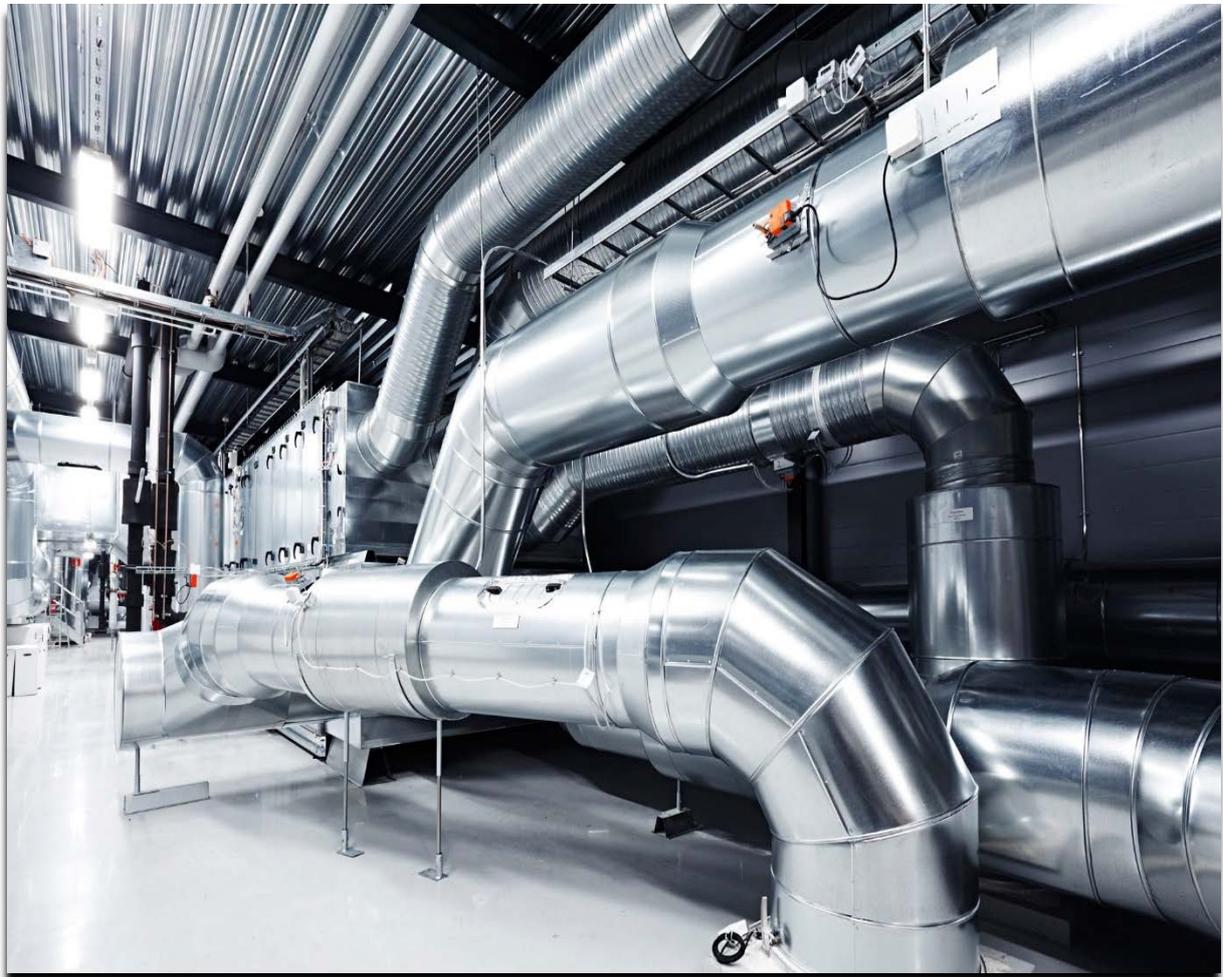




Quality Management Plan



Prepared By: Alpha Mechanical Services Ltd.



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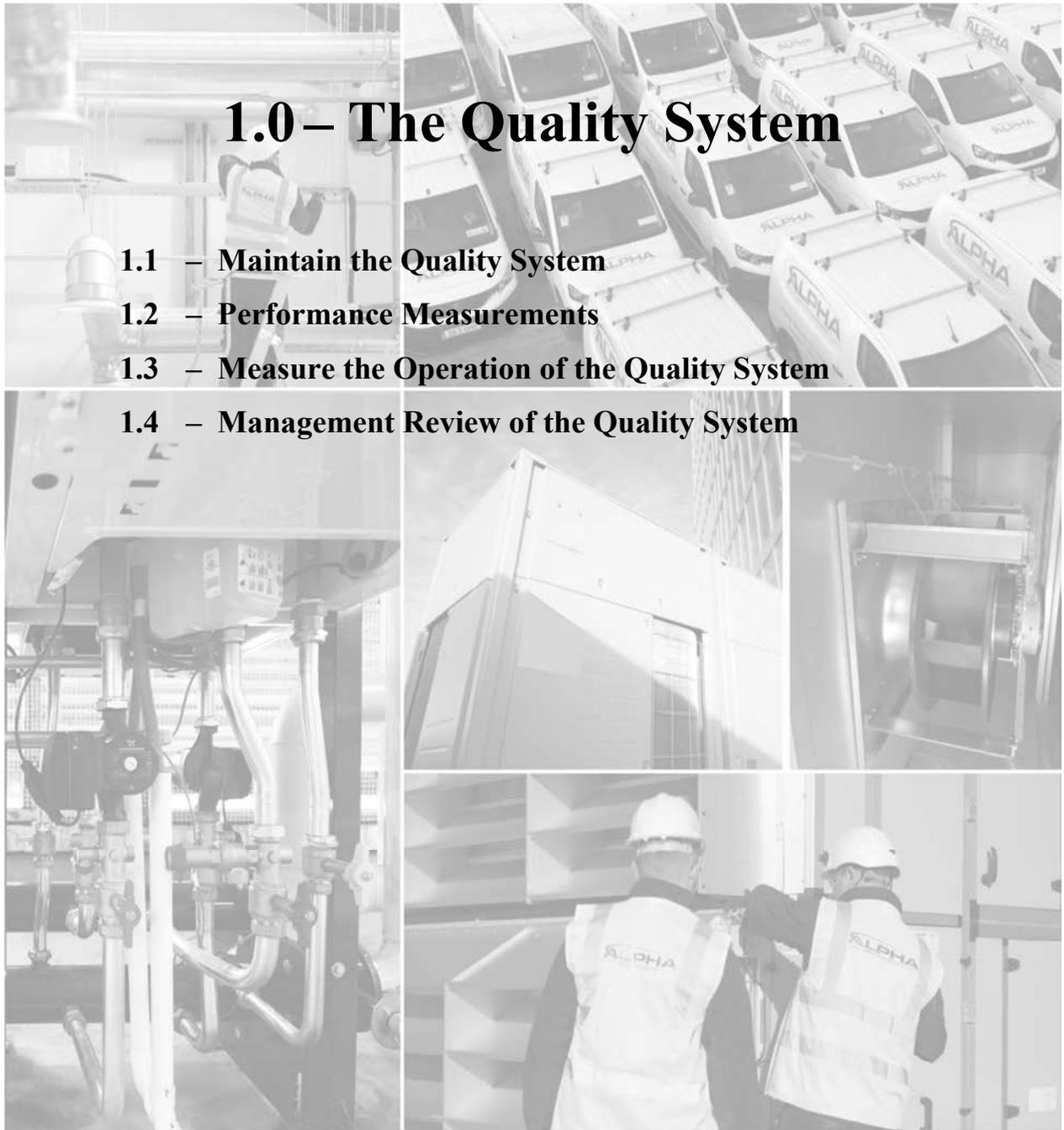
Quality Management Plan Issue Log

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Information Issue	SJF	11.12.20	/



1.0 – The Quality System

- 1.1 – Maintain the Quality System
- 1.2 – Performance Measurements
- 1.3 – Measure the Operation of the Quality System
- 1.4 – Management Review of the Quality System



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1.0 - QUALITY SYSTEM:

