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Ministry
of Defence



Type 23 - Power Generation and MCAS Update (PGMU)

Lot 1 – Diesel Generators

SCHEDULE E to CONTRACT SSA/004/01

RELATIONSHIP MANAGEMENT PLAN

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Document Control

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Summary of Changes

Section, Paragraph etc	Synopsis of Change	Change Request Form Reference

Handling Instruction – Commercial In Confidence

Contents

1	Introduction
2	The T23 PGMU Team
3	Managing Relationship Development
4	Relationship Principles
5	Communication
6	Relationship Management and Governance
7	Relationship Building
8	Behaviour and Relationship Measurement
9	Exit Management
Annex A	Relationship Management Questionnaire
Annex B	Draft T23 PGMU Team Charter

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1. Introduction

- 1.1. The success of the Type 23 Power Generation and MCAS Update (PGMU) project depends on the ability of its leaders to manage and develop the complex set of relationships that exist between the parties (MOD, NDP, DMS, Key equipment suppliers, Upkeep contractor, T23 COM) and key stakeholders at all levels, whilst continuing to perform, delivering the project goals on time and to budget.
- 1.2. Relationship Management has been identified by the National Audit Office and the MOD's Supplier Relations Team (SRT) as a critical factor in establishing and sustaining the right cultural environment for building the foundation for effective programme and project control, and ultimately enabling effective strategic decision making within the programme.
- 1.3. Procurement of equipment and the services of a systems integrator will be undertaken in 5 Lots which combine to form the PGMU system. Each will be contracted for separately, although, crucially the selected suppliers must work closely with each other and wider stakeholders throughout delivery of the project. The aim is to provide an effective team, working in an open and professional relationship, communicating in a timely and appropriate manner to deliver the programme to time, cost and performance requirements.
- 1.4. This Relationship Management Plan is a live document, to be updated annually. It provides background and relationship management principles together with techniques to measure behaviours and relationships. Its purpose is to help ensure that T23 PGMU Project is successfully delivered to time, cost and performance requirements by focusing the collective effort of the whole PGMU team on doing what is needed to mature the partnering relationships in specific, beneficial ways. It includes:
 - Tracking of partnering maturity, based on the Relationship Measurement Tool (RMT), which has been developed from the Partnering Maturity Model (PMM);
 - A review of progress and lessons learned as the programme unfolds;
 - Strategic actions and activities to add value, create an effective team, working in an open and professional relationship, communicating in a timely and appropriate manner and advance partnering maturity.
- 1.5. The development of the partnering relationships needs to take a 'whole system' approach. This means that it needs to:
 - Address the involvement and impact of the whole community, not just those directly involved day to day;
 - Focus on all key interfaces (corporate, functional, and intra-corporate)
 - Be firmly rooted in the live business issues, not abstract or theoretical

Benefits of Collaborative Working

- 1.6. The benefits of collaborative working are:

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- There is a strong and healthy trust and respect between the parties.
- We work with each other as partners, not adversaries.
- There is openness, honesty and sharing of information.
- We share common objectives and purposes.
- We focus on the common good not our specific organisational interests.
- We are fully and appropriately involved in any decisions made.
- Communication between parties is effective and there are no surprises.
- You are able to rely on your partners to work jointly with you.
- Senior managers are adept at looking to the future and thinking strategically.
- Systems and processes in partner organisations are adequately joined up.
- Where conflict occurs, it is managed very effectively.
- The parties act as a single team.
- Parties are willing to change practices for the good of the project.

Key Enablers

1.7. Below is a selection of Key Enablers, which are behaviours or attitudes that need to be adopted by members of the collaboration, that the PGMU Programme believes will be required for effective Collaborative Working. Relationship Management activity will be based around achievement of these;

- Ability and willingness to trust others.
- A 'win win/Best for Project' unselfish approach taken by the parties to problem solving and sharing of risk.
- Openness and honesty in business dealings and in giving and receiving performance feedback.
- Delivery of promises.
- Valuing and respecting others competences and difference.
- Consistency and reliability in delivery.
- An eye on the future and willingness to change long-held practices when needed.
- Being part of the team – willingness to be dependent on others.
- Being seen to act professionally – competent and credible.
- Timely and relevant communication and inclusion.
- Commitment to the collaboration.
- Respect and empathy for others.

