



Award-to-Completion Contract Control Course

16 – 20 November 2026
Milan

Award-to-Completion Contract Control Course

Ref: 600_146124 **Date:** 16 – 20 November 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Award-to-Completion Contract Control Course is a five-day intermediate course for operational contract owners who leave with an Award-to-Completion Decision Pathway. Participants connect award handover, readiness, delivery checkpoints, decision ownership, exception routing, completion criteria, and final acceptance. The course focuses on stage transitions and decision gates rather than routine file administration, construction valuation, or advanced claims. Agile Leaders Training Center presents award-to-completion contract control as a sequence of readiness tests, owner decisions, and completion gates.

Who Should Attend

- Owners accountable for moving awarded agreements into operational delivery
- Functions coordinating readiness decisions across suppliers and internal teams
- Managers reviewing delivery exceptions and assigning corrective ownership
- Commercial teams governing material decisions between award and acceptance
- Sponsors confirming completion readiness and residual actions

The course assumes participants already work with awarded agreements; it excludes legal drafting, routine document filing, detailed construction valuation, and dispute advocacy.

Departments and Industries

The course supports departments and industries that govern transitions from award to accepted completion.

- Contracts, procurement, commercial, and supplier governance
- Projects, operations, finance, and service ownership
- Technology, telecommunications, and outsourced services
- Energy, manufacturing, transport, and logistics
- Healthcare, hospitality, infrastructure, and facilities

Learning Objectives

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



- Evaluate award handover and mobilization readiness
- Assign decision ownership across delivery checkpoints
- Interpret delivery exceptions and route proportionate responses
- Assess change decisions against delivery outcomes and authority
- Build completion criteria and residual-action governance
- Create an award-to-completion decision pathway

Course Agenda

Day 1: Award Handover and Readiness Decisions

- Award-to-Delivery Transition Map
- Handover Information Sufficiency Test
- Mobilization Readiness Decision Gate
- Owner and Dependency Assignment Grid
- Unresolved Award Matter Register

Day 2: Delivery Checkpoints and Decision Ownership

- Delivery Checkpoint Architecture
- Decision Owner and Authority Map
- Acceptance Criterion Traceability Grid
- Dependency Resolution Sequence
- Checkpoint Decision Record

Day 3: Exceptions, Changes, and Response Routing

- Delivery Exception Classification Model
- Exception-to-Owner Routing Matrix
- Change Outcome Decision Canvas
- Response Proportionality Test
- Escalated Decision Brief

Day 4: Completion Readiness and Final Acceptance

- Completion Criterion Verification Map
- Residual Action Priority Board
- Conditional Acceptance Decision Tree
- Handover Readiness Assurance Review
- Final Acceptance Recommendation Pack



Day 5: Award-to-Completion Integration

- Exercise: Test an Award Handover
- Exercise: Design Delivery Checkpoints and Ownership
- Exercise: Route an Exception and Evaluate a Change
- Exercise: Decide Completion Readiness and Residual Actions
- Capstone Exercise: Award-to-Completion Decision Pathway

Practical Exercises

The course uses suggested activities to practice transition and decision governance across several sectors.

- Suggested activity: test mobilization readiness for a technology supplier.
- Suggested activity: route a service exception in a healthcare agreement.
- Suggested activity: assess a delivery change for a manufacturing supplier.
- Suggested activity: decide conditional acceptance for a facilities handover.

FAQs

What is an award-to-completion decision pathway?

It is a linked sequence of readiness tests, checkpoints, decision owners, exception routes, change choices, completion criteria, and acceptance recommendations.

How does this course differ from routine contract administration?

It concentrates on transitions and accountable decisions between award and completion, while routine administration also covers recurring correspondence, filing, invoicing, and transaction processing.

What makes a delivery checkpoint useful?

A useful checkpoint identifies the expected outcome, required information, decision owner, authority, dependencies, exceptions, response choices, and evidence of the decision.

How are residual actions handled at completion?

Residual actions are classified by effect and urgency, assigned to an owner, linked to acceptance conditions, tracked to resolution, and reflected in the completion recommendation.

What will participants create during the course?

Participants create an Award-to-Completion Decision Pathway that organizes handover readiness, delivery checkpoints, exception routing, change choices, and completion decisions.



Conclusion

Participants leave with an Award-to-Completion Decision Pathway designed for operational contract ownership. Its readiness tests, checkpoint records, routing tools, and acceptance gates help teams move from award to completion with clearer ownership, faster exception decisions, and traceable residual actions.