This Quality Management Plan covers the business activities of *Alpha Group.
(*For the purpose of this document Alpha Group is referring to Alpha Mechanical Services Ltd, Alpha Facilities Maintenance Ltd. & Alpha Mechanical UK)

Purpose

- To pre-qualify new and record the performance of existing sub-contractors
- To maintain quality records
- To obtain feedback and use this to continually improve our procedures and quality systems
- To establish and maintain a programme of internal audits for our functions and processes
- To record and analyse customer complaints to allow for continuous improvement
- To ensure that the quality system continues to identify and measure the most important performance indicators
- To review our progress and to set quality performance objectives for the company over the coming year

Responsibilities

Alpha Mechanical Directors, Contracts Managers & Operations Managers

1.1 Maintain the Quality System

1.1.1: Training Personnel in Quality Related Matters

Each member of our staff has been issued with an individual copy of the Management Plan. When new personnel join the company, they are provided with a copy of the Management Plan and an induction into the company's quality standards. In the induction, it is not possible to cover the full scope of the manual. It is therefore important that the manager responsible for the individual must clarify, by explanation and example, the company's quality standards. However, it is expected that everyone read the manual so as to have an understanding of our quality culture, principles and procedures. There are a number of specific skills and areas of expertise represented within the company. These people are available to anyone in the company, to share knowledge in their skill area and give advice as the need arises.

1.1.2: Management of 'Quality Management Plan'

The Contracts Dept. controls the Management Plan and is responsible for ensuring that the Management Plan is regularly updated to reflect any changes in the requirements of ISO:9001 and the continuous improvements made to the company's operations and procedures. The company Directors are the only personnel who can authorise amendments to the Management Plan.

Whenever an update is made to the Management Plan, the Directors will inform all members of staff of the changes. An electronic version of the Management Plan is available on the system. It will be available to all staff, but will be a 'read-only' copy.

1.1.3: Project Registration Database

The Project Registration Database is produced specifically for each project and details the following information:

- Project name
- Project client
- Project value
- Project description

1.1.4: Sub-Contractors Directory

This is a database listing Sub-Contractors.

On completion and during the project, the project team rate all the sub-contractors against the criteria as set out in the sub-contractor evaluation report including:

- Quality performance
- Commercial performance
- Safety performance
- Environmental performance

These ratings are discussed and recorded in to contracts meetings.

The results are input onto a database by the project team and are available as a resource. It is invaluable when deciding which contractors to employ or to include on a bid list. The information is also used to promote continual improvement to our suppliers.

1.1.4(a): New Sub-Contractors

Before a new sub-contractor can be considered for working on an Alpha Group project, they are asked to complete a Pre-Qualification Questionnaire. A hard copy is retained in the filing system. A client or consultant may nominate a sub-contractor who is not on the sub-contractor database and they may be used on the project. However, they will still be asked to complete the Pre-Qualification Questionnaire.

1.1.5: Quality Records

The following forms are held by the Contracts Dept. for a period of at least one year, as Quality Records:

- Management Plan audit log
- Internal audit records
- Corrective and preventive action records
- Sub-contractor performance form
- Management reviews of the Quality System

1.1.6: Quality Objectives

The main objective is to develop and continually improve the Quality Management System by identifying areas of improvement that may be required. A continual monitoring process will be established to capture any areas of weakness and where improvements can be made with a timescale set out for the delivery of that improvement.

Our Business Plan Objectives are:

The Business Plan is located with the Directors which is discussed and reviewed within the management review meetings which are held monthly.

General Objectives:

- Reportable incidents/accidents Target 0%
- Alpha Group training on sites for monthly 30-minute workshops
- Promote and encourage project staff and deliver regular toolbox talks to contractors to report near miss actions to the Health & Safety Department
- Look to increasing the amount we recycle on each project via our waste contractors
- Develop sustainability policy and procedure
- Continue to measure office recycling
- Ensure customer feedback is recorded

1.2 Performance Measurements

1.2.1: Types of Measurements

We use the following types of measurement to determine the performance of our projects and for the company as a whole:

- KPI's as required
- Client feedback forms
- Health & Safety audits
- Management system audits
- Sub-contractor assessments
- Department assessments

1.2.2: Key Performance Indicators

The KPI's is to benchmark a project against the performance of the industry. KPI's are split into the following categories:

- **Headline** – provide a measure of overall health & safety within the group
- **Operational** – concentrate on specific activities to identify areas of improvement
- **Diagnostic** – provide information on why changes may have occurred

We plan to use the following KPI's to determine our performance. Project KPI's will be calculated by using data provided by the project team and from the customer satisfaction questionnaires sent out at the end of each project.

KPIs Company Performance	Level	KPIs Company Performance	Level
Profitability	Headline	Cost Predictability	Headline
Reportable Accidents	Operational	Defects	Headline
Fatalities	Headline	Client Satisfaction	Headline
Repeat Business	Diagnostic	Time to Rectify Defects	Operational
Time Predictability	Headline		

1.2.3: Customer Feedback

We obtain customer feedback where practical by issuing a 'Customer Satisfaction Questionnaire' at the end of a project this is controlled by the Management Team.

1.2.3(a): Customer Satisfaction Questionnaires

After Project Completion a 'Customer Satisfaction Questionnaire' is issued to the client's representative. The questionnaire asks the client to score Alpha Group as a service provider and how satisfied or dissatisfied they were with the service that they received. The results of the client questionnaire assist in the calculation of some of the KPI's.

1.2.4: Project Reviews

Project reviews may be carried out after Project Completion. Their purpose is to determine the quality of the project as a whole.

1.2.5: Annual Management Review of Quality System

This is a yearly report to the Directors, which is usually done at the end of each year. It gives a full summary and analysis of all performance measurements and on the performance of the quality systems. This report will make recommendations for any internal improvements that may be required to systems, procedures and practices. The Directors may communicate the results of the review to other company staff by a presentation or in a meeting.

1.2.5(a): Interim Reviews

Interim reviews are done mid-year and show the details of performance measurement for the previous 12 months. They are issued to the Directors.

1.2.5(b): Preventative Action

Where reviews and audits highlight potential areas of non-conformity the H & S Dept. will:

- Record the potential nonconformity
- Determine the causes
- Determine preventative action
- Implement the preventative action
- Record the preventative action
- Review the effectiveness of the action taken

1.3 Measure the Operation of the Quality System

1.3.1: The Internal Management Plan Audit Programme

Each yearly quarter, the Contracts and H&S Dept. prepares and updates a record of internal Management Plan audits on a Management Plan Audit Programme.

The Audit Programme shows all areas that are subject to audits. The Audit Programme is used by the Contracts and H&S Dept. to monitor the auditing process and to assist in planning future audits, to ensure consistency.

1.3.2: Management Plan Systems Audit

Audits are carried out annually to ensure that processes and procedures are being correctly used and that documentation is in order. Their main purpose is to ensure that our Management Systems are being implemented and maintained. The audits must be carried out by our external auditor who is independent to the area being audited.

The audits are of two main types:

- Functional – the Auditor checks a particular function or department within Alpha Group against the requirements of the Management Plan, i.e. the Office Manager, Contracts Manager etc.
- Project – the Auditor checks one or more elements associated with the management of a particular project against the requirements of the Management Plan, i.e. management of a construction site.

The decision for which areas are to be audited is based on the status and importance of the particular function and on the results of previous audits. A record of the areas that have been audited must be made and filed. When Alpha Group is being audited, the auditor should complete the Audit Report Form to ensure a consistent audit basis and to record the items inspected. At the end of an audit, the Auditor records any non-conformity. The root cause of the non-conformity will be identified. Alpha Group agrees with the Auditee the dates by which the matters will be rectified and records the closing out date. Copies of these forms are given to the Auditee, the Directors, Contracts Managers & Operations Managers. All non-conformity is allocated a category; 1 or 2, the definitions of these categories are as follows:

- Category 1 – Major Non-conformity
A category 1 non-conformity is defined as a major system failure where a procedure has not been implemented. A Category 1 non-conformity can also be raised where a number of Category 2 non-conformities together constitute a major system failure.
- Category 2 – Minor Non-conformity
A category 2 non-conformity is where part of the procedure or system has not been implemented that does not form part of a trend towards a major system failure, or be of an administrative nature.