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2. The T23 PGMU Team

2.1. The whole T23 PGMU team, who will contribute to the delivery of the T23 PGMU solution is shown below at figure 1:

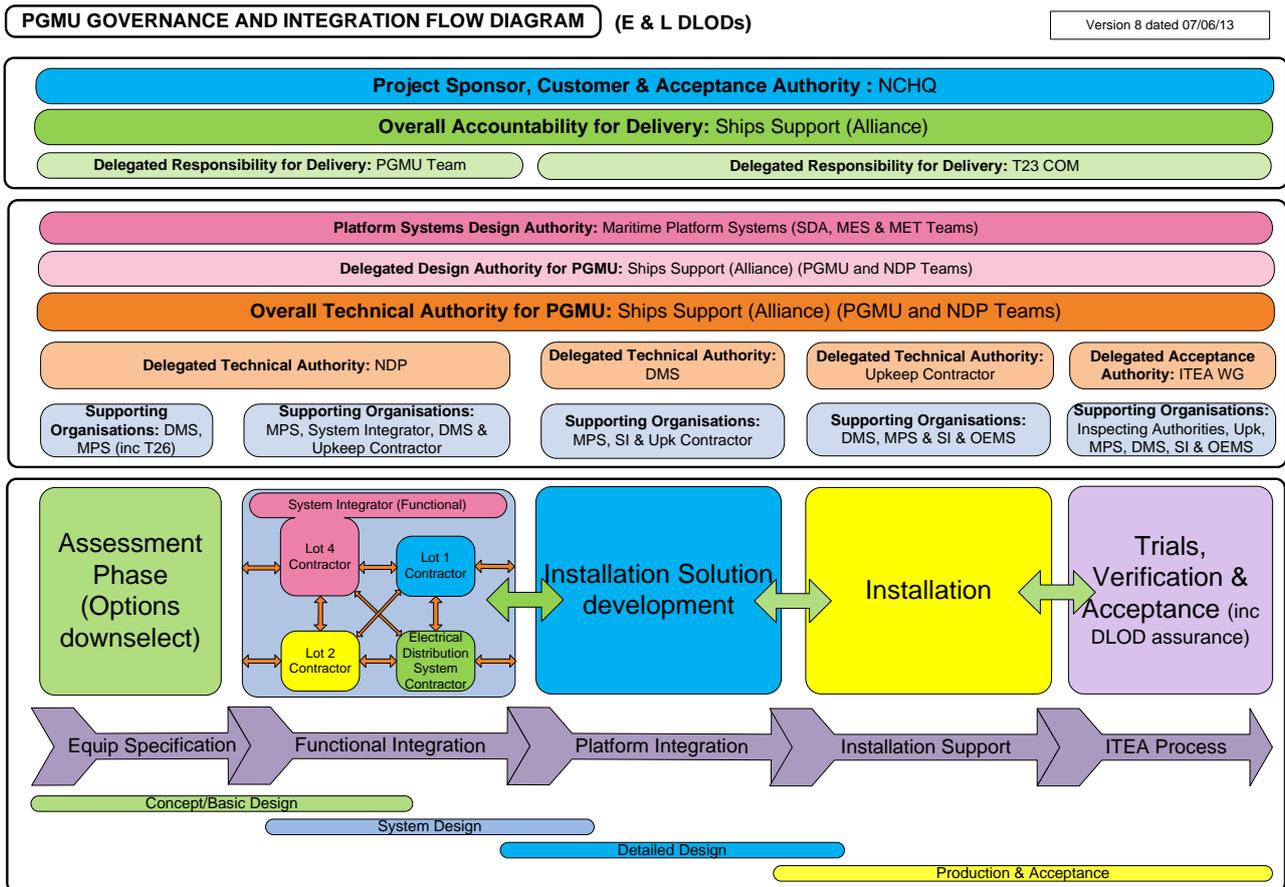


Figure 1 – PGMU Governance and Integration Flow Diagram

2.2. The roles and responsibilities of the key elements of the Authority organisation are:

- a. **Defence Equipment and Support (DE&S) Project Team (PT).** The DE&S PT is responsible for overall project management and delivery of the PGMU capability including the development of the requirement, assurance, approvals and contract management. The commercial staff within the PT are responsible for award and ongoing commercial management of the Contract. The PT is to be considered as the Authority within this contract and will provide, in conjunction with NDP, the overarching project oversight.
- b. **Navy Command Headquarters (NCHQ).** NCHQ fulfil the role of Senior Responsible Officer (SRO) for the project and act as Project Director, including

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funding line holder, and User community representative. They are also the owner of several Defence Lines of Development (DLODs).

