



Decisions you can reconstruct. Contingency you can defend.

- The forum leaves a record, not a recollection.

— **GOVERN IT** Strategy, steering, and core team run as a system rather than a calendar invite.

Decision register
10/11

all teams

any status

revisit due

search

DECISION	FORUM	STATUS	DECIDED BY	WHERE	REVISIT	ACTIONS
Send the exchanger bundles to the off-site shop; the on-site shop carries the lower rates.	steering	agreed	the steering team	Steering team, last month	2026-07-28	Supersede
Hold the contingency release until the freeze-window read at the next gate.	steering	agreed	the steering team	Steering team, last month	2026-07-28	Supersede
Extend the FCC cycle to 60 months, contingent on the internal economics holding.	strategy	proposed	—	Strategy team quarterly	—	Mark agreed
Run the exchanger bundles through the on-site shop.	steering	superseded	the steering team	Steering team, two months ago	—	—

Who agreed it, where, and when it is revisited.

ILLUSTRATIVE DEMO DATA

Steering team: the picture walking in

16

2

0

0

1

OPEN ACTIONS

OVERDUE

UNKNOWN

DECISIONS OWED

REVISITS DUE

Next: Steering team, this month (2026-07-31) · Last held: 2026-07-21

Risk register: 30 · Crude Unit catalyst delivery slips past the load window · 33 · Work-package backlog compresses the field planning window · 32 · Long-lead materials late again this event · 9 · Early Crude Unit bundle delivery could pull maintenance start ahead · 9 · Single heavy-lift crane window collides with the FCC Complex lift plan

Gates approaching: Conduct Phase 4 Gate Review (Bayside Refinery Major Turnaround) in 21d · Conduct Phase 2 Gate Review (Alkylation Unit Turnaround) in 140d

Published assurance reads: SAR (Bayside Refinery Major Turnaround): score 78.5, readiness Not Assessable · published 2026-07-28 · SPR (Bayside Refinery Major Turnaround): 6.6d slip · published 2026-07-28 · SAR (Bayside Refinery Major Turnaround): score 78.5, readiness Not Assessable · published 2026-07-28

Past revisit-by: Hold the contingency release until the freeze-window read at the next gate.

The picture walking in, built from live data.

ILLUSTRATIVE DEMO DATA

— **MANAGE WHAT THREATENS IT** An evergreen register with the heartbeat enforced, and a contingency number that comes off it.

Register
8 shows: CDR

RISK	TYPE	SCORE	OWNER	REVIEW BY	STATUS	EVENT	ACTIONS
Crude Unit catalyst delivery slips past the load window	Escalated	30	Jordan Blake	2026-08-11	In treatment	Bayside Refinery Major Turnaround	0/1
Long-lead exchanger materials arrive after the need date	Escalated	16	Jordan Blake	2026-08-11	Closed	Bayside Refinery Major Turnaround	—
Long-lead materials late again this event	Escalated	12	Sam Whitfield	2026-08-27	Open	Bayside Refinery Major Turnaround	—
Work-package backlog compresses the field planning window	Escalated	12	Sam Whitfield	2026-07-22	Open	Bayside Refinery Major Turnaround	—
Early Crude Unit bundle delivery could pull maintenance start ahead	Escalated	9	Sam Whitfield	2026-08-27	Open	Bayside Refinery Major Turnaround	—
Single heavy-lift crane window collides with the FCC Complex lift plan	Escalated	9	Jordan Blake	2026-08-27	Open	Bayside Refinery Major Turnaround	—
Regional contractor market tightens across the fall season	Escalated	8	Jordan Blake	2026-08-27	Open	Bayside Refinery	—
Operator coverage thin for the FCC Complex startup shift	Escalated	4	Sam Whitfield	2026-09-26	Watch	Bayside Refinery Major Turnaround	—

One owner, a target score, a review date.

ILLUSTRATIVE DEMO DATA

Register-driven contingency
Bayside Refinery Major Turnaround

2.16

0

4.59

\$209,167

\$0

\$456,844

EV DAYS

PSD DAYS

PBD DAYS

EV COST

PSD COST

PBD COST

RISK	P %	DAYS MIN/LIKELY/MAX	COST MIN/LIKELY/MAX	EV DAYS	EV COST	MARGINAL PSD DAYS
Crude Unit catalyst delivery slips past the load window	35	2 / 4 / 8	\$150,000 / \$400,000 / \$900,000	1.63	\$169,167	4.59
Single heavy-lift crane window collides with the FCC Complex lift plan	20	1 / 2 / 5	\$50,000 / \$150,000 / \$400,000	0.53	\$40,000	0.35

Expected value per AACE 44R-08 (probability times mean impact); the simulated band is the risk-driver method per AACE 57R-09, the practice GAO-16-89G Best Practice 8 describes. Risks are treated as independent and schedule impacts as additive calendar days against the event window; deterministic seed, so the same register reads the same band. (5,000 iterations, seed 20260723.)

The band, and what each risk is buying.

ILLUSTRATIVE DEMO DATA

WHAT THE FORUM RUNS ON

The meeting opens on the record

Each forum is a recurring series with a question-form agenda and a dashboard built from live data: what is open, escalated, owed, and what the published assurance reads say. Every meeting opens the same way: approve the last minutes, walk their open actions, revisit the decisions past their date.

WHAT THE REGISTER ENFORCES

A review date is a decision

Scoring runs on your own matrix, read in as it exists today. Every risk has one named owner and a review-by date keyed to its severity, tightened once the execution window opens. Mitigations are real actions, not prose in a cell. Reaching that date untreated forces a recorded acceptance, and gates hold for a register pass.

WHAT YOU CAN SHOW AFTERWARDS

The closeout question, answered

Contingency sized two ways, both stated: expected value per AACE 44R-08 and a simulated band on the risk-driver method of AACE 57R-09, the practice GAO-16-89G describes, with remove-one analysis ranking which risk buys the most. At closeout it is read against what happened: predicted, emerged unflagged, or held.

Drafted from the room. Confirmed by a person.

The facilitator starts the recording, disclosed, and the transcript drafts the minutes. Decisions, actions, and risks are **proposed, never assumed**: the facilitator accepts, edits, or dismisses each one, and approval is what turns a proposed decision into an agreed one. The coach shapes a vague risk statement; it does not score, close, or approve it.

GOVERNED THE USUAL WAY

- ✗ The minutes say it was discussed; nobody can say who decided
- ✗ A register scored once at kickoff, then quietly aging
- ✗ Contingency is a percentage nobody can defend

GOVERNED ON THE RECORD

- ✓ Every decision carries its owner, forum, and revisit date
- ✓ Every risk carries a date it must be answered by
- ✓ A contingency number with a derivation you can hand over

One capability group of four. STO·PATH also carries the work process your event runs on and the long-range plan behind the interval you govern, and independent STOAR assurance results land on the same event record. Ask for the platform sheet or the long-range planning one-pager.

Bring your last three steering packs.

We will walk what your forum decided, what the register said at the time, and what the same month would look like on the record.

Book a walkthrough

stointelligence.com

Call or text +1 832 900 2592