1.3.3: Post Audit

The Auditee is normally responsible for taking corrective action for their non-conformities found during the audit to ensure compliance with the correct procedures or practices as defined in the company's Management Systems.

The Directors, Contracts Managers & Operations Managers will:

- check that corrective action has been taken and that it is sufficient
- then sign the non-conformity form to verify the action has been taken
- record all audits & close out the Audit Log which is used to monitor the close out status

1.3.4: Customer Complaints

When a complaint is received from a client it must be properly recorded and all relevant people notified. The Dept. Manager will record the complaint onto the customer complaint log. The customer complaint log records the following information:

- Date of receipt
- Details of complainant
- Details of complaint
- Date complaint due to be closed out
- Date actually closed out

The Dept. Manager will be responsible for ensuring that the complaint is fully investigated to establish its validity. The Dept. Manager will also notify the Directors of the actions taken and give a copy of any resulting correspondence.

Once the Directors are satisfied that the complaint is satisfactorily closed out, the date will be recorded in the customer complaint log.

An analysis of the complaints received during the year will be reported in the Annual Management Review report where any preventative action requirements will be discussed and approved.

1.4 Management Review of the Quality System

The Dept. Managers prepares the Annual Management Report, which is presented to the Directors. This report reviews the operation and performance of the Quality System and performance measurement over the previous year. The report may include recommendations for changes or improvements to the Quality System procedures, or other company operations. The report will examine the following:

- The feedback from external audits of the Quality System
- The feedback from internal audits undertaken throughout the year, including analysis of corrective actions and non-conformances
- The feedback from Customer Satisfaction Questionnaires including customer complaints
- Feedback from Performance Measurements, including: Key Performance Indicators, Quality Audits
- Recommendations & conclusions

The report will identify the following:

- Areas of declining performance
- Important differences in performance assessment by the client & Alpha Group
- Changes or improvement to the Management Plan

The Directors will consider the contents of the report and give approvals to conclusions or suggestions made therein. The Dept. Managers will then be responsible for ensuring that all agreed actions are implemented. A presentation of the key results and conclusions will be made by the Dept. Managers to the Directors members and to key staff.



Who We Are?

The Company Details

Alpha Mechanical Services Limited
Alpha Facilities Maintenance Limited
Alpha Mechanical UK

Alpha Group is a full-service commercial, retail and industrial HVAC (heating, ventilation and air conditioning) mechanical services contractor with offices in Dublin & London.

We are RGI registered and F-Gas registered gas installers. We are ISO 9001, 14001 and 45001 certified, Safe Contractor certified & also a fully accredited Safe T Cert company and members of MEBSCA. With unrivalled industry relevant experience our mechanical services team specialises in offering custom solutions and comprehensive recommendations related to commercial and retail HVAC systems.

Scope of Our Work

Alpha Group offer a full range of mechanical installations and maintenance services with expertise in all aspects of commercial, residential and industrial HVAC systems.

We have our own in-house engineering, fabrication, commissioning, health and safety experts to ensure cost-effective delivery of the highest quality solutions in a zero-harm environment.

As an expert full-service HVAC contractor, we offer design & build, installation, repair and replacement HVAC systems and planned preventative maintenance.

Our Mission

- Be the leading Mechanical Services provider, blending our local market expertise with the proven Alpha Group way
- Create a clear vision of the future by planning, communicating and executing as controlled growth strategy
- Service our clients with innovative construction solutions and best construction management practices
- Continuously adopt a high-level client relationship, which create long term value for our customers and our company
- Develop and fully engage the highest quality people who approach every assignment and project with a creative and enthusiastic attitude toward excellent service and solving challenges

Values

Alpha Group values are:

- Excellent client service
- Relationship building
- Admirable partnering
- Integrity & enthusiasm



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The Company Objective

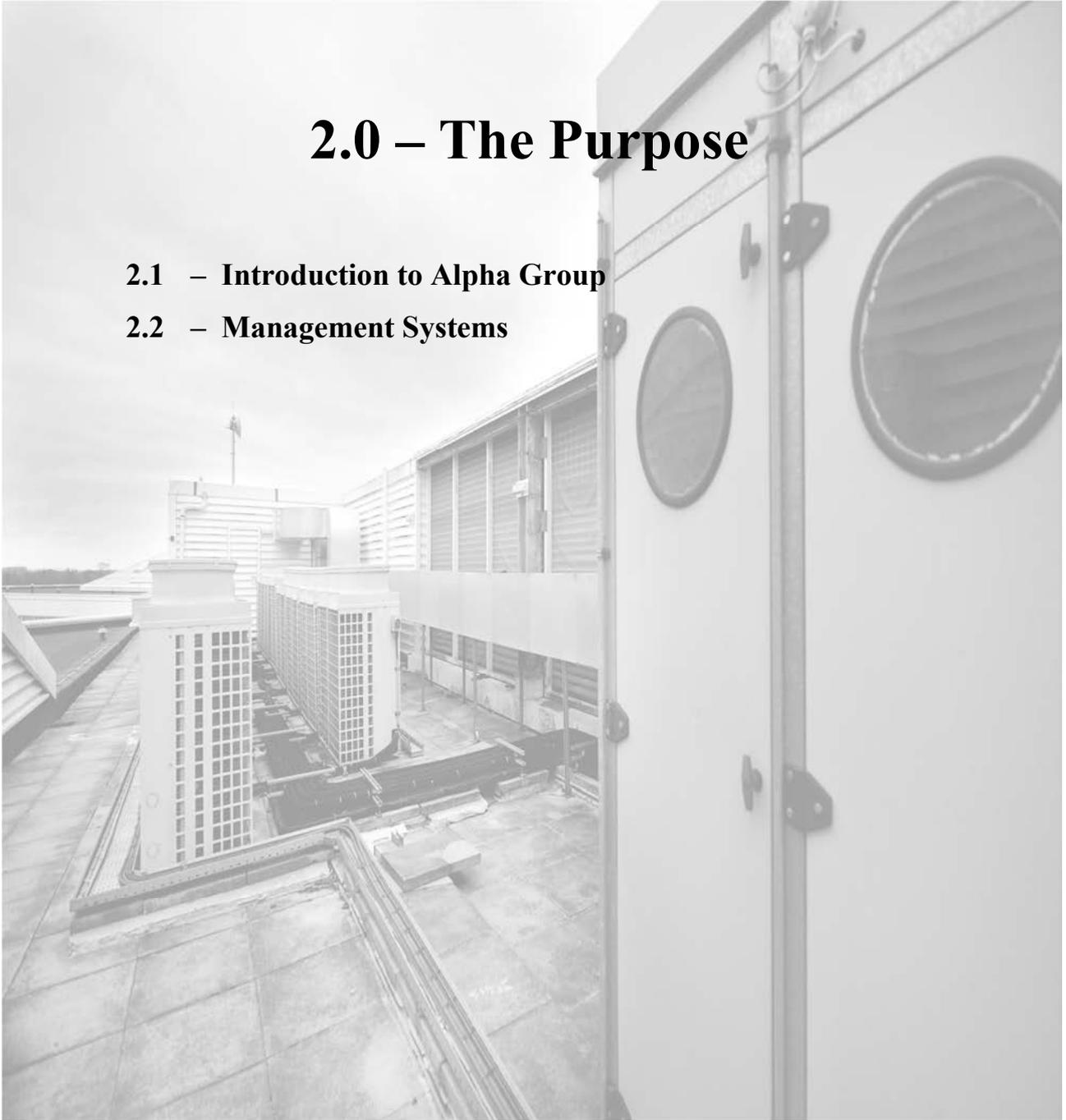
Our objective is to increase client satisfaction through our approach, innovations and attitude. Our commitment to our clients will guide our actions and decisions to ensure that we deliver our projects to meet their needs in a style that respects long term value for all. We are committed to giving our staff the opportunity to excel in their own roles, their teams and their development through continuous training & upskilling.



