



——Original Message——

From: Dick Mangan [<mailto:dmangan@manganinc.com>]

Sent: Wednesday, September 06, 2000 11:21 AM

To: 'automationteam@manganinc.com'

Cc: 'managementteam@project.com'

Subject: Project "change orders"

Automation Team:

Couldn't help but notice the "change order" dialogue of late, let me chime in with my 2 cents worth:

The project entities (Client/Mangan) are assembled as a team. We have joint objectives that will determine our mutual success.

These are "aligned", meaning they complement each other; that one cannot succeed without the other doing so also. We carefully defined the L17 work, scratched our heads real hard and decided together that the list of work and associated estimates were comprehensive. Any inefficiency or activity outside our definition is a team challenge. It is not a change order, they do not exist in the environment we created.

There is no blame assessment necessary, if one member of the team slips we all slip, and all recover and get back on track together. We face the event together, and mutually decide how to resolve it. We document "Off-Plan" events to learn from them, our Lessons Learned meeting demonstrated the value to that. This alignment is a significant advantage to the project, no "us/them, cover your behind, finger pointing" attitude, just a relentless focus on the mutual objectives.

The recent event, the inter-station control not anticipated, needs to be performed, the team missed it on the estimate. We log it, say "Aw shoot" together, and move on. Hopefully by project end, the collection of budgetary "Aw Shoots" is less than the contingency and efficiency improvements. This is our mutual risk with a corresponding benefit if we can make it happen. I am confident we will succeed, but I know we don't have a lot of budget to work with (which is a good thing, raises expectations). For now, no discussion of changes, no discussion of whose responsibility it was to catch this, the team goofed, and this represents jeopardy to our mutual objectives. So we suck it up and move on.

I believe this is the right thinking, we signed on as a team and we will win as one. The performance of this team has been nothing short of remarkable, the prototype project will be completed ahead of schedule and on budget. The industry struggles to accomplish this with vanilla projects, you are pulling it off with a very very hard effort.

Hats off ... but knock on wood.

Safety remains an ever present risk, worry about it always. Steve, make sure we log "Off Plan" events, there is plenty to learn for the big project.

Regards

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