the process solution

Operational Readiness

The Process Solution Implementation Methodology

OPERATIONAL READINESS - The mindset change is from one of construction to one of operation, these mindsets have vastly different objectives and the cross over is critically managed through operational readiness.

The problem is often based on the differing perspectives of PROJECT & OPERATIONAL participants.

The perspective of the PROJECT team is to deliver the asset on time & within budget, while the OPERATIONAL teams perspective is informed by the need to optimise output as quickly after handover as possible due to production commitments.

OPERATIONAL READINESS bridges the divide and in a structured way ensures a managed and sustainable transition from PROJECT to OPERATIONS so that all:

- **TECHNICAL:** All technical / construction componentry is assessed and delivered to standard.
- **PROCESS:** The Value Chain and Operating Model is identified, proceduralised and accompanies the technical solution.
- **PEOPLE:** Required resourcing and training elements are in place, sufficiently in advance to ensure testing & operations are brought on stream effectively & timeously.

OPERATIONAL READINESS - The mindset change is from one of construction to one of operation, these mindsets have vastly different objectives and the cross over is critically managed through operational readiness.

5 Project / Client Matrix

- ❑ Stakeholder Engagement Schedule & Matrix

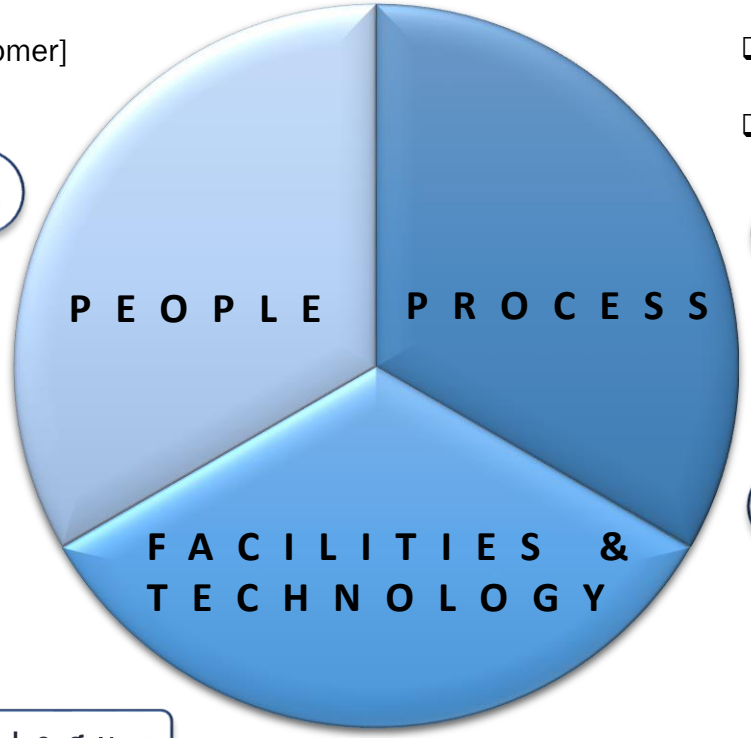
  [Supplier, Project & Customer]

2 Value Chain

- ❑ Design & Validation of Equipment Lifecycle
- ❑ Identification of Procedures & Standards
- ❑ Operating Model Design

6 Stakeholder Engagement

- ❑ Resource Planning & Recruitment Design
- ❑ Roles / Training Matrix & Schedule
- ❑ Communication Matrix & Plan
- ❑ Meeting Schedule & Remedial Action Management



3 Risk Assessment

- ❑ Baseline Risk Assessment – WRAC / FMEA
- ❑ Hazard Identification & Critical Controls