2.0 – The Purpose

2.1 – Introduction to Alpha Group

2.2 – Management Systems



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2.0 – THE PURPOSE:

The purpose of this Quality Management Plan is to introduce Alpha Group and to give an outline of our philosophy and standards. This manual also defines and documents the systems that we use to give the quality of service required by all our clients. It details how our quality management plan complies with the requirements of the International ISO Standards.

2.1 Introduction to Alpha Group

2.1.1: The Company Details

Alpha Mechanical Services Limited
Alpha Facilities Maintenance Limited
Alpha Mechanical UK

2.1.2: What Alpha Group Does

Alpha Group team specialises in offering custom solutions and comprehensive recommendations related to commercial and retail HVAC systems. As an expert full-service HVAC contractor, we offer design & build, installation, repair, replacement HVAC and systems of planned preventative maintenance.

2.1.3: Background

2.1.3(a): The History of Group

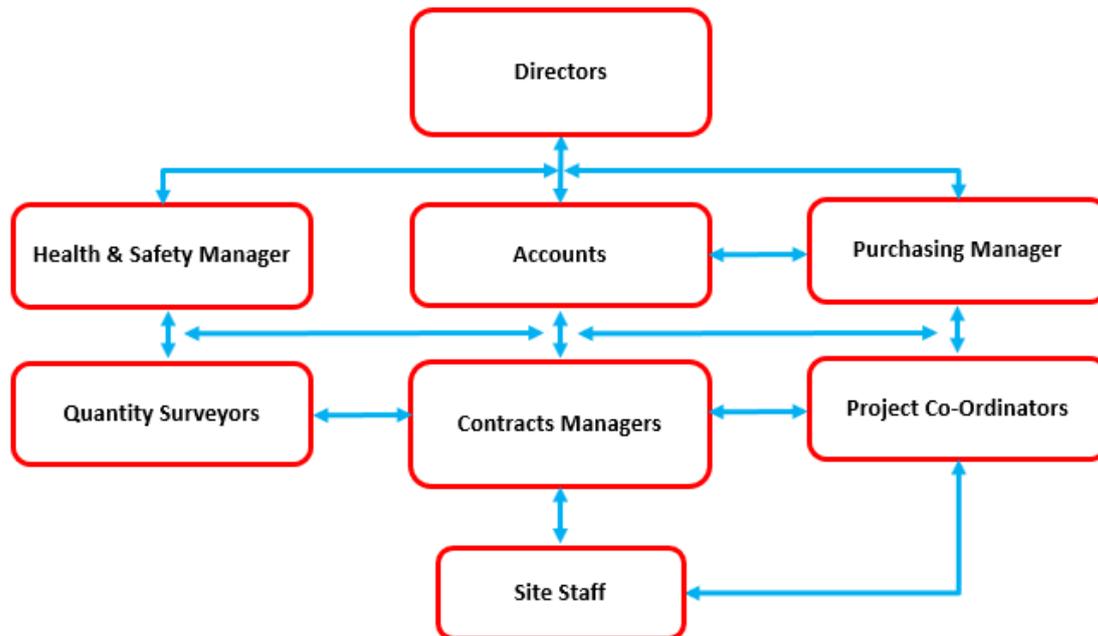
Alpha Group was established in 2013 in Dublin. From a small one room office in Clonshaugh, they provided their clients with a quality service & many of the early relationships that were formed then continue to prosper today. We have grown and prospered significantly over the years and, today, is successfully operating in a large office space. Our experience is in the areas of commercial, residential & industrial projects throughout the country. They are made up of a group of skilled people. They are trained in various fields including finance, engineering, health & safety and administration, they work together as a team to maintain ongoing relationships with Alpha Group clients.

2.1.3(b): The Market

The levels of repeat business we achieve by offering clients an excellent quality of service is crucial in Alpha Group maintaining a market leading position. We intend to remain as a market leader and offer the highest levels of quality and service.

2.1.4: Alpha Group Business Structure

Please see the Organisation Chart below:



2.1.5: Alpha Groups Role in Projects

We undertake projects in which the relationships between the client can take a number of different forms. Some of the more usual roles are listed below.

2.1.5(a): Role as Services Lead Contractor

As a Mechanical Contractor, we are paid a fee to manage the co-ordination element of a project. In this role, we rank equal with other professional advisers to the client. The client contracts directly with the sub-contractors, and consequently takes most of the risk involved. This arrangement is best suited to clients who have a good understanding of the construction industry and the resources to employ the consultants and contractors.

2.1.5(b): Role in Design & Build

In this role we act as the Design & Build Mechanical Contractor, taking on the responsibility of mechanical design.

2.2 Management Systems

2.2.1: Management Plan

The Management Plan is used by all staff and defines systems, procedures and best practice. The main sections of the Management Plan are:

1. **Managing the Quality System** procedures for maintaining the quality system, obtaining feedback, and how the quality systems' operations should be measured. This section also deals with the management review and revising the system
2. **Introduction** to Alpha Group
3. Defines the **Roles & Responsibilities** and authority of personnel, also has staff organisational chart
4. General **Company Procedures** gives guide procedures for general staff training, induction & personnel development
5. **Manage the Response** of any sales opportunity which shows how enquiries are obtained and recorded
6. Managing the **Pre-Construction Process** procedures for defining and commencing service. Pre start-up procedures, technical services review and development of Health & Safety plans, setting up site facilities and management
7. Managing the **Project Details** procedures for managing the project including; planning and programming, managing the design, drawing, document and data control, procurement, managing sub-contractors, managing the construction site, project financial management, managing the interface with the client, practical completion and handover
8. Managing **Post Practical Completion** procedures for closing out the job and gives guidance for managing the defects and handover liability period

2.2.2: Objectives of the Quality Manual & Management Plan

The primary purpose of the manual is:

2.2.2(a): To Establish Procedures that Comply with ISO 9001 – Quality Systems

This document defines the requirements of the ISO 9001 addressed in the Management Plan. However, the manual has also been written with the intention of providing the following four benefits.

1. **To Identify & Share Best Practice**

We have a great deal of experience in our various sectors and can demonstrate a particular approach to projects. We use these procedures for foundation, individual initiative, time and creativity. We can focus on adapting, developing and continuously improve the framework set out in this manual to deliver an excellent service to our clients.

2. **To Define Roles & Responsibilities**

In the interests of getting the job done in the best way possible, all team members are expected to carry out tasks in a timely manner in the interest of the company and its clients. This manual identifies who has the primary responsibility under normal circumstances for particular tasks. This is mainly to ensure that all tasks are completed. It is also intended to help individuals understand the various roles within the Group.

3. **To Improve Teamwork**

By agreeing on a standard way to do certain key tasks, it is easier for:

- Team members to understand what their colleagues are doing, and cover for them
- Managers to review job status
- New recruits to pick up our way of doing things and become effective team members
- Individuals who deal with all the teams to communicate with them effectively

4. **To Communicate Our Professionalism**

We are a team of highly skilled and motivated professionals operating in an industry where such high standards are common. The more we can make clear to clients and colleagues the high standards we set ourselves the more confidence they will have in us. To achieve this, we need to operate as a closely knit team. These procedures aim to help make that possible.



3.0 – Roles & Responsibilities

- 3.1 – The Project Team
- 3.2 – Company Support
- 3.3 – Delivery Support



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3.0 – ROLES & RESPONSIBILITIES:

3.1 Project Team

3.1.1: Director

Every project is overseen by a Director who takes overall responsibility for the delivery of each project, and ensures that it is completed to the Client's satisfaction. The Director attends, as necessary, project meetings, visits the site regularly during the Construction phase to ensure that they are kept fully informed of progress and alerted to any potential problem areas. The Director liaises directly with the clients and the design team to ensure budgets are met and that the projects are delivered on time to the highest possible standard.

3.1.2: Contracts Manager (CM)

The Contracts Manager reports to the Director, and is responsible for managing the mechanical installation on the project, in particular, to make sure it is completed on time, within budget and to the highest quality. Working closely with every contractor ensuring coordination between every service are planned & installed with the aesthetics in mind, and ensure the design criteria is met. The Contracts Manager along with the Director responsible, represents the formal link with the client upstream and managers and sub-contractor downstream. He/she has direct responsibility for Alpha Group and the brand image of the site. The Contracts Manager is also responsible for the financial monitoring, control on contracts, ensuring health & safety, environmental & quality compliance are maintained throughout the project.

