

Retro Phase: Troubled Project Assessment and Recovery

Overview

This represents the most challenging part of Yacht Project Management. Where the Project Management systems for the build or refit of a Yacht have proved inadequate.

To bring a Yacht back on track it is imperative that Project Management techniques are brought into place that can be relied upon with the practical know-how guidance to use them.

Issues such as people, processes, quality, scope, and software all need to be examined in order to recover the build of the Yacht. This will be more in depth than the Phase 1-‘Project Assessment’, as firstly the fundamental causes of the Project deviation will need to be established before a solution can be proposed.

Recovery Strategy

A Recovery Package will involve the following:

- **Looking at the product**
 - Are there a set of well defined requirements
 - Does the scope of the Yacht Build need to be narrowed down so it can be finished within time and budget
 - Can the number of defects be reduced / maintained at a low level
- **Creation of recovery plans which re-establishes customer and management confidence, incorporating an achievable schedule and re-base lining.**
- **Quality Audit, which will instigate a structured project management methodology to put into place a control systems process.**
 - Critical processes that do not exist will need to be implemented
 - Set up a detailed schedule based on short term achievable mile stones
 - Re-base line the project after a short period of time based on real progress
- **A skills assessment will need to be undertaken on site to ensure that the project team can be more effective at managing. This will also involve assessing the skills of the staff and sub contractors on site**
- **The restoration of the team’s moral will be imperative, as well as resolving any major personal and personnel problems, and determining if further resources need to be added.**

The Report

A series of recommendations and requirements will be prepared which may include the following:

- **Proceed with damage limitation which may include cancellation.**
- **Scaling down the scope of the project so it can be finished on time and on budget.**
- **Proceed according to schedule and scope by increasing the budget.**

Approval and execution of the recovery plan will concentrate on the yacht and the procedures. However the people will be the key to the recovery.