

Where did the time really go, and what do you change next time?

Your baseline made a promise; the as-built, the gate log, the change orders, and the daily reports recorded what happened. STO·SPR joins them all, measures the event against the commitment, and tests every explanation for why against your own records.

- The post-mortem, computed, not recalled.

— THE PROBLEM

A lessons-learned meeting produces opinions. Your records hold the evidence.

Most closeouts are a room full of memory and a binder that gets filed. Yet the reason the date moved is already written down, scattered across the schedule, the gate log, the change orders, and the daily reports. Until the explanations are tested against those records, the closeout is a story, and the same misses return.

OPINIONS, NOT EVIDENCE

The loudest voice writes the lessons; the data stays closed

THE SAME MISSES RETURN

Every event relearns what the last one paid to learn

CANNOT BE DEFENDED

No independent account of why the date moved

— WHAT IT MEASURES · BASELINE JOINED TO THE AS-BUILT

01 · VARIANCE

Event, phase, unit

Where the days were won and lost, whole event down to the single unit and phase window.

02 · CRITICAL PATH

Plan vs as-built

What governed execution, how much of the planned path survived, what entered and left.

03 · PRODUCTIVITY

Earned / actual

Earned hours against gate-log actuals, by craft, measured not guessed.

— WHERE THE DAYS WENT, TO THE DAY

Descoped drivers  -1.6

Residual, stated  +8.2

Window slip  +6.6

Days · drivers + residual sum exactly to the slip · the residual is the finding, not a rounding · illustrative

— PRODUCTIVITY BY CRAFT

0.82

Pipefitters
earned /
actual

0.71

Boilermakers
earned /
actual

0.93

E & I
earned /
actual

0.68

Riggers
earned /
actual

OUTCOME VS PLAN

ILLUSTRATIVE

+6.6 days

finish vs the committed baseline

18%
path
retained

0.78
earned /
actual

0.92
top cause
conf.



WHY IT SLIPPED · THIRTEEN HYPOTHESES, TESTED AGAINST YOUR RECORDS

The engine raises the candidate explanations deterministically from the measurements, scope growth, late adds, productivity, undermanning, a critical-path shift, discovered work, external events among them, then tests each against the change-order log and the daily reports. Every verdict carries a stated confidence, and what could not be established is said plainly.

THE RECORDS WE PULL IN

Baseline + as-built	Task-matched: variance and the critical path against the frozen promise.
Gate log	Labor actuals in any site format, normalized to craft for earned-over-actual.
Change-order log	Structured rows: dates, reasons, magnitudes. Corroborates the added hours.
Daily reports	Indexed and searchable: every hypothesis is tested against the field record.
Cost report	Client-supplied, read as indicative context, never ground truth.

THE VERDICTS THAT COME BACK

Discovered scope		0.92
Critical-path shift		0.85
Baseline quality		0.72
Undermanning		0.55
Weather / external		n/e

Confidence 0 to 1 · ember supported, grey partially supported · weather: insufficient evidence · illustrative

DID THE PLAN PREDICT REALITY · THE DEFECT-TO-CASCADE TRACE

18% of the planned critical path survived execution

Traced: every defect flagged in the baseline, followed through the task match to the as-built work it touched.

Materialized: a B1 open end on the isolation chain; the exchanger train it left undriven slipped 6.2 d.

The ledger: 41 defects traced: 5 materialized, 29 contained, 7 restructured out of the plan. Illustrative.

Readiness: Conditional	Missed the date by 20 days Materialized
C2 unexplained float (Severe)	53% of matched activities late Materialized
C3 path reach (Material)	0% of the planned path survived Materialized
Materials on-site risk	Delivered to need date Held
Not flagged	PSSR drove 25% of startup slip Emerged

WHAT YOU GET

IN
Every record of the event



ENGINE
Measure, then test why



OUT
Causes + action register

Credible causes ranked by confidence, and a register of specific, owned actions in two tiers, next-event and systemic, each tied to a tested cause. Every figure computed by the engine; the narrative validated against it, never inventing one. Any cost you supply is indicative, never ground truth. Runs standalone or as the performance engine inside a STOAR4 closeout.

WHAT CHANGES

WITHOUT STO-SPR

- ✗ Lessons written from memory, then quietly filed
- ✗ Competing theories for the slip, none of them tested
- ✗ The same phase and the same craft slip again next event

WITH STO-SPR

- ✓ A quantified account of where the time and hours went
- ✓ Every explanation tested, with a stated confidence
- ✓ Owned actions tied to a tested cause, and a benchmark that compounds

Turn your last STO into your next one's advantage.

Send us the baseline, the as-built, and the records you already keep. We will show you where the time went, why, and how much confidence each answer deserves.

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Call or text +1 832 900 2592