3.1.2(a): Proposal Stage

The Contracts Manager becomes involved at the proposal stage, and is responsible for liaising with the Director regarding individual sections of the document. In conjunction with the Director/Pre-Contracts/Health & Safety Departments he/she must prepare the method statement, logistics, traffic management plans, organisation chart and CV's of the project team members. He/she must also liaise with the Main Contractor and prepare any programmes that are necessary to be included within the proposal document. All proposal stage activities must be approved by the Director prior to issue.

3.1.2(b): Pre-Construction Stage

The Contracts Managers involvement is at this stage and includes:

- Walks the site and evaluates design information, reviews drawings and specifications
- Reconciling quality, programme objectives & liaises with the Client's Project Manager and Design Team, and attends Design Team meetings, gains thorough understanding of their Client's requirements, negotiates agreement to programme & quality objectives
- Reviews detailed construction programmes and the Event Schedule in conjunction with the Main Contractor
- Assists in the procurement process, assists with sub-contractor selection in consultation with the Purchasing Manager and other project team members, attends sub-contractor

- selection meetings, handles start up and progress meetings, progresses design, agrees trade programmes and Information Release Schedules
- Liaises with the H & S Manager on the construction phase Health & Safety Plan after receipt of the Project Information Pack
- Ensuring good communications
- Establish internal and external lines of communication and reporting requirements

3.1.2(c): Construction Stage

The Contracts Manager controls the project by:

- Inspects the building, the architectural & structural drawings to produce Mechanical and Electrical Co-Ordinated drawings. When this has been agreed with the Client, Alpha Group assumes responsibility for the installation process
- Is responsible for the quality and general progress of the works
- Progressing the pre-construction tasks until all information is released and sub-contractors are selected
- Liaising with the Client and Design Team to ensure that the relevant information is communicated to all parties
- Attending meetings - sub contractor meetings, design and progress meetings
- Preparing the monthly Sage Report (in conjunction with the commercial staff)
- Ensuring that up to date records are maintained (e.g. site instruction, delivery schedules, RFI and procurement)
- Assists the Purchasing Manager in the procurement process
- Manages variations, evaluates instructions, analyses their impact on programme & proposes alternative solutions
- Addresses problems regarding design and construction, quality and progress and implements solutions
- Arranges inspections for completed works
- Handles practical completion, compiles snag list, supervises de-snagging and site clean-up, and confirms completion of work
- Manages the handover to the client, ensures that the O&M Manual and As-Built drawings are collated and issued, briefs client Facilities Manager, arranges Client demonstrations

3.1.3: Site Supervisor (SS)

The Site Supervisor reports to the Contracts Manager & is responsible for:

- Delivery of the timeliness and quality of the project
- day to day running of the mechanical installation on the projects
- creation of RAMS & making sure all safety paperwork is kept up to date
- Establishes site security procedures, arranges for erection of site signage, general branding and maintenance of site standards
- Organises on site facilities for sub-contractors, i.e. access, storage space, basic equipment
- inductions carried out by everyone who comes to site
- daily quality checks on site, weekly toolbox talks to all mechanical personnel on site
- Assisting the Contracts Manager with the construction process & management of sub-contractors

- Maintaining subcontract performance, attends regular progress meetings with sub-contractors, including tool box talks, reviews progress of installation
- attending weekly co-ordination /progress & safety meetings also ensuring the project finishes on time

3.1.4: Quantity Surveyor (QS)

The Quantity Surveyor is responsible for the preparation of detailed mechanical estimates including labour material, equipment, sub-contractors, and preliminary allowances. He/she develops project budgets and assisting with the procurement strategy. The Quantity Surveyor liaises with sub-contractors, are included in client negotiations, pricing and agreeing variations.

3.1.4(a): Proposal Stage

During the proposal stage the Quantity Surveyor is responsible for:

- Preparing the budget and prelims build up
- Selecting suitable sub-contractors where applicable / appropriate

3.1.4(b): Pre-Construction Stage

The Quantity Surveyor's key tasks at this stage include:

- Budgeting and costing, develops an initial concept budget, prepares a detailed cost plan for possible agreement with the client
- Prepares sub-contractor bid list in conjunction with the Contracts Manager, monitors the Tender Event Schedule, compiles the sub-contract bid documents, carries out tender analysis and advises on the selection of sub-contractors

3.1.4(c): Construction Stage

During Construction, the Quantity Surveyor's manages variations in conjunction with the Contracts Manager, analyses impact on overall costs, offers alternative solutions.

3.1.5: Purchasing Manager (PM)

The Purchasing Manager reports to the Director & Contracts Manager of each project.

Responsible for speaking to all suppliers on procuring all site equipment including consumable material, plant and hire equipment the Purchasing Manager also develops purchasing strategies in the sourcing of suppliers and purchasing products, equipment, and services.

At the Pre-Construction Phase the Purchasing Manager is involved in the planning and procurement processes:

- Prepare at the pre-construction phase the Technical Services Procurement Strategy
- Review the procurement strategy
- Evaluate design information, review drawings and specifications
- Advises on product selection
- Identifies long lead items or trades
- Assists with the procurement process, assists with the sub-contractor selection, attends sub-contractor selection meetings and information release schedules with sub-contractors

Throughout the Construction Stage the Purchasing Manager monitors the request, development and issue of Operation and Maintenance Manuals information from sub-contractors.

3.1.6: Pre/Post-Contracts Team

The Pre/Post-Contracts Team assists the Contracts Manager with all pre-construction, construction, and project completion tasks. They are responsible for managing the project documentation & drawings on each project. Working closely with the projects Contracts Manager & Site Supervisor ensuring technical submittals, co-ordination on drawings & the O & M Manual are completed to high standards in a timely & professional manner.

3.1.6(a): Pre-Construction Stage

The Pre/Post-Contracts Team involvement at this stage are to:

- Review the clients/consultant engineers' drawings and specifications
- Liaise with the Clients/Main Contractors Team, understanding of their Client/Main Contractors requirements
- Review construction programmes
- Ensure good communication
- Learn of the internal & external lines of communication and reporting requirements
- Produce the Technical Submittals for approval
- Co-ordinate Mechanical & Electrical drawings for approval
- Issue a Site Project Folder to the Site Supervisor

3.1.6(b): Construction Stage

The tasks of the Pre/Post-Contracts Team during this phase are:

- Schedules & attends progress meetings with the CM & SS
- Is responsible for the logging of all out going/in coming drawings
- Issues all blank report sheets for issuing back to the Team for the O & M Manual
- Manages all documentation into the Alpha Group filing system
- Revise & issue co-ordinated drawings if necessary, under instructions of the CM/SS

3.1.6(c): Practical Completion Stage

This is an important role of the Pre/Post-Contracts Team, as this is the team that issues the O & M Manual over to the client on completion of the project. The team:

- Request all the engineering reports completed & signed before the PC date
- All documents scanned, named & filed as per Alpha Groups system
- Insert all relevant datasheets, ce certs, installation & operational manuals into O & M
- Complete the As Built drawings as per SS/Sub-Contractor 'redline' drawings
- Issue the completed O & M Manual to the Client

3.1.7: Health & Safety Manager (H & S)

The Health & Safety Managers main aim is to prevent accidents, injuries and work-related illnesses in the workplace. The H & S Managers role is to create and implement health and safety policies in accordance with the latest legislation and to ensure that these policies are implemented by management and employees of the Alpha Group. The H & S Manager will create this document and ensure it's regularly updated to reflect any changes. It's the H&S Managers responsibility to ensure that each member of staff is aware of and adheres to this policy. Key roles of the H & S Manager are:

- Develop and implement method statements within the organisation
- organise training of all staff in safety issues, and advising them on protective clothing and equipment where necessary
- Issue a Site Safety Folder to the CM/SS, which is returned on completion of the project
- Act as a key point of contact for any member of staff who has a query or concern regarding the safety of the workplace
- Ensure training matrix is reviewed and gaps in training noted and training organised
- undertake regular inspections and risk assessments, and ensuring that any hazards or defect are rectified immediately
- keep an accident book and must record and thoroughly investigate any accident, recommending any improvements in safety standards if required

3.2 Company Support

3.2.1: Secretarial Services

The Office Manager is responsible for the smooth running of our offices. The tasks involved include the following:

- Office facilities management
- Management of suppliers accounts
- Secretarial staff requirements and management
- Reception services
- Post administration
- Office health & safety and maintenance
- Administration of salary payment
- Management and administration of all employees' benefits, including private medical care, pensions & permanent health insurance

3.2.2: Training

Each member of staff is given an annual appraisal to ensure training is put in place to achieve their objectives in support of the Company's goals. All training is identified by senior management and implemented accordingly.

