

Supplier Post Award Contract Management (PACM) Overview

Summary: Tullow has been using Coupa for Sourcing since 2020, and in 2024 introduced an additional three modules, including Supplier Information Management (SIM) used to onboard new suppliers, or requesting additional information necessary to manage electronic business transactions, Contract Lifecycle Management (CLM) used to collaboratively manage contracts from the drafting stage, through to execution, amendment, and close-out processes with Internal and External Reviewers, Approvers, and other stakeholders, and for Tullow's Strategic and selected Core suppliers, the Post Award Contract Management (PACM) module, which is the focus of this guide.

Each of the three modules involves interactions with the suppliers, and to support the supplier through the process, Tullow has produced quick reference guides for each of the three new modules. This third guide provides an overview of the PACM (Post Award Contract Management) module from the supplier perspective.

The PACM process is relevant for Tullow's Strategic suppliers, and targeted Core suppliers who are actively engaged in Strategic Business Reviews (SBRs), and Supplier Performance Management (SPM) meetings, which are underpinned by Tullow's Relationship Scorecard, which was introduced in 2023.

The new PACM module seeks to digitise and standardise the Relationship Management Scorecard using a normalised series of twenty-one questions, which relate back to Tullow's 6 KPIs (Key Performance Indicators), covering EHS, Planning, Delivery, Local Content, Innovation, and Cost & Cashflow. The selection of the questions and KPIs is usually undertaken as a collaborative effort between the Tullow Contract Advisor and Contract Holder. It is possible that the supplier Contract Holder can also be part of the collaborative selection process.



Relationship Scorecard (Jun 2024).

The PACM processes enable both parties to provide on-going evaluations of performance against pre-defined and agreed KPIs, and to collaborate in managing performance to support the contractual obligations, along with opportunities for Tullow to initiate collaborative action plans online, with an audit trail of all assessments and discussions with its suppliers.

Key benefits include:

- ✓ Automation of supplier's quality and performance reviews.
- ✓ Enables a smart workflow to manage multiple contracts with one supplier at the same time.
- ✓ Increases transparency and visibility of supplier's performance.
- ✓ Enables continuous improvement with integrated scorecard reporting and action planning functionality.
- ✓ Clear and complete audit trail, available all in one place.

Prerequisites:

- ✓ The Tullow Contract Advisor must initiate the assessment against an executed contract. The assessments will be launched automatically thereafter based on the agreed cadence.
- ✓ There can only be one supplier Contract Holder per contract, but this can be amended in the Assessment "relationship" by the Contract Advisor if necessary, creating a new assessment invite.
- ✓ Where a supplier has multiple PCAM assessments using a single representative for different supplier legal entities, that supplier contact must have a unique email address for each legal entity. In such situations, to create the unique e-mail address a +1, +2 etc is added as required i.e. john.smith+1@suppliername.com.
- ✓ It is recommended that the assessment response is checked before submission. In the event of a situation where an assessment requires a relaunch that new assessment is sent out blank.

1.0 Access to the PACM Assessment

The external assessment is typically sent to the primary email address on the supplier record. If the assessment needs to be sent to an alternative contact, please ensure that these details are provided to the Tullow Contract Advisor. If the assessment invitation does not appear, then please check your spam / junk mail folder.

At the time of the first PACM assessment there are three emails sent by the system to the supplier Contract Holder with the following subject lines:

- 1) *Coupa Risk Assess: A Coupa Risk Assess account has been created for you...* Use the link provided to initiate the login process.
- 2) *Coupa Risk Assess: Your Coupa Risk Assess authentication code...* Use the authentication code to complete the login process and set your password.
- 3) *Coupa Risk Assess: Your action is required: Please complete your Performance Assessment for the Tullow contract...* The link to the actual assessment. Login in using the original email address as the username, and the new password set.

TULLOW

A Coupa Risk Assess account has been created for you

Dear **Andrew Hockley**,

A Coupa Risk Assess account has been created for you.

Your Username is: tullowilcondor+88@gmail.com

Please use the link below and the authentication code provided in a separate email with the subject "Your Coupa Risk Assess authentication code" to login to Coupa Risk Assess.

https://tullowoil-test.risk.coupa.com/External/_si7314?xS=e8ejCPzJG9Ch10BWHG9uskafnuVWh0B3S4%2BCUhuVLXnDiDomUy7DwBUmQQGyy3x1VCUHTL8SZg9ck9nBe2Q3n85L9xWS9n9ej5VPToDXcU4kaibMomCcC8nybZTPj30Agyv44Aur8C8ILBErs7wMmGXSI0XF%2Bho9HTTIYND1e0GVxox6PcesCOhJs5JDKFXBxCla%2FBKkU%3D

TULLOW

Your Coupa Risk Assess authentication code

Dear **Andrew Hockley**,

Enclosed is the authentication code needed to login to the Coupa Risk Assess system.

Your authentication code is: Jd8tjzHQD

A link to login was sent to you in a separate email. Please refer to that email for instructions on using your authentication code to login to your Coupa Risk Assess account.