- c. **Naval Design Partnering (NDP).** The PGMU NDP team is an extension of the DE&S PT and consists of engineers from the Defence Industry who provide the technical authority, undertake the initial system design and oversee the integration aspects of the project. The PGMU NDP team will also set the strategy to enable the functional integration of the PGMU elements;
- d. **Design Management Services (DMS).** The DE&S has Contracts under the Ships Support Alliance (SSA) with BAE Systems and Babcock Marine for the provision of DMS. The PT will task the DMS to provide the Installation Solution, Safety and Environmental Assessments, updates to the T23 platform datum pack of drawings and ship fit definition.
- e. **Type 23 Class Output Management (T23 COM).** Under the SSA each class of warship has its own COM team. The T23 COM is made up of BAES, BM and MOD personnel. For the PGMU project the T23 COM shall provide management of all ship-facing activities at the waterfront to maximise operational availability. This includes management of the Upkeep Periods covering PGMU installation. They will be delegated responsibility for some aspects of contract management they also provide waterfront Safety and Environmental assurance during installation.
- f. **Upkeep Contractor.** The Upkeep of T23 warships are undertaken via the SSA contractual arrangements, by either BAES or BM, and managed at the waterfront by the T23 COM. PGMU will be installed and commissioned during Upkeep.
- g. **Equipment Suppliers.** Suppliers for each of the key equipment lots will be responsible for the supply of the hardware and software to meet the requirements of the Contract. Suppliers shall work collaboratively to ensure integration aspects of the design are managed effectively in order to deliver a successful solution for installation into the T23 vessels. Equipment Suppliers shall also provide Integrated Logistics Support (ILS) to the equipment they supply for an interim period.
- h. **PGMU Systems Integrator (PGMU SI).** The role to be undertaken by the Lot 5 Contractor on behalf of the Authority to deliver PGMU functionality and to detail and manage the interfaces between the integrated PGMU equipments with the platform services and systems.

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3. Managing Relationship Development

- 3.1. Collaborative Working is a key risk mitigation for the T23 PGMU project as such it shall be monitored and measured as part of the routine Project Management activities set out in Schedule A (Statement of Work) and shall be measured and monitored in accordance with the terms and conditions of the Contract and Schedule C - (Contract Performance Management (CPM)).
- 3.2. Performance Indicator [1.2] under Key Performance Indicator 1 (Project Management) measures, monitors and drives collaborative behaviours to be demonstrated by each of the collaborating parties, including the MOD. Performance against this PI will affect payment in accordance with the Contract.
- 3.3. A Relationship Management model has been drawn up and is detailed at Annex A. This forms the baseline against which relationships shall be monitored and measured via a monthly questionnaire where each party shall assess performance of the other parties against the Key Principles at Section 4 below and in the framework of the agreed values set out in the Team Charter at Annex B.

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4. Relationship Principles

- 4.1. The T23 PGMU Project Team will adopt a culture of collaborative working and openness including:
- The adoption of Best Practice and lessons learned
 - Coherency in relationships between the whole T23 PGMU team
 - The enablement of the delivery of benefits
- 4.2. Whilst acknowledging each others' respective organisational aims (e.g. "taxpayers vs shareholders"), the parties shall approach the Project in a spirit of partnering with common goals and objectives.
- 4.3. The members of the respective teams will be expected to display flexibility and responsiveness to partnering concerns. The parties will jointly review and manage technical progress and risk with respect to attainment of performance, time and cost targets.
- 4.4. The principles of the relationship and the culture required to sustain it will be recorded in the "T23 PGMU Team Charter" which will represent a public statement of intent. Whilst not a contractual artefact, the Charter will have prominence within the Project and will act as the initial reference point for guiding principles.

Key Principles.

