



OLRT LESSONS LEARNED

MITIGATION PLAN/ 06-Interface and Tactical Handover

MARCH 2021

Issue:

There are Interface and Integration issues related to the handover from one phase of a project to another in relation to the various stakeholders.

Findings:

As identified during the lessons learned workshops, it was discussed that independent groups and teams working on the same project have poorly documented data to support an effective handover which results in a flooding of information, poor document structure and lack of coordination due to the delineation of responsibilities.

To add to these transition difficulties, tactical issues such as Client's lack of knowledge and understanding created multiple triggers (errors) not allowing system to report, reset or correct itself, which resulted in the flooding of the network due to a system not designed for 'trigger happy testers'.

It was also noted that:

- Redline drawings, as built and engineering documentation were poorly managed and tracked;
- Key information was missing regarding the above;
- The burden and risk of sorting out and aligning the data was with the O&M group;
- None or limited access to the software and systems used during construction;
- Limited tactical handover and less for the strategic handover;
- Resources did not follow, often sent to other projects too soon;

Overview:

Implication of the O&M staff needs to present during the Construction Contract at key milestones of the construction phase to accompany the selection of design maintainability of the system and product as well as support the integration between end of construction and start of revenue service. O&M should be considered not as a subcontractor but as a partner to Construction during this period.

Both parties should have a vested interest in the deliverables of the key milestones, the performance of the system and the handover into a progressive start of the Operation and Maintenance Contract. Commercial transitions, gate reviews and commercial profiles Best for Client, Best for Passenger but also a one team that should not sacrifice one group to advantage another.

Both parties should have a resource planning to support the transition with key individuals continuing to support the handover until sign off has been agreed upon by both parties.

Tools & Recommendations:

Tool	Recommendation	Owner
1. Better document control and structure with design and overall progression and issuance of data	<ul style="list-style-type: none"> ➤ Name Key Individual(s) to map out critical milestones and interface and document: <ul style="list-style-type: none"> ➤ What information is needed and when ➤ How information is to be transmitted ➤ Where information is being updated and kept ➤ Agree upon a document structure 	➤
2. Best for All approach looking at pain/gain share of technical issues to result in overall performance	<ul style="list-style-type: none"> ➤ Identify what milestones and deliverables have shared responsibilities attached to penalty/payment <ul style="list-style-type: none"> ➤ Does this affect both parties ➤ What is impact if carried over to O&M ➤ Approach design with lifecycle requirements, design to maintain approach ➤ Share design knowledge and how it could trigger NCR and evaluation penalties vs selected design ➤ Can cost of improved design be shared if advantage for Operation and maintenance ➤ Have a mutual theory of operations of how an integrated system/network works- and flow down to link with other systems ➤ Align onboard vs wayside with both Construction and O&M resources 	➤
3. Provide O&M staffing into construction and Construction into integration of revenue service	<ul style="list-style-type: none"> ➤ Hold a series of workshops, engagement sessions to promote collaboration ➤ Name key individuals to support lifecycle or key milestones of the project ➤ Provide early training 	➤