Use the link provided in email 1, with the authentication code from email 2.

coupa

Welcome to Coupa Risk Assess.

For security reasons, your password must now be changed. Your password was last changed on 20/02/2024 09:48:29.

New Password ✓ Your password is strong.

Passwords must be a minimum of 6 characters and contain at least two of the following: uppercase letters, lowercase letters, numbers and special symbols (!, \$, ?, #, %...).

Confirm New Password ✓

Continue

coupa
Business Spend Management

Select your password.

Select your security question and continue.

Invite to the PACM Assessment

If this is the first invitation to participate in the Assessment, you will need to use the link to create a login and password. (Recommend that this is retained for future use).
Click on the Login URL
Thereafter the sign in process is as below.

3) Login using the original email address, and the new password.

After logging in, read and accept the Terms of Use. After clicking Accept, the homepage will open.

2.0 Completing the Assessment

The dashboard displays three main metrics:

- Evaluations:** You Have 1. 0 Late, 0 Due This Week, 1 Due Later. Buttons for 'Show Me', 'Show Me All', and 'View Closed Evaluations' are visible.
- Approvals:** You Have 0. 0 Late, 0 Action Required, 0 Waiting. Buttons for 'Show Me', 'Show Me All', and 'View Closed Approvals' are visible.
- Action Plans:** You Have 0. 0 Not Started, 0 In Process, 0 Awaiting Approval. Buttons for 'Show Me', 'Show Me All', and 'View Closed Action Plans' are visible.

Below these metrics is a table titled 'Evaluations: Due Later':

Name	Periodicity	Start Date	Context	Status	Due Date	Action Status	Action
PACM Assessment - Monthly	Monthly	05/09/2024	Abacus Computer Services Ltd (Support for Additional Legacy servers and software (extended Scope)-977)	Not Started	15/09/2024		View

Any scheduled external evaluations are displayed within the *Evaluations* tile. These can be *Due later* i.e., due in the next 10 days, *Due this week* i.e., due in the next 5 days, or *Late*. Click on *Show Me All* to see details of all assessments and click on *View* to open the assessment for the relevant period. To review previous assessments, click on *View Closed Assessments*.

Having clicked on *View*, the assessment will open, showing the supplier instructions for completion, including a copy of the standard Tullow Relationship Scorecard overview, any guidance documents to support the assessment, and a list of the questions included in the assessment.

The 'Evaluation' page displays the following content:

- Header:** Evaluation, Risk-PACM Assessment - Monthly [Babcock Oil & Gas Engineering Services (V40 0) (NDA for Press release-966)] - Monthly - Period Start 27 Aug 24. Includes a 'Back' button.
- Section:** A - Instructions
- Table:**

Item #	Description	Score	Actions
1.00	Instruction		View
- Text:** To know more about how the Relationship Scorecard works and KPI scoring details, please download the attached document. [Relationship Scorecard (Jun 2024).pdf]
- Instructions to Supplier user:** Please ensure that you are providing comments and appropriate evidence against each of the KPI questions to validate the scores provided.
- Assessment Questions:**

EHS_1.01 Yes	EHS_1.02 Yes
EHS_1.03 Yes	EHS_1.04 Yes
EHS_1.05 Yes	Planning_2.01 Yes
Planning_2.03 Yes	Delivery_3.01 Yes

Scoring an Assessment.

Details of the Coupa Relationship Assessment process is given in the within the PDF attachment in the introduction. Consult this document, and other reference materials added to the PACM assessment in section 1.0 Instructions.

Scroll down to the assessment questions usually commencing with the question 1.01, and view and answer each question providing a score. The Scoring range is 1 to 4:

- 1 = Poor
- 2 = Below Expectations
- 3 = Meets Expectations
- 4 = Exceeds Expectations

The Coupa version of the Relationship Scorecard allows digital scores from 1.1 through 3.9 so that assessors can track progression over several assessment cycles, i.e., moving a performance from a 2.5 to a 3.5 over a period of time, rather than using an integer “3” throughout. It is recommended that the assessor provides the score, supported by comments, and any attachments, where appropriate, which provide supporting evidence to justify the score.

0 - EHS

Item #	Description	Score	Actions
1.01	Acceptable Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) levels?	3.30	

Please provide a response of numeric values 1-4 for the above KPI (Min score is 1.00 and max score is 4.00)

Please attach (For Supplier User only)
 EHS Data Sheet.xlsx

Supplier User Comments:
 We have completed the Accident book capturing all lost time accidents and near misses from the last month. We have also started the review of all dropped objects, and instances where work may have strayed into areas where a permit to work may have been required.

Comments can be typed or pasted into the Supplier User Comments box, and multiple attachments, up to 47 MB each, can be uploaded one by one into each question.

The process can be saved and suspended at any time by clicking *Save* and returning to the home screen. Follow previous instructions to log in and open the assessment. Once the evaluation has been completed, click *Submit*.

