



Operations Readiness and Assurance (OR&A) Training Course: Readiness Gates and Handover

2 – 13 November 2026

Paris - Right Bank business hotel



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Introduction:

Operations Readiness and Assurance OR&A training on readiness gates and handover is a 10-day course for owner-side operations, maintenance, project and asset management teams that ends with an OR&A Plan with readiness gates for a case new facility. New plants, hospitals and airports often reach mechanical completion without trained crews, approved procedures, a loaded maintenance system or agreed acceptance criteria, so first operation is delayed or unsafe. Nominees already manage operations, maintenance or capital projects and work through case studies drawn from oil and gas and infrastructure facilities. CoreConcept Training Center delivers this operations readiness and assurance course.

Course Objectives:

- Define the OR&A scope, value case and accountabilities for a new facility and set readiness gate criteria tied to the project gate model
- Feed operations and maintenance requirements into design through operability reviews, philosophy documents and production assurance targets
- Design the operating model, organisation, staffing ramp-up and competence assurance arrangements needed before first start
- Plan maintenance, procedures, business systems, HSE and permit readiness so that each is proven ready before handover
- Agree commissioning interfaces, handover acceptance criteria and early operations support that let operations accept care, custody and control
- Run readiness reviews and audits and assemble an OR&A Plan with readiness gates for a case new facility

Target Audience:

- Operations management teams accountable for running a new plant, terminal, hospital or utility from first start
 - Maintenance and reliability management teams responsible for maintenance strategy, spares and service contracts on new assets
 - Owner project management teams responsible for delivering capital projects that operations must accept
 - Asset management teams responsible for lifecycle plans, asset registers and performance targets of new facilities
 - Readiness and transition coordinators responsible for gate evidence, readiness reviews and handover planning
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Course Outline:

Day 1: OR&A Concept, Value Case and Readiness Scope

- OR&A Lifecycle Model From Concept Select to Steady State
- Readiness Value Case Linking Start-Up Delay to Lost Revenue
- Owner, Project and Operations Accountability Split in RACI Form
- Readiness Scope Matrix for Plants, Hospitals and Airports
- OR&A Maturity Self-Assessment for a Current Capital Project

Day 2: OR&A Strategy, Readiness Plan and Stage Gates

- OR&A Strategy Document Aligned to the Project Gate Model
- Readiness Gate Criteria From Select Through Ready to Operate
- Integrated OR&A Plan With Activity Logic and Owners
- Pre-Operations Cost Estimate, Resourcing Curve and OR&A Budget
- ISO 55001 Asset Management Links to Readiness Planning

Day 3: Operations Input to Design and Operability Reviews

- Operations and Maintenance Philosophy Documents Issued to Design Teams
- Operability and Maintainability Review Workshops at Model Stages
- Access, Isolation and Lifting Requirements Captured in Design Reviews
- ISO 20815 Production Assurance Targets and Availability Basis
- Operating Experience Register Fed Into Front-End Design

Day 4: Operating Model, Organisation Design and Staffing Ramp-Up

- Target Operating Model for In-House and Outsourced Services
- Organisation Chart, Shift Patterns and Manning Level Calculations
- Staffing Ramp-Up Curve Tied to Commissioning Sequence
- Recruitment Campaign Plan and Early Hire Secondment to Contractors
- Competence Assurance Framework With Role Profiles and Sign-Off Records

Day 5: Guided Case Study on Week-One Readiness Decisions

- Gas Processing Facility Case Readiness Gate Evidence Review
 - New Hospital Case Operating Model and Ramp-Up Critique
 - Airport Terminal Case Operability Review Findings Prioritisation
 - Week-One Readiness Gap Register Built From Case Evidence
 - Peer Challenge Panel on Draft Readiness Gate Criteria
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Day 6: Operating Procedures and Maintenance Readiness

- Operating Procedure Suite Hierarchy From Philosophy to Work Instructions
- Maintenance Strategy Using Criticality Ranking and RCM Task Selection
- CMMS Build Plan Covering Hierarchy, Task Lists and Go-Live
- Initial Spares Holding and Capital Spares Recommendation Review
- Maintenance and Support Service Contracts Awarded Before First Start

