Bob Card and Scott Thon April 25th

Importance: High

I thought we had alignment with them. What has changed? How do set the April meeig for success?

Ed

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Paul Harrington---03/30/2013 02:52 PM NDT---Ed / Gilbert The meeting call with Bob Card and Scott Thon includes me as an FYI - I am on vacation

From:	Paul Harrington
To:	Ed Martin; Gilbert Bennett
Cc:	Lance Clarke
Date:	03/30/2013 02:52 PM NDT
Subject:	Meeting with Bob Card and Scott Thon April 25th

Ed / Gilbert

The meeting call with Bob Card and Scott Thon includes me as an FYI - I am on vacation that week but firmly believe that Lance should be included on the meeting invitation and for the supper afterwards. I am prepared to break my vacation to attend also- just let me know.

We have heard from the recent SNC meeting in Montreal that Bob Card and Scott Thon and others are not in favour of the integrated project management team that we have been forced to implement. Card and Thon want to revert to the EPCM format (that SNC have already failed to deliver).

Ron Power, Lance, Jason and the whole Nalcor team have worked miracles to salvage the project from an organizational disaster that SNC got us into. So we cannot turn back the clock now, we must continue on the integrated team path. We are making progress with the organization but need high quality resources and we are still not getting the type of candidates from SNC that we need, so we are casting our net wide and bringing on folks from Hatch and other sources- we have a long catalogue of where SNC have let us down, but we have avoided making a meal of these because we are trying hard to keep the relationship going, for the good of the project and in order to complete the engineering.

Our concern is that SNC will try, once again to control the project from Montreal and frustrate the integrated team in managing the project here in St John's by giving instructions to their key personnel to follow what SNC Montreal are saying and not what Ron Power and the Project team are saying- they have already done exactly that and that got us into a situation that we simply cannot afford to repeat. I cannot emphasize this point enough, we have seen it happen before and it has resulted in one of the biggest threats to the project and has already resulted in additional costs.

- Bottom line is we have to shut the door on the old SNC EPCM ways, once and for all - the integrated project management team approach and the organization we have in place is our way to success.
- SNC need to clearly support the integrated project management team and give up undermining it by paying lip service to the concept and working against it behind the scenes.
- We do not have the time or energy to waste on fighting with SNC when they should be actively supporting us with high quality candidates for the slots we have open on the integrated project management team organization charts.

Ed you mentioned that you may be in Montreal before the April 25th meeting so I am sending this note to you just in case we do not get to meet with you and you run into Bob Card in Montreal.

Regards Paul

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