- 4.5. The Key Principles for the relationship may be summarised as:
- (a) **Working Together** - Believe that more can be achieved through joint working and teamwork and will therefore work in collaboration, encouraging cooperation, openness, honesty and trust amongst their respective teams and stakeholders both internally and externally. The assumption will be made that people are well intentioned.
 - (b) **Communication** - Establish a communication strategy that delivers the provision of appropriate, accurate and timely information, and fosters confidence towards asking questions and challenges accepted process and practice.
 - (c) **Sharing Information** - The parties shall commit to the timely sharing of information and provide it in a format that will give the best benefit to all parties, whilst recognising the constraints imposed by national security and commercial confidentiality enabled by trust. Sharing information will be aided by co-location and a shared working environment wherever appropriate.
 - (d) **Leadership** - Managers are to ensure that their teams understand and work towards meeting team and individual objectives; foster a climate wherein members are motivated to achieve their full potential and understand their contribution to the success of the partnering by the setting of appropriate delegations; encourage cooperation, recognising the benefits of the partnering approach.

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- (e) **Value People** - Establish a culture that recognises and rewards peoples' contribution and supports those wishing to improve; recognise skills, allocating appropriate tasks and confirming understanding of goals; encourage people to seek opportunities for personal development through challenge and training.
- (f) **Ethics** - All business must be conducted in a principled manner with the highest degree of personal and business integrity and ethical standards. This will apply in addition to any code of conduct each of the parties may require its staff to comply with.
- (g) **Mutual respect and understanding** - The parties shall recognise each other's needs, constraints, limitations, capabilities, risks and responsibilities to achieve mutually beneficial outcomes. Recognise that people are the key to success and will therefore show them the greatest respect, tolerance and consideration; their contributions will be valued and a culture of continued learning and development will be established.
- (h) **Safety** - The parties shall commit to maintaining a sound safety culture and to ensure the joint endeavour is undertaken to the highest standards across the Enterprise.
- (i) **Risk** – The parties shall commit to the effective management and mitigation of risk. Risks will be allocated to the participant best able to eliminate or mitigate them.
- (j) **Continuous Improvement** - The parties shall put in place business and cultural processes, including Benchmarking Exercises, to enable them to establish and agree challenging time and performance objectives and then to meet or exceed them, driving continuous improvement. This extends to the management of the relationship itself so as to overcome weaknesses, build strength and pull-through good practice from other places.

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5. Communication

- 5.1. A Communication Plan will be jointly agreed between the Parties.
- 5.2. The Communication Plan will identify the project goals and objectives both in the long term and for the year ahead. It will be developed at the Breakthrough Event and reviewed annually.
- 5.3. The Communication Plan will outline the joint communications strategy. It will identify the broad lines of communication and define who is responsible. It shall also be the means by which progress against its objectives will be communicated to the wider teams. This will include team briefings delivered quarterly to the complete combined team at an off-site venue.

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6. Relationship Management and Governance

- 6.1. Ownership and leadership by the senior managers of each party will be a key facet in gaining buy-in to the Relationship Management for the project. Leaders must embrace the collaborative approach, lead by example and actively encourage and empower its staff to work together as part of the T23 PGMU team.
- 6.2. It shall be the responsibility of the Authority's Project Manager and his opposite number within the parties to ensure that the relationships are managed, monitored and maintained. Analysis of objective assessment and proposed action plans will be made available for their review. They will direct the parties to implement agreed action plans and will take responsibility for ensuring the compliance of their respective team members to the defined principles of the required relationship.
- 6.3. Issues arising shall be resolved, as they arise, at the lowest possible level. Issue resolution is based on appropriate empowerment of individuals to make the necessary decisions using a flexible and pragmatic approach. Where it is not possible to resolve issues at the level of their occurrence the issue will be escalated via the line-management hierarchy of the respective teams.
- 6.4. The identification, assessment and mitigation of risk have a major bearing on the success of the Project. It is essential that the risk process embraces an element of joint management. In the collaborative environment required, discussions of the fundamental principles of risk assessment and ownership will be conducted on a regular basis at the Project Review meetings as set out in Schedule A (Statement of Work).
- 6.5. Staff in each organisation must be briefed regarding the T23 PGMU Relationship Management process and the need for, and principles of, Relationship Management.

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7. Relationship Building

Relationship Breakthrough Workshop

- 7.1. A “Relationship Breakthrough forum” shall be held as a means of initiating Relationship Management Plan implementation. The forum shall be attended by all of the parties. The forum will address key aspects of relationship management, the principles of the desired relationship and behaviours to attain it.
- 7.2. An action plan will be formulated to indicate the means by which improvement from the baseline is to be achieved in the initial period. A communication plan will be developed as described in section 5. A T23 PGMU Team Charter will also be agreed.

