# Contractor Operating System Training Course: Daily Routines, Dashboards and Management Review

2 – 6 August 2027
Madrid

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## Programme Summary

A contractor operating system is the subject of this one-week training course for contractor directors, operations heads and project heads at managerial level, ending in an operating system plan for one business unit or project. Productivity, quality and safety results often sit in separate reports that site teams rarely use. The programme moves from a performance baseline to indicators and dashboards, then to daily routines and problem solving, and ends with a management review a leadership team can adopt. Mars Training Centre UK delivers this programme on the contractor operating system to mixed-organisation cohorts.

## The Business Case

Operational excellence in contracting depends on routines that repeat, not on one-off drives. Where measures are reported monthly and site meetings follow no standard, rework and unsafe acts are found late. A single operating system gives directors one view of results and gives site leaders a short daily routine that connects the view to the work in hand.

- Rework and Waiting Time: Falls as causes are traced and closed in a regular cycle.
- Productivity Visibility: Improves as crews and supervisors see the same measures each day.
- Safety Indicator Use: Rises as leading indicators are reviewed like cost and progress.

## Principles and Evidence Base

- Lean Construction and Value Stream Mapping: Separate value-adding work from waiting, rework and movement, applied in Sessions 1 and 3 to site routines.
- Plan-Do-Check-Act Cycle: Structures problem solving as a repeating loop of planning, trying, checking and standardising, applied in Session 4.
- ISO 9001: Sets requirements for a quality management system, including corrective action, applied in Sessions 4 and 5 to rework and review.
- ISO 45001: Sets requirements for an occupational health and safety management system, including worker consultation, applied in Sessions 2 and 3 to safety indicators and daily checks.

## Intended Participants

- Contractor directors who own results across several projects or business units.
- Operations heads who set site routines and reporting.
- Project heads who answer for cost, progress and safety on a contract.
- Quality and safety managers who feed measures into management decisions.

Typical settings include building contractors, civil and infrastructure contractors, fit-out firms and industrial plant contractors.

## Learning Outcomes

1. Participants will be able to diagnose where current reporting hides rework, delay and safety weakness.
2. Participants will be able to construct a one-page dashboard of productivity, quality and safety indicators.
3. Participants will be able to design a daily huddle and standard work routine for a site team.
4. Participants will be able to evaluate recurring problems with root cause and corrective action tools.
5. Participants will be able to justify an operating system plan to a leadership team.

## Programme Structure

## Day 1: Contractor Operating System and Performance Baseline

Which results must the operating system move, and from what starting point?

- Operating System Scope Map
- Performance Baseline Sheet
- Rework and Incident Ledger
- Value Stream Map
- Management Layer Role Chart

## Day 2: Indicators and Dashboards

Which indicators show productivity, quality and safety on one page?

- Indicator Selection Matrix
- Leading Indicator Specification
- Dashboard Layout Template
- Data Source Quality Check
- Threshold and Trigger Table

## Day 3: Daily Routines and Standard Work

What does a site leader do each day to keep results on track?

- Daily Huddle Agenda
- Standard Work Sheet
- Visual Board Design
- Pre-Task Safety Check
- ISO 45001 Worker Consultation Routine

## Day 4: Problem Solving and Improvement Cycles

How are recurring problems traced to causes and closed out?

- Plan-Do-Check-Act Cycle Sheet
- Root Cause Tree
- Rework Cause Pareto Chart
- Corrective Action Tracker
- ISO 9001 Nonconformity Loop

## Day 5: Management Review and the Operating System Plan

Do the earlier tools combine into one plan that a leadership team can adopt?

- Applying the Session 2 Indicator Selection Matrix
- Testing the Session 3 Daily Huddle Agenda
- Rehearsing the Session 4 Corrective Action Tracker
- Management Review Pack
- Completing the Contractor Operating System Plan

## Methodology

The programme uses case analysis built on prepared files for two contractors, one in building and one in civil works, each with monthly reports, site diary extracts, rework records and incident logs. Participants work in small groups, test indicators against past events, and defend routines to peers acting as a leadership team.

- Suggested activity: Rebuilding a monthly report into a one-page dashboard and removing measures nobody uses.
- Suggested activity: Running a mock daily huddle and timing each item against the agenda.
- Suggested activity: Tracing one repeated defect to its cause and writing the corrective action.

## Capstone Output

Each participant completes a contractor operating system plan for one business unit or project. It holds a performance baseline, a dashboard layout, a daily huddle agenda, a standard work sheet, a problem-solving routine and a management review pack. The plan is used at work to brief a leadership team and to agree who owns each measure and routine.

## Frequently Asked Questions

### Is a course on a contractor operating system suitable for directors without a lean background?

Yes. The contractor operating system is taught through prepared files and templates. It assumes experience in running contracts or sites, but no formal lean or quality training.

### Which frameworks does a contractor operating system rest on?

A contractor operating system rests on lean construction with value stream mapping, the Plan-Do-Check-Act cycle, ISO 9001 for quality management and ISO 45001 for occupational health and safety management.

### How is the plan from a contractor operating system used at work?

You use the operating system plan to brief your leadership team, agree owners for each measure and routine, and set the schedule for management review.

### How does a contractor operating system differ from a general lean construction programme?

A contractor operating system concentrates on measures, daily routines and management review across a business, while a general lean construction programme concentrates on planning and flow within one project.