



ORGANIZACJA BUDOWY NA MIĘDZYNARODOWYM RYNKU

CONSTRUCTION MANAGEMENT



VisionSuccess
It's a journey

Time: 2h

1. Introduction
2. Managing Health and Safety & Planning Logistics
3. Programme and Project Execution Plan
4. External Works & Internal Works Stages
5. Project Team & Managing People
6. Appointing & Managing Subcontractors
7. Quality Culture
8. Questions



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It's a journey

Sebastian is a graduate of Master of Science in Engineering from Gdansk University of Technology

Completed an Executive MBA at Henley Business School and is a Chartered Member of the Chartered Institute of Building and a Member of The Association of Polish Engineers in Great Britain

Skilled in personal development.

Experienced in building high-performance teams and developing high-quality projects.



**Sebastian Czajka
MSE MBA MCIQB**



Association of Polish Engineers in Great Britain

an independent, self-governing scientific and
technical organisation

polishengineers.uk

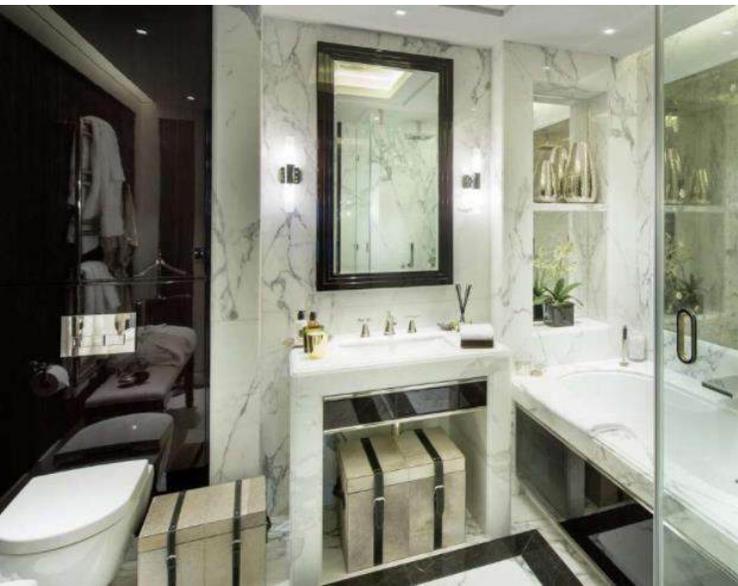
TECHNICAL ACADEMY

The purpose of the Technical Academy is the professional training of Polish engineers in order to make them present on the international labor market, which is a modern necessity.

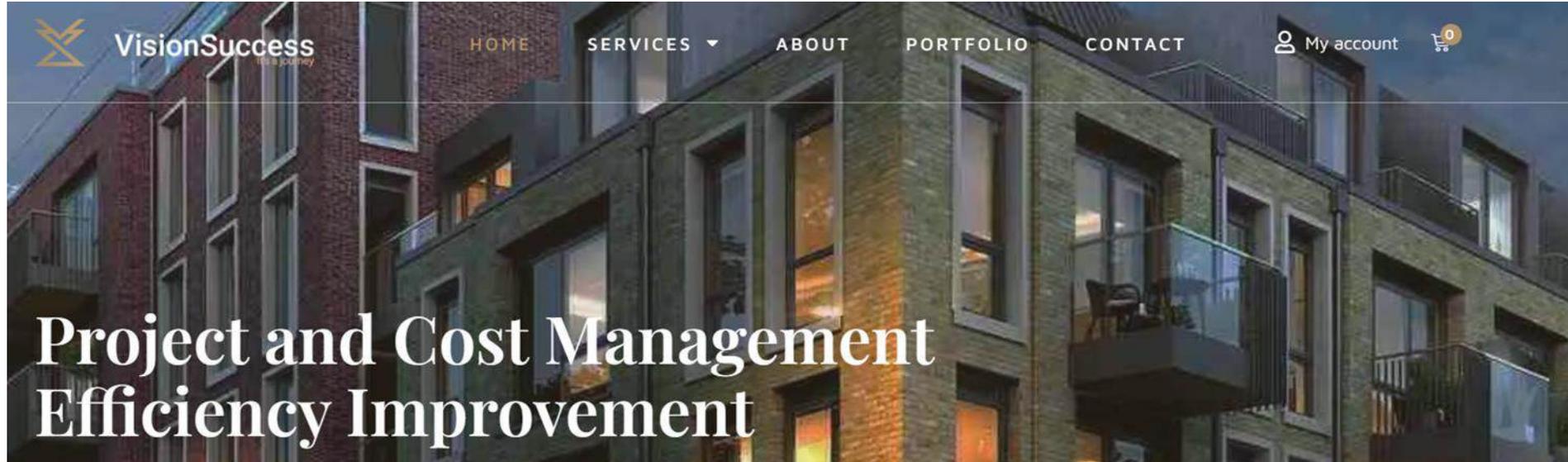
Sebastian Czajka Site Manager / Project Manager / Project Director



Sebastian Czajka Site Manager / Project Manager / Project Director



www.visionsuccess.co.uk



**Director with a demonstrated history of working in the real estate industry in London.
Founder of Vision Success. Project Management Consultancy.
Skilled in project management in various disciplines such as planning, programming,
Health & Safety and quality management**



14 Grudnia 2023 - 7pm UK time, 20:00 Czasu Polskiego

ROZWÓJ OSOBISTY DLA INŻYNIERÓW

Koło życia - równowaga między pracą a życiem prywatnym

[LEARN MORE](#)

Sebastian Czajka
MSE MBA MCIÖB



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ROZWÓJ OSOBISTY DLA INŻYNIERÓW - KOŁO ŻYCIA RÓWNOWAGA MIĘDZY PRACĄ A ŻYCIEM PRYWATNYM

Grenfell Tower Fire

FRAEW

Fire Risk Appraisal of External Wall



- 14 June 2017
- 24-storey Grenfell Tower block of flats in North Kensington, West London
- Seventy-two people died, two later in hospital, with more than 70 injured
- 223 escaping
- The worst UK residential fire since World War II.
- The fire was started by an electrical fault in a refrigerator on the fourth floor

[UK Firefighters recall tackling the most dangerous blaze in over 50 years](#)

Woolwich Arsenal / London

Sebastian Czajka / Operational Manager

The work will be carried out in three phases and will include the removal and replacement of the external wall insulation (EWI) systems, remediation of glass spandrels and panels subject to investigations, installation of firestopping to masonry walls, and replacement of stair-core corner panels.



Phase One

(01 Aug 2025 - 04 Dec 2026, 70 weeks)

- Tide Lock House (B)
- Cumberland House (C)
- Tideslea Tower (D)

Phase Three

(15 Apr 2026 - 18 Aug 2027, 70 weeks)

- Sark Tower (E)
- Granary Mansions (F)

Phase Two

(26 Nov 2025 - 03 Mar 2027, 66 weeks)

- Bendish Point (G)
- Wyatt Point (H)
- Albert House (J)

Recladding Works

Canary Wharf / Sebastian Czajka / Operational Manager



Recladding Works

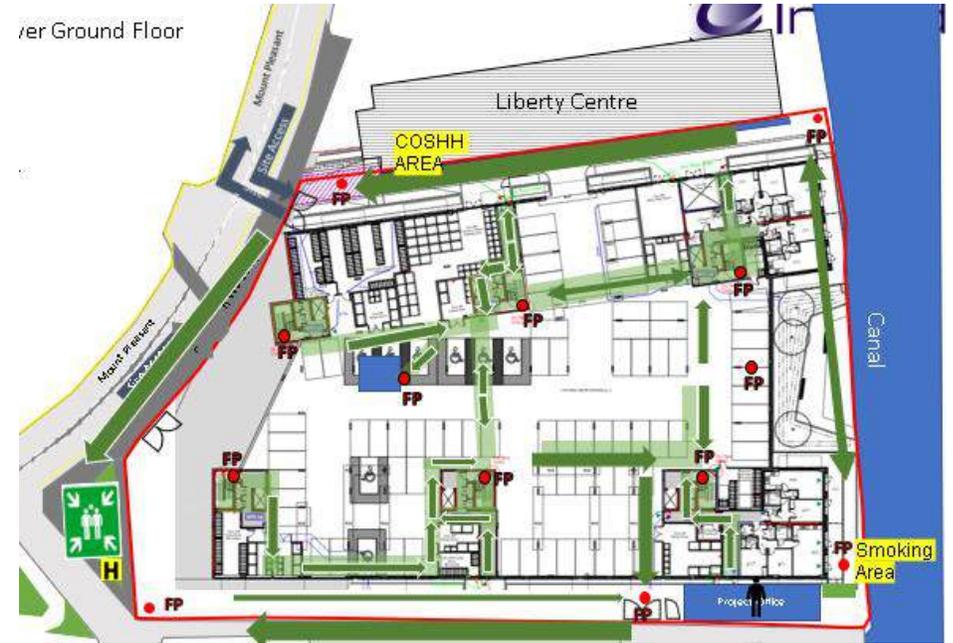


Managing
Health and Safety
&
Planning Logistics

Fire points with wireless fire alarm



Fire Evacuation Plan



Muster Point

Fire Evacuation Routes

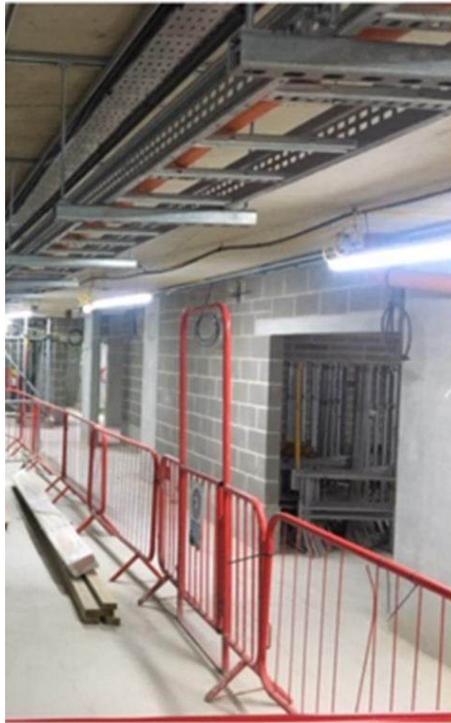


Fire Evacuation Routes



Right environment / Right Attitude

Good Housekeeping

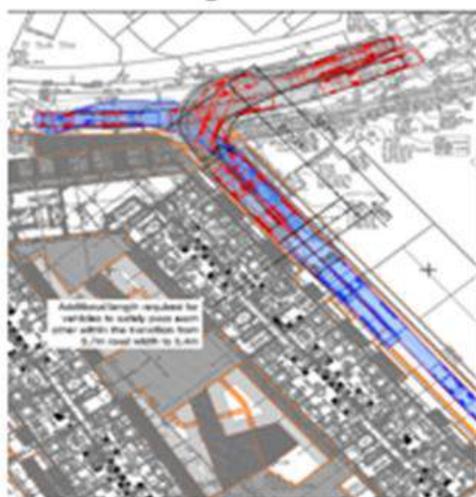


Traffic Management Plan

Accessing Site

The construction traffic, including HGVs should be accessing the site via Beresford Avenue which is located close and direct route to North Circular Road and located away from schools.

1. Drive pass site,
2. Reverse into site,
3. Exit site right turn only – Please note all vehicle exiting site should utilise the onsite

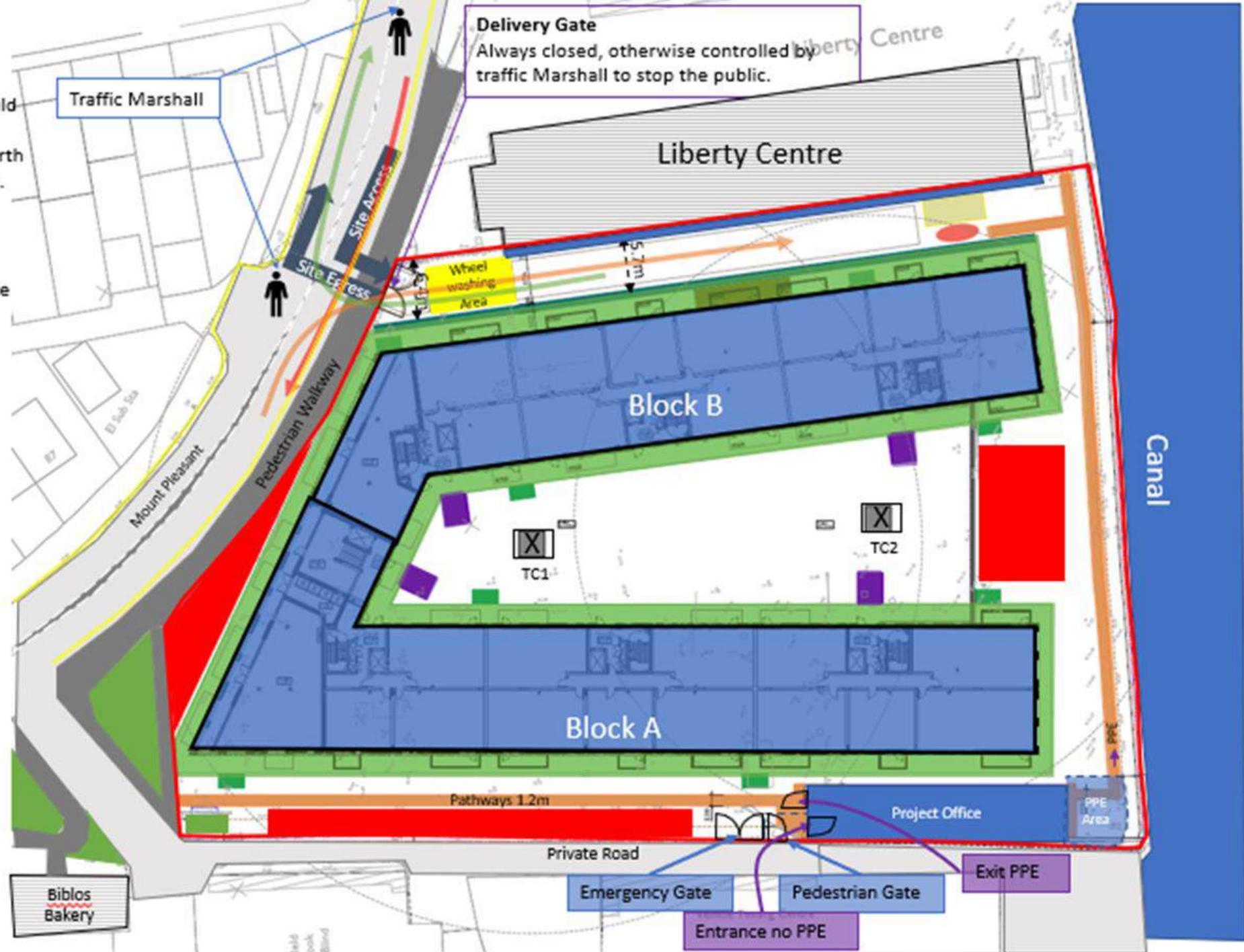


Deliveries & HGV Vehicles

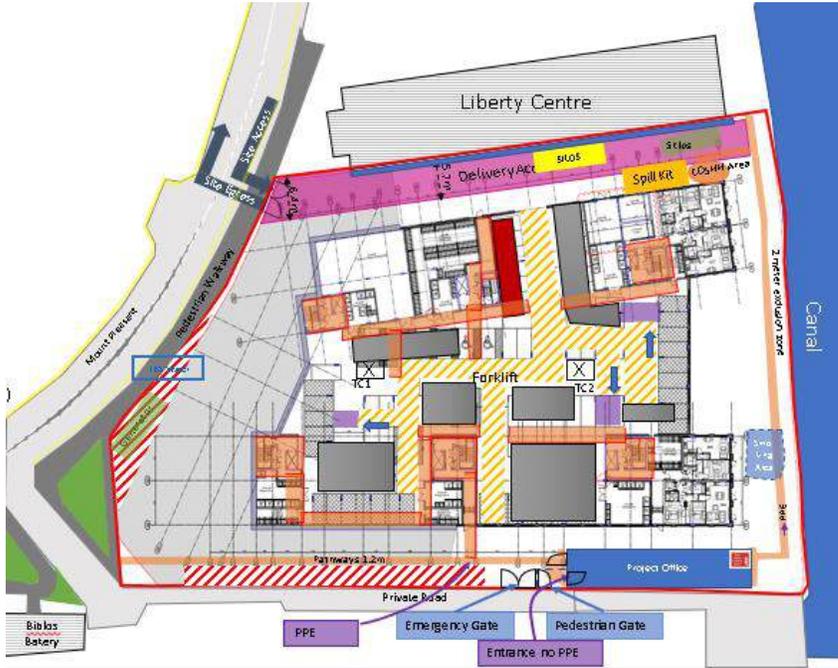
- Movement to be restricted between 10:00 – 15:00 to avoid conflict with peak hour traffic.
- Deliveries should be on a just in time basis and no holding on adjacent street permitted