Organisational and Cultural Differences

- 7.3. Staff working on the Programme must achieve an appreciation of the organisation and cultural imperatives of the other parties. This appreciation must reach a level in which team members can understand the cultural differences and have respect for the different organisational motivations. This could be addressed through the relationship breakthrough workshop and team building events.

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8. Exit Management

- 8.1. In the event that the contract is terminated in accordance with the terms and conditions of the Contract for whatever reason the parties shall work together to implement the Exit Management Plan and behave cooperatively and respectfully in order to bring the relationship to an end.

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Annex A –T23 PGMU Relationship Management Tool

Relationship Development Questionnaire

Please mark this stakeholder from 0-4 against the Key Principles listed below. The output of these questionnaires will be presented both individually and as an aggregated picture to the Project Board, they will NOT be shared with other stakeholders. It is vital for the successful development of effective working relationships that these questionnaires are completed honestly and openly.

MOD

KP/Score	0	1	2	3	4
Working Together					
Communication					
Sharing Information					
Leadership					
Value People					
Ethics					
Mutual respect and understanding					
Safety					
Risk					
Continuous Improvement					

Scoring Guidance for Annex A to Schedule E:

The Key Principles as shown in the table above, and as described below in the following sections (k) through to (t) shall be scored in the following manner:

1. Each Key Principle shall be scored an overall value between 0 and 4 as described in the Scoring Levels at the end of this Annex A
2. Each Key Principle shall be individually judged against the behaviour(s) described in the both the Good Practice and Bad Practice guidance for that Key Principle
3. The(se) 10 Key Principles are collectively constituents of the Relationship Development Questionnaire above
4. The matrix values will be summed to arrive at a single aggregate value
5. A Red/Amber/Green (RAG) performance will then be awarded depending upon which range of values the aggregate score falls within as shown in the table below:

Green	30 - 40
Amber	20 - 29
Red	0 - 19

Further assessment is then in accordance with Schedule C, PM2 – Relationship Management.

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Comments:

Key Principles.

- (k) **Working Together** - Believe that more can be achieved through joint working and teamwork and will therefore work in collaboration, encouraging cooperation, openness, honesty and trust amongst their respective teams and stakeholders both internally and externally. The assumption will be made that people are well intentioned.

Good Practice	Bad Practice
Inspires confidence in colleagues; achieves clear outputs and outcomes.	Fails to trust and use others' abilities and undervalues or unfairly stereotypes the contributions of those in other parts of the project.
Builds productive relationships and sees the collective benefits of pulling together teams from across the organisation where appropriate.	Promotes suspicion and lack of co-operation between different project areas.
Creates an environment where people willingly work together to achieve organisational goals.	Adopts insular and/or parochial approach to area(s) of responsibility.
	Treats each stakeholder differently

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- (l) **Communication** - Establish a communication strategy that delivers the provision of appropriate, accurate and timely information, and fosters confidence towards asking questions and challenges accepted process and practice.

Good Practice	Bad Practice
Does not use Jargon	Hides “bad news”
Seeks to clarify when faced with conflicting information	Communicates a different message to different stakeholders
Consults widely on decisions that affect the project	Withholds certain information

- (m) **Sharing Information** - The parties shall commit to the timely sharing of information and provide it in a format that will give the best benefit to all parties, whilst recognising the constraints imposed by national security and commercial confidentiality enabled by trust. Sharing information will be aided by co-location and a shared working environment wherever appropriate.

Good Practice	Bad Practice
Promotes “duty to share” over “need to know”.	Treats knowledge as power

- (n) **Leadership** - Managers are to ensure that their teams understand and work towards meeting team and individual objectives; foster a climate wherein members are motivated to achieve their full potential and understand their contribution to the success of the partnering by the setting of appropriate delegations; encourage cooperation, recognising the benefits of the partnering approach.

Good Practice	Bad Practice
Delegates effectively	Micro manages

- (o) **Value People** - Establish a culture that recognises and rewards peoples' contribution and supports those wishing to improve; recognise skills, allocating appropriate tasks and confirming understanding of goals; encourage people to seek opportunities for personal development through challenge and training.

