

Best practice stops living in a binder and starts running through your team.

Most STO improvement starts and stops at one artifact: a schedule someone reviews, a scope list someone challenges. That work matters, and we do it as deeply as anyone in the industry. But a review fixes one document. It does not fix the system that produced it.

- One system runs the work and grades it.

— WHAT A REVIEW CANNOT REACH

The system that produced the schedule is still the system after the findings close.

Three failures survive a good review, and they are the ones that move a restart date.

THE STANDARD

Best practice sits in a binder nobody opens on a Tuesday

ACCOUNTABILITY

Owners are named in a matrix, not on the activity that is due

THE RECORD

Gate decisions and the basis behind them live in slides and inboxes

01 The standard you own

STO·CORE · THE STO MANAGEMENT SYSTEM

STO·CORE is the documented best-practice version of a complete STO program: governance and strategy, scope development, planning and readiness, execution control, startup, and closeout. Built on public frameworks (DCMA, GAO, AACE, PMI, API) and tailored to your facility. It is the yardstick every review and analytic measures against, and it is **yours: transparent and editable, not a black box you rent and cannot see inside.**

43

Standards across the full STO lifecycle

180

Activities in the master work process, yours to tailor

7

Phases, long-range planning through closeout

4

Complexity tiers, so a small outage is not run like a major

02 Made live, and it coaches the team

STO·PATH · THE STO MANAGEMENT PLATFORM

STO·PATH deploys the standard as a dated, gated work process anchored to your execution start, with a named person responsible for every activity and a named person accountable for every approval. The governing standard and the expected deliverable sit one click away on the exact activity they apply to. A planner, a scheduler, or a lead does not just get told they own something. **They see what they own, when it is due, what good looks like, and the standard behind it.**

Running the process is how the team learns the standard, event after event, instead of the capability living with the two or three veterans who carry it in their heads.

STO INTELLIGENCE

CRM STOAR STO·SAR STO·SPR STO·SDC **STO·PATH**

Neon connected

Work processes

Deployments

Portfolio (LRP)

Lessons

People

Deployments

FCC Complex Turnaround active

Add activity

Settings

Excel

Board

Gantt

Documents

Report

Drift

Acme Refining · Bayside Refinery · FCC Complex Turnaround · tier large · TO Jan 7, 2027 · 90/182 complete (49%) · 17 overdue

1. Long-Range Plan...
23/23

2. Concept (FEL-1)
23/23

3. Definition (FEL-2)
34/34

4. Detailed Plannin...
10/58

5. Pre-STO / Field P...
0/8

6. Execution, Startu...
0/15

7. Post-STO / Close...
0/21

The standard deployed against your execution start, phase by phase, with what is complete and what is overdue.

ILLUSTRATIVE DEMO DATA

Accountability is enforced, not implied. A key deliverable cannot be submitted without evidence, cannot close without the accountable person's sign-off, and a gate closes only through a recorded Continue, Conditional, or Hold decision, all on an append-only audit trail. Nothing moves silently. It also lifts above the single event: one portfolio timeline carries every event across your sites and units, flags where preparation windows collide, and levelizes annual STO cost, so the multi-year strategy is defensible before any one event is planned.

Code	Activity	Deliverable	Phase	Assigned	Planned start	Planned finish
1.00.005	Develop Long Range Plan	Long Range Plan D...	1. Long-Range Planning	Alex Mercer	2025-01-17	2025-03-18
1.00.010	Document Long Range Plan	Long Range Plan D...	1. Long-Range Planning	Alex Mercer	2025-01-17	2025-03-18
1.00.015	Define Risk Management Strate...	Risk Strategy Defin...	1. Long-Range Planning	Sam Whitfield	2025-01-17	2025-03-18

Every activity carries a named owner, a due date, the deliverable it produces, and the standard that governs it.

ILLUSTRATIVE DEMO DATA

GOES DEEPER Two companion one-pagers work these at steering and VP altitude: **Long-Range Planning** for the interval economics, the leveled read, and the board pack, and **Governance, decisions and risk** for the forums, the decision register, and register-driven contingency.

03 Assured on the same record

STOAR · STO·SAR · STO·SDC · INDEPENDENT ASSURANCE

Because the work runs on one event record, independent assurance sits right beside it, grading the same standard. **STO·SAR** works the execution schedule in full: topology, logic discipline, float, critical-path resilience, earned schedule, slip attribution, near-critical exposure, and simulated risk against the committed date, and hands back a prioritized correction plan before baseline lock, in time to act on it. **STO·SDC** challenges scope on the argument operations owns: opening healthy mid-life equipment returns it to the start of the failure curve, so more scope is not safer scope. **STOAR** adds gate-readiness reviews, team and leadership effectiveness, and a baseline-versus-as-built account with root-cause closeout.

Where it counts, the assurance is AI-native. One-on-one interviews run by agent, by voice or text, at each person's convenience, across every discipline seat, with no interview week to build a site around. Every finding is anchored to a quote in the transcript and adversarially verified before it reaches you. **The interviews gather. The consultant decides.**

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”

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 anchored to the words that produced it, with the quote located in the transcript.

ILLUSTRATIVE DEMO DATA

WHO YOU ARE WORKING WITH

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

Twenty-five years across refining, petrochemicals, and LNG, as the owner accountable for the outcome and as the consultant brought in to protect it.

Founder-led · Veteran-owned · Public-framework methods

WHERE THIS IS GOING

Every event writes to one independent data spine.

Over time that becomes a real industry benchmark, then forecasting of hours, duration, and cost before an event, and assurance on demand rather than at a gate.

The earlier layers are live and field-proven today

WITHOUT THE LINE ONE ARTIFACT AT A TIME

- ✗ The review closes and the process that produced the finding is unchanged.
- ✗ The standard lives with two or three veterans, and leaves when they do.
- ✗ Gate decisions are defensible only as far as someone's memory.

WITH IT ONE STANDARD, LIVE AND GRADED

- ✓ Findings close against a standard your team can see and edit.
- ✓ Every activity has an owner, a date, and what good looks like.
- ✓ Every gate decision sits on an append-only record, and lessons promote into the standard.

The value line, in one sentence

Own the best-practice standard, run it live so it coaches every person into their role, and grade it independently on the same record, so your restart date holds and the capability stays with your team.

Start anywhere on the line.

Many teams begin with a Schedule Assurance Review or a Scope Development and Challenge, because the payback is immediate. That first review is the front door to the rest of the line.

Book a walkthrough

stointelligence.com

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