Parking

Parking are restricted therefore all personnel and contractors are encourage to use public transportation where appropriate



Traffic Management Plan

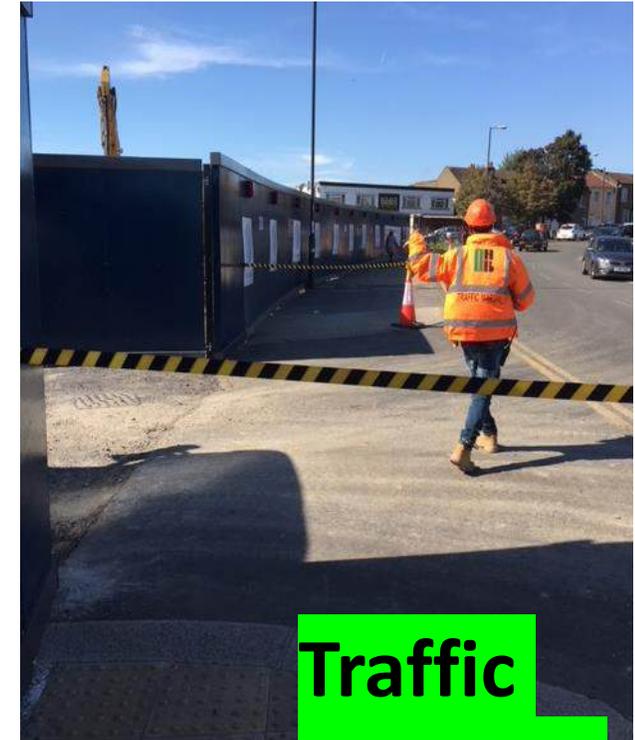


PPE

Personal protective equipment must be worn



Access Gate



Traffic Marshall



Traffic Management Plan Site Planning

One way system

Reversing only with Traffic Marshal

Physical barriers

Delivery time



Logistics

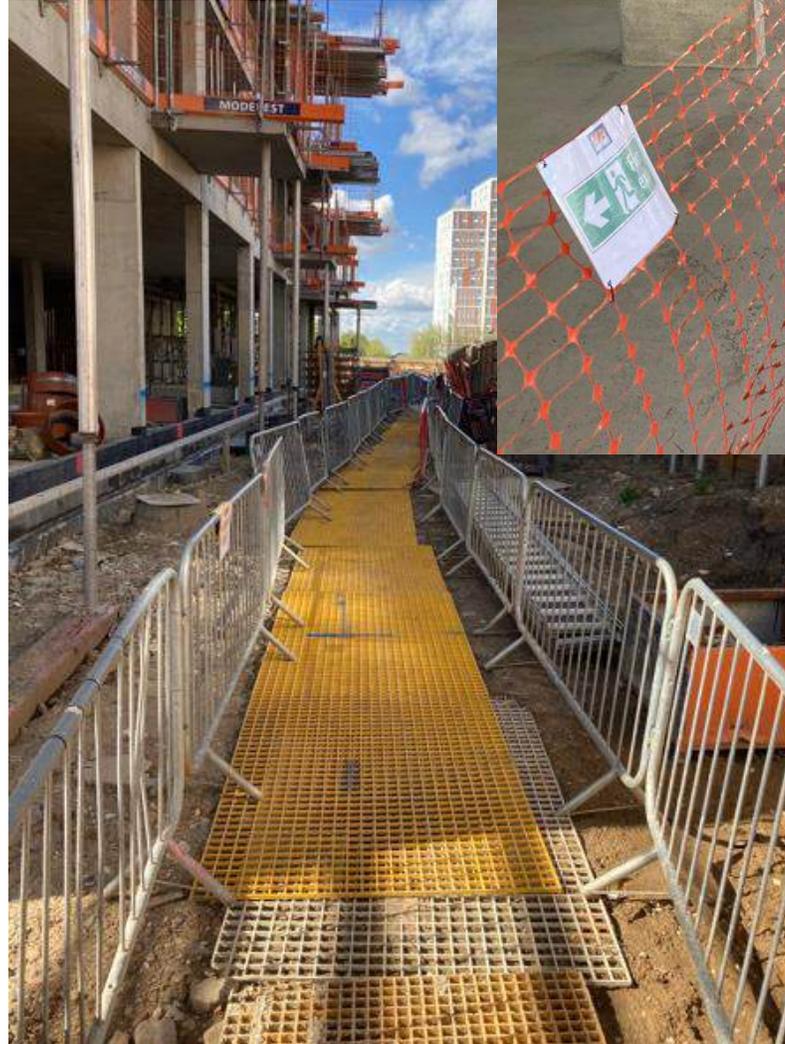
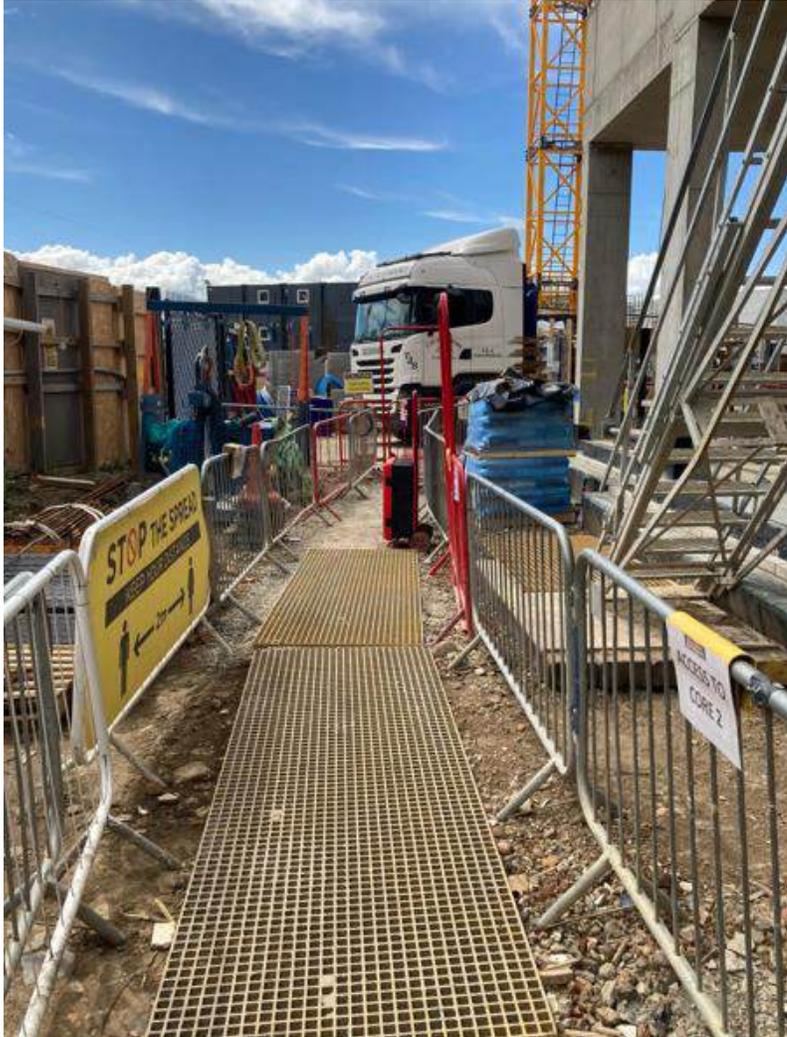
Pedestrian Access



Temporary Walkways



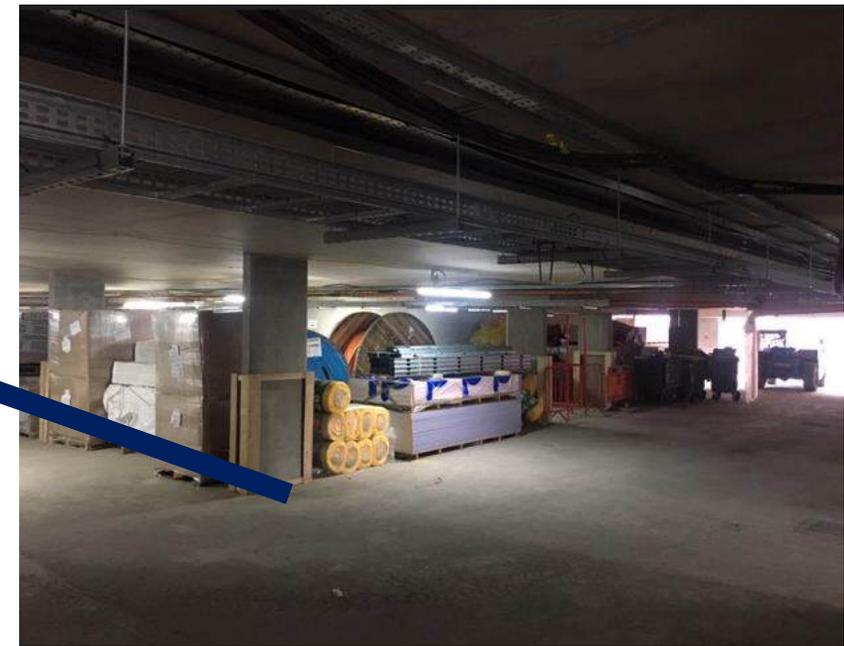
Temporary Walkways



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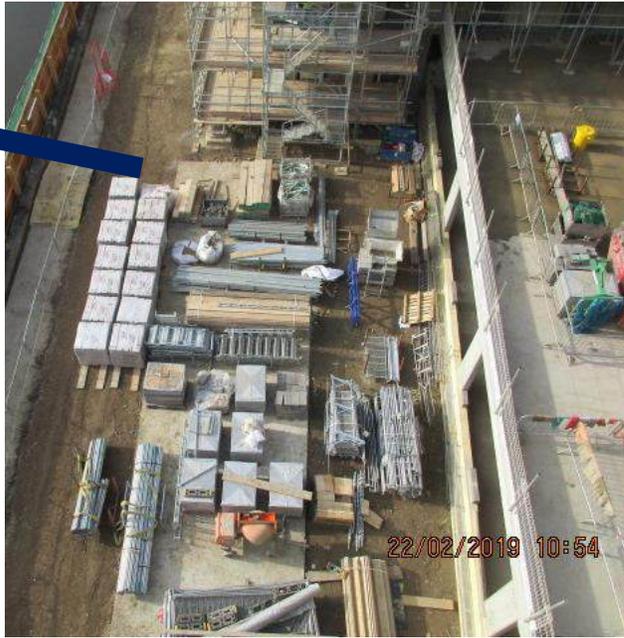
Logistics

Forklift Area

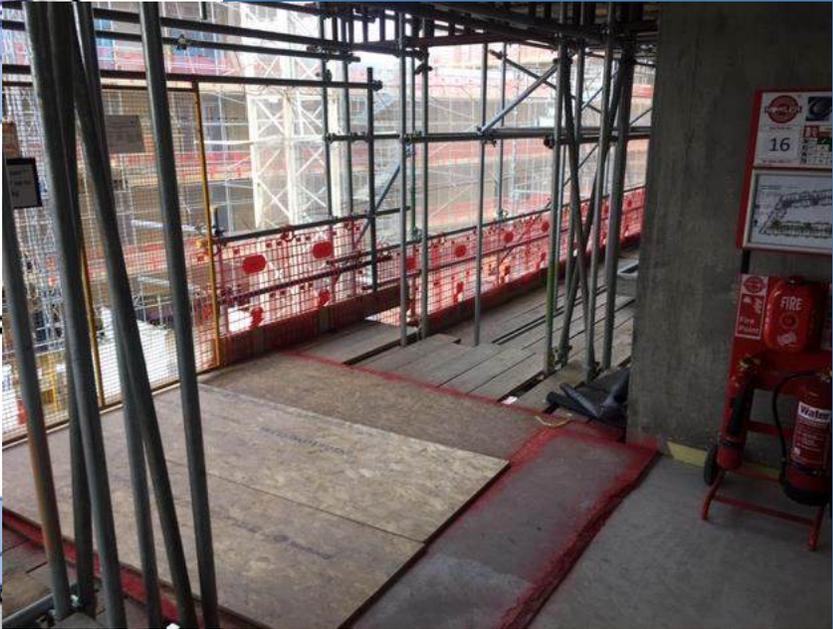


Logistics

Storage of Materials



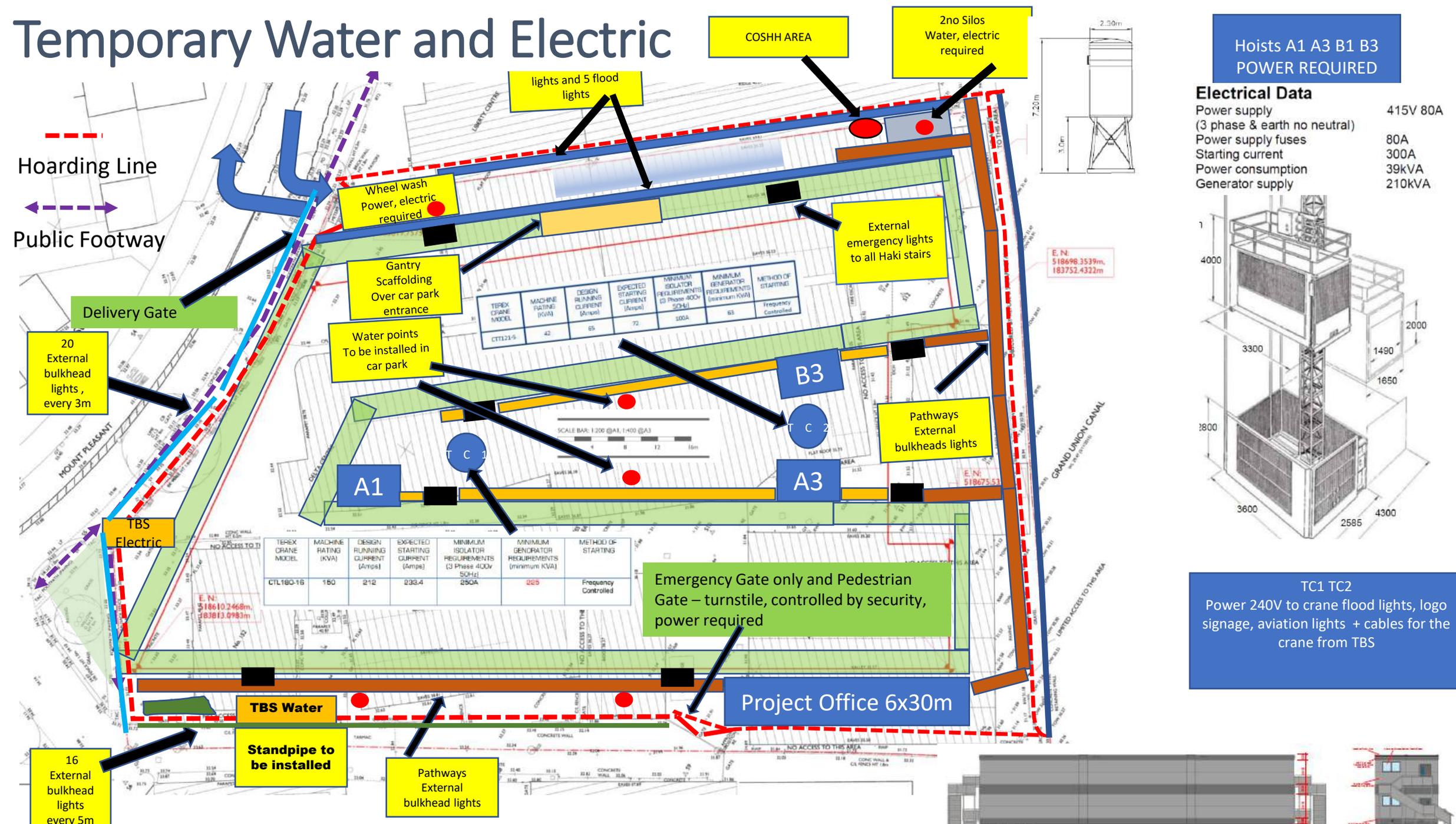
Hoists



Hoists



Temporary Water and Electric



CASH AREA

2no Silos
Water, electric
required

lights and 5 flood
lights

Wheel wash
Power, electric
required

External
emergency lights
to all Haki stairs

Gantry
Scaffolding
Over car park
entrance

Water points
To be installed in
car park

Pathways
External
bulkheads lights

Emergency Gate only and Pedestrian
Gate – turnstile, controlled by security,
power required