3.2.3: Human Resources/ Health & Safety

The HR/H&S Department is responsible for effective recruitment, personnel and training and development service for the staff of the company. They are responsible for:

- Advising company on employment legislation
- Advising & supervision of managers / dept. heads on staff development and disciplinary matters
- Implementing HR/H&S policies and procedures, and ensuring compliance
- Independent advice – intermediary between employees and employer
- Maintenance of personnel policies and HR/H&S procedures for the company
- Provide advice to staff on all personnel related issues
- Management of the induction process

3.2.4: Information Technology

The IT Department is operated by an external party for all of Alpha Group IT procedures and equipment.

3.2.5: Accounts

The Accounts Department is responsible for maintaining accounting records for the company and to safeguard its assets.

3.2.5(a): Client Management

- The Contracts Manager agree external value with client/client's representative
- The Contracts Manager will instruct Accounts on the valuation
- Accounts issue invoice and record

Regular Account meetings review any outstanding balances to determine follow up action. Monthly Client account review meetings with Directors.

3.2.5(b): Sub-Contractor Management

The Purchasing Manager advises Accounts of new Sub-Contractors. Accounts/H&S request following information from Sub-Contractors:

- Health & Safety Statements
- Training records / Matrix
- Company Insurances
- Company Registration Numbers
- Vat Numbers
- The Sub-Contractor advises Accounts of requested information
- Accounts verify the tax status of Sub-Contractor
- Accounts set up account on Sage including details as provided by Sub-Contractor
- Accounts advise the PM that the Sub-Contractor account has been set up
- Purchase Order is raised by the PM to sub-contractor
- The PM sets up order on Sage
- The sub-contractors claim is raised to the Contracts Manager monthly
- The claim is authorised and passed to Accounts
- Accounts check that payment does not exceed order value on Sage
- If order value exceeded, payment is rejected and returned to the CM/PM
- Payment is processed through Sage
- Payment is made via Electronic Bank Transfer

3.2.5(c): WIP Review Process

The Contracts Dept. complete all External Valuations to enable invoicing monthly.

Accounts Dept. close all actual cost and make data available to Contracts Dept.

The Contracts Dept. complete, review and finalise:

- Internal project valuations
- Client invoicing
- Project cost/value reconciliation

Finance and Directors meet to:

- Check and agree Total Contract Value, including variations
- Prepare/review cash flow forecasts
- Review projects not awarded and forecasted projects

All reports are issued in Draft form for review prior to meetings.

3.2.5(d): Overheads Management

All supplier invoices require senior management approval prior to payment.

Authorised invoices are recorded in Sage on a daily basis.

All invoices are charged to project codes on Sage and accounts as specified in the budget.

Overheads are paid on a monthly payment run that is signed by an authorised signatory.

3.2.5(e): Payroll

- New employees are added to the payroll by notification from the interviewer to Accounts Department
- Any salary amendments are notified by Directors to the Office Manager
- Payroll software is updated weekly
- Payroll is carried out for employees on weekly wages on a Wednesday & the end of each month for employees paid monthly with instructions sent to the bank via bank transfer.

3.2.5(f): Reporting and Management

Each year a budget is set and agreed by the Directors. Sage monthly results are compared to the budget. These are reviewed quarterly at the Directors meeting, each quarter the financial results are re-forecast. Quarterly review meetings are held with the Directors & external accountants to discuss results, performance and targets.

3.2.6: Sales

The sales falls under the responsibility of the Directors to search and find new project opportunities within our market place and maintain them until winning or losing the contract. Estimations are responsible for maintaining the sales database & attending the monthly meetings. The Estimations team assist the Directors in the cultivation of new clients and the maintenance of existing clients.

3.3 Delivery Support

3.3.1: Estimating

The estimating function of the company provides a central estimating service to the Contracts Department. They are responsible for all aspects of producing an overall cost for the project works at proposals stage and to offer cost advice during the contract works.

3.3.2: Proposals

Requests for proposals are received from external sources or created externally. For each proposal, a Senior manager role is to manage the production and delivery of that particular proposal to the Client. The Pre-Contracts Team in consultation with the Director decides on the document format, style and quality required for each proposal and liaises with the team to ensure its timely production. If the proposal is accepted and are called to an interview, the senior manager is responsible for deciding the form of the presentation and agreeing this with the Team. Based on the proposal given the following steps are put into place:

- A concept budget advice is given at a very early stage in the project when there is little, if any, design information
- Traditional pricing of tender documentation, working from specification and drawings or a bill of quantities
- Producing a budget for management or construction management contracts, which is then developed into an agreed cost plan

The tools used to provide this service are:

- Alpha Group internal database of costs, built up from analysing previous projects
- Our supply chain and sub-contractor / supplier market pricing
- Outside specialist expertise when required, for example, Building Management Systems
- Internal expertise

3.3.3: Planning

Our specialisation in mechanical services places great emphasis on a highly professional planning function. For many Clients, timeliness is even more important than budget and quality, and this can only be achieved by ensuring that tasks are sequenced and scheduled in the most efficient way possible. Additionally, the programme has a critical impact on the level of prelims, which in turn can win or lose tenders and make or break profitability.

Planning is primarily the responsibility of the Project Team. The Director & Contracts Manager each have critical roles to play in developing programmes and monitoring progress against them. The Contracts Managers during the pre-construction and construction phases liaise with the Project Team to produce and update schedules for the project, which are agreed by all parties. The Contracts Manager & the Project Team then monitor the progress of the project against these agreed schedules.

The main schedules and programmes are:

- Design Information Required Programme (RFIs)
- Procurement/ Long Lead Schedule
- Design / Procurement Programme
- Detailed Programmes

During the construction phase, the Contracts Manager is also involved where changes in the scope of works have an impact on the timing of the project. The Contracts Manager is responsible for re-programming the project as necessary; they may also re-programme critical tasks towards completion, to ensure that the project finishes on time.

3.3.4: Quality Management

The Contracts Manager will oversee the implementation of our systems and look for continuous developments. He/she is responsible for the implementation of the company and performance measurement issues. He/she also looks after the management of the post contract defects and the defect liability period inspections.

3.3.4(a): Quality Assurance

The Contracts Manager, HR and Health & Safety Manager report to the Directors and are responsible for:

- Managing internal audits of Alpha Group quality procedures
- Organising training in quality related matters
- Ensuring non-compliances are rectified
- Managing updates of the Quality Management Plan
- Retaining all quality records (Site Audit Pro Application)
- Presenting an analysis of results at the quality system audit by the management
- Initiate action to prevent the occurrence of non-conformities relating to our service, process and quality systems
- Identify and record customer complaints and non-conformances
- Ensure corrective actions are implemented and are successful
- Manage the 'Quality Audit' process and feedback results
- Obtain feedback from suppliers and sub-contractors and issue results
- Obtain measurement information and produce project and company 'Key Performance Indicators' (KPI's)

3.3.5: Construction Process

The Director has overall responsibility for the on-site construction activities of all sites. The Contracts Manager, Site Supervisor & Health & Safety Manager are responsible for ensuring that the site is provided with the basic facilities and resources required to ensure the effective and safe running of the site. In brief, the duties include:

- Establishment of site offices
- Welfare
- Notifying statutory authorities and safety advisors
- Co-ordinating multi service labour
- Cleaning and protection

3.3.6: Safety Management

Alpha Groups Health & Safety Dept ensures that Health and Safety is properly managed on site and to give advice to the senior management team. The Health & Safety Managers role is to

ensure that all projects are managed in a safe manner and the company is fully satisfying its legal duties.

