

PROJECT MANAGEMENT

MLA RECREATIONAL BOATING
MEETING COMMITTEE
MEETING
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THE PROJECT MANAGEMENT APPROACH

SAMPLE PROFILE OF A SUCCESSFUL PROJECT MANAGER



Pino G. Di Mora
Sr. Project Manager

Profile

Over 30 years experience as a Marine Engineer, having started onboard cruise ships and then moved into the yachting industry, working on well known yachts like KINGDOM 5KR (82m), LIONHEART (50m), REBORN (ex- Boadicea 74m) and MONEIKOS(65m) which all operated in the Mediterranean, Caribbean, Pacific, South America and Alaska.

Pino holds a Chief Engineer Class 1 /Yacht 1 Certificate, and is now a Marine Surveyor and Project Manager in charge of several new projects ranging from 43m to 65m.

Pino earned accolades in 2016 when he was awarded “Best Achievement” at Boat International World Superyacht Awards for in 2016.

Key skills include:

- Extensive network of vendors and shipyards
- Effective project strategy
- Knowledge of most advanced ship systems, including diesel / electric and hybrid propulsion systems, electronics, IT, wireless networks, communication and satellite TV systems, as well as the latest audio/video technologies
- Excellent knowledge of ship management systems, holding both the ISM and ISPS certificates
- Certified for helicopter landing and rescue operations, open water diver and life guard certificate.

Essential expertise:

- Project management: Planning, Accounting & Budget, Reporting, Software tools
- Construction Supervision: On-site surveys, acceptance test, warranty claims
- Marine Surveying
- Refit Management: Site visits, surveying and acceptance

SHIPYARD CONTRACT AND SPECIFICATION REVIEW

The principle objectives of the this review are:

1. To liaise / meet with the Owners/Owner's representative so as to fully understand the requirements and primary goals.
 2. To achieve a coherent cohesive technical specification to hold the shipyard to predetermined / agreed level of build quality.
 3. To review the equipment specified to:
 - i. Ensure that the specific items proposed will be supported over time.
 - Shipyards may propose equipment that will be redundant and no longer supported in an unacceptable time frame.
 - ii. Ensure it is of the correct capacity/size or type for its purpose.
 - Determining the performance of some equipment often requires specific experience of exact models and manufacturers.
 - iii. Ensure maintenance / operational costs are in line with the owner's expectations / requirements.
 4. To ensure that the "documentation / certification" aspect of the specification is in line with the operational requirement of the vessel.
 - This will include planned maintenance but also can include geographically specific certification.
 5. To ensure at the end of the review process that both the owner's party and the shipyard have fully understood all elements of the final document.
 6. To review all Provisional or "Prime Costs" Sums (PC sums) and Owner's supply clauses.
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PROJECT PLANNING AND EXECUTION

Each and every client project may include specific advisers such as owner's representatives, and / or an experienced broker, the designer and Captain or Chief Engineer that are involved in certain aspects of the project.

Further drawings, interior styling, audio visual and entertainment equipment, satellite communications, tenders and toys all need to be considered and incorporated into the cost and time schedule.

Planning:

- Review and supervise construction Gantt chart
- Ensuring milestones are respected
- Ordering and delivering Owner's supply items

Executing:

- Set-up accounting and funds requests based on stage payments
- Attending regular meetings with the owner and designers
- Supervising direct Owner's contractors
- Costs control, Change Orders and cost comparison
- Regular progress meeting with minutes
- Examine equipment specification
- Assist in purchasing, delivery and installation of Owner's items
- Effective writing and communication

Controlling:

- Filing and updating defects list
- Quality control (construction, outfitting, painting)
- Reporting to owner and owner rep
- Regular meetings with Class
- Regular meeting with owner's contractors (Paint surveyor, A/V specialist etc.)

Throughout the build, the project management team should provide:

- ✓ quality control
- ✓ survey/inspection reports
- ✓ on site supervision
- ✓ client/designer liaison and support
- ✓ Co-ordinate the purchase and delivery of owner's supplies.

PROJECT MANAGEMENT REPORTING

The Project Manager should aim to meet internally with the build team, bringing the builder, technical consultants, designer, surveyors, classification societies, interior designer and the owner's party as appropriate.

Co-ordination meetings during the build should involve two distinct phases:

1. A review of progress and quality against contract and against production plans
2. Meetings with the shipyard to resolve the many outstanding issues that will be identified

The meetings can involve several days on site, depending on the issues outstanding.

For the Owner, a summary report of the work underway is prepared, keeping the Owners up-to-date with the progress of the build and its schedule. These reports include:

- Cost and accounting overview
 - All relevant technical and engineering issues
 - Recommendations and advice on relevant aspects of the build including Owner-supplied items like tenders, spares, inventories
 - Interior and exterior outfitting
 - Quality control and proposed improvements that could be implemented
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CLOSING

As the project nears completion, the crew need to be co-ordinated, the final fitting-out arranged, the sea-trials organized and properly observed, and the yacht's documentation and operating systems put in place:

- Operating budgets and accounting procedures will be agreed
- Safety Management Systems (ISM), security plans (ISPS)
- Maritime Labour Convention (MLC) documentation put in place
- Crew trained in the operation of the yacht

At this point, engaging with a yacht management company is recommended to ensure the program is organized and running smoothly.

Steps towards closing of a project include:

- Crew hiring / training (if required)
- Sea-trials and acceptance protocols
- Ensure shipyard's commitment to close defect list
- Retrieving manuals and drawings
- Ensure contractual requirements are satisfied
- Certification with Class and Flag
- Delivery protocol

This phase of the build is intensive and involves quality control and acceptance checks, frequent co-ordination meetings with the shipyard, and of course negotiation of the closing details for handover and delivery.

The rest points and warranty list needs particularly close attention and negotiation as the project nears its end.

DELIVERY

As the yacht is accepted by the owner, the Project Manger will remain involved with the project to keep close eye on how the yacht is operating while keeping accurate records of feedback from the Owner, Captain and crew on areas needing additional attention. During this period, the Project Manager will also work with the shipyard to plan the warranty period, as well as be on stand by to assist as day to day assistance may arise.

The Owner and Captain will expect full financial management and support in addition to fully compliant safety and security management systems. Engagement with a yacht management company is particularly helpful in this regard as there will be many different issues and concerns that will arise during the first days of operation and in the months following which are not just limited to technical issues, but can include also crew disputes, shoreside support for provision, dockage, procurement, bunkers etc.

CONTACT



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