Good Practice	Bad Practice
Utilises full range of personnel skill sets.	Stovepipes personnel into single skill outputs.

- (p) **Ethics** - All business must be conducted in a principled manner with the highest degree of personal and business integrity and ethical standards. This will apply in

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addition to any code of conduct each of the parties may require its staff to comply with.

Good Practice	Bad Practice
Senior Management set an ethical example.	Seeks short term profit at the expense of other team members.
Published code of Ethics.	Distorts or withholds facts to mislead or confuse.
	Turns own mistakes into other people's problems

- (q) **Mutual respect and understanding** - The parties shall recognise each other's needs, constraints, limitations, capabilities, risks and responsibilities to achieve mutually beneficial outcomes. Recognise that people are the key to success and will therefore show them the greatest respect, tolerance and consideration; their contributions will be valued and a culture of continued learning and development will be established.

Good Practice	Bad Practice
Say what they do, do what they say.	Doesn't always back promises with commitment.
Cultivates a "no blame" culture.	Consistently late in attendance and delivery.

- (r) **Safety** - The parties shall commit to maintaining a sound safety culture and to ensure the joint endeavour is undertaken to the highest standards across the Enterprise.

Good Practice	Bad Practice
Puts safety at the heart of the culture	Cuts corners

- (s) **Risk** – The parties shall commit to the effective management and mitigation of risk. Risks will be allocated to the participant best able to eliminate or mitigate them.

Good Practice	Bad Practice
Is open to and will take calculated risks with innovative ideas.	Is risk averse.

- (t) **Continuous Improvement** - The parties shall put in place business and cultural processes, including Benchmarking Exercises, to enable them to establish and

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agree challenging time and performance objectives and then to meet or exceed them, driving continuous improvement. This extends to the management of the relationship itself so as to overcome weaknesses, build strength and pull-through good practice from other places.

Good Practice	Bad Practice
Uses strategic change management tools to understand the continuous improvement landscape.	

Scoring Levels

Level 0 – Initial. Ad Hoc, uncontrolled, reactive.

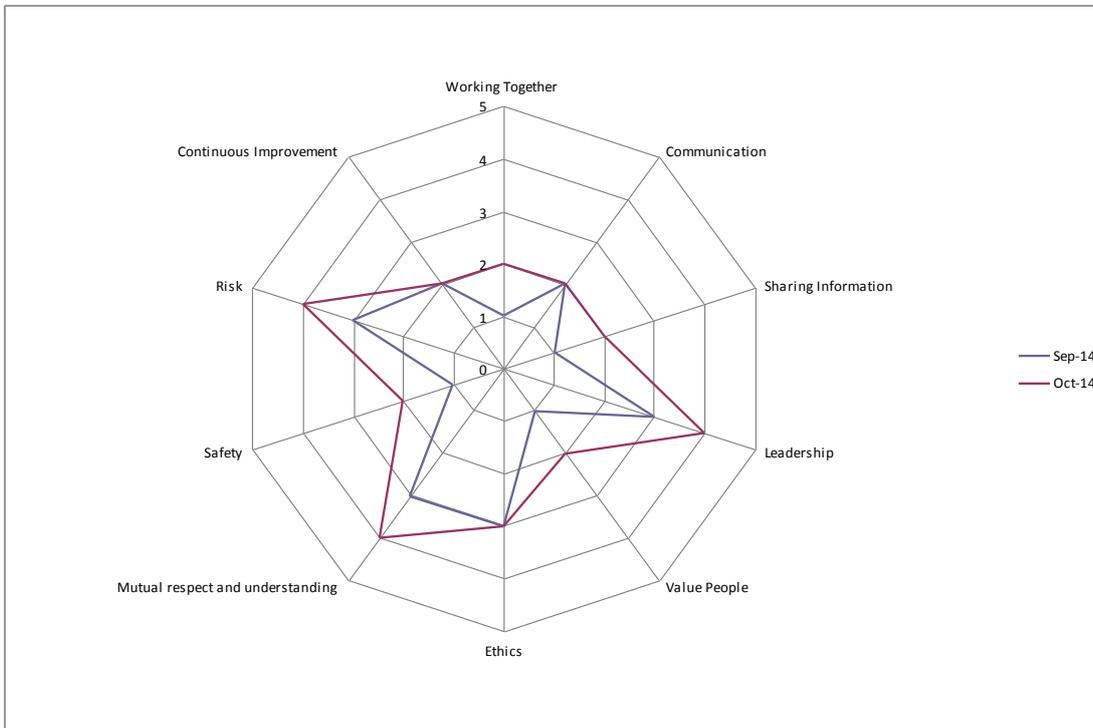
Level 1 – Repeatable. Undisciplined, occasionally consistent.