Project Office 6x30m

TBS Water

Standpipe to
be installed

Pathways
External
bulkhead lights

16
External
bulkhead
lights
every 5m

20
External
bulkhead
lights,
every 3m

TBS
Electric

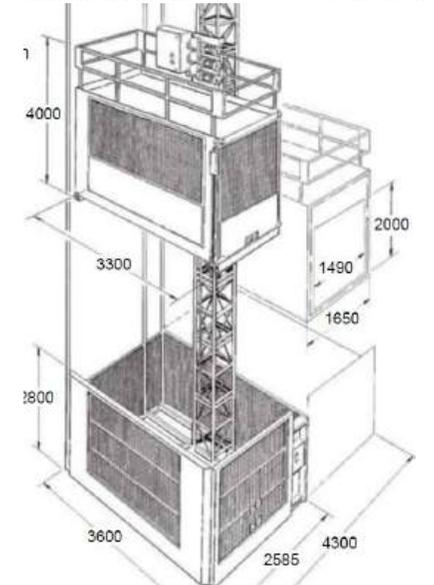
Delivery Gate

Hoarding Line

Public Footway

Hoists A1 A3 B1 B3
POWER REQUIRED

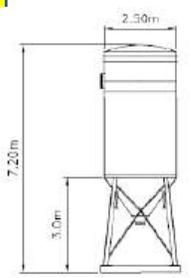
Electrical Data
Power supply 415V 80A
(3 phase & earth no neutral)
Power supply fuses 80A
Starting current 300A
Power consumption 39kVA
Generator supply 210kVA



TC1 TC2
Power 240V to crane flood lights, logo
signage, aviation lights + cables for the
crane from TBS

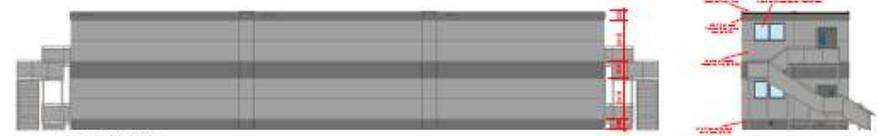
TEPEX CRANE MODEL	MACHINE RATING (KVA)	DESIGN RUNNING CURRENT (Amps)	EXPECTED STARTING CURRENT (Amps)	MINIMUM ISOLATOR REQUIREMENTS (3 Phase 400V 50Hz)	MINIMUM GENERATOR REQUIREMENTS (minimum KVA)	METHOD OF STARTING
CTL23-5	42	65	72	100A	65	Frequency Controlled

TEPEX CRANE MODEL	MACHINE RATING (KVA)	DESIGN RUNNING CURRENT (Amps)	EXPECTED STARTING CURRENT (Amps)	MINIMUM ISOLATOR REQUIREMENTS (3 Phase 400V 50Hz)	MINIMUM GENERATOR REQUIREMENTS (minimum KVA)	METHOD OF STARTING
CTL160-16	150	212	236.4	250A	225	Frequency Controlled



E.N. 518698.3539m,
183752.4322m

E.N. 519675.53



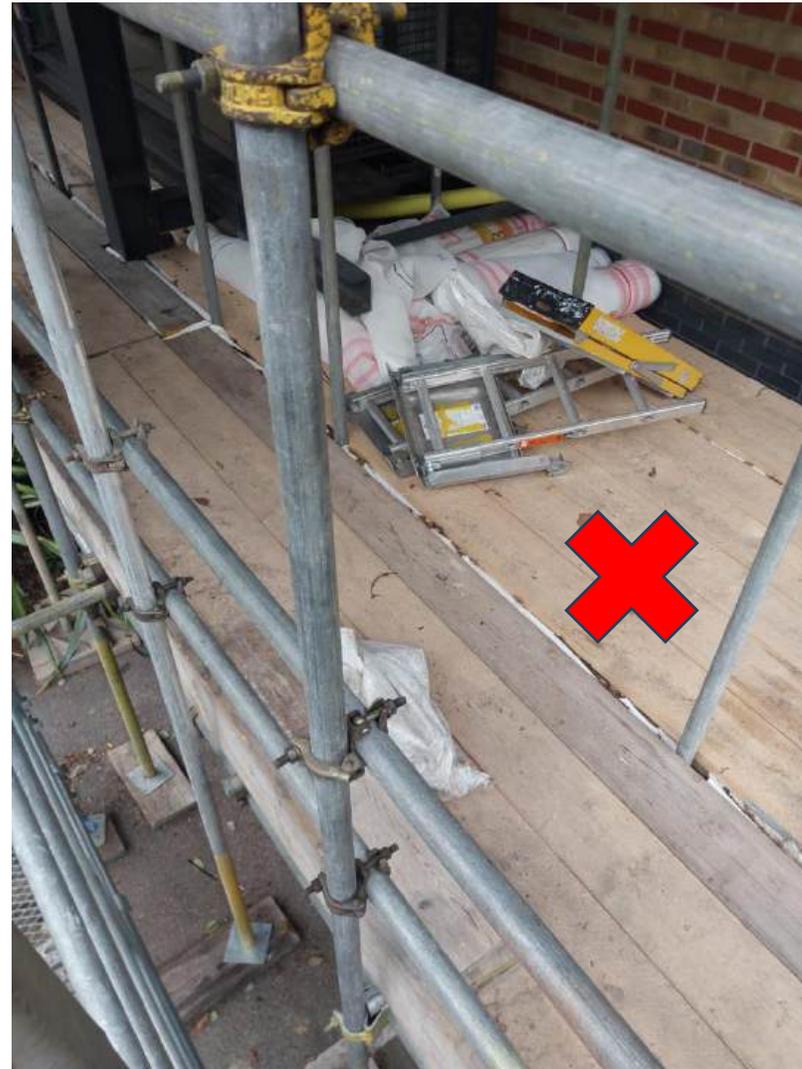
Scaffolding



Scaffolding



Scaffolding





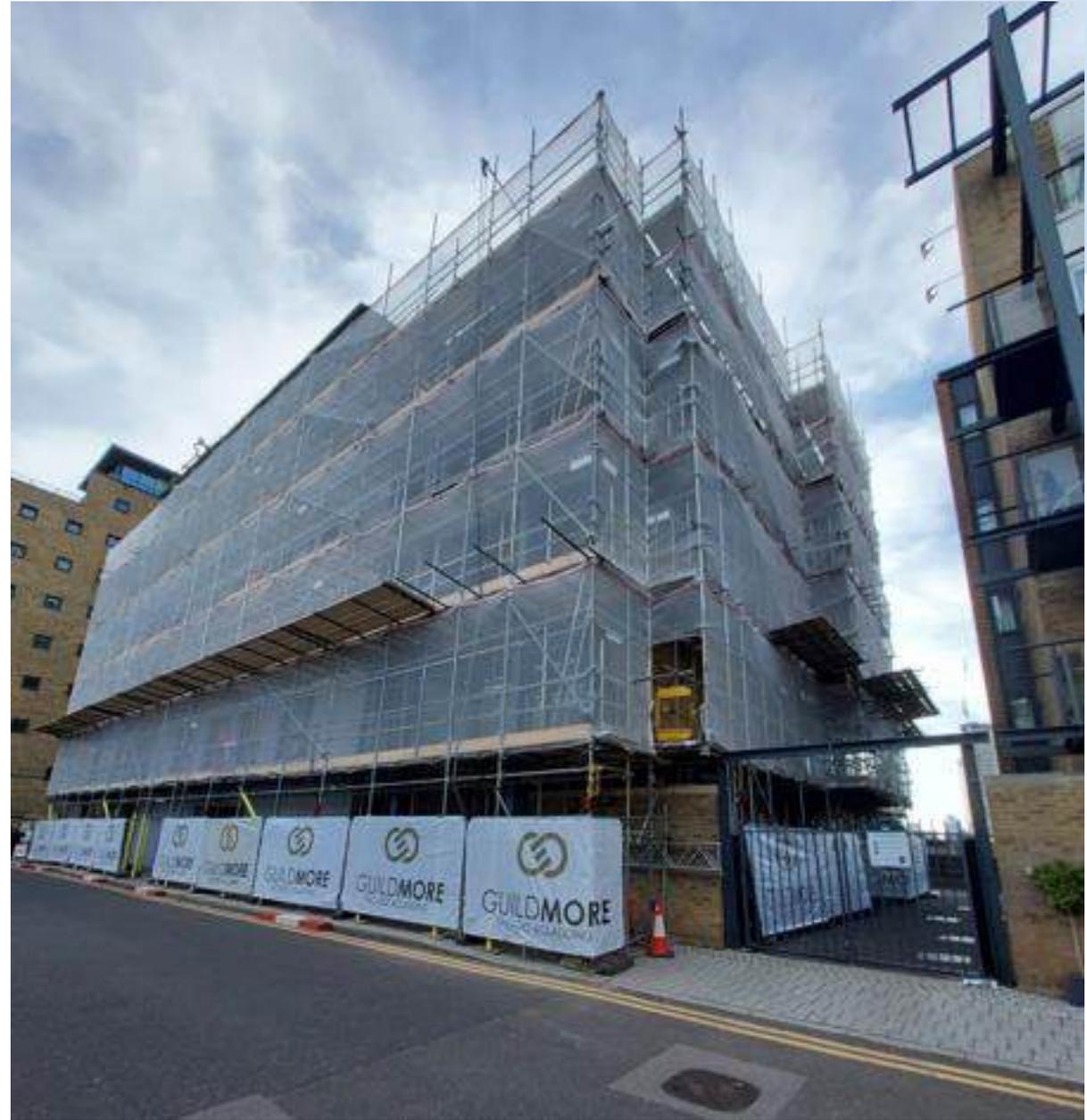
Debris Netting



Monarflex



Debris Netting

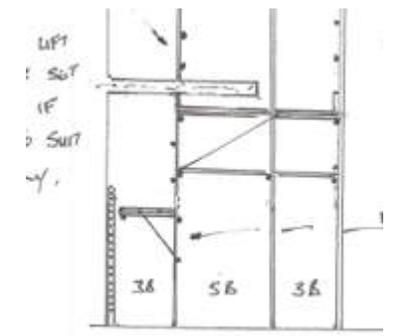
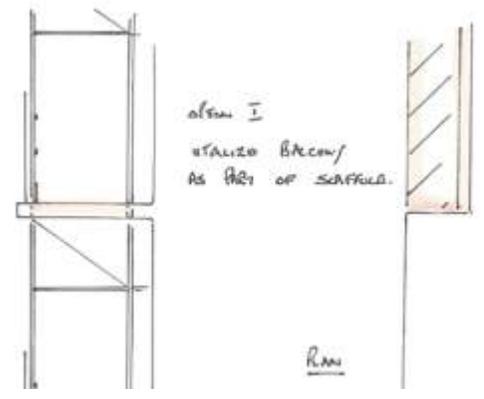
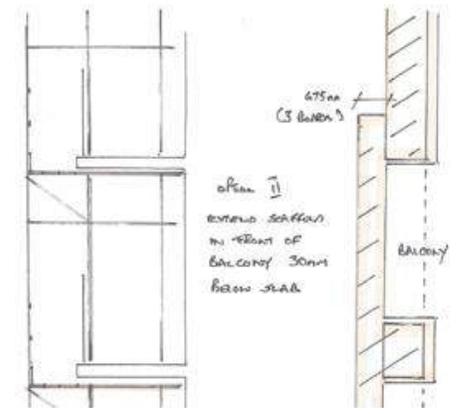


Planning - Scaffolding

- Project office
- Hoist Run Off
- Scaffold W 2.5m (el. with no balconies W 1.5m)
- Scaffold gantry over car park entrance
- Hoist Locations (3x3.6) – flush access to slab level
- Foot path (1.2m)
- Two silo (3x 7m)
- Scaffolding
- COSHH Area
- Crane location
- Monarflex
- Debris Net
- X Standard Loading Bay
- C Cantilevered Loading Bay
- Protection Fan
- Scaffolding in line with balconies as there is public highway and delivery area (restricted width area)

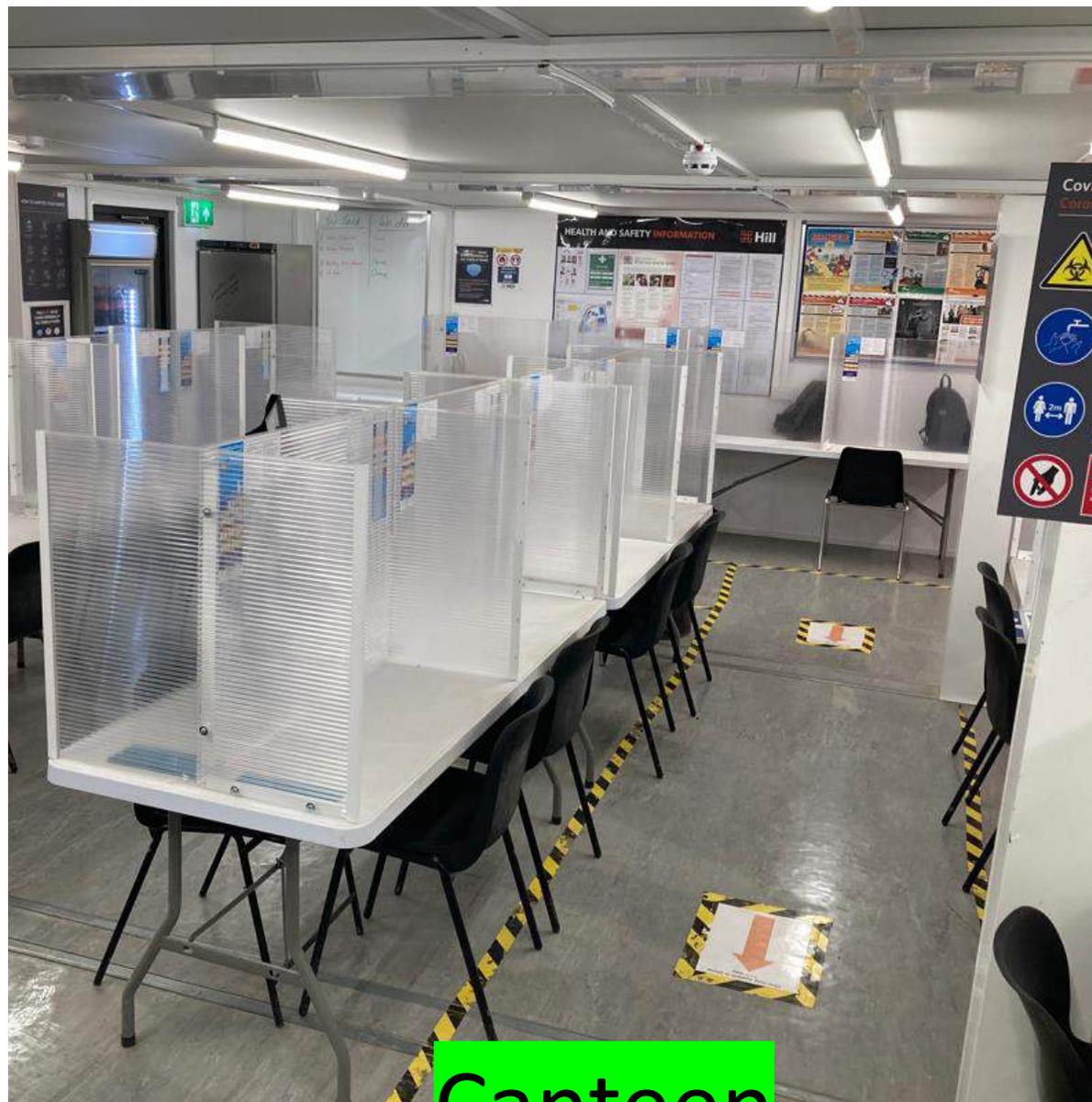
Anticipated Hoist (H) Installation:

- H1: (Block A3) Jan 2019 – Jul 2019
- H2: (Block B3) Mar 2019 – Sep 2019
- H3: (Block A1) Apr 2019 – Jan 2020





