

**From:** [Donald Scott Andrews](mailto:Donald.Scott.Andrews@bcuc.ca)  
**To:** [Commission Secretary BCUC:EX](mailto:Commission.Secretary@bcuc.ca)  
**Subject:** Critically Missing Component in BCUC's Terms of Reference for its Review of the Site C Project  
**Date:** Tuesday, September 5, 2017 3:17:36 PM

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Hello Patrick.

Reference is made to my suggestion that I should summarize what I understand to be a VERY important missing component in BCUC's Terms of Reference for its review of the Site C Project. To introduce myself professionally, I would ask you to please click on the following to review my LinkedIn profile: <http://ca.linkedin.com/in/donaldscottandrews>.

As stated, your organization's review of the Site C Project does not include the measurement of the Project's effectiveness in following statistically valid and scientifically reliable Project Management Best Practices. To be specific, due to not include it in the BCUC's Terms of Reference, your organization will not be examining whether BC Hydro is rigorously following the measurable behaviors that will have the Project effectively and efficiently managing its continuous performance improvement.

That is, by having the review ignore the key issue of whether Site C is effectively focused on tracking, managing and continually improving the Project's performance to completion date, the results of your review will be seriously flawed in determining 'economic risk' for the Province of BC. Thus, by not including this critical component in its review, BCUC will not be evaluating whether BC Hydro will efficiently ensure Site C will be completed ahead of schedule and under budget. In sum, I believe this oversight is a serious mistake – most probably occurring because BC Hydro is not following the Best Practices Paradigm. Although it might be too late, as it's my understanding that you've set a precedent in adding to your scope, I encourage you to consider that – if you don't evaluate this critically important Key Result Area in the Project, your review will be insufficiently rigorous and, such a result could lead to a tragic fiscal and/or length of time challenge and/or other large problems. Let me elaborate.

By having the review ignore the key issue of whether Site C is effectively focused on improving the Project's performance to completion date, the results of your review will be seriously insufficient. To restate: by not evaluating Site C following the critical practice of "Holding People Accountable to Improve Performance" in its review, BCUC will not be evaluating whether BC Hydro will efficiently ensure the Project is completed ahead of schedule and under budget. In sum, I believe this oversight will lead to a serious economic mistake – most probably occurring because the Government of BC may be following a less rigorous paradigm other than executing the effective and efficient Best Practices.

Although it might be too late, although it's my understanding that you've set a precedent in adding to your scope, I encourage you to consider that – if you don't evaluate this critically important Key Result Area for the Project, your current review will be insufficiently rigorous and, such a result could lead to a tragic economic and/or length of time challenge and/or dozens of other large problems.

As sum, I believe it is of utmost importance that the BCUC include the currently missing strategically vital Leadership and Management Best Practice – and measurable behaviors of "Effectively Holding People Accountable to Improve Performance" in its Review of Site C. Assuming you agree, I encourage you to present this fact to the government as soon as possible and ask that this 'missing component' be included in the scope of your assignment. In this regard, I would be pleased to elaborate on the serious lack of strategic value from this deficient rigor.

Thank you kindly.

Warm regards,

Don

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