Level 2 – Defined. Processes established, ad hoc improvement over time.

Level 3 – Managed. Metrics in place, effective process control, ability to adjust/adapt.

Level 4 – Optimising. Continually improving through both incremental and innovative change.

Example of Scoring Plot for Project Board



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Annex B – DRAFT T23 PGMU Team Charter

Purpose

This Charter details the code of conduct to sustain the relationship between the various parties of the T23 PGMU Whole Team and the principles that govern their activities on the T23 PGMU Project. Its purpose is to ensure that all parties work together in a spirit of openness and honesty, harnessing their complementary skills, knowledge, capabilities and expertise, to deliver quality equipment and support, demonstrable value for money, and sustainable shareholder value, now and in the future.

Joint Strategic Objective

To provide an updated PGMU system to the Type 23 fleet at the right time, at the right place, at the right cost at the right quality. To deliver effective in-service Integrated Logistics Support (ILS) of the PGMU system to maintain availability of its capability.

Joint Endeavour

We will strengthen the environment in which all parties can work together to achieve mutual objectives whilst recognising individual perspectives. We jointly commit to achieving excellence in the timely delivery of high quality products and services. This Charter provides the basis for encouraging innovation and continuous improvement; to succeed, it requires:

- a. **Respect.** A positive working environment, generating a relationship of cooperation and mutual respect, based on a “no surprise, no blame” culture, to drive performance;
- b. **Trust.** All parties will strive to earn the trust of the other, through fulfilling promises, meeting objectives and treating the other as they would wish to be treated;
- c. **Sharing Information.** Timely sharing of all appropriate information and the progressive development of an effective shared data environment;
- d. **Resolution of Issues.** Commitment at all levels to avoid adversarial relationships, recognising organisational obligations and jointly addressing and resolving issues promptly, before positions become entrenched, and a lack of decision threatens the programme;
- e. **Reputation Management.** All parties to work together to reduce the occurrence of bad news appearing in the media, and will support each other to improve their respective reputations, capitalising on positive joint reporting opportunities;
- f. **Risk Management.** Commitment to effective joint management and mitigation of risk through a structured, formal and logical process that considers identification, assessment, quantification, ownership, mitigation action and regular joint review;

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- g. **Embrace Change.** All parties to embrace change, such that traditional conventions and processes are challenged and mutual development opportunities explored to add value, remove waste and reduce through life costs.

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Working Together – Behaviour Model

The following guidelines aid the process of working together:

- **Repeat what you heard** – If there is any risk of ambiguity, summarise in your own words and ask the other person to confirm that this is what they meant. This is particularly important in meetings.
- **Talk before you write or e-mail** – To avoid over-reaction to surprises received by mail, always endeavour to speak to the person that you are about to write to and explain the content of the letter you are about to send.
- **Observe organisation structures** – The organisations are structured differently and operate differently. Work to understand the different organisational structures. Make sure that you are talking to the right person who should be informed and aware of the topic. Take care not to breach the communication protocols respected within the other organisation.
- **Watch careless talk** – Each organisation has a different culture; we have different acronyms, codes and in-house jokes. We, therefore, do not always interpret correctly the true meaning of words used. Take every conversation in the spirit intended and endeavour to avoid the use of words or phrases that could inadvertently cause confusion or offence.
- **Acknowledge differences** – Do not assume that the way you or your organisation has always done something is the only way. Open-minded comparisons are healthy; constructive ways of working together are better. Remember we have common goals to achieve.
- **Do as you say** – Be open and honest in discussion, following through with actions agreed in a timely and objective manner. This will enable ANTICIPATION of issues and others' actions, INDICATION of intentions and APPRECIATION of others' perspectives and contribution.
- **Adherence to the Charter** – Be prepared to challenge your colleague if there is clear evidence that these guidelines are not being followed, and ultimately, be prepared to escalate evidence of such behaviour.