

# Halderstone



Training module

# Operational Control

Establish and run operational control with clear operating criteria, checks, records and deviation handling



**Are your documented processes struggling to deliver consistent operational control under pressure?**

## Overview

Many organizations find that despite having documented processes, operational work often relies on informal coordination, exceptions, and undocumented variations, leading to inconsistent outcomes, unclear responsibilities, and control gaps that become apparent during incidents or audits.

This module provides a structured approach to establishing and running operational control in practice. Participants will learn to translate requirements and commitments into concrete operating criteria, checks, records, and deviation handling, so day-to-day execution remains controlled, traceable, and workable under real conditions.



## Target audience

- Management system implementers and coordinators
- Executives and department heads accountable for management system performance
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Auditors seeking insights into management-side best practice (not audit technique)
- Management consultants working with management system design, governance, or improvement

# Is this module for you?

## It is a good fit for you if you...

- are responsible for making day-to-day operations reliable and repeatable.
- rely on informal workarounds or a few key individuals to “make things work”.
- struggle with inconsistent execution, deviations, or firefighting.
- need operational control that holds up under real pressure.
- want controls, records, and roles to work without bureaucracy.

## It may be less suitable for you if you...

- already operate stable, consistently controlled operations in practice.
- have no mandate or interest in shaping operational control.
- need detailed technical procedures or tool-specific instructions.
- are looking for audit technique rather than operational execution.

# Learning outcomes



## Key outcomes

- Translate requirements and commitments into practical operating criteria and controls
- Build effective checks, records, and evidence points into day-to-day work
- Manage deviations and operational variations deliberately to maintain control

## Additional capabilities

- Define clear operating criteria, triggers, inputs/outputs, and ownership where control matters most
- Design fit-for-purpose operating instructions, check points, and handovers for repeatable execution
- Choose the appropriate level of records and confirmations for traceability without over-documentation
- Establish lightweight escalation and change control so operations stay aligned with reality

# Agenda

## **Operational control in management system logic**

How operational control connects planning with real execution, and where typical failure modes such as drift, shortcuts, weak escalation, and unclear accountability weaken system effectiveness

## **From intent to operating criteria**

How to translate requirements and commitments into clear operating criteria, checks, and expectations, and identify where control matters most in day-to-day work

## **Building control into daily execution**

How to embed control at decision points, checks, approvals, records, and practical work steps so execution stays repeatable under real conditions

## **Balancing control with usability**

How to right-size structure to avoid over-documentation, and handle justified flexibility without losing operational control

## **Operational roles, interfaces, and handovers**

How to make responsibilities operational rather than merely organisational, and design robust handovers across teams, shifts, and locations

## **Records, confirmations, and evidence from work**

How to design records and confirmations that support traceability and improvement as a by-product of work, rather than as a parallel bureaucracy

## **Deviations, exceptions, and control drift**

How to recognise deviations and exceptions that require response, and detect early warning signs such as recurring rework, incidents, or repeated departures from intended control

## **Case-based workshop**

Applying the learned concepts, methods, and approaches in a realistic case setting

# Included materials



## Learning materials

- Slide deck
- Participant workbook

## Templates & tools

- Operating criteria and control design template
- Operational control checklist
- Handover and interface checklist
- Operational change impact checklist

## Confirmation

- Confirmation of participation

# Preparation guidance

## Assumed background

This module assumes general familiarity with management system concepts and how organisations run operational processes. No clause-level knowledge is required.

Helpful background includes:

- Basic understanding of roles and responsibilities in operational teams
- Familiarity with process-based thinking (inputs/outputs, handovers, variability)

## Preparatory modules

### Foundation (depending on background)

Useful if you are new to the underlying concepts

- Risk Management
- Objectives & Performance Management

### Supporting (optional)

Helpful but not required to participate effectively

- Governance Design

# Logistics



## Available languages

- English
- German

## Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

## Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



# Halderstone

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