

Phase 3: Project Management and Handover

Overview

Once Phase 2: 'Project Systems and Initiation' matters have been dealt with, the build or refit can get off to a controlled start.

Part of the 'controlled start' will be breaking build down the build into manageable portions, producing a plan for the first stage, and seeking approval to proceed. This will be linked to a series of drawdowns in relation to the project plan, cash flow plan and ordering arrangement for products. It will also be based on lead times from sub-contractors and suppliers.

Project Management Start

This will involve the following:

- Prepare, approve and acceptance of the first stage plan.
- Acknowledge draw down from the Bank/Owner.
- Place on order components and sub contractors, in accordance with the plan.
- Control start of work packages, and ensuring that they are adequately resourced.
- Accept completion of work packages and deal with any deviations.
- Update schedule to compare with baseline and transmit data off site.
- In the event of deviation from the plan, deal with the reporting and updating of those off site, in accordance with the communication plan.
- Update and dealing with risks and issues, and alter the contingency plans as appropriate.
- Stay on top of sub contractors, and make sure that they are aware of their involvement. Some may have small involvements, whilst others will be on the critical path for the build or refit and need to be closely monitored.
- Introduce transparent ordering systems, so all concerned know when components, products, and sub contractors are placed on order and when they are expected to arrive.
- Ensure the quality functions such as the MCA and other Class Surveyors are planned and carried out in an appropriate and timely fashion.
- Liaise with the bank, owner's representative, designers and on the general integrity and direction of the refit, especially if the scope has changed.

The consultancy services will not be a substitute for the yard management. A 'Project Support' function will be on site to shadow, to come up to speed with procedures for running the project. After around 6 weeks, a hand over should be able to occur. With the correct management structure, and compliance with recommendations, those on site will be able to handle the project management, with the project support function handling the procedures systems, and transmission of data in accordance with the communication plan.

The project can then be monitored remotely. An audit of the project and systems at pre-defined intervals can also be done, which will also involve acting as a mentor where necessary.

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