Project Office



Canteen

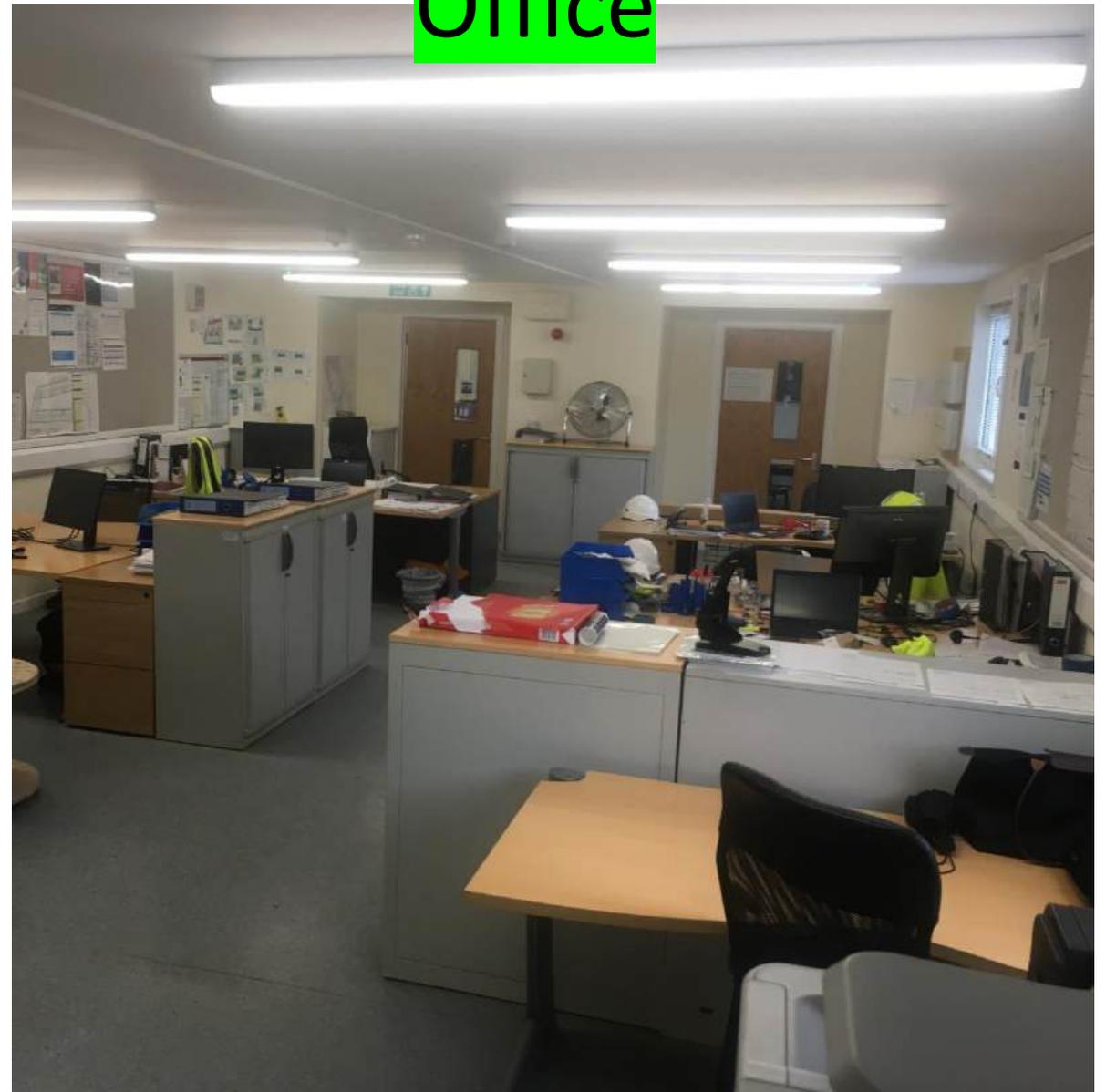


Drying Room

Meeting Room



Office





Right environment

Presentable Project Office



Right environment

Presentable Project Office

Presentation



Housekeeping

Morning Briefings / Daily / Weekly H&S Reports



Right environment

Presentable Hoarding and External Appearance



CONSIDERATE CONSTRUCTORS

We are considerate constructors

We are registered with the Considerate Constructors Scheme and have made a commitment to carry out our construction activity with the greatest care and consideration.

Everyone registered with the Scheme agrees to adhere to the Code of Considerate Practice:

- Care about Appearance
- Respect the Community
- Protect the Environment
- Care about Safety
- Value their Workforce

We are visited by one of the Scheme's Monitors, an industry expert, who will assess our performance and score us against this Code.

If you have any queries or concerns, please contact us using the details on this poster. Alternatively, you can get in touch with the Scheme using the details below.

0800 783 1423
www.ccscheme.org.uk

Registration details:

Project: **Amber House**

Principal contractor: **Hill Partnerships Ltd**

Project Manager: **Sebastian Czajka**
07749 721830

Client: **Metropolitan Thames Valley Housing**

Local authority: **Bracknell Forest Borough Council**

Registration number: 125838

Find out more about construction activity in your area, visit www.constructionmap.info

First Aid at Work

One first aider trained in First Aid at Work, for every 50 people



FIRST AIDERS

Assistant Manager
Name
Mobile:
Quality Supervisor
Name
Mobile:
Project Director
Sebastian Czajka
Mobile:

First Aid at Work





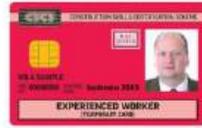
Provisional
(temporary card)



Trainee



Apprentice



Experienced Worker



Experienced Technical,
Supervisor or Manager



Labourer



Basic Skills
(CSCS stopped issuing this card from
3rd September 2018)



Skilled



Advanced Craft



Supervisory



Management



Professionally Qualified Person



Academically Qualified Person



Construction Related Occupation
(CSCS stopped issuing this card
from April 2017)



Visitor
(CSCS will stop issuing this card
from 31st August 2020)



The Official site for the
Construction Skills
Certification Scheme

<https://www.cscs.uk.com>





Site Manager Safety Training Scheme

Course Content

- The Health and Safety at Work Act
- Construction Design and Management (CDM) Regulations
- Risk assessments/method statements
- Recent changes in accepted working practices
- Behavioural safety
- Management of occupational health
- Electricity
- Excavations
- Working at height
- Scaffolding
- Demolition
- Confined spaces.

Risk Assessment & Method Statement (RAMS)



- **Supervision**
- **Access**
- **Tools**
- **Training**
- **Certificates**
- **Sequence of works**
- **Risk Assessment**

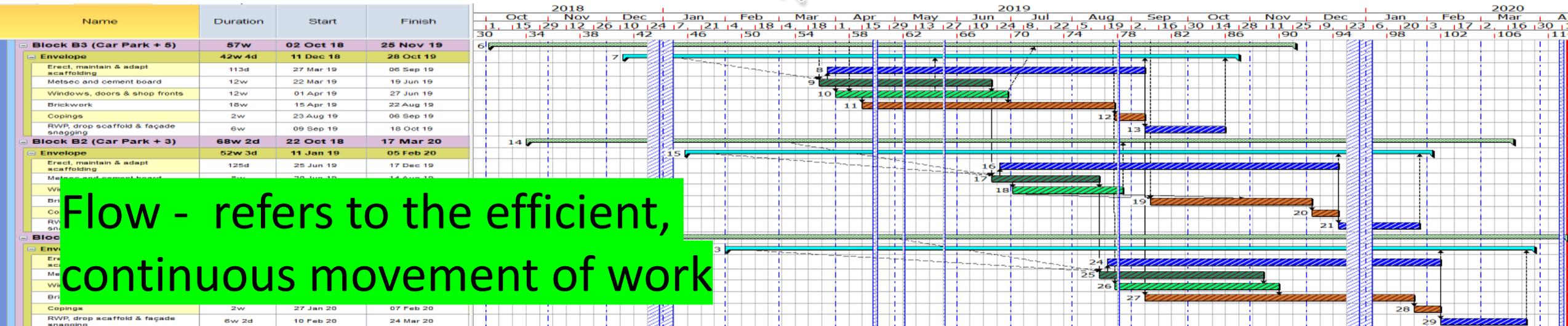
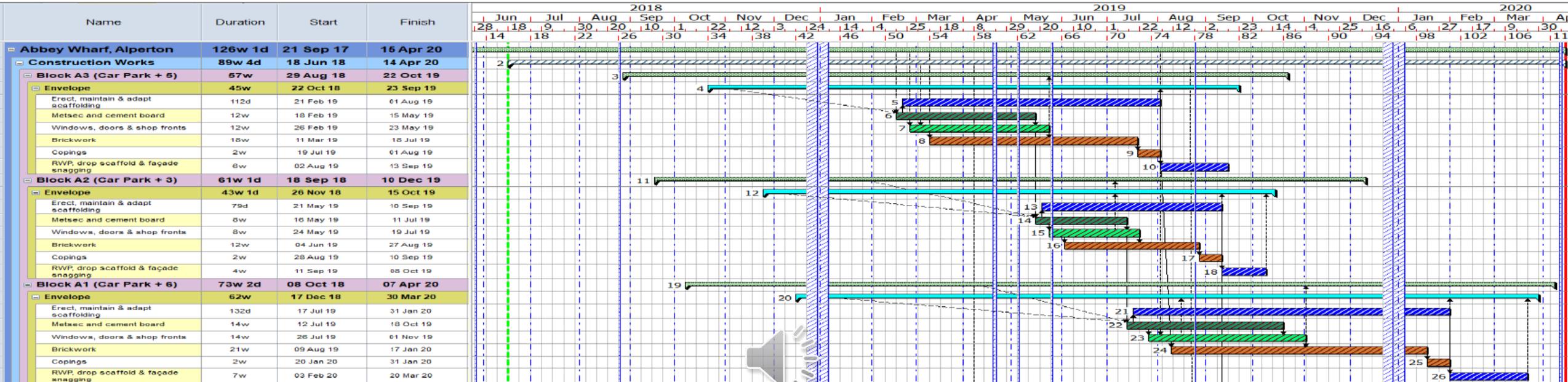


A construction professional wearing a white long-sleeved shirt and a high-visibility safety vest is seated at a wooden workbench. They are focused on reviewing architectural blueprints spread across the table. To their left, a silver laptop is open. In front of them, a black calculator and a yellow hard hat are visible. The background shows a wooden structure, possibly part of a building under construction. The overall scene is dimly lit, with a dark overlay on the image.

Programme

Project Execution Plan

Envelope Programme

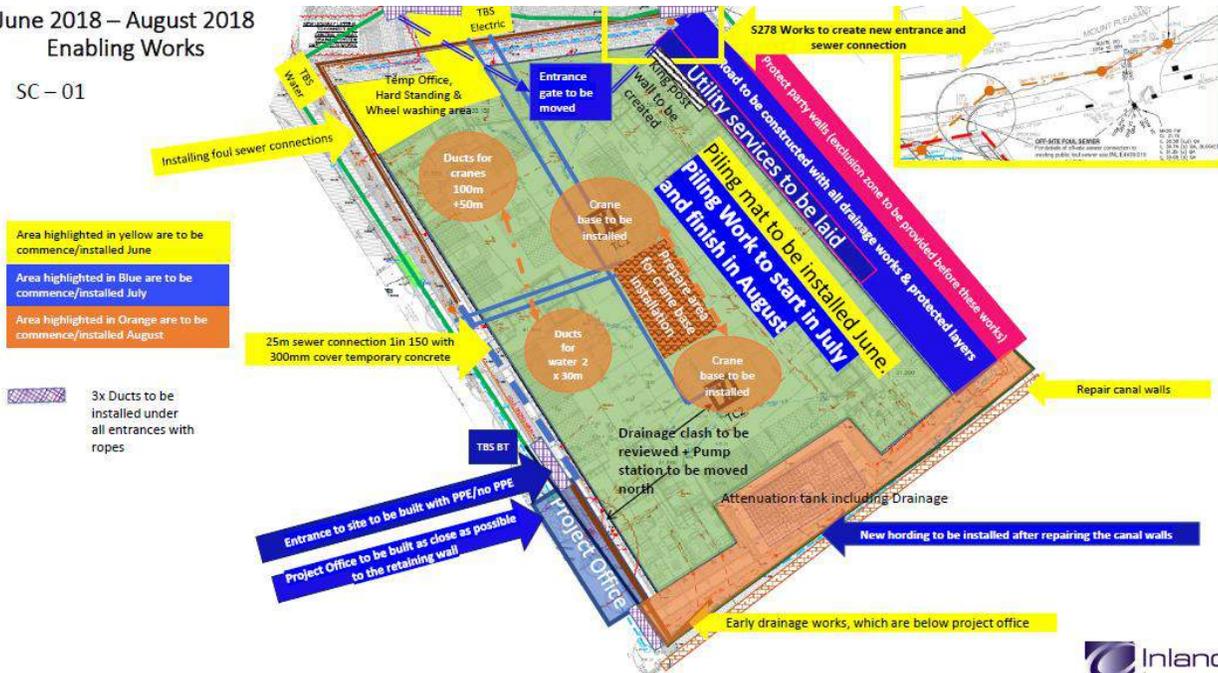


Flow - refers to the efficient, continuous movement of work

Project Execution Plan

June 2018 – August 2018
Enabling Works

SC-01



- New sewer connection to serve Project Office
- New entrance
- Double Yellow Lines
- TBSs
- Permanent drainage below Project Office
- Project Office installation
- Canal Wall – repairing works
- Access Road