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3.0 Action Plans

Following the internal evaluation of the assessment by Tullow, and any subsequent SBR (Strategic Business Review), or SPM (Supplier Performance Meeting), it is possible that the Tullow Contract Advisor / Holder will create an Action Plan.

A Detailed Action Plan can be created directly from the assessment, typically where low marks have been awarded, and specific actions are created and linked directly to these questions and KPIs. Another option for the Tullow Contract Holder is to create action items which are bespoke and not linked directly to the assessment questions. Either way, an invitation is sent to each recipient of an assigned task providing a login link.

Action Items Personal

Evaluations:

You Have **0**

- 0 Late [Show Me](#)
- 0 Due This Week [Show Me](#)
- 0 Due Later [Show Me](#)

[View Closed Evaluations](#)

Approvals:

You Have **0**

- 0 Late [Show Me](#)
- 0 Action Required [Show Me](#)
- 0 Waiting [Show Me](#)

[View Closed Approvals](#)

Action Plans:

You Have **2**

- 0 Not Started [Show Me](#)
- 1 In Process [Show Me](#)
- 1 Awaiting Approval [Show Me](#)

[View Closed Action Plans](#)

Action Plans: All

Name	Context	Context Type	Status	Earliest Due Date	Action Status	Action
Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24 - Action Plan	Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24	Evaluation Line Item	Awaiting Approval	30/05/2024		View
Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24 - Action Plan	Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24	Evaluation Line Item	In Process	21/08/2024		View
Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24 - Action Plan	Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24	Evaluation Line Item	Completed	21/6/2024		View

1 - 2 of 2 Items

Action Plans can be reviewed by clicking on “*Show me all*” in the Action Plans tile. Action Plans either “Not Started” or “In Process” have an orange action status, those “Awaiting Approval” a brown status, and “Completed” as green status (see above). Previously completed action plans, once approved, are viewed by clicking *View Closed Action Plans*.

Click on the individual Action Plans to review the individual Action Items.

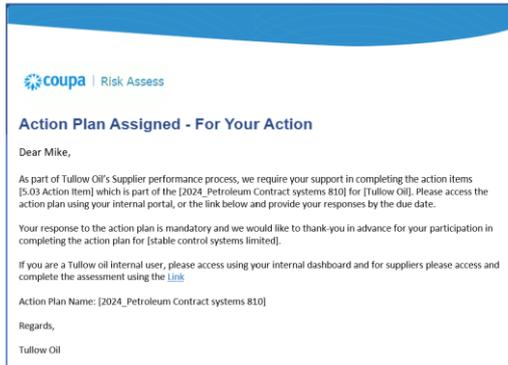
Available Action Items [← Back](#)

Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24 - Action Plan

Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24 - Relationship

Change status for selected items:

Action Item Name	Status Display	Date Created	Due Date	Initiator	Assigned To	Approver	Assignment
<input type="checkbox"/> Copy of the SBR meeting minutes	Completed	7/29/2024	8/5/2024	Anderson, Ray	Meredith, Mike	Anderson, Ray	Supplier
<input type="checkbox"/> Improved EHS Scoring to include all lost time accidents, and both actual dropped objects and near misses.	Completed	4/29/2024	5/30/2024	Anderson, Ray	Meredith, Mike	Anderson, Ray	Supplier



Action Plan Past Due

Action Plan Item **5.03 Action Plan** which is part of the **Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24-Action Plan** collection is past its due date of **21 August 2024**.

Action Required: **test**
Action Taken:

Additional Information:

Client Owner: **Anderson, Ray**
Assigned To: **Meredith, Mike**
Approver: **Anderson, Ray**
Due Date: **21 August 2024**

Click [R Portal](#) to log in.

A reminder is sent to all parties after the task due date, with a number of timely reminders thereafter.

Completing Actions

Locate the action item in the Action Plans tile by clicking on *Show Me All* and then open the appropriate plan by clicking *View*.

Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24-Action Plan	Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24	Evaluation Line Item	In Process	21/08/2024	A	View
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Click on each action item in turn, by clicking on the action item name.

Available Action Items ← Back

Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24-Action Plan

Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24

Change status for selected items:

Action Item Name	Status Display	Date Created	Due Date	Initiator	Assigned To	Approver	Assignment
5.03 Action Plan	In Process	04/09/2024	21/08/2024	Anderson, Ray	Meredith, Mike	Anderson, Ray	Supplier

The Action Plan Item will open, allowing for the addition of notes and attachments into the action item. Click on Add Notes and / or Add Attachments as required. When adding attachments, it is necessary to add the Document title as well as upload the document.

Once completed, to change the Task Status, click on Edit, and then complete the "Action Taken/Response" field, and change the Status from In Progress to Completed. Finally click on Save. An e-mail notification will be sent to all stakeholders confirming that the action item is complete or needs a final approval to move this to Completed status.

If during the execution of the Tullow PACM process there are any questions, please direct these in the first instance to the Tullow Contract Advisor.