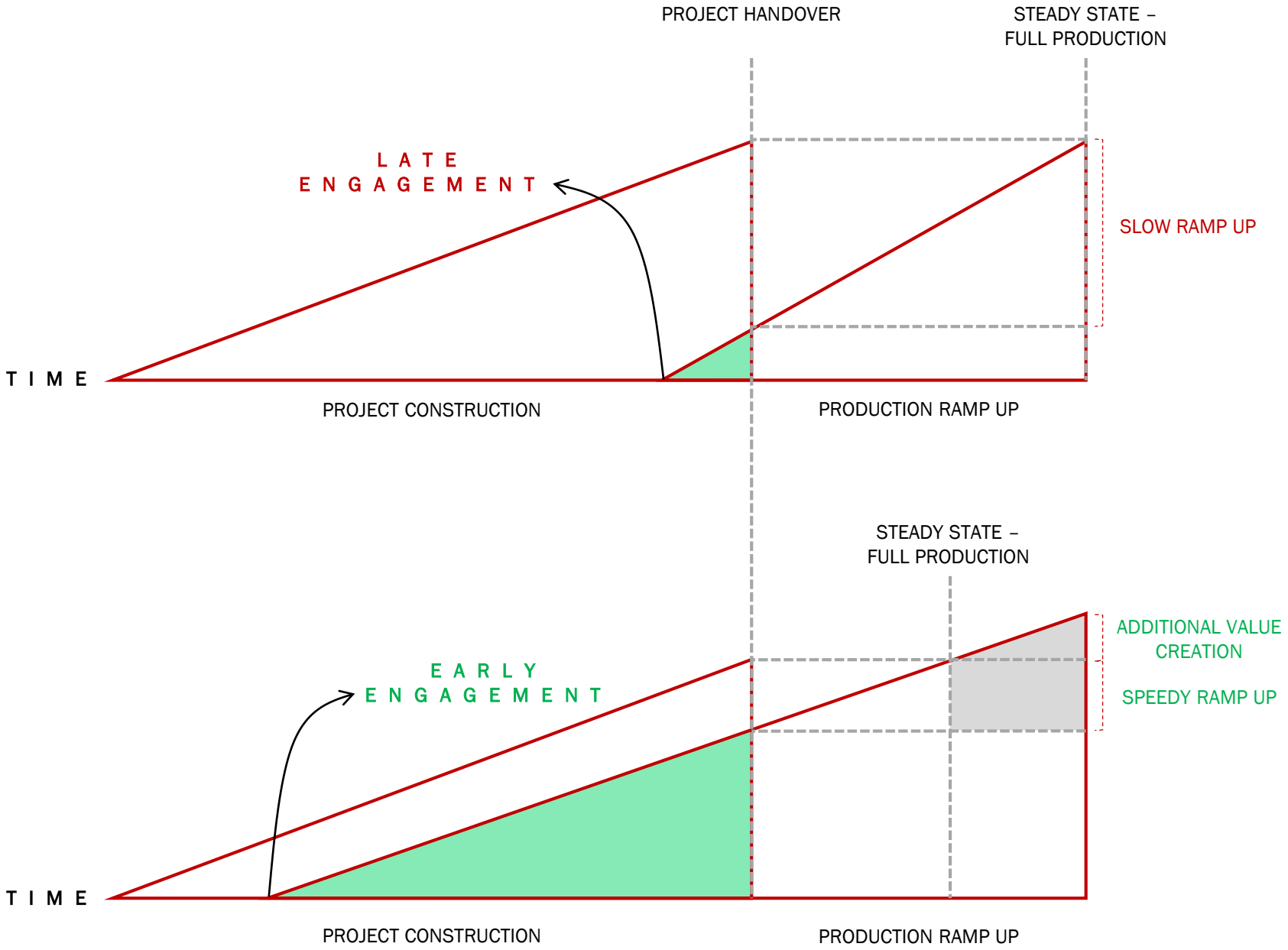
4 Standards & Procedures

- ❑ Operational & Management Procedure Design
- ❑ Emergency & Business Continuity Procedures
- ❑ Planned Inspection Checklists / PTO's

1 Facilities & Technology

- ❑ Design, Construction, Configuration, Commissioning, Operation & Maintenance
- ❑ Key Project Delivery Dates & Key Project Metrics Agreed
- ❑ Operational Readiness Assessment Checklists Designed & Applied
- ❑ Supplier Readiness: Stock, Stores & Contract
- ❑ Go Live Assessment Testing Schedule

OPERATIONAL READINESS - Early engagement delivers enhanced value ...



EARLY ENGAGEMENT OPTIMISES PROJECT EARLY VALUE ADD

REDUCED RAMP UP AND ADDITIONAL VALUE ADD CREATION

DRAWING OPERATIONAL READINESS TOGETHER

ELEMENT	#	ACTIVITY DESCRIPTION	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
1 TECHNICAL	1.1	Project Delivery: Determine Project Delivery Dates												
	1.2	Determine OR Assessment Strategy from Project Plan												
		Delivery per Project Phase												
		OR Assessments [Phased Based]												
		OR Assessment [Final]												
	1.3	Design OR Assessment Checklists: As required by the OR Strategy												
	1.4	Conduct OR Assessments												
		Soft / Hardware Assessments												
		Technical Operation Assessments [Process]												
		Maintenance Strategy & Assessment												
		Supplier Strategy & Assessment [Supply Chain]												
		Emergency & Business Continuity Assessments												
		People Assessments												
2 PROCESS	2.1	Value Chain Design												
	2.2	Determination of Procedures / Standards												
	2.3	Drafting of Technical & Maintenance Procedures / Standards												
	2.4	Drafting of Emergency Procedures												
	2.5	Drafting of Business Continuity Procedures												
	2.6	Determination of Operating Model [Inputs, Outputs & Performance Metrics]												
3 PEOPLE	3.1	Stakeholder Engagement Schedule & Matrix [Supplier, Project & Customer]												
	3.2	Communication Matrix & Plan												
	3.3	Meeting Schedule & Remedial Action Management												Ongoing
	3.4	Roles & Training [Align with Value Chain, Procedures & Standards]												
	3.5	Recruitment Plan												