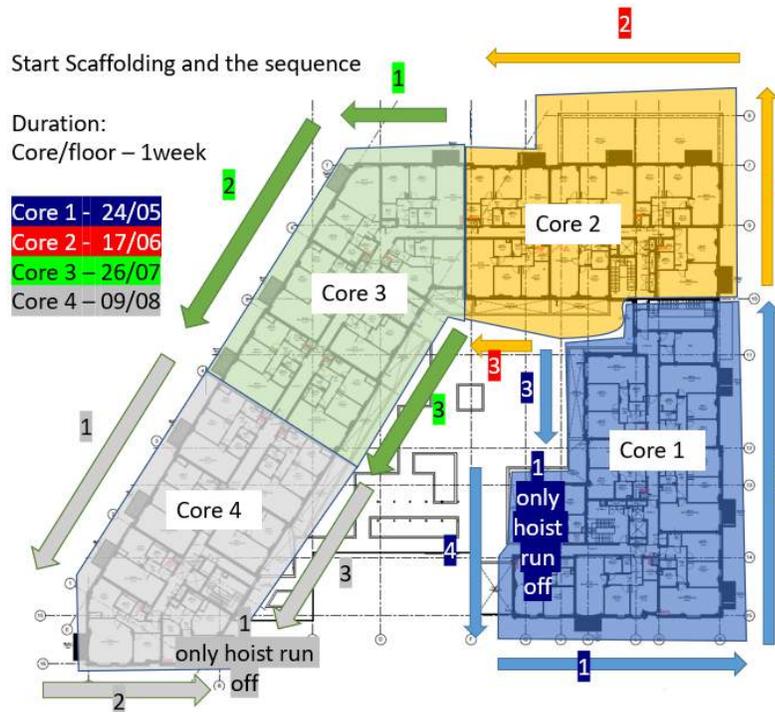
Plan of Action – Enabling Works



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Project Execution Plan

Vision - Roadmap



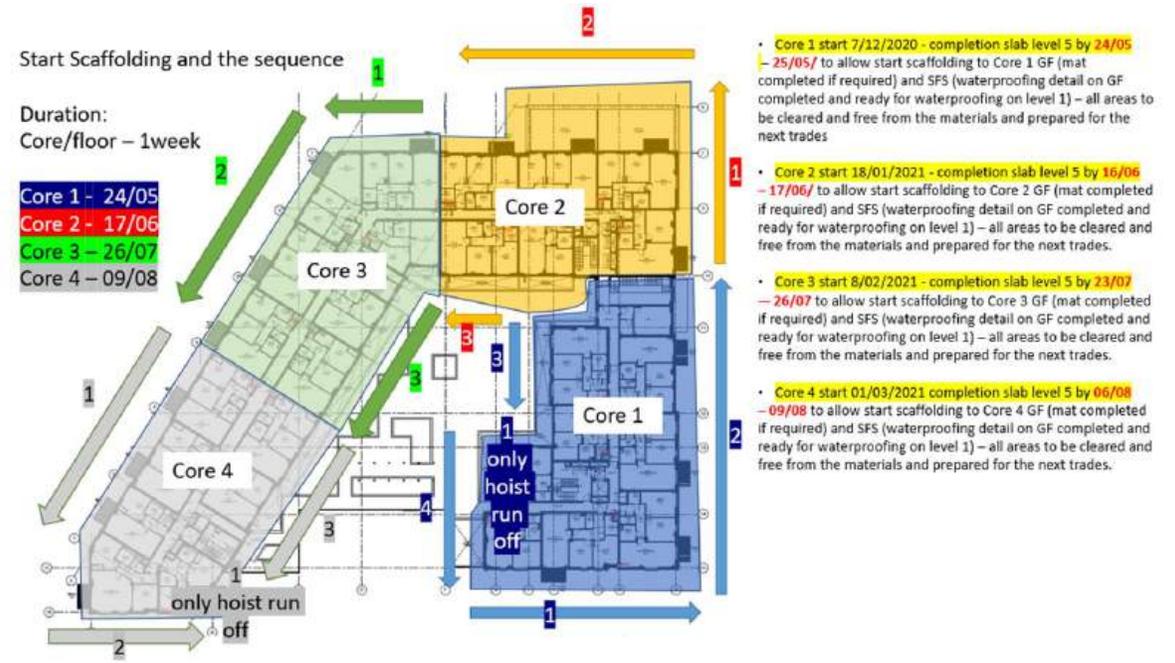
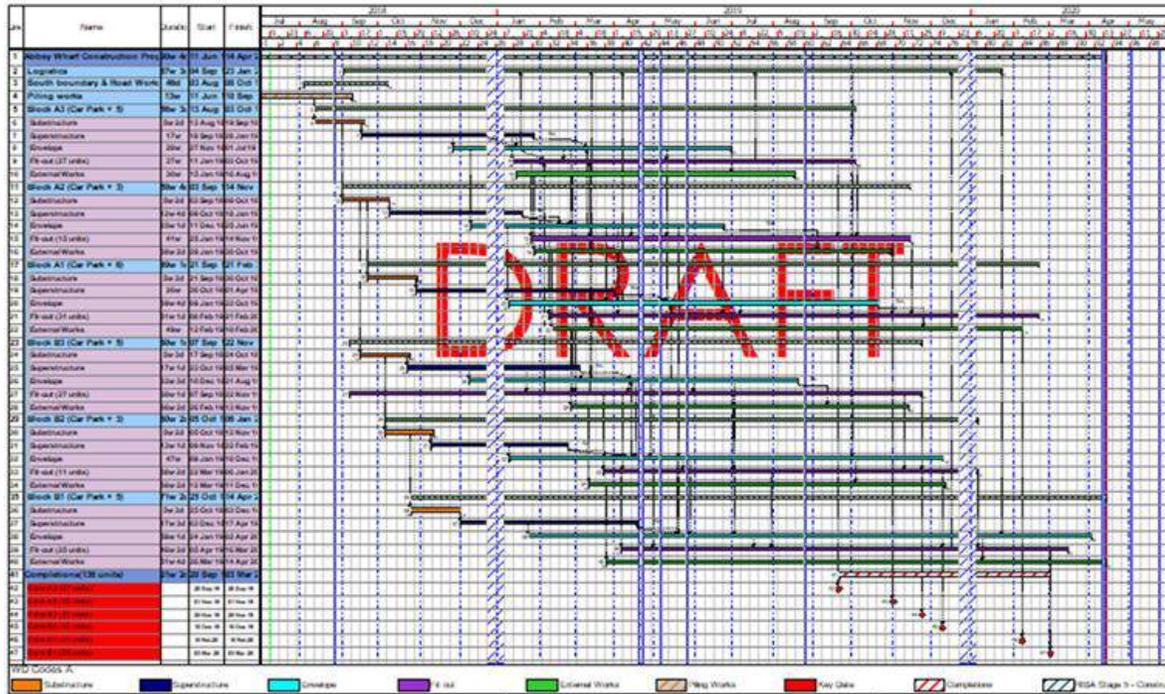
- Core 1 start 7/12/2020 - completion slab level 5 by 24/05
– 25/05/ to allow start scaffolding to Core 1 GF (mat completed if required) and SFS (waterproofing detail on GF completed and ready for waterproofing on level 1) – all areas to be cleared and free from the materials and prepared for the next trades
- Core 2 start 18/01/2021 - completion slab level 5 by 16/06
– 17/06/ to allow start scaffolding to Core 2 GF (mat completed if required) and SFS (waterproofing detail on GF completed and ready for waterproofing on level 1) – all areas to be cleared and free from the materials and prepared for the next trades.
- Core 3 start 8/02/2021 - completion slab level 5 by 23/07
– 26/07 to allow start scaffolding to Core 3 GF (mat completed if required) and SFS (waterproofing detail on GF completed and ready for waterproofing on level 1) – all areas to be cleared and free from the materials and prepared for the next trades.
- Core 4 start 01/03/2021 completion slab level 5 by 06/08
– 09/08 to allow start scaffolding to Core 4 GF (mat completed if required) and SFS (waterproofing detail on GF completed and ready for waterproofing on level 1) – all areas to be cleared and free from the materials and prepared for the next trades.

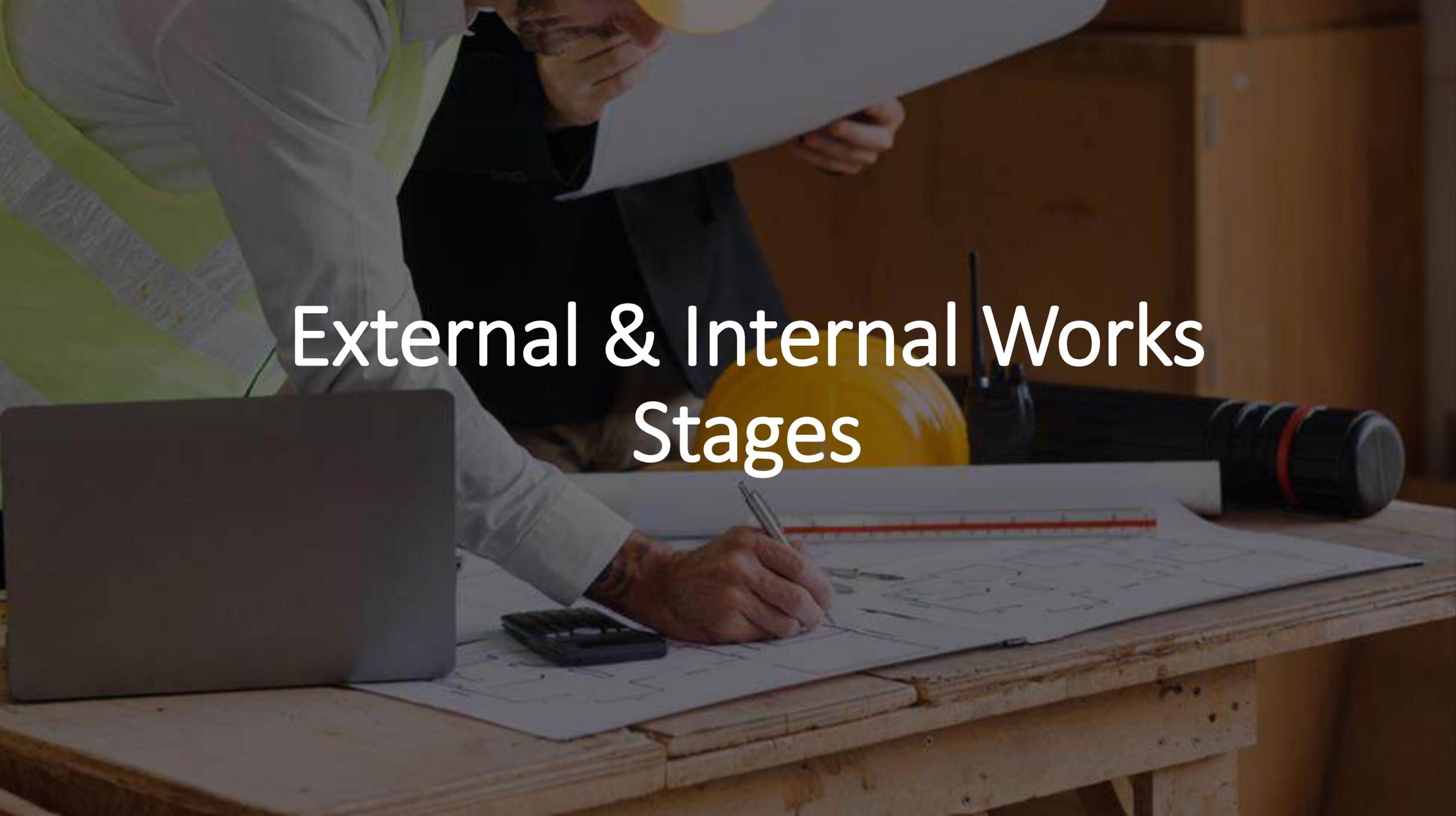
Clear Communication

- Plan
- Start/Finish Dates
- Directions
- Critical Information



Early planning is the key to your success





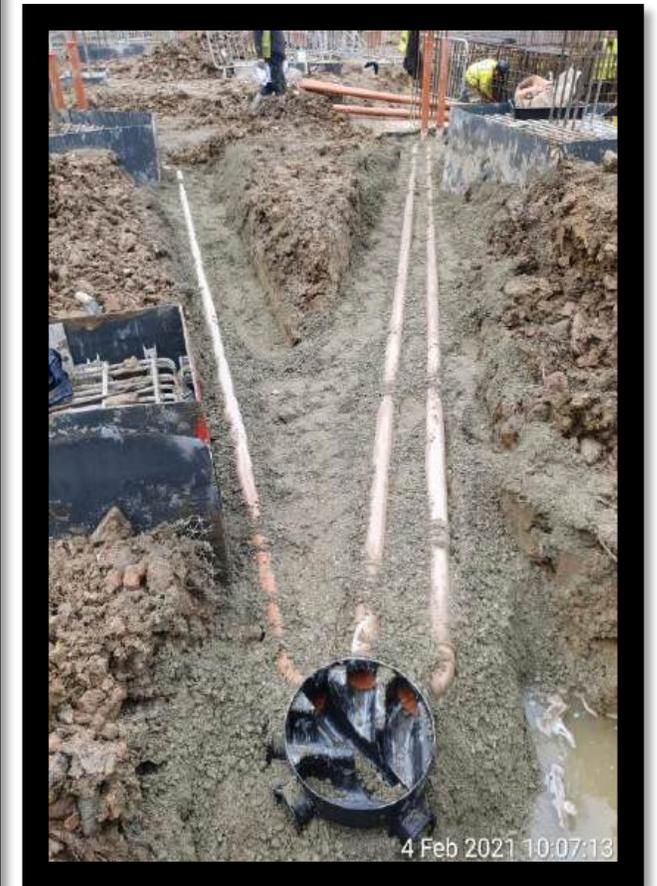
External & Internal Works Stages

Groundworks

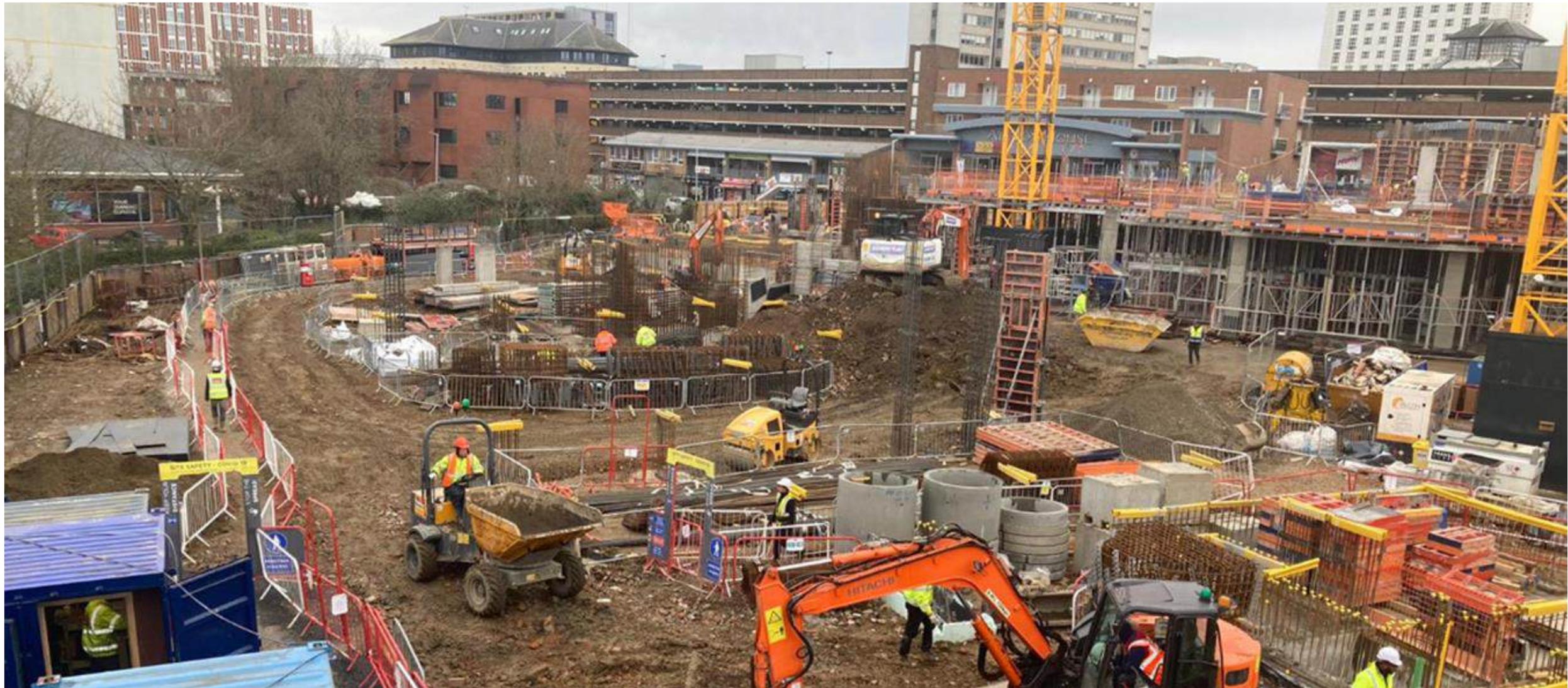


Pile Caps

Civil Engineer



Foul water drainage
Surface water drainage



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Superstructure
Reinforced Concrete Frame
RC Frame



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Reinforced Concrete Frame Structure

