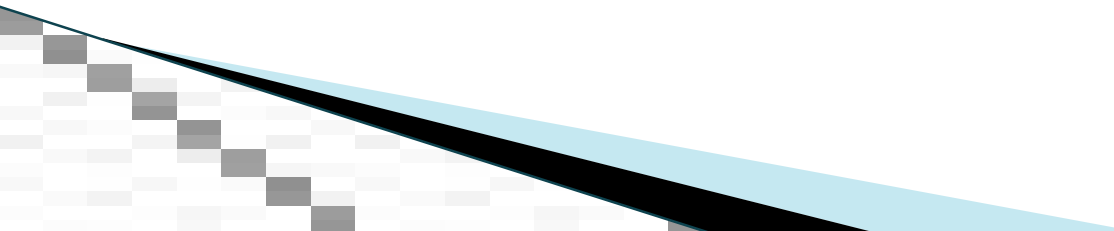


# Nicholas Craig

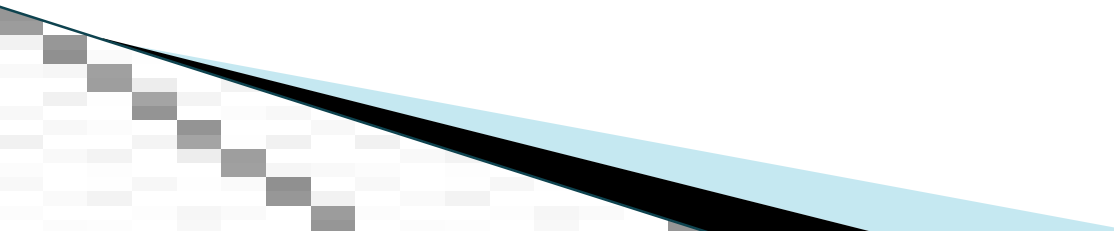
ES Cornwall Scholarship  
February 2009 – March 2011



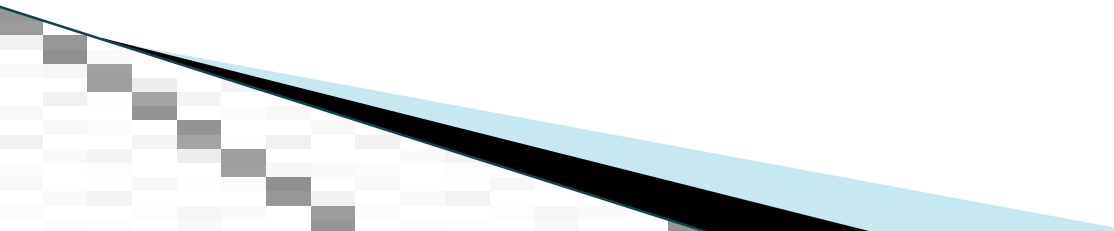
# Objectives

- ▶ Project & Programme Management
  - ▶ Delivery of large programmes of work with resource restrictions
  
  - ▶ Electricity Alliance East (Overhead Lines & Cables) – Rugby/Newcastle/Derby, UK
  - ▶ Hydro One Networks Inc. – Toronto, Canada
- 

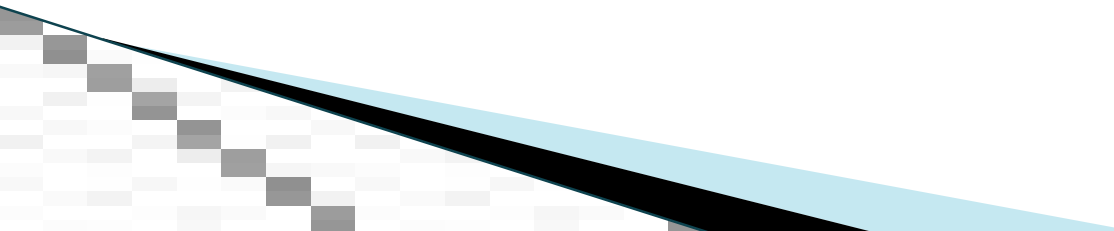
# Electricity Alliance East (EAE)

- ▶ 2009 Placement
  - ▶ Alliance between Principal (National Grid, UK) and Contractor (Balfour Beatty Utility Solutions)
  - ▶ One of 6 Alliance developed by National Grid
  - ▶ One of 2 Overhead Lines & Cables Alliances (4 remaining are Substation Alliances)
- 