Day 7: Systems, HSE and Permit Readiness Governance

- Business Systems Readiness for ERP, Laboratory and Control Room Tools
- Operations Records Readiness Check for Documents and Registers
- HSE Management System Bridging From Project to Operating Regime
- Permit to Work and Isolation Arrangements Proven Before Start-Up
- Emergency Response Plan, Drills and External Agency Interfaces

Day 8: Commissioning Interface, Handover Acceptance and Stakeholder Change

- Commissioning and Start-Up Interface Agreement Between Project and Operations
- Systems Handover Certificate Sequence and Care, Custody and Control Transfer
- Handover Acceptance Criteria With Punch Category Tolerances
- Operations Change Management Plan for Workforce and Facility Users
- Communication Plan for Authorities, Users and Neighbouring Communities

Day 9: Early Operations Support, Performance Assurance and Readiness Audits

- Early Operations Support Team and Vendor Standby Arrangements
- Ramp-Up KPI Dashboard for Availability, Throughput and Backlog
- Readiness Review Protocol With Independent Reviewer Scoring
- OR&A Audit Checklist by Element and Evidence Grade
- Post-Start-Up Lessons Review and Readiness Close-Out Report

Day 10: Capstone Case Study and OR&A Plan With Readiness Gates

- Case New Facility Brief and Readiness Scope Confirmation
 - Readiness Gate Criteria and Evidence Map for the Case Facility
 - Staffing, Maintenance and Systems Readiness Schedule Integration
 - Handover Acceptance and Early Operations Assurance Arrangements
 - OR&A Plan Completion and Defence Before a Review Panel
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Skills You Will Gain:

- Readiness Gate Design
- Operability Review Facilitation
- Operating Model Design
- Staffing Ramp-Up Planning
- Maintenance Readiness Planning
- Handover Acceptance Management
- Readiness Audit Scoring
- Early Operations Performance Tracking

Why Attend This Course:

- Deliver an OR&A Plan with readiness gates for a case new facility to the operations director and project sponsor for adoption
- Decide whether a facility has enough evidence to pass a readiness gate or accept a system from the project
- Avoid delayed first operation, idle crews and unsafe starts caused by late recruitment, missing procedures and unready maintenance systems
- Share gate criteria, ramp-up curves, audit checklists and acceptance templates with project and operations colleagues

Conclusion:

Back at work, the participant gives the operations director and the project sponsor an OR&A Plan that sets readiness gates, evidence requirements, staffing ramp-up, maintenance and systems readiness milestones and handover acceptance criteria for a new facility. Management uses it to decide when the facility may pass each gate, which readiness gaps receive budget and when operations accepts care, custody and control. After the first readiness review, the unit should check gate evidence quality, open gap actions, recruitment against the ramp-up curve and the maintenance system go-live status, then adjust the plan before start-up.

Frequently Asked Questions FAQ:

What should participants know before an operations readiness and assurance OR&A course?

Participants should already manage operations, maintenance, assets or capital projects and understand how their organisation approves project stages. Bringing an anonymised project schedule, organisation chart or readiness checklist helps them apply the case work to a facility they know.

How does operations readiness and assurance differ from a commissioning and start-up course?

OR&A manages the whole owner organisation's preparation to operate: strategy, gates, people, procedures, maintenance, systems, HSE and acceptance. Commissioning courses teach the technical testing and energising of systems, which this course treats only as an interface that readiness plans must coordinate.

Why do operations readiness and assurance plans use readiness gates?

Readiness gates set evidence a facility must show before moving to the next project stage, so gaps in people, procedures or maintenance surface early. Without gates, readiness work slips to the end and operations inherits a facility it cannot run safely.

What do participants take back from the operations readiness and assurance OR&A course?

Participants take back an OR&A Plan with readiness gates for a case new facility, plus templates for gate criteria, staffing ramp-up curves, maintenance readiness, handover acceptance and readiness audits they can adapt to their own projects.
