

## Contract Management Training Program

Comments from some prior attendees

"I suggest that no one pass up the opportunity. There is a wealth of important information conveyed."--- *Contract Administrator, Canadian shipyard*

"Tremendous overview covering the full spectrum of contract management from pre-contract to post-delivery."--- *M.G., Ass't Proj. Mngr, major newbuilding shipyard*

"We can all learn from Dr. Fisher's experience and expertise in the marine field."--- *M.B.C., Naval Fleet Maint.. Facility*

"Comprehensive coverage of all aspects of contract management. Beneficial for Contracts, Program Management, and Senior Technical personnel alike. Our Project Eng'rs learned many practical do's and don'ts."--- *J.M., Eng'r Mngr, major US shipyard*

"This seminar was an eye-opener. It made me realize how important it was to clear-up contract ambiguities prior to signing."--- *L.K., contract manager, major ship repair yard*

"This is a good program for those who have the responsibility to develop, negotiate and then administer contracts and specifications."--- *Contract mngr, major newbuilding shipyard*

"Great benefit to taking course before getting involved with a major contract. Hard to improve."--- *B.A., Program Mngr., Major US Shipyard*

"I benefited by learning better negotiating techniques."--- *G.C., Ass't Program Mngr, US Naval Shipyard*

"Most insightful program leading to a better understanding of cost-effective management. I also benefited by listening to other participants sharing their contract problems."--- *F.G., Project Mngr, Canadian shipyard*

"I benefited greatly regarding the organisation of OFE and OFI. It was very interesting to listen to all the different lessons, taken from reality, in order to avoid those mistakes in the future."--- *G.W., Exec. Mngr, European shpbldr*

"Excellent seminar. Dr. Fisher's examples and analyses drove home the importance of individual components of the large contract management picture."--- *B.E., Project Mngr, Major US Shipyard*

"This is a course from which much additional knowledge can be gained. Beneficial to all attending from either ship owning/managing or shipyards."--- *A.M., senior repair planner*

"An excellent balance of very informative material. I feel much more confident in managing a contract. I thought it was the best course I have received while in the Canadian Forces."--- *A.N., Canadian Dept. of Nat'l Defense*

"Every topic --- without exception --- was essential to successful shipyard contract management. Extremely worthwhile."--- *A.O., Ship Owner's Rep*

"Great course that makes you look at the contract as a whole whilst still focusing on specific issues that can have great impact. I will be better prepared to manage our contracts from inception to reality."--- *B.H., N.Z. fishing fleet manager*

"Excellent program! We should be able to avoid many future disputes through pre-contract review."--- *C.B., Major sub-contractor to shipyards*

"Great eye-opener! Dr. Fisher's experience really shows up as he guides you through the jungles of contract mis-understandings."--- *D.C.R., Project Eng'r, major U.S. marine vendor*

"I especially benefited from the actual problems experienced between shipyards and owners. I also appreciated the in-depth discussions on contract language, contractor point-of-view, contractor management philosophies and negotiation/resolution techniques. Excellent presentation. Well done!"--- *D.S., Canadian Dept. of Nat'l Defense*

"This course was an excellent overview of possible contract pitfalls and suggestions on how to avoid them." --- *J.M. commercial fleet maint. mngr.*

Very good course, well set up. Very good examples from lessons learned by others. Very good advice on how to structure and set up your project." --- *R.S., class maintenance mngr,, Canadian Dept. of Defence*

"This course proved to me that the contract is not just a document to be filed and referred when necessary, but it is also a tool that we can use on a daily basis."--- *E.H., Tanker fleet repair manager.*

"A global understanding of ship repair contracts and problems comes out of this course."--- *E.G., Canadian Dept. of Nat'l Defense*

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"This course should be mandatory for anyone preparing for a new build or upgrade. It was a good refresher for me." --- *S.H., offshore operator's project manager.*

"A good, pragmatic approach to contract management. Many useful ideas on how to structure a contract before it is signed." --- *E.G.B., Canadian fleet operator*

"It is a good introduction ... even for those of us who have been in the business. Its good to hear how the other side sees the problems." --- *F.S., N.O.A.A. Nat'l Ocean Service*

"A better understanding of the inter-relationship between shipyards and their customers. I am certain my future dealings with shipyards will be more in my favor." --- *H.P., Canadian ferry operator*

"The course content is excellent, containing a great deal of good solid material based on experience, which will increase the knowledge and confidence of those involved in ship contracts." --- *I.A.H., director for 30+ vessels*

"All naval personnel going to Canadian Forces QAR should be required to have this training." --- *J.A., Canadian Dept. of Nat'l Defense*

"The program is very interesting and relevant for those involved in contract management, especially for the many practical and real cases that Dr. Fisher shares with attendees." --- *J.A.V., Supt, European fleet operator*

"Many tips on how to improve our contracts, to the benefit of both parties. A better understanding of the other party's view point." --- *J.B., Manager, int'l surveyship operator*

