



# Consultant and Contractor Governance Course

17 – 21 May 2027  
Milan

## Consultant and Contractor Governance Course

**Ref:** 586\_145088 **Date:** 17 – 21 May 2027 **Location:** Milan **Fees:** 5700 Euro

### Overview

Consultant and Contractor Governance Course is a five-day intermediate course for client-side contract, project, procurement, commercial, technical, and governance teams who leave with a Consultant and Contractor Governance File. Participants connect consultant and contractor governance with a role authority matrix, deliverable acceptance controls, a performance evidence scorecard, and an evidence-based negotiation file. The course resolves blurred roles and inconsistent interventions through lifecycle gates and documented decisions. Agile Leaders Training Center presents external-party governance as a client-side management discipline.

### Who Should Attend

- Teams defining consultant and contractor roles, outputs, and authority boundaries
- Functions mobilizing external parties and governing delivery interfaces
- Groups measuring performance and directing corrective action
- Personnel preparing negotiation positions and escalation decisions
- Leaders approving relationship changes, acceptance, and closeout

The course assumes participants already oversee consultants or contractors and leaves out legal advice, contract drafting, contractor-only site supervision, general negotiation foundations, and vendor selection procedures.

### Departments and Industries

The course supports departments and industries that rely on consultants and contractors for professional or delivery work.

- Projects, contracts, commercial, procurement, and governance functions
- Construction, engineering, infrastructure, and facilities management
- Energy, utilities, manufacturing, and industrial services
- Technology, telecommunications, and professional services
- Healthcare, transport, hospitality, and outsourced operations

### Learning Objectives

By the end of this course, participants will be able to:



- Compare consultant and contractor governance needs
- Build role, authority, deliverable, and interface controls
- Apply mobilization and relationship risk gates
- Analyze performance evidence and corrective responses
- Use issue files for negotiation and escalation
- Evaluate acceptance, transition, and closeout readiness

## **Course Agenda**

### **Day 1: Relationship and Role Architecture**

- External-Party Segmentation and Criticality Matrix
- Consultant and Contractor Role Boundary Map
- Terms-of-Reference and Scope Alignment Check
- Authority, Decision, and Instruction Grid
- Relationship Risk and Dependency Register

### **Day 2: Appointment and Mobilization Controls**

- Capability Evidence and Evaluation Matrix
- Deliverable and Acceptance Criteria Schedule
- Mobilization Readiness Gate Checklist
- Interface and Communication Route Map
- Governance Meeting and Reporting Calendar

### **Day 3: Performance and Corrective Action**

- Performance Measure and Evidence Scorecard
- Output Quality and Timeliness Review Method
- Early-Warning and Exception Triage Log
- Corrective Action and Recovery Plan
- Escalation Threshold and Decision Ladder

### **Day 4: Negotiation and Relationship Decisions**

- Negotiation Issue and Evidence File
- Interest, Constraint, and Trade-Off Map
- Change Position and Authority Checklist
- Meeting Record and Decision Confirmation Method
- Relationship Reset, Replacement, and Exit Options



## **Day 5: Governance Practice and Closeout**

- Exercise: Diagnose Consultant and Contractor Role Gaps
- Exercise: Test Mobilization and Interface Readiness
- Exercise: Evaluate Performance and Corrective Evidence
- Exercise: Prepare a Negotiation and Escalation Position
- Capstone Exercise: Consultant and Contractor Governance File

## **Practical Exercises**

The course uses suggested activities to test client-side governance decisions across external relationships.

- Suggested activity: distinguish consultant authority, contractor responsibility, and client decisions in an engineering scenario.
- Suggested activity: assess mobilization evidence and delivery interfaces for an outsourced technology service.
- Suggested activity: convert performance exceptions into a documented corrective-action and escalation route.
- Suggested activity: negotiate a change position using issue evidence, authority limits, and relationship effects.

## **FAQs**

### **Who suits consultant and contractor governance and what does it assume?**

Consultant and contractor governance suits client-side professionals who already coordinate external parties and need a structured method for roles, evidence, interventions, negotiation, and closeout.

### **How does consultant and contractor governance differ from supplier relationship management?**

Consultant and contractor governance addresses professional authority, project deliverables, instructions, acceptance, and external-party interventions, while supplier relationship management covers broader ongoing supplier value and collaboration.

### **Why do consultant and contractor roles need separate governance controls?**

Consultant and contractor roles need separate controls because advice, design, certification, supervision, execution, and delivery responsibilities create different authority boundaries, evidence needs, and conflict risks.



## **What evidence supports consultant and contractor performance decisions?**

Performance decisions are supported by agreed outputs, acceptance criteria, dated records, quality findings, progress measures, instructions, issue history, corrective actions, and confirmed meeting decisions.

## **How should consultant and contractor negotiations be governed?**

Negotiations should be governed through defined authority, an evidence-based issue statement, interests and constraints, evaluated options, approval limits, documented trade-offs, and a confirmed decision record.

## **Conclusion**

Participants take back a Consultant and Contractor Governance File covering roles, mobilization, performance, negotiation, correction, escalation, and closeout. The file gives client-side teams a consistent basis for intervening in two different external relationships. It helps teams separate responsibilities, use evidence in decisions, and preserve a clear route from appointment to closure.