



OLRT LESSONS LEARNED

MITIGATION PLAN/01-Interface Agreement Alignment

MARCH 2021

Issue:

The current status and nature of the Interface Agreement (IA) is adversarial, putting the Construction Group and the Maintenance Group as an individual stand alone, without alignment and having separate objectives and cost centers.

Findings:

The findings resulting from the workshops identified that the Interface Agreement between the Maintainer and Constructor should allow for the transfer of the Construction Project as a facet of the Maintenance Agreement. This includes, but is not limited to:

- Integrated deliverables
- Budgets and change orders
- Liabilities and vendor warranties
- Facilitating design to installation
- Open items
- Etc.

Partner stakes must be consistent for both the Construction and Maintenance Contractors, both working towards a common goal and defined successful handover, supported by an Executive Committee that has a clear mandate to protect the interests of the parent companies, both imbedded in the Construction Phase and accountable for the results.

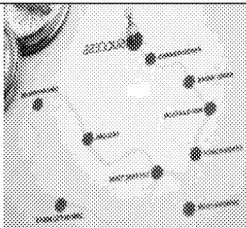
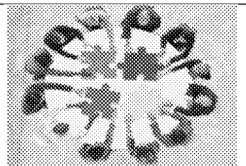
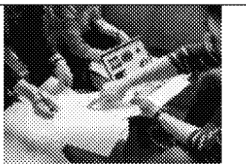

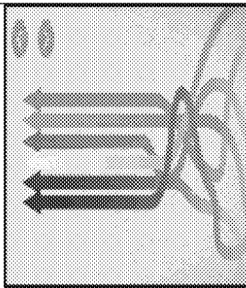
Overview:

By changing the commercial profile and agreement between Construction and Maintenance to an Alliance Model, both parties become an integral part and impact the results of the overall lifecycle of the Project, from cradle to grave.

Each groups' objectives and results impact each other as a whole and both strive for the overall success of the Project. The pain and gain are shared, and no individual bonus or awards are attributed without the full analysis of the impact which avoids or removes the gain by detriment of others.

To work towards such an accomplishment requires defined plans, roles and responsibilities and actions with an overall commitment by multi-functional teams to align and unite SNC.

Tools & Recommendations:

Goals	Tool	Recommendation	Responsible Owner
	<p>1. Map Out Interface Agreement with shared responsibility including Lifecycle</p>	<ul style="list-style-type: none"> ➤ Define Key Individuals Design, Construction, Maintenance, and support functions ➤ Identify role and responsibilities ➤ Define schedule of role integration into the Project, Phase in Phase out ➤ Notion of right people in the room 	<ul style="list-style-type: none"> ➤
	<p>2. Combine PNL gain/pain sharing of the Interface Agreement</p>	<ul style="list-style-type: none"> ➤ Identify clear budgets and responsibilities ➤ Per the defined responsibilities and scope, share in the gains and deficits of the Project 	<ul style="list-style-type: none"> ➤
	<p>3. Schedule Planned reviews with all functions and phases</p>	<ul style="list-style-type: none"> ➤ Set defined milestones to review progression, deliverables and actions including approvals and buy in of all parties 	<ul style="list-style-type: none"> ➤
	<p>4. Strengthen one Team approach 1 SNC</p>	<ul style="list-style-type: none"> ➤ Early Introduction to teams ➤ Face to face communication 	<ul style="list-style-type: none"> ➤
	<p>5. Interface Management Awareness- cross function</p>	<ul style="list-style-type: none"> ➤ Strategic or Tangible Actions/workshops to evaluate Agreement, commercial, legal, and business decisions ➤ Take exceptions or 'tweak' the Prime Agreement and how it applies to the IA; when possible and position ourselves early with the Client ➤ Educate Client early on the Project and manage expectations ➤ Identify a zipper plan alignment between Client, Construction and Maintenance to facilitate interface & communication 	<ul style="list-style-type: none"> ➤