"The course provides an appreciation of the goals and working methods of both contractor and owner. It goes a long way to explaining the source of many disputes." --- *J.D.M., Canadian Navy*

"Emphasizes the need for pre-contract review, maintaining control over change orders and reading the contract before, during and after work has started." --- *J.D.W., Canadian Coast Guard*

"After 15 years dealing in gov't service contracts, I felt confident in my skills as a negotiator and subcontracts manager. This course was a rude awakening for myself and I will benefit greatly from the content." --- *J.G., Program Mngr, Operator of USN ships*

"This training can save a company huge amounts of money which otherwise may have been lost by not understanding a proper business relationship between the owner and the shipyard and the effects of accepting owner's change requests." --- *S.M., shipyard project manager.*

"This course defines and emphasizes the distinct functions and responsibilities of a contract manager vis-a-vis project manager. Clear focus!" --- *J.Z., U.S. Army Corps of Engineers*

"Better management of reports and changes that are part of drydock and dockside availabilities is the result of this course." --- *K.C., U.S. Coast Guard*

"Good refresher course for the experienced contract manager. Valuable information for newcomers to contract management." --- *K.D.E., Project Mngr, coatings subcontractor*

"I was able to apply my training the 2nd day back ... in particular to disruptive changes" --- *K.L., Tech'l Dir., Major marine equip't vendor*

"This course should be a compulsory part of any training given to project managers moving into the marine industry. I have certainly benefited from the change management section as this seems to take up a large portion of my working day." --- *L.S., Project Mngr, N.Z. yacht bldr*

"This course was an eye-opener and will be helpful when writing specs for the next bid package." --- *M.F., consultant.*

"The course provided current policy and pragmatic legal interpretations for conflict resolution. I enjoyed the areas of do's and don'ts' of contract negotiation." --- *L.S.M., Ferry operator*

"The course will furnish the tools to allow you to manage your contracts with significant savings to your firm." --- *L.U., Fleet manager, service vessel fleet*

"The knowledge passed on at this course has been a very useful tool and I feel more confident in the way I handle the client/customer." --- *M.A., Project Mngr, major U.K. marine vendor*

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"Although I was aware of most of the pitfalls in the overall process of contract establishment and subsequent management, the course's lucid advice provided me with many different concepts, options, and identified the surer way to travel the perilous path. The many anecdotal references illustrated both good and bad practices and the importance of sticking to the basic principles of good preparation and proactive management." --- *W.R., navy project manager.*

"Excellent course for all who are involved in ship construction or repair and design."--- *M.A.C., fleet manager*

"The first fresh and rational approach to resolving contract problems, starting with causes and misunderstandings which cost disproportionate amounts of money and time."--- *N.V., Director, European fleet operator*

"The curriculum touched upon every mistake we made in the past several years, indicating better approaches to solving those problems."--- *R.B., Project Mngr, European fleet operator*

"I found the course put together a lot of things I knew, but needed to be reminded of. A great deal of information in three days."--- *R.C.R., U.S. ch. nav. arch, major design firm*

"If you think you know all there is to know about contracting in the marine industry, reserve judgment until you take this course!"--- *R.O., Canadian Dept. of Nat'l Defense*

"This class should have preceded my shipyard floundering."--- *Repair Manager, State agency*

"A very informative and practical seminar. It has already come into great use in a fairly difficult project I am currently involved in."--- *S.B. Project Mngr, U.K. vessel operator*

"For someone in any aspect of the marine business this course should be mandatory. If your attendance was more than 3 years ago, you should attend again." --- *V.W., shipyard project manager.*

"This course is a 'must' for anyone who is involved in contract management. Well structured, systematic approach, supported by endless examples from real life."--- *T.G., Gen'l Mngr, N.Z. custom yacht builder*

"We should have had this course 5 years ago."--- *T.H., Financial Mngr, Canadian Patrol Frigates*

"Good program. Gave me many insights to be used in future shipyard contracts to save megabucks."--- *T.L., Canadian tug/barge operator*

"A well-documented and organized seminar directing contract managers in much-needed practices to prevent costly errors."--- *T.O., Program Mngr, Operator of Gov't Vessels*

"This course will teach anyone how to shape a contract into what you'll need and to control that contract to keep all parties safe and happy."--- *Tech'l director for U.S. ship owner*

"The lessons-learned stories were very engaging and gave concrete examples to drive home the principles dealing with contract and change management." --- *J.R., shipyard project manager.*

"Now I know what some of the traps look like, so I won't fall into them again. Definitely a course that should be taken prior to undertaking a major project or multi-vessel project."--- *W.C., Project Mngr, U.S. fleet operator*

"A must for anyone who is involved (even remotely) with contract management."--- *Z.H., Canadian Dept. of Nat'l Defense*

"Gained considerable insight into what motivates private shipyards."--- *W.H., Columbian Navy*