

Know your turnaround's real health, before it costs you the restart date.

Funding is released on a readiness picture built by the same team that owns the outcome. STOAR is the independent, evidence-based read at every gate, so the risks that move a restart date surface while there is still time to act.

- The guide who has sat in the seat, on both sides of the table.

— THE PROBLEM

An authoritative-looking plan is not the same as a ready one.

Most turnaround plans get approved because they look complete, not because anyone stress-tested the logic underneath. A schedule with broken logic is a paper map in a nice frame: right up until the route changes, and by then the restart date is already moving. On a single-train unit the whole asset is dark during the outage, so every day of slip is direct lost production.

LATE VISIBILITY

The plan proves thin during execution, when fixes are costly

UNVERIFIED READINESS

A gate cleared on the word of the team that built it

A MOVING TARGET

The restart date slips, and revenue slips with it

— THE ASSURANCE ARC

AR1

Alignment

Concept · FEL-1 · ~T-15 mo

Is the premise sound and owned?

Strategy, scope criteria, and the business case, aligned before money is committed.

Feeds the **concept sanction**

AR2

Challenge

Definition · FEL-2 · ~T-11 mo

Is the scope frozen and challenged?

Every work order justified, the estimate maturing, risk live and owned.

Feeds the **detailed-planning release**

AR3

Final

Detailed Planning · FEL-3 · ~T-6 mo

Is the plan ready to execute?

Baseline locked, packages ready, the schedule logic stress-tested, the team aligned.

Feeds the **final sanction**

AR4

Closeout

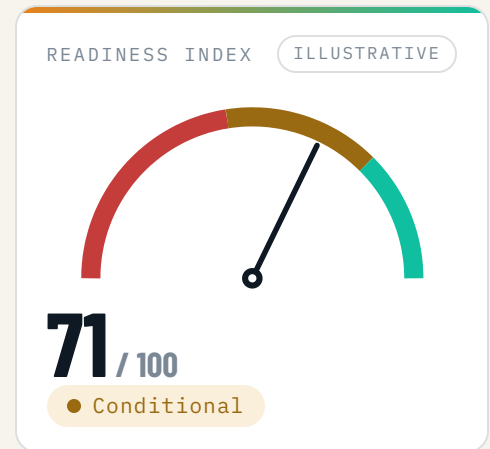
Post-execution · ~T+1 mo

What happened, and what carries forward?

STO·LEARN puts the data in the room: performance measured against the as-built, lessons converted to owned actions.

Feeds the **next event and your benchmark**

Each review hands the team a prioritized set of actions, not a grade. **AR3 leverages STO·SAR** • **AR4 leverages STO·SPR** (overleaf)



TWO GATES, TWO SCHEDULE ENGINES

AR3 LEVERAGES **STO-SAR**

STO-SAR

Schedule Assurance Review

We work the execution schedule in full: topology, logic discipline, float, critical-path resilience. Deep analysis in, a prioritized correction plan out, handed to the scheduler before baseline lock so the restart date holds.

AR4 LEVERAGES **STO-SPR**

STO-SPR

Schedule Performance Review

We join the baseline to the as-built: where time was won and lost, by unit and by phase, with the plan-versus-actual critical path traced. The closeout that feeds the next turnaround, not a binder that gets filed.

MEASURED FROM EVERY ANGLE

STO-STEER

LEADERSHIP

Steering-team leadership effectiveness

Twelve observable behaviors, rated by the people who see them.

STO-TEAM

ALIGNMENT

Team alignment and planning maturity

The team scores each category and its agreement on it.

Readiness

0 TO 100

Consultant-led, gate-relative

Category to element to check, measured against what the gate demands.

QS-001

SCHEDULE

Structural integrity of the plan

Logic, float, and critical path graded against public standards.

When four lenses agree you have evidence, not an opinion. They score what the interviews gathered from every seat, so divergence is your next conversation.

HOW THE REVIEW RUNS • STANDARD ON EVERY STOAR

The interview week is gone. So is the seat nobody got to.

NOTHING TO COORDINATE

You give us the roster once. Each person takes theirs by voice or text, whenever it suits them.

EVERY SEAT, EVERY TIME

Fifteen discipline seats, from the STO manager and steering sponsor to the execution contractor.

IT PULLS THE THREAD

It keeps probing where an answer is vague, rather than moving on to keep a room on schedule.

IT CROSS-CHECKS

What one discipline raises is put, anonymously, to the seats not yet interviewed.

marcus.reed@example.com • Lead Planner • Owner

To decide (2) Decided (1) Not established (0)

GROUNDING IN THE TRANSCRIPT (2)
Every quote below was found in the interview. Check that it actually supports the finding, then accept, correct, or dismiss it.

Work packages were closed on paperwork, not on material readiness issue
high 2
2 quotes found in the interview they said this Spoke: freely Knowledge: first-hand Interest: has a stake in it

“that number was measured on whether the paperwork existed, not on whether the materials behind it were actually staged”

“There was no single check that said this package is ready to work”

Transcript 10 turns clear highlight

1 Interviewer

Thanks for making the time. I am STO Intelligence's assurance interviewer, and this conversation is recorded and analyzed so your input reaches the closeout review. Before we get into your own scope, I want your read on the event overall. It ran about nine days past the committed restart. From where you sat, what drove that?

2 Marcus

Honestly, it was the front end. We went into execution with packages that looked finished on paper but were not workable in the field. The planners had them at ninety-something percent complete in the tracker, and that number was measured on whether the paperwork existed, not on whether the materials behind it were actually staged.

Every finding is anchored to the words that produced it. Open a quote and the transcript highlights the exact span, in context.

LIVE PRODUCT • ILLUSTRATIVE DATA

Each finding also carries the argument against itself, and reaches your report only when the consultant accepts it. A finding whose evidence cannot be found in the transcript is never presented as a finding at all.

WITHOUT STOAR

- ✗ Readiness taken on trust, verified by no one outside the team
- ✗ Broken schedule logic found in execution, when it is expensive
- ✗ Coverage limited to whoever could make the interview week
- ✗ Lessons lost in the gap between one event and the next

WITH STOAR

- ✓ Readiness proven with evidence at every gate, before you sanction
- ✓ Schedule logic corrected before baseline lock, while it is cheap
- ✓ Every discipline interviewed, every finding traceable to a quote
- ✓ Every event measured and fed forward, so the next starts ahead

Bring an independent set of eyes to your next turnaround.

Start with a short readiness conversation. We will show you where STOAR fits your gate calendar.

[Book a call](#)
stointelligence.com

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