

10 Ways a Specialist Management Consultant Adds Value to a Construction Project

1. **Improve Sub-contractor Delivery Performance:** Via regular expediting audits on sub-contractors. This refers to regular visits to the sub-contractor's premises to see first-hand the progress of the work, including all the stages of purchasing, fabrication, powder coating and assembly. This process will confirm that the work is progressing as per the project plan and if not, to work out ways to get it back on track. Face-to-face representation provides greater urgency to the sub-contractor that the program is followed and any slippage is reported early, so action can be taken quickly to get it back on track. It also improves communication and eases some of the frustration and angst experienced between the main contractor (the builder/developer) and the sub-contractors. Too many times, the sub-contractor's program is out of sync with the main contractor's program and typically, this is realised too late, leading to rushed manufacture, air freight, defects, LDs, damages – these negatives become the theme of the relationship. Never a win-win for either party.
2. **Bigger Pool of Qualified Sub-Contractors:** Identify alternative suppliers and sub-contractors. Good reliable sub-contractors and suppliers are difficult to find in any industry – strict WHS & E requirements, compliance to Australian Standards, licensing requirements, IR issues, project management capabilities, high \$ value of contracts are some of the issues which make the Construction industry one of the most difficult. The experienced Specialist Management Consultant (SMC) offers a service to source, research, and evaluate potential sub-contractors and suppliers.
3. **Avoid Sub-Contractor Compliance Issues:** Assisting a sub-contractor to comply with the Main Contractor's requirements. Most main contractors have identified sub-contractors who manufacture and install a quality product however, have a number of shortfalls in their processes, licensing and contractual obligations. The SMC will assist the sub-contractor to come up to speed with the requirements of the main contractor. In this instance, the SMC may be commissioned directly by the sub-contractor or alternatively by the Main Contractor as an offset.
4. **Avoid PC delay due to Defects:** On-site detailed QA inspections of installed systems. Typically, each sub-contractor must fulfil its contractual obligations by completing and issuing ITPs. Unfortunately, at times, these are rushed and key areas are overlooked. The SMC provides a service which undertakes a detailed review of the installation and therefore ensuring any poor workmanship is picked up early.
5. **Avoid Work Overload & WHSE Issues due to Poor Systems:** Policies, Processes and Procedure development and documentation. There may be certain areas of a project or area of the business which lacks a business system or WHSE procedure. The SMC assists by working in with the relevant personnel to develop the most effective, efficient and safest processes and procedures, and then, document, communicate and train if required.

6. **Improve Performance & Retain Staff:** Standard or Customised Training. The Main Contractor may not have the resources on hand to deliver a standard training module. There may also be a specific situation which requires specific training and a new customised training module developed and delivered. In either case, the SMC provides a training solution.
NLogic has developed a *Best Practice Project Management* training & mentoring program to assist employees such as technicians, engineers (qualified and junior), tradespeople, etc who wish to move into this discipline or are in this position and require training or as a refresher course. One key benefit of this training and mentoring program is that it is specifically geared towards the construction industry. Where required, it is further tailored to suit the Main Contractor personnel's skill level and business requirements.
7. **Promote Success via Technical Case Studies:** Typically, this is an area normally handled by the marketing department - where one exists. However, from experience, marketing people typically lack the technical knowledge and the finer details of the project to allow them to put together an informative and technical presentation on a completed project or an interesting element of the project. Experience also tells us that, trying to tie down a Project Engineer or Project Manager to get the technical details together is also a near impossible mission. An example; there may be a unique technical development or methodology on a specific building which has been developed by the Main Contractor and is worth promoting through the many channels – brochures, magazines, internet, social media, etc. The SMC will take this on as a project, gathering the details and compiling the story.
8. **Avoid PC delay due to Poor Operations & Maintenance Manuals:** Typically, these are supplied by the sub-contractor although in most instances, a “thorn in their side” and therefore poorly written with scant details on spares and maintenance requirements. There may areas of a project where the responsibility for the manual does not sit with any specific sub-contractor. In either case, the SMC will research and compile the system details, spare parts, technical and maintenance requirements and present copies in paper and electronic versions. Some SMCs (e.g. NLogic) have many years' experience in developing and managing service divisions, therefore, fully understand the importance of comprehensive manuals containing troubleshooting charts and detailed service/maintenance regimes.
9. **Avoid PC delay due to Work Overload:** Project Management Assistance. There may be instances where your project managers may need assistance on certain elements of a project. The SMC will take on specific elements of the project, such as Tender Reviews; Inspection & Reporting on Defect Rectification; etc.
10. **Get the Best People & Improve Productivity:** Recruitment & Mentoring/Coaching program. This is a time consuming and often frustrating but yet very important responsibility. Large Main Contractor's will typically have their own HR department. Either way, the experienced SMC will assist with the recruitment and importantly, the on-going mentoring/coaching – a critical step to help new employees reach full productivity in the shortest possible time.