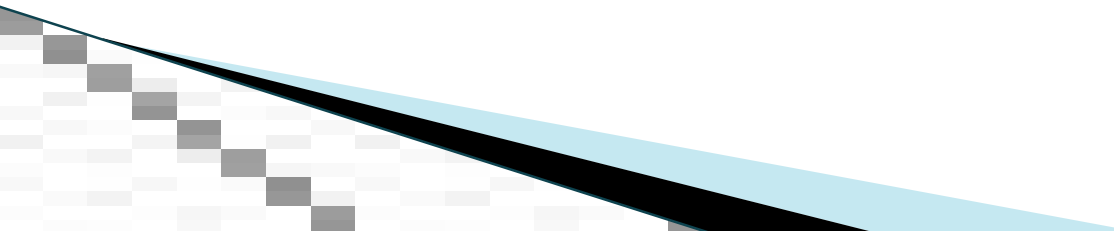
# Projects

- ▶ Development of Line refurbishment & uprating
  - ▶ Involvement in Line Uprating project
  - ▶ Development of Innovation Initiatives
  - ▶ Carbon Reduction Project (initial phase)
- 

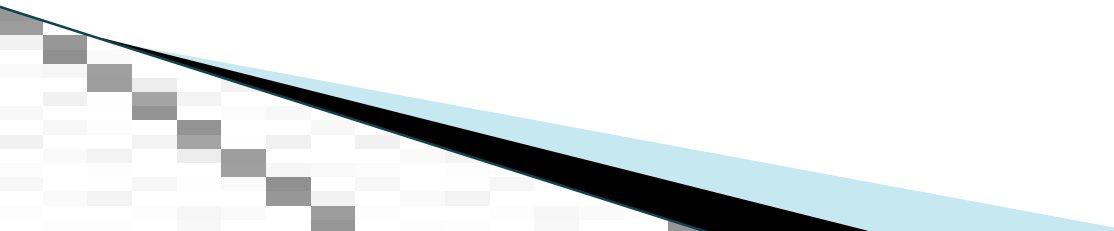
# Hydro One Networks Inc.

- ▶ 2010 Placement
  - ▶ Green Energy Green Economy Act Triggered Large Volume of Renewable Generation Connections
  - ▶ Majority of Connected Capacity were Distributed Generation <10MW
  - ▶ Majority of Connections were DG's <10kW
- 

# Learnings

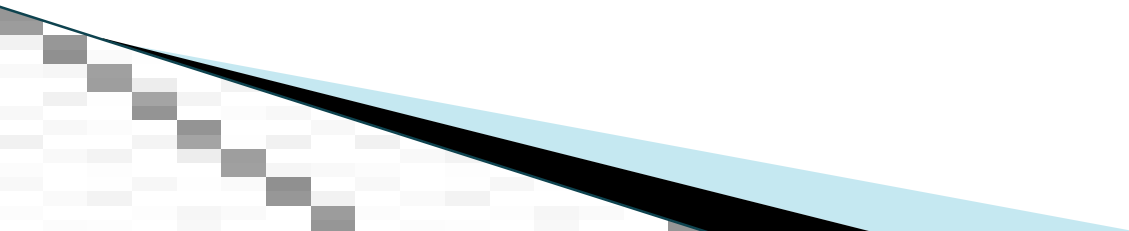
- ▶ Business as usual approach does not work
  - ▶ Large projects & programs of work require thorough planning in order to optimize delivery
  - ▶ Large project processes do not translate well into Small projects
  - ▶ High profile, public projects require dedicated resources to deliver with minimal delays
- 

# Learnings

- ▶ Rote learning increases productivity for 'standard' projects only. Blinkering effect must be recognised and managed.
  - ▶ Governance plays an important part of pro-active management
  - ▶ Intelligent rewarding of performance is required to create/maintain the 'one-team' attitude
- 

# Personal Development

- ▶ Continual learning is a critical part of development
- ▶ Challenges provide opportunities for learning
- ▶ Everyone has a voice
- ▶ The gap between engineering design & field is wide and requires narrowing (there is great value to be gained by doing this)



# ES Cornwall Scholarship

- ▶ Exceptionally Worthwhile
- ▶ International Networking/friends
- ▶ Re-affirms the idea that each country has its' own way of doing things
- ▶ Provides insight into drivers behind company structuring & policies
- ▶ Ambassador for Australia & ES Cornwall Scholarship
- ▶ Gives opportunities to experience other countries and cultures