

Training Handbook — Full Operations Edition (V2)

Modular + Multifamily Execution | New Hire + Supervisor Use | Internal

Universal 30/60/90 Framework (All Roles)

30 Days: safety + SOP fundamentals + shadowed execution

60 Days: supervised independent execution + KPI accountability

90 Days: practical certification board + sign-off for independent assignment

Rule: No independent assignment before certification pass.

1. Production Supervisor / Line Lead

Mission: Deliver safe, on-time station throughput with quality-first execution.

Daily Standards:

- Run start-of-shift huddle (safety, quality, blockers).
- Confirm labor/station assignment vs takt plan.
- Close open defects and shortages before handoff.

Weekly KPI Set: On-time milestone % | First-pass yield | Rework hours | Labor productivity

Escalation Rule: Escalate >2h blocker, critical quality breach, or safety risk immediately to Ops + QA + EHS.

2. Sourcing & Procurement Manager

Mission: Keep production continuously supplied at controlled cost and lead time.

Daily Standards:

- Review shortage risk and long-lead ETA dashboard.
- Issue/approve PO queue by criticality.
- Coordinate alternates for at-risk materials.

Weekly KPI Set: Supplier OTD % | PO cycle time | Cost variance % | Stockout incidents

Escalation Rule: Trigger T-7/T-5/T-3 shortage protocol with engineering, QA, and finance sign-offs.

3. Quality Control Inspector (QA/QC)

Mission: Prevent defects from moving downstream and enforce release standards.

Daily Standards:

- Inspect incoming materials and in-process checkpoints.
- Run NCR log and disposition actions.
- Approve hold/release at station gates.

Weekly KPI Set: Defect rate | NCR closure time | First-pass yield | Audit pass %

Escalation Rule: Stop-release authority on critical defect patterns or spec non-conformance.

4. Safety Coordinator / EHS Lead

Mission: Maintain zero-harm operations through prevention, discipline, and fast closure.

Daily Standards:

- Lead pre-shift safety briefing.
- Verify PPE + high-risk permits.
- Log and close near-miss events.

Weekly KPI Set: Incident rate | Near-miss closure time | Training compliance % | Open safety CAPAs

Escalation Rule: Immediate shutdown/escalation on imminent danger or repeated high-risk violation.

5. Material Handler / Inventory & Kitting

Mission: Ensure right parts at right station at right time.

Daily Standards:

- Receive and verify against PO/spec.
- Build station kits and stage by sequence.
- Cycle-count critical inventory categories.

Weekly KPI Set: Kit accuracy % | Stock accuracy % | Stockout count | Line stoppage from material misses

Escalation Rule: Escalate missing critical items before shift midpoint to line lead + sourcing.

6. Station Operators (Framing / MEP / Finishes)

Mission: Execute SOP-compliant work to takt with quality at handoff.

Daily Standards:

- Follow station SOP and safety checklist.
- Complete self-check quality step before handoff.
- Report defects/shortages in real-time.

Weekly KPI Set: Cycle-time adherence | Rework count | Quality pass at handoff | Safety compliance

Escalation Rule: Pause and escalate any out-of-spec condition before continuing work.

7. Logistics & Dispatch Coordinator

Mission: Dispatch modules to site in the correct sequence with minimal delay risk.

Daily Standards:

- Verify site-readiness gate before dispatch.
- Confirm truck slot, route, and ETA windows.
- Track dispatch-to-arrival exceptions.

Weekly KPI Set: On-time dispatch % | Dispatch-to-set lag | Delivery exception rate | Damage-in-transit rate

Escalation Rule: Escalate site not-ready or route risk conditions before truck release.

8. Forklift / Crane / Rigging Operator

Mission: Move modules/materials safely and precisely with no handling loss.

Daily Standards:

- Complete pre-lift check and equipment inspection.
- Execute approved rigging/lift plans only.
- Log lift completion and anomalies.

Weekly KPI Set: Lift incident count | Handling damage rate | Pre-op compliance % | Lift delay minutes

Escalation Rule: Stop lift immediately for weather, load instability, or unsafe zone breach.

9. Site Install Crew Lead

Mission: Deliver install sequence safely, on schedule, and inspection-ready.

Daily Standards:

- Run set-plan briefing and trade coordination.
- Validate utilities and access before each set.
- Drive punch-list closure and inspector readiness.

Weekly KPI Set: Set/day productivity | Install defects | Inspection pass % | Schedule adherence

Escalation Rule: Escalate utility/access/inspection blockers same day to PM + logistics.

10. Site Install Technicians

Mission: Execute module set and tie-in tasks to standard without rework.

Daily Standards:

- Perform install tasks per SOP sequence.
- Record completion and quality checks.
- Report site conflicts immediately.

Weekly KPI Set: Task completion rate | Field rework | Safety incidents | Punch items per unit

Escalation Rule: Escalate any mismatch between module condition and site condition.

11. Maintenance Technician (Plant + Automation)

Mission: Maximize uptime and reliability of production assets.

Daily Standards:

- Run PM checklist for critical assets.
- Respond to breakdowns and restore service.
- Document root cause and recurrence prevention.

Weekly KPI Set: Uptime % | MTTR | MTBF | Repeat failure count

Escalation Rule: Escalate recurring failure (>2 in week) to engineering and ops leadership.

Supervisor Weekly Sign-Off Block

Employee: _____ Role: _____ Week Of: _____

Training Completed This Week: _____

Observed Strengths: _____

Observed Gaps / Corrective Actions: _____

Certification Status: & On Track & At Risk & Ready for Gate Review

Supervisor Signature: _____ Safety Signature: _____

Deployment Checklist (Plant/Project Launch)

- & All role handbooks distributed
- & Role matrices assigned by shift/site
- & Certification calendars published
- & KPI dashboard live
- & Escalation tree posted
- & Friday control cadence active