RC Frames- In Situ

Rebars – Steel Reinforcement



Structural Engineer

Temporary Works - Temporary Works Coordinator

Formwork - Shuttering

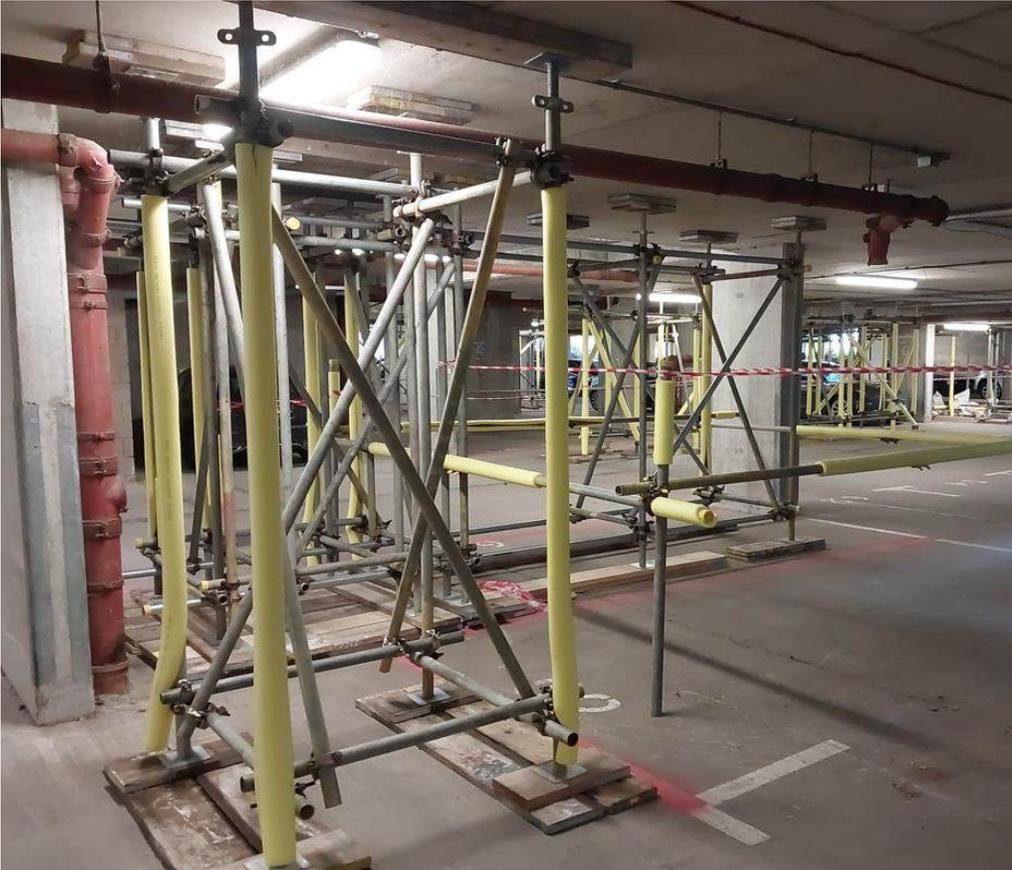


Decking



Falsework

Temporary Works - Temporary Works Coordinator



18 Sept 2025
55



Precast Elements



Precast Columns

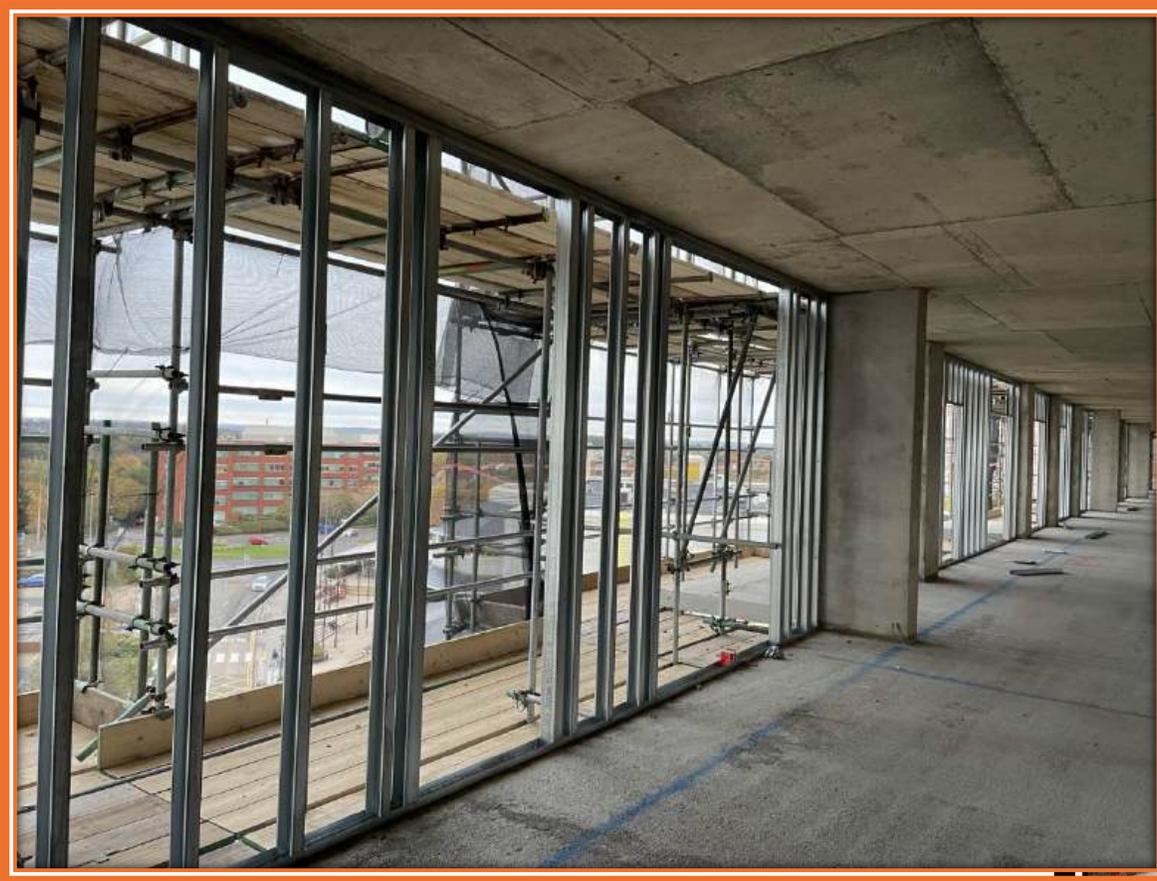


Precast Stairs

External Elevation



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SFS - Steel Framing System





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Weather Defence Board





Insulation



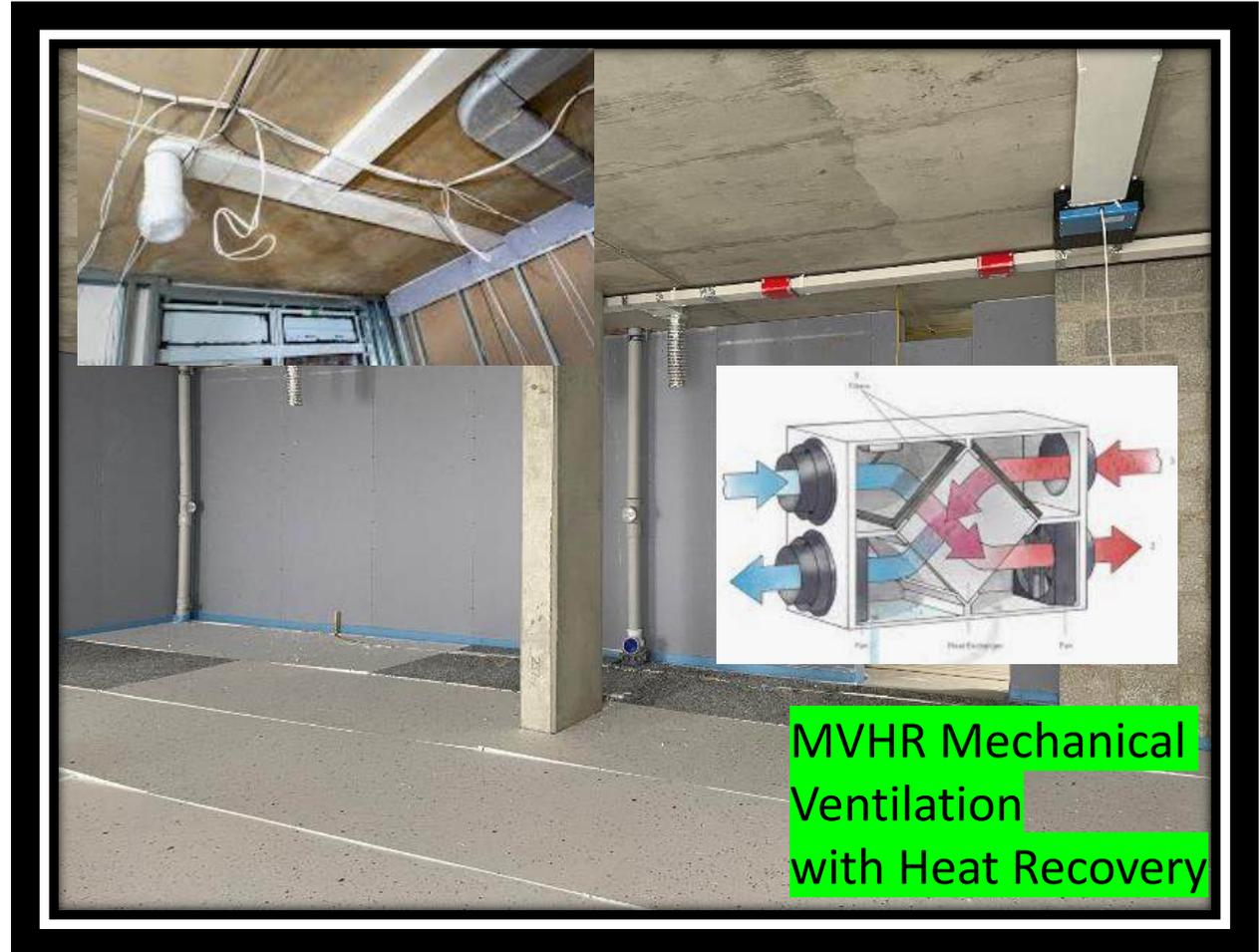
Brickwork

Internal Works – Fit-out

SVP – Soil Vent Pipes



Flat Ventilation Ducts



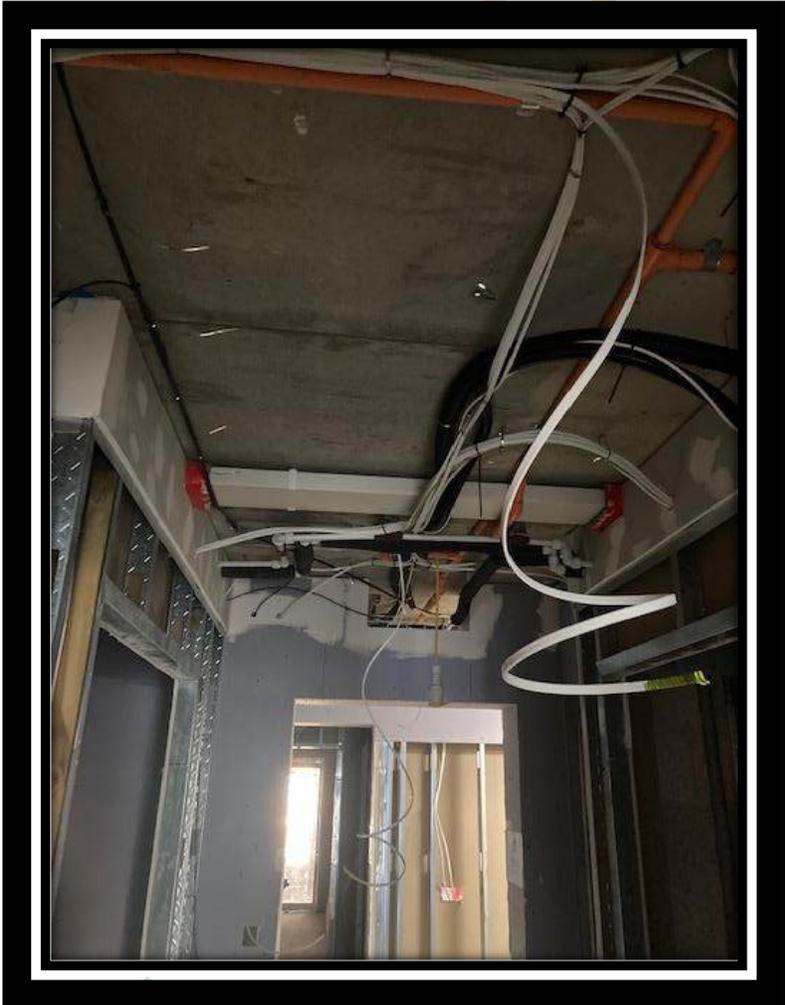


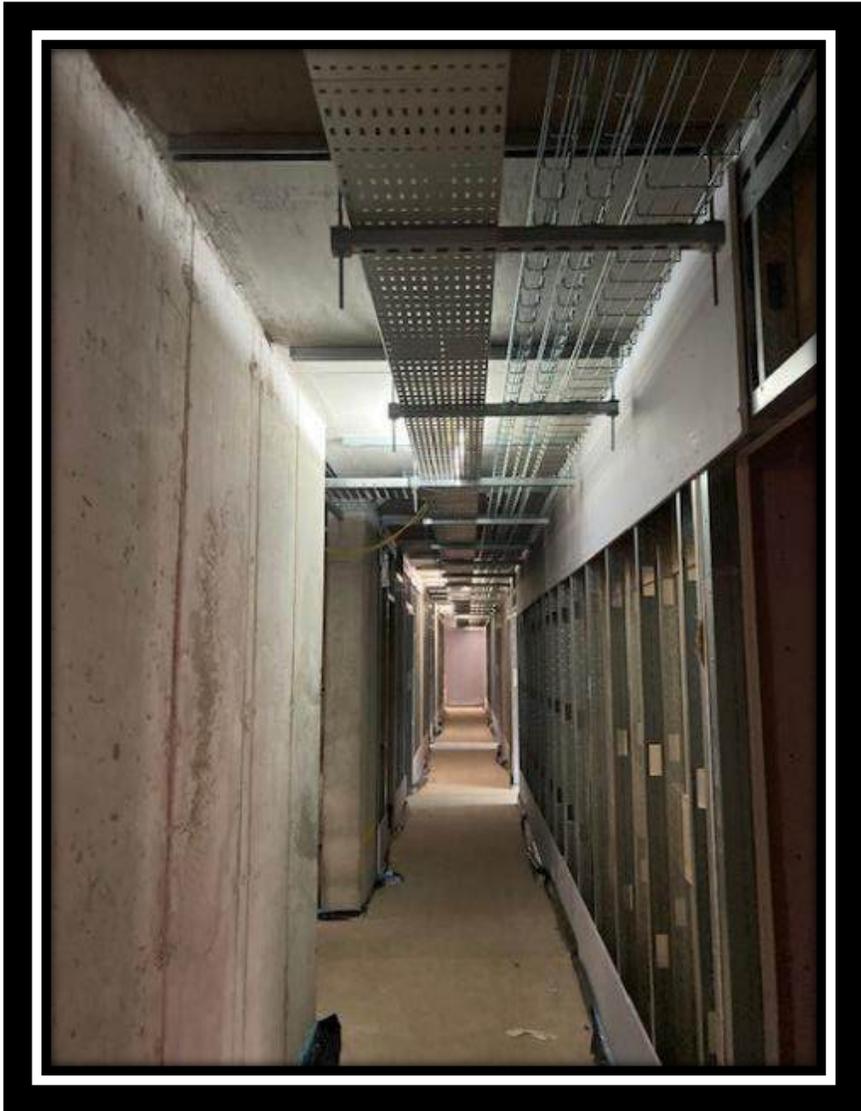
Party Walls

1st Fix M&E

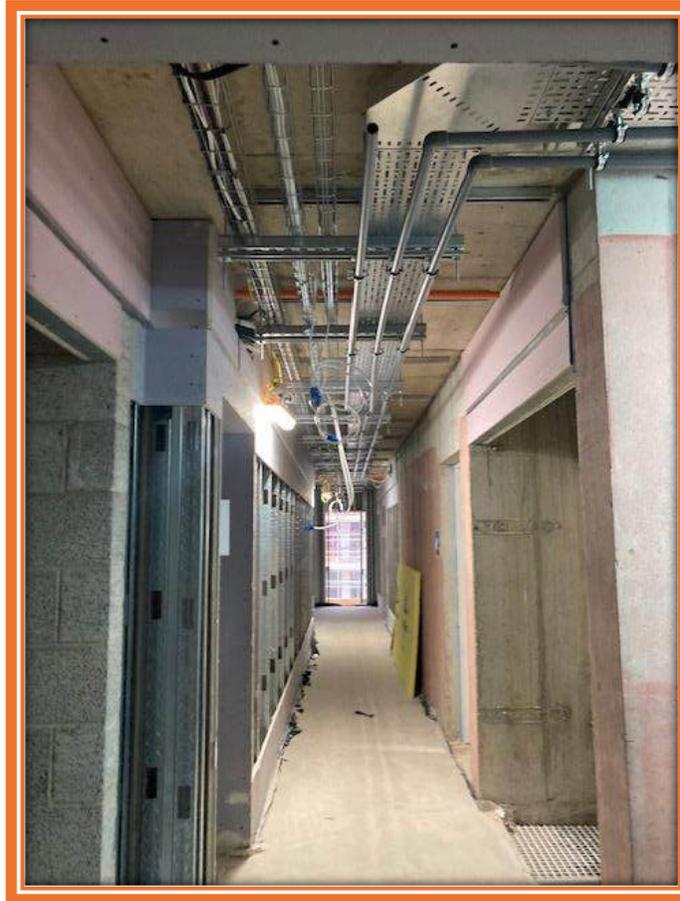
1st Fix Drylining

Screed



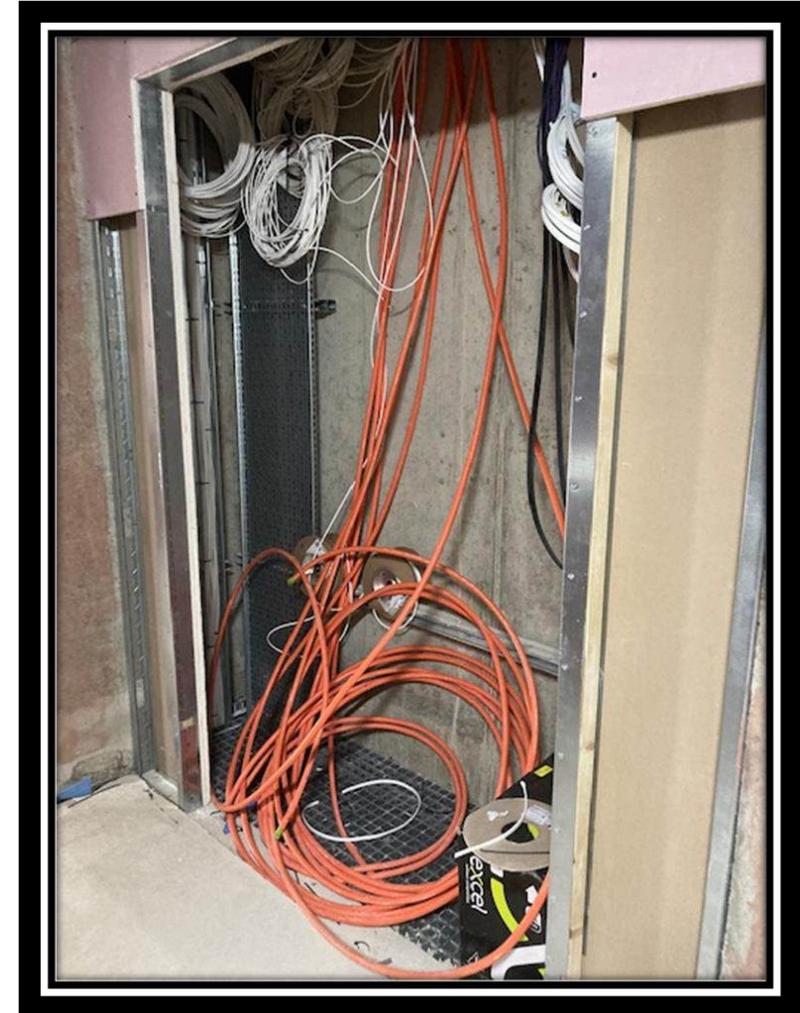


Communal



1st Fix M&E

Risers





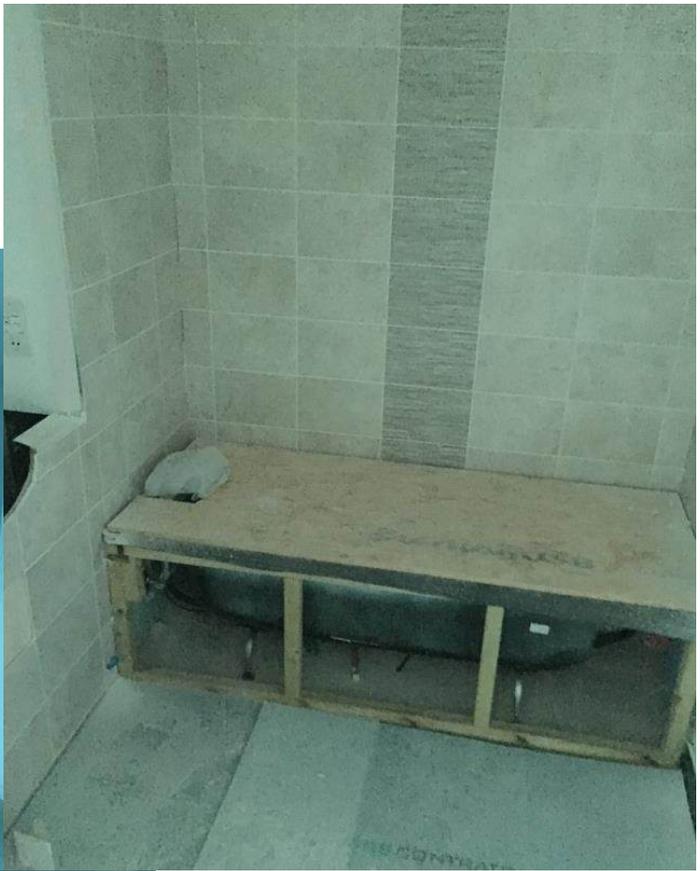
2nd Fix Works



T&J



Kitchens



Tiling

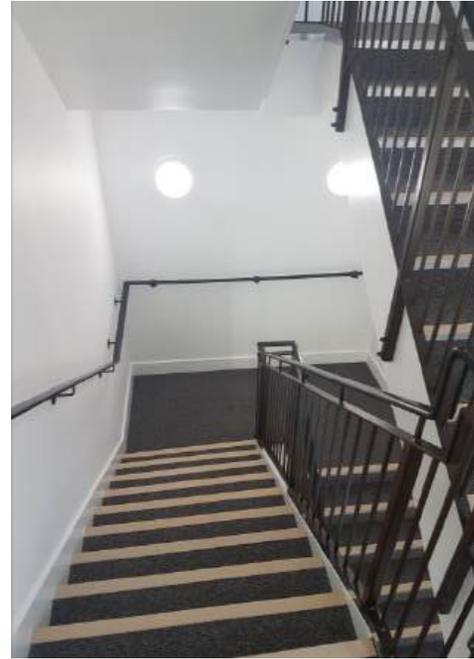


Sanitary Ware



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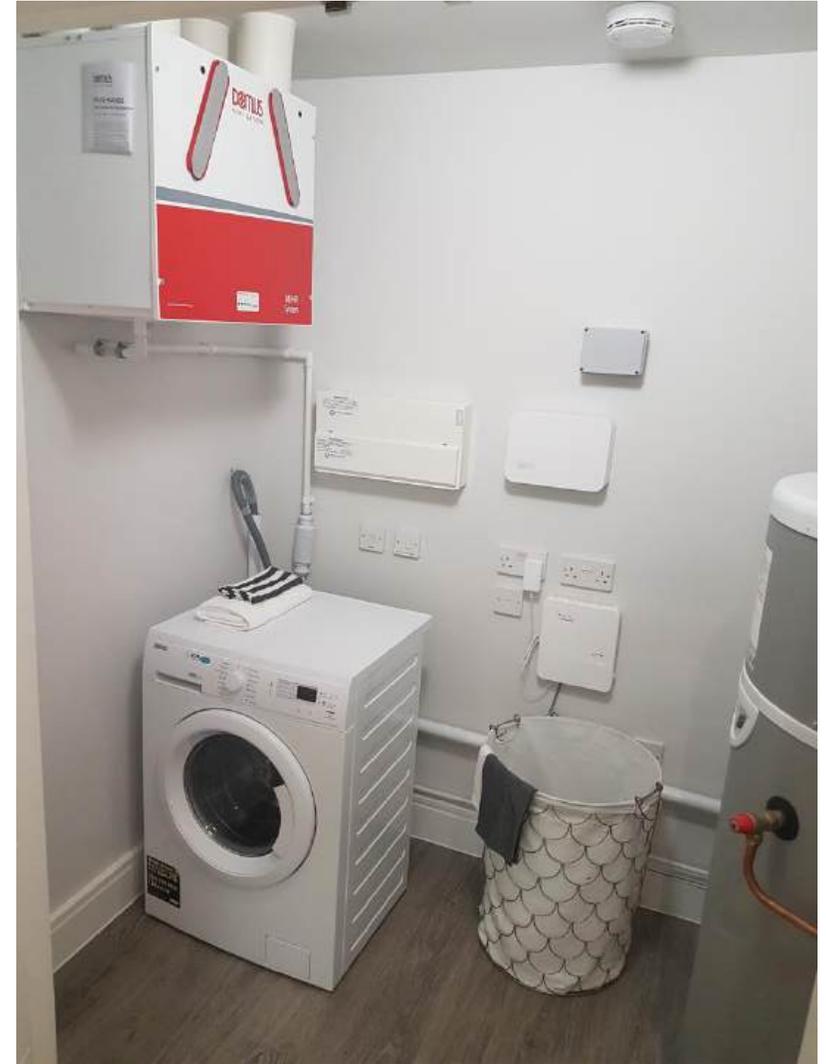
Final Works



Show Flat



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It's a journey



Offsite Manufacturing



Bathroom Pods



Kitchen Pods



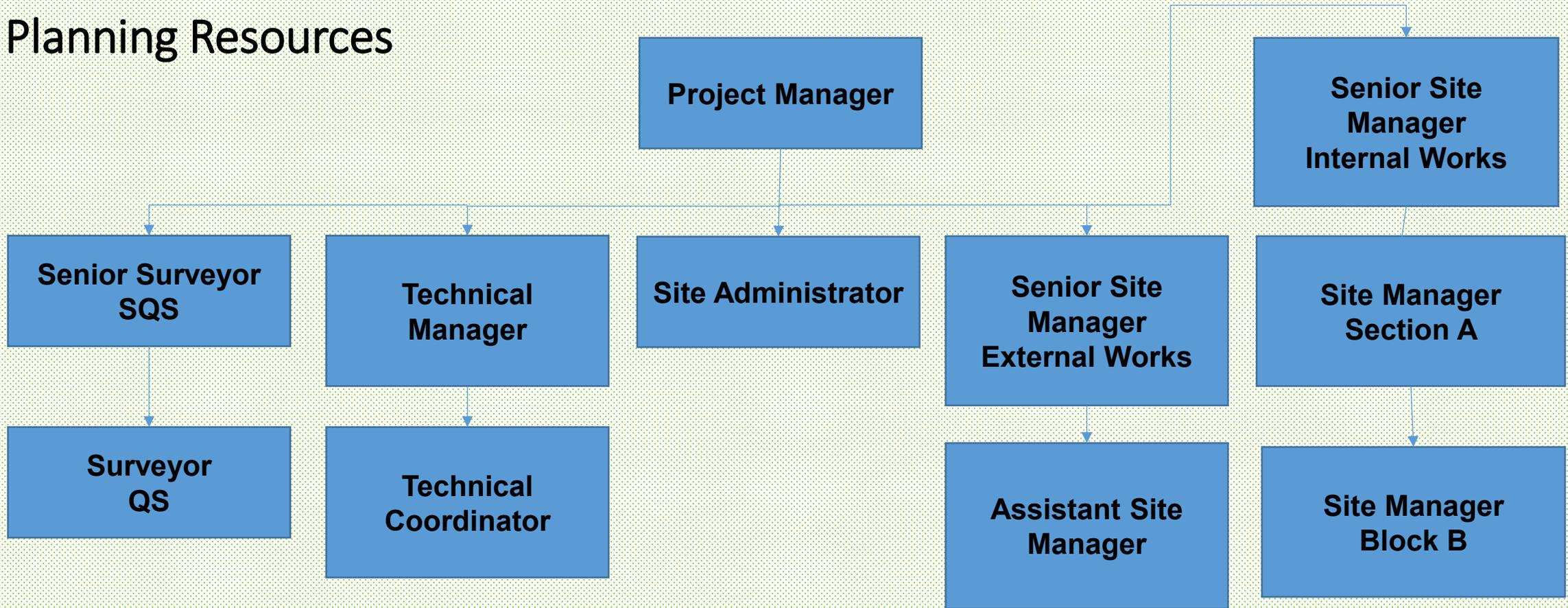
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It's a journey



Project Team Managing People

Project Team

Planning Resources





Managing People

How to create and manage a high-performance team

-
- **Set High Standards – Lead by example**
 - **Clear Strategy and Roles**
 - **Delegation with Clear Goals**
 - **Foster Good Communication**
 - **No Blame Culture**
 - **Embrace the Big Picture**
 - **Value Others' Perspectives**





High standards – lead by example

- **Behaviour**
- **Communication**
- **Dress code**
- **Environment – Project Office / Site**
- **Room for improvement**



Clear strategy

Clear Roles &
Responsibilities



VisionSuccess
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Delegation with clear goal setting

- **Meetings actions review**
- **Clear Goal settings**





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Working in silos



Good Communication

- Face to face meetings
 - Weekly meetings - Teamwork
 - No micromanaging
 - Feedback face to face and 360
 - Open door policy
-



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No blame culture

Supportive Team Environment