			STEP	PHASE DESCRIPTION
1	TECHNICAL	1.1 Project Delivery: Determine Project Delivery Dates	STEP 1	Analyse the Project Plan to determine key project phases and delivery dates.
		1.2 Determine OR Assessment Strategy from Project Plan	STEP 4	To establish if the project will deliver to plan and output, an Operational Readiness Assessment Strategy must be agreed. If the project has clearly defined phases of delivery, assessments must be matched to the phases, with a Final Assessment determining that all outstanding remedial actions have been covered. At each assessment stage clarity will be gained on the progress towards being ready to operationalise the final delivery.
		Delivery per Project Phase		
		OR Assessments [Phased Based]		
		OR Assessment [Final]		
		1.3 Design OR Assessment Checklists: As required by the OR Strategy	STEP 8	The Project Plan [1.1], Value Chain [2.1] and the Operating Model [2.6] enable the identification and design of the OR Assessment Checklists, per Phase of the Project.
		1.4 Conduct OR Assessments	STEP 11	Conducting the Operational Readiness Checklists covers all Technical, Process and People components of the project, at each phase of the project delivery. Operational Readiness Reports are generated from the Checklist implementation and fed into the Meeting Schedule [3.3] Remedial Action [3.3] is determined and tracked for close out, based on the roles identified in the Stakeholder Engagement Schedule & Matrix [Supplier, Project & Customer] [3.1]. The earlier the Operational Readiness Checklists play a role in the Project, the better. To determine deficiencies while in the final phase of the Project is less than helpful and the ability to resolve Readiness problems is seriously compromised.
		Soft / Hardware Assessments		
		Technical Operation Assessments [Process]		
		Maintenance Strategy & Assessment		
		Supplier Strategy & Assessment [Supply Chain]		
		Emergency & Business Continuity Assessments		
		People Assessments		

			STEP	PHASE DESCRIPTION
2	PROCESS	2.1 Value Chain Design	STEP 2	Create the Value Chain that describes the project / construction - how is value added across the project i.e. plant flow.
		2.2 Determination of Procedures / Standards	STEP 6	Consideration of both the Value Chain [2.1] and Operating Model [2.6] will allow the OR Team to identify the required Procedures and Standards required to operationalise the project. This will further inform the Roles & Training Plan [3,4] required.
		2.3 Drafting of Technical & Maintenance Procedures / Standards	STEP 9	Based on the identification of the Procedures & Standards [2.2] and the clarification of the Stakeholder Engagement Schedule & Matrix [3.1] the parties to the development of the documentation can be identified and engaged to develop the content. Additional focus must be given to both Management of Emergencies and Business Continuity for a comprehensive coverage of the Operational Reradiness of the Project.
		2.4 Drafting of Emergency Procedures		
		2.5 Drafting of Business Continuity Procedures		
		2.6 Determination of Operating Model [Inputs, Outputs & Performance Metrics]	STEP 5	Aligned with the Value Chain [2.1] the Operating Model must be designed. This will document the inputs to each of the process steps as well as the expected outcomes. This content will assist to inform what Operating Procedures and Standards will be required, not only to operate technology but also what is required to Manage the entire process.
3	PEOPLE	3.1 Stakeholder Engagement Schedule & Matrix [Supplier, Project & Customer]	STEP 3	Identify the key Suppliers, Project Members and Customers by name and contact. Include management elevation contacts. These delegates will be key to inform our communication matrix, plan and meeting schedule with remedial action management.
		3.2 Communication Matrix & Plan	STEP 7	Having determined the Value Chain [2.1], Operating Model [2.6] and the required Procedures & Standards [2.2] the Communication Plan can be accurately constructed. It is essential to engage the Supplier, Project & Customer teams to drive the Operational Readiness of the Project. An effective Meeting Schedule and management of Remedial Actions will ensure progress is made.
		3.3 Meeting Schedule & Remedial Action Management		
		3.4 Roles & Training [Align with Value Chain, Procedures & Standards]	STEP 10	The Roles and Training is derived from the drafting of the Procedures & Standards [2.3/4/5] and the Stakeholder Engagement Schedule & Matrix [3.1]. Determination of the availability of qualified personnel to man the project will lead to a determination of the need to Recuit if required. Both the Training and Recruitment is scheduled and tracked to be timeous to the Operational Readiness of the Project.
		3.5 Recruitment Plan		