- To ensure that current safety legislation documents, report books and notices required on each construction site
- To ensure that regular safety site audits take place and a report is given to the Contract Managers
- To ensure corrective action has been taken at subsequent site visits
- To update, maintain and administer the company Safety Management System
- To visit the site if a reportable accident is reported on site, investigate the causes, complete an accident report, under certain circumstances submit a copy to the Health & Safety authority; and advise on any corrective action required. This report is submitted to the Contracts Manager, with a copy sent to the Director & Site Supervisor if required

3.3.7: Contractual Management

The Contracts Manager is responsible for:

- Vetting and approval of main contract and sub-contractors
- Filing Letters of Intent and Contracts and maintaining a log of the same
- Overall financial management and cost reporting / control
- Ensuring regular and punctual billing of projects
- Overseeing final account agreements and resolving final account disputes with the client or sub-contractors

3.3.8: Purchasing Management

The Purchasing Manager assists and reports to the Contracts Manager and is responsible for:

- Assisting Contracts Managers with preparation of Purchase Orders
- Checking and reviewing all Purchase Orders
- Filing billing reports and monthly cost reports
- Preparing retention monitor reports
- Vetting and approval of main contract and sub-contractors
- Overall financial management and cost reporting / control
- Overseeing final account agreements and resolving final account disputes with the client or sub-contractors

3.3.9: Document Management

The Pre/Post-Contracts Team covers areas such as technical submittals, Co Ordination/As Built drawings and processing the O & M Manuals. The Team provide input to ensure the Alpha Group document system are kept to a standard throughout the projects.

During pre-construction, the Pre/Post -Contracts Team liaises with the Contracts Manager & the project team, to review the information required for the particular project on equipment suitability, co-ordination issues, and O & M Manual requirements. The Pre/Post -Contracts Team input is called upon but it is always the responsibility of the Contracts Manager to ensure a compliant installation, the Pre-Contracts Team should be viewed as technical support only.



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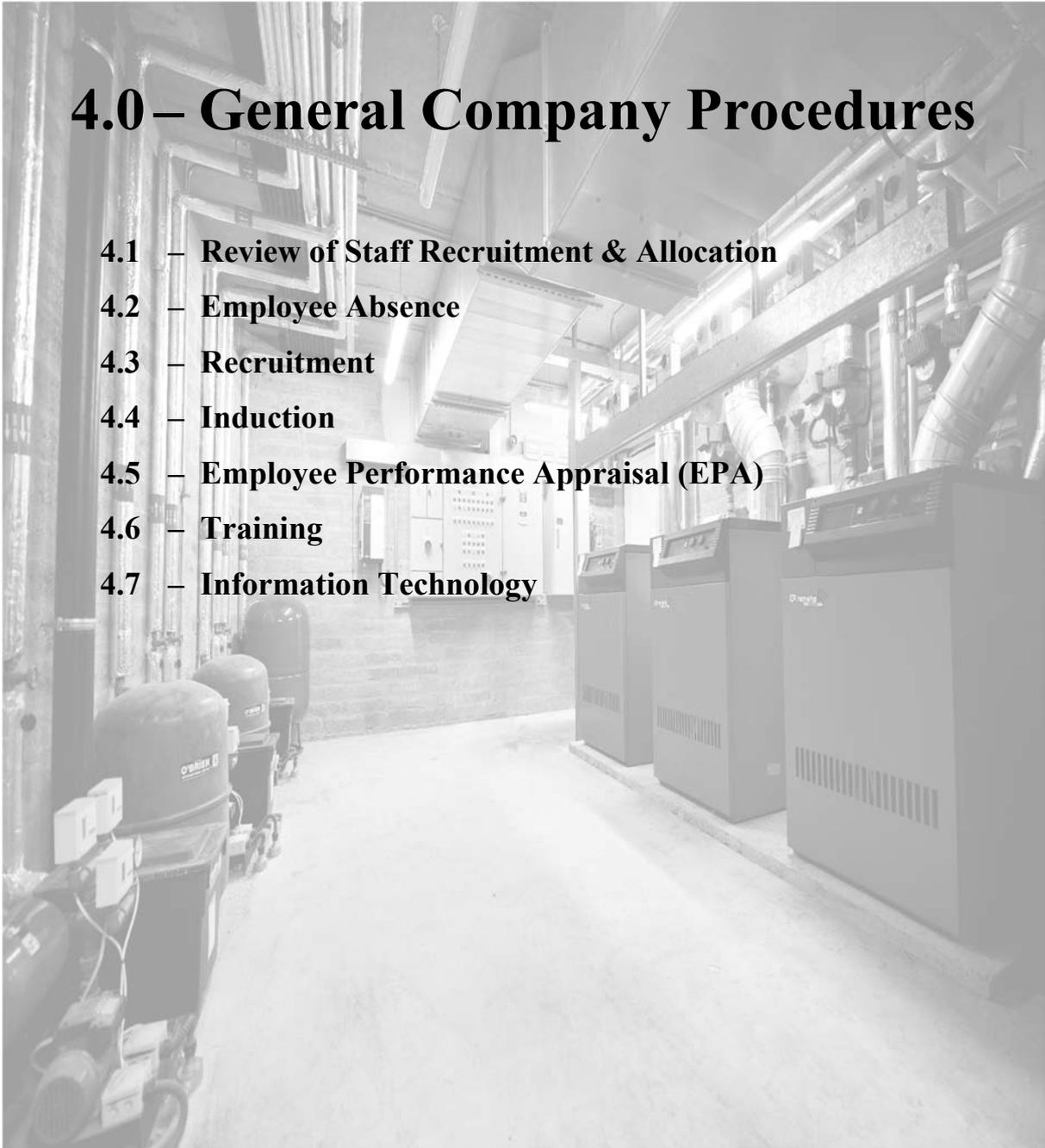
During the construction phase, the Pre/Post -Contracts Team works together with the Contracts Manager and Site Supervisor to ensure quality and programme targets are met and that sub-contractor's input are co-ordinated with both construction and commissioning programmes. At the completion and handover of a project, the Contracts Manager ensures that systems are completed, witnessed and handed over to the required professionals, that Client training operating and maintenance and record information is issued to programme and the Client's Facility Managers are fully briefed.

At the handover stage of a project, many reports must be completed and at this time the input is of particular importance to get the final O & M Manual issued. The Pre/Post Contract Team therefore has a vital role to play in ensuring the ultimate success of project handover document management on behalf of the Alpha Group to the client.



4.0 – General Company Procedures

- 4.1 – Review of Staff Recruitment & Allocation
- 4.2 – Employee Absence
- 4.3 – Recruitment
- 4.4 – Induction
- 4.5 – Employee Performance Appraisal (EPA)
- 4.6 – Training
- 4.7 – Information Technology



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4.0 – GENERAL COMPANY PROCEDURES:

Purpose:

- To define general staff procedures
- To allow recruitment of adequate staff
- To ensure all new staff are adequately inducted
- To allow staff to review and communicate their personal aims and ambitions
- To facilitate training to staff
- To define procedures for Information Technology within the organisation
- To ensure staff maintain consistent company identify and branding
- To methods for internal progress reviews

Responsibilities: Directors, All Staff

4.1 Review of Staff Recruitment & Allocation

The Dept. Managers in line with company Directors are responsible for reviewing staff requirements on a regular basis in line with existing resources and staff allocation to projects. The Dept. Managers will be responsible for manpower planning within their divisions / departments in line with their divisional / departmental business plans and budgets for recruitment, training etc.

4.2 Employee Absence

4.2.1: Holiday Requests

A Holiday Request Form must be submitted at least 4 weeks before the event. If there is a requirement for more than 2 weeks off, approval must be sought from the Dept. Manager. Authorisation for annual leave must be directed to the Dept. Manager and a copy sent to Human Resources Department for recording.

4.2.2: Staff Sickness

If staff are unwell and cannot attend work due to an illness or injury, they must notify their Dept. Manager at the earliest opportunity/before start time for each working day they are absent, stating the reason and estimated absence. The only exception to calling every day after the initial day is when there is a Doctors Certificate, in which case this must be sent to Human Resources Department immediately.