Embracing Flexibility

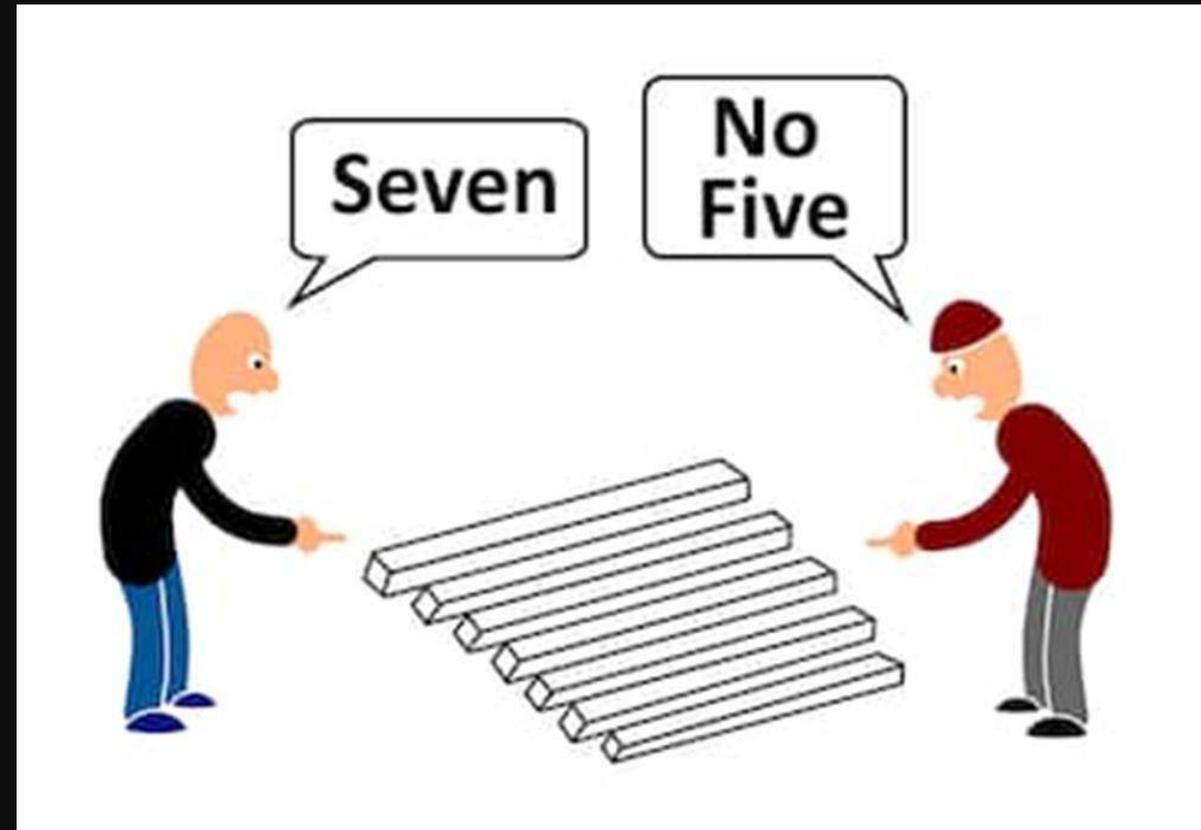
Big picture thinking



Other people's perspective

- Commercial
 - Technical
 - Production
 - Subcontractors
 - Business
 - Neighbours

 - Programme, Quality, H&S
-





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Selecting and appointing the right subcontractors





How to select and appoint the right subcontractors?

Diligent Procurement Process

- Tender Subcontractor List
- Scope of works
- Visual Standards
- Procurement schedule
- Early engagement
- Pre order Meeting
- Making decision



TENDER LIST REVIEW TEMPLATE

Sub Contractor	Company Reg. Number	Turnover	Net Worth	Creditsafe Score	Constructionline	H & S Accreditation	Sustainability Accreditation	Federation / Association	Performance	Current tenders/projects	Comments	Take Forward Type 'Yes' or 'No'
												Yes
												No

		Name	Date	Signature
Quantity Surveyor				
Project Manager				

Diligent Procurement Process
Tender Subcontractor List

- Checking all subcontractors' requirements
- Reviewing their H&S standards
- Checking their quality by visiting their sites
- Recommendation



Scope of works / inclusions with marked up drawings

Review the drawings and make notes

Early Meetings with your teams production / design / commercial

Mark up the drawings

Early review with subcontractors

Programme, H&S, quality, coordination

To be ready for tender process



Visual Standards



All internal walkways shall be prominently defined by the use of proprietary matting systems or painted markings. Walkways shall be separated from stored materials and work areas by proprietary barriers.



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Toilets shall be provided for both male and female employees, be supplied with running hot and cold water, soap and (Dyson or similar) hand dryer, connected to a mains drainage system, be ventilated and well lit.

Toilets shall be cleaned at least on a daily basis, shall display the cleaning regime with the facility and be prepared with a maintenance contract to enable prompt repairs.



- ▶ Fire Points shall be installed at each emergency exit on each floor, be raised 500mm above ground level with a "Fire Point" sign prominently displayed above, and contain minimum of two extinguishers per 400m2 floor area (CO2 and Water)



As early as possible in construction of the phase / block, pedestrian access onto site shall be through a turnstile type system, where physical security measures are implemented to prohibit unauthorised entry.



Early engagement with subcontractors

- Programme
- Logistics
- Design
- Value engineering
- H&S

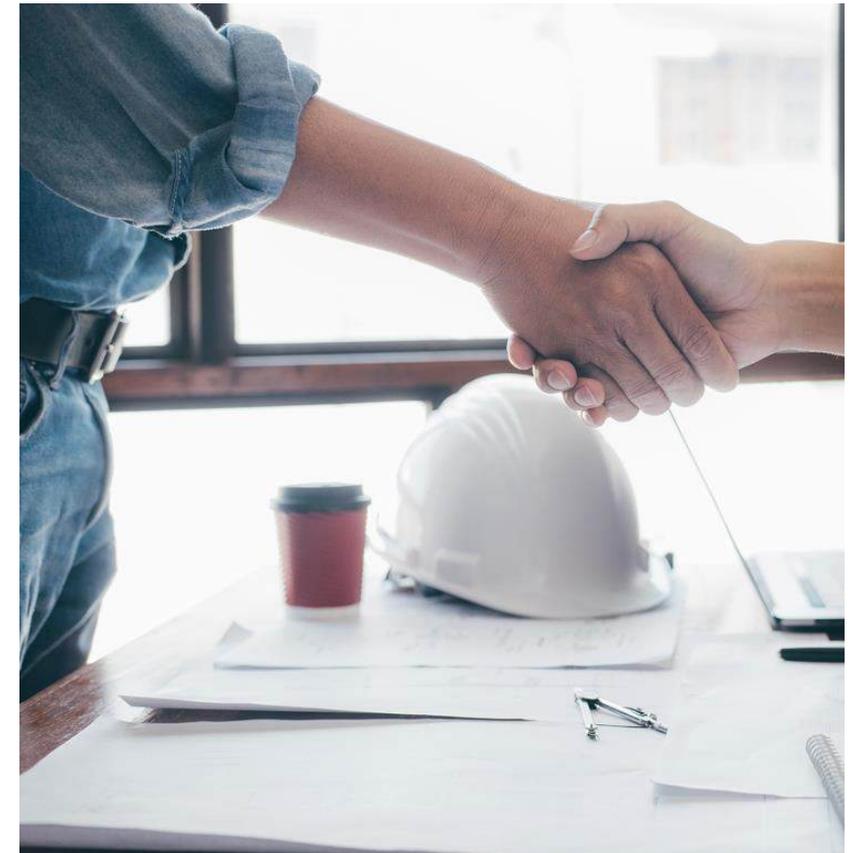


Pre order meeting



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- **Scope of works / inclusions with marked up drawings**
- **Design requirements**
- **Price – no instructions , everything to be included**
- **Quality plan agreement**
- **H&S standards / Supervision /Visual Standards**
- **Programme – start / finish dates – resources**
- **Logistics / material requirement**





Making decision

**Cheapest is not
the best**

- **Price**
- **H&S standards**
- **Quality**
- **Previous Experience**
- **Supervision**
- **Resources**

Value for money





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Managing Subcontractors





How to manage the subcontractors successfully

- **Pre-start meeting agenda**
- **Notice to commence**
- **Weekly Meetings**
- **Important Daily/Weekly actions**

**Make the subcontractor's life
as easy as possible every day**



Pre-start meeting agenda

- Agreed start / finish dates
- Agreed scope of work
- Project Execution Plan
- Quality management
- H&S requirements – RAMS, certificates
- Agreed Visual standards
- Supervision
- Logistics

The image displays three examples of pre-start meeting agendas. The first is a 'PRE-START MEETING MINUTES' form with sections for meeting details, attendees, and a table for agenda items. The second is a 'PRE-START MEETING MINUTES' form with a detailed agenda table including sections for site information, safety, and logistics. The third is a 'PRE-START MEETING MINUTES' form with a table for agenda items and a section for other business.

ITEM	NOTES	ACTION	
		PERSONS	READING
1.0	Introduction		
2.0	Health & Safety and Environment:		
2.1	Accidents / incidents to be reported to site management immediately - together to the Investigation and Incident form to be filled out		DISCUSS
2.2	First aid		
2.3	To be signed off 2 weeks before the start date		
2.4	Identify and report - Safety and Health - to site manager/manager who will sign after the checks for the first week and second after that		MONITOR
2.5	All reports to be issued to manager of the Safety and Health - check not reports a card		



Notice to commence



To: Subcontractor Name
Contract No:
Contract Name:

DATE OF ISSUE:
PERIOD OF NOTICE: 14 days
REF No:
PLOT No:
FLOOR LEVEL:
AREA/ZONE:

You are instructed to commence the Sub-contract works in the following area(s) / Plots / Blocks as denoted below, in accordance with the formal (**Your company name**) Sub-contract Order Programme Durations together with the Terms & Conditions:

Start design ...

Start works ...

Comprising, but not limited to:-

Labour, Plant, & Supervision and design for the supply and installation of the above works.

In accordance with the requirements of this formal Notice to Commence Sub-contract works on [site](#), you are required to visit site and satisfy yourself that the working areas are to your satisfaction and ready to commence your works. You are required to confirm in writing any outstanding items in response to this notice within 48 or 72 hour (**your choice**); (**your company name**) will address any areas of concern or outstanding items within the commencement period, unless otherwise confirmed by (**Your company name**) in writing.

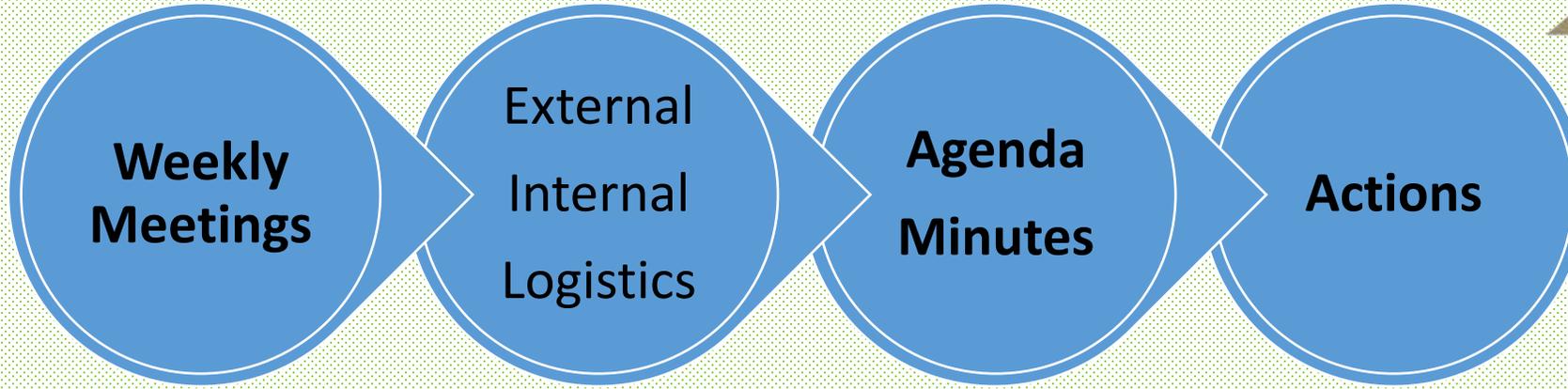
Signed - **Your name**
on behalf of **Your company name**

Received -

E-mail
on behalf of Subcontractor:



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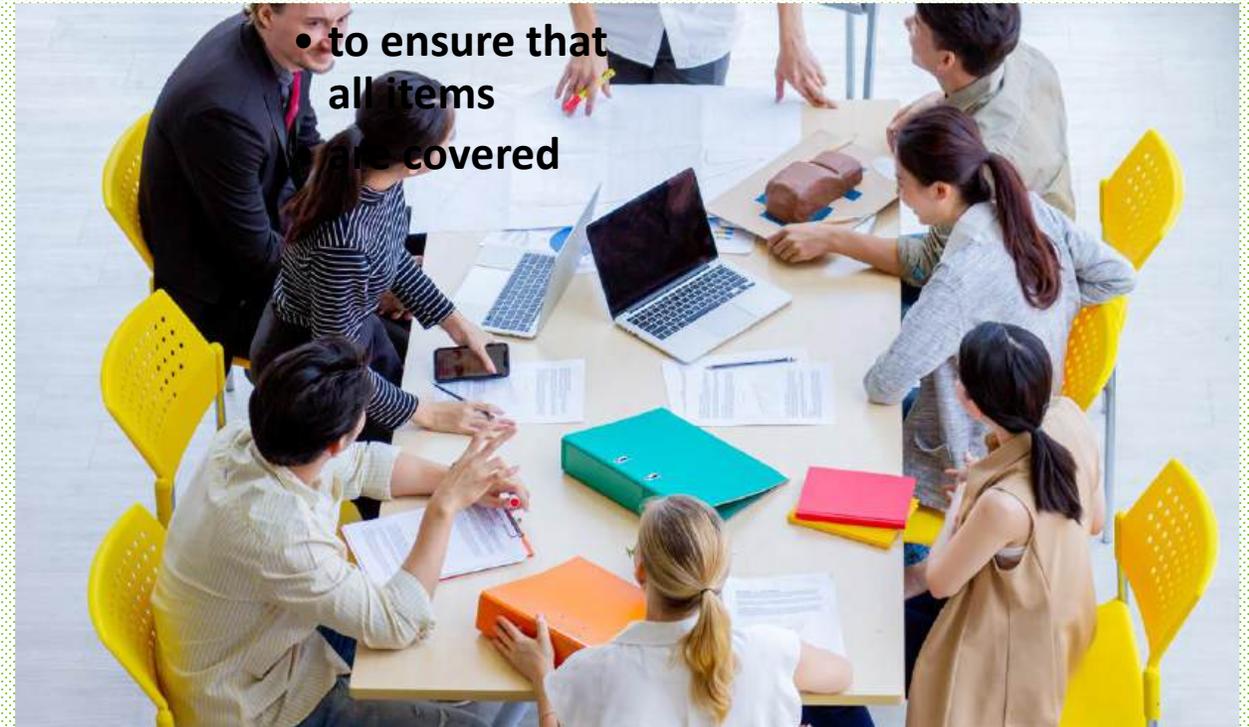


**Internal
coordination
meeting agenda**

**External
coordination
meeting agenda**

**Logistics/crane
meeting agenda**

**Black hats
meeting agenda**





Structure for the meeting – How to run the meetings

Agenda:

Deadlines for the week, or long term

Who is responsible for the action

Weekly review

Weekly programme drop line

Weekly team meeting

No... Internal Weekly Team Meeting	VisionSuccess It's a journey
Project Name	
Date	

1.0	Weekly	Action	Date
1.1	Stationary: - Heavy duty hole puncher	SC	19/04
1.2	Tiger Supply: - A4 and A3 frames	SC	19/04
1.3	Toilets: check supply and cleaning - Review the cleaning accessories - Daily check for the cleaner	SC SC	19/04 Daily
2.0	Culture and Training		
2.1	to be involved with charity	SC	23/04
2.2	Courses	All	ongoing
2.3	feedback session with the team	SC	21/04
3.0	Health and Safety		
3.1	H&S weekly inspection Rota. Take pictures during the inspection. It must be done in the morning. Please always check the Project Office Please use front sheet, needs to be signed by Sebastian. H&S report to be closed out and reviewed every Monday at 3.00 p.m. Black hat meeting. To be saved on drive	All	Ongoing
3.2	Take progress daily photos and upload GD drive.	SC	Daily
3.3	Meter readings to be done monthly SC to take photo of water meters and Next reading	SC	30/04
3.4	Welfare to be monitored daily	SC	Ongoing

Important Daily/Weekly actions

- **Technical actions tracker**
- **Procurement schedule to be reviewed weekly**
- **Scope of works / inclusions - constant review**
- **VO tracker – instructions approval**
- **Daily diaries to report delays, H&S, resources**
- **Program / progress dropline weekly**
- **Handovers linked with the payments**





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Make the subcontractor's life as easy as possible every day

- Right Environment on site – family atmosphere
- Strong Project Management Team
- High Standard and the right behaviour
- Everyone is responsible for the H&S and Quality
- Quality Procedures – Built-in Quality
- Avoid arguments
- Listening trades and teamwork
- Big picture
- Other people's perspective

Quality Culture

Right Environment

Strong Project Management Team

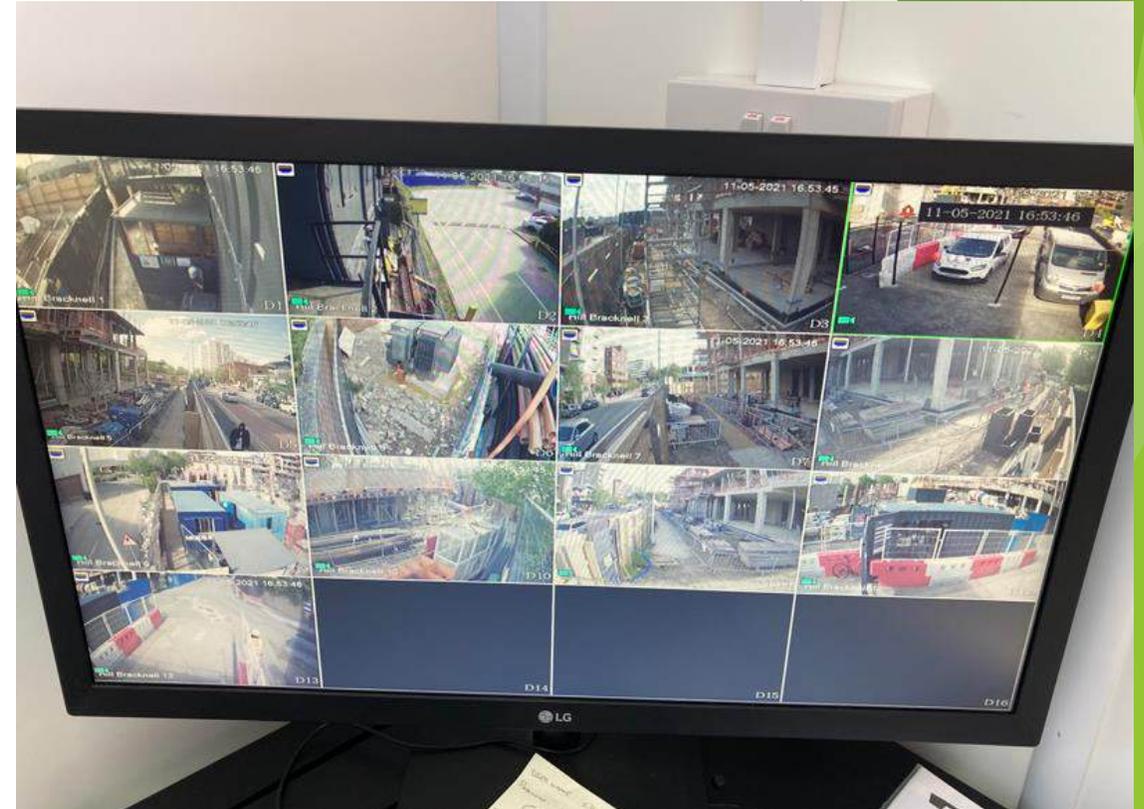
Everyone is responsible for the Quality

Quality Procedures



Right environment

Presentable Hoarding and External Appearance



Built-in Quality



Strong Project Management Team - High Standards

Everyone is responsible for the quality

Design

Commercial

Production

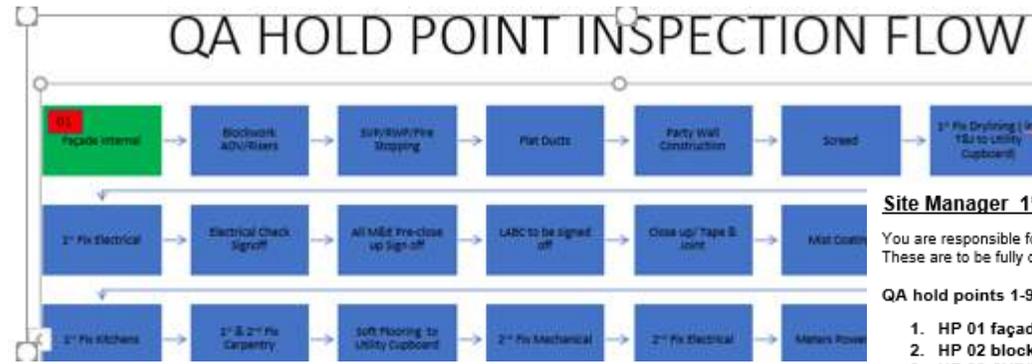


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Quality Procedures

Agreed Hold Point

Each stage must be checked and signed off



Site Manager 1st Fix Works

You are responsible for taking your section through the QA points 1-9. These are to be fully completed and signed off by yourself.

QA hold points 1-9

1. HP 01 façade internal inspection
 2. HP 02 blockwork AOV/risers
 3. HP 03 SVP/RWP/fire stopping
 4. HP 04 Flat ducts 1st fix/fire stopping
 5. HP 05 1st fix drylining inc. elec boxes, noggins, baffle boxes/fire stopping
 6. HP 06 1st fix M&E in apartments, inc. testing & lagging
 7. HP 07 1st fix mechanical, inc. testing & lagging
 8. HP 08 1st fix electrical
 9. HP 09 Pre-close up sign off by Imtech, RPM, Wilton
 10. LABC fire stopping check, sign off
 11. Check/review setting-out of all electrical services
 12. Ensure fire stopping principles are being adhered to where services penetrate walls
 13. Critical dimension checks to kitchens, bathrooms etc
 14. Check services are being installed correctly in ceiling voids – ceiling height, clashes etc
- Handovers for all of the above to be signed off, hard copies to be reviewed by Senior Site Manager
 - Photos of fire stopping to be saved to plot files in the shared folder
 - Ensure drylining installation is to the agreed specification.
 - LABC close out of any actions and sign off
 - Snagging and close out any outstanding actions
 - Daily site diaries to be completed on a daily basis and saved in the share drive
 - SGF20B to be filled in every am and pm and saved weekly in the share drive
 - Monitor and Make sure that all RAMS are signed off and updated/signed off at least every 3 months
 - Monitor 4 weeks look ahead programme and report all delays
 - Use Commercial Tracker for required instructions and provide all required information and proforma to Commercial Team
 - Use the Technical Tracker for technical issues
 - Have a clear understanding of Scope of Works and Contract Parts for your section of works
 - Report and monitor Temp Electric issues and use the tracker
 - Make sure that Permits are correctly issued and closed off in the right time
 - Make sure that Keys are correctly managed, sign in and out records required
 - Monitoring Sheets to be issued and monitored on a daily basis – be specific with a mechanism to close out
 - Reports any delays or short labour on the same day





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Comments – Feedback Questions

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