Immediately following their return to work, they will need to complete a Return to Work Form available from Human Resources Department which when completed will be retained in their employee records. A doctor's note will be required on the 5th day of absence and weekly thereafter, or when there are circumstances where Alpha Group deems such a notice appropriate. Such circumstances include a pattern of one- or two-day absences or frequent absences. A Fit to Work Cert must be issued to Dept. Manager & Human Resources Department on return from certified absence.

4.2.3: Staff Expenses

Expenses are the procedure for ensuring that employees are reimbursed for monies spent on behalf of the company.

General:

- All expenses must be recorded in Euros
- Any non Euro transactions must be translated at the rate borne (e.g. cash: exchange rate obtained, Credit Card: exchanged rate received). The exchange rate used must be stated
- Expenses must be signed and countersigned at least by the Dept. Manager or authorised signatory of a higher reporting level
- Expenses 'approved' by non Alpha Group employees will not be paid
- All expenses must be entered into the total column and entered in the appropriate job no / location column in the Monthly Expense Voucher
- Personal mobile phone expenditure used for company business must be itemised
- Expenses must be submitted within one month of expenditure date
- Approved expenses must be submitted to accounts by the end of each month
- Payment to be made by bank transfer by the end of each month

Other Expenses

- All other expenses must be accompanied by tax receipts
- If in doubt, get the Dept. Manager to pre-approve

4.2.4: Staff Company Handbook

On joining the company, all staff are issued with the Staff Company Handbook. The Handbook is a controlled document, managed by the Human Resources Department.

This comprehensive handbook details many items such as:

- Mission statements & company history
- Company & employment policies
- Pay and benefits
- Training
- Health & Safety at work

4.2.5: Health & Safety Hazard Reporting & Suggestions

It is the policy of the Alpha Group to comply with the Safety, Health and Welfare at Work Act 2005; the Safety, Health and Welfare at Work (General Application) Regulations 2007 to 2016; the Safety Health and Welfare at Work (Construction) Regulations 2013 and all other current legislation relevant to business and operations. Alpha Group is committed to identifying new legislation and is committed to adhering to changing standards. The aim is to achieve a working environment, which is free of work related accidents and ill health. Alpha Group undertake to discharge their statutory duties by:

- identifying hazards in the workplace, assessing the risks related to them and implementing appropriate preventative and protective measures
- providing and maintaining safe plant and work equipment
- establishing and enforcing safe systems of work

- recruiting and appointing personnel who have the skills, abilities and competence equal to their role and level of responsibility
- ensuring that tasks given to employees are within their skills, knowledge & ability
- ensuring that technical competence is maintained through the provision of refresher training as appropriate
- promoting awareness of health and safety and of good practice through the effective communication of relevant information
- monitoring our safety performance by regular site inspections from our safety officer
- furnishing sufficient funds needed to meet these objectives

It is the policy of Alpha Group to consult all staff and employees on matters of health and safety. All employees are hereby notified of our policy. It is the obligation of all employees to act responsibly and to do everything that is reasonable to prevent injury to themselves, their fellow workers and any other person who may visit their place of work. Employees are encouraged to comply with their duties and to notify Alpha Group of identified hazards in the workplace. The Health and Safety policy is reviewed annually to monitor its effectiveness and to ensure that it reflects changing needs and circumstances.

4.3 Recruitment

4.3.1: Pre-Interview

It is the responsibility of the Dept. Manager in line with company Directors to identify recruitment needs based on the following:

- Additional staff for new projects
- Staff vacancies
- New positions as a result of departmental expansion

Methods of recruitment are:

- Internal / external advertising and direct applications
- Through staff recommendations
- Recruitment agencies / consultants

4.3.2: Interviews

The first interview is conducted by the Dept. Manager. For senior positions, a Director may conduct the first or second interview. A record is kept of the interview using the Employee Interview Form. The record is retained by Human Resources Department for reference.

4.3.3: Post Interview

The decision to make an offer or reject is normally a joint one between all parties conducting the interviews. If the applicant is successful, the Dept. Manager can issue a contract of employment which includes the offer letter and terms & conditions. Once the letter is signed and received back the staff company handbook is sent along with new employee's detail forms. Once the applicant has accepted the position, a personnel file is created and held in the Human Resources Department.

4.3.4: Probation

- The Staff member is told of the probation period
- Human Resources Dept. issues the contract to the new employee including 12 weeks probation period
- Staff member is given feedback during 12 weeks regarding performance
- Staff member is given opportunity to improve on performance if applicable
- On successful completion of probation period, the staff member is issued with a full-time contract

4.3.5: Exit Interview

If a member of staff leaves the company, the Dept. Manager conducts an exit interview using the Exit Questionnaire.

4.4 Induction**4.4.1: Induction Programme**

When new employees are recruited, we will aim to help them adjust to their new situation as quickly and easily as possible so that they become both integrated and productive members of the company. All new employees participate in our induction programme.

The purpose of the induction programme is to ensure that all employees understand:

- Our company's philosophy and ethos
- Our company's structure
- Our goals and standards
- Our systems and working methods
- Our Quality Management System

4.5 Employee Performance Appraisal (EPA)**4.5.1: Employee Performance Appraisal (EPA)**

Every member of staff is encouraged to produce an employee performance appraisal. The object of the EPA is to record the personal aims and ambitions of the individual and to identify the knowledge and skills that are required to achieve it.

This is carried out annually for employees who have completed 90 days or more service with the company. There is a set format for the EPA but normally it will include the following:

- Individual goals
- The time period for which the EPA applies
- The date by which goals should ideally be achieved

4.5.2: Individual Reviews

Staff should prepare in advance for the EPA meeting. The purpose of the individual review is for staff to communicate their goals for the future, their own personal development and training needs.

4.5.3: Review Results

On completion of the individual review, the following results should be obtained:

- An understanding reached about how to proceed towards the individual's goals
- Regular review dates agreed if necessary
- The individuals training and personal development requirements

4.6 Training

4.6.1: Staff Training

We recognise the value of training to meet both the needs of individual staff members and also our business objectives. Training requirements are identified by the following means:

- An individual's request approved by the Dept. Manager, then brought to a Director
- Individuals EPA's
- Alpha Group strategic goals
- Training needs analysis
- Training Matrix
- Site Specific Training

Alpha Group training is usually organised by the Dept. Manager, which supplies a curriculum of available training courses. Human Resources Department maintains the training records.

4.7 Information Technology

It is our policy that all staff will have access to a computer. The PC will be configured to enable staff to create documents, spreadsheets and presentations. It is also policy for staff to be able to send and receive e-mails. Staff will have access to systems that are relevant to their role in the company, all documents located on the system are controlled and can only be changed once saved out of the system control. To support this policy, we have an external IT Department. The department can be contacted for help, fault reporting etc.

4.7.1(a): IT Equipment – Hardware

All IT equipment must be purchased by the Office Manager. If there is a need for IT equipment, the Dept. Manager must send an email to the Office Manager requesting equipment, after authorisation from the Director.

General IT maintenance is carried out by the IT Dept. Extreme equipment failure is carried out by the manufacturer of the equipment.

4.7.1(b): IT Equipment – Software

All IT software must be purchased by the Office Manager. It is our policy to only use licensed software. Only the IT Department will be allowed to load software. The basic software configuration loaded on all PC's is:

- Microsoft Windows
- Microsoft Office
- Anti-Virus

4.7.2(a): Data Security - Alpha Group Data Retention Policy

All Alpha Group data that is deemed end of life is archived from the network to an Archive Server, this process is a manual process carried out by the IT department as part of the monthly maintenance. The archive server is backed up the same way as all other servers, this archive process has been in place for 7 years.

- The server is located in the 1st floor office space & is backed up on a nightly basis
- The IT department can retrieve recently deleted documents, no data is deleted
- The IT Department will not backup data stored on individual PC's

4.7.2(b): Virus Protection

All PC's and servers must have anti-virus software installed and enabled. The IT Department must be informed if it is not installed on any PC. The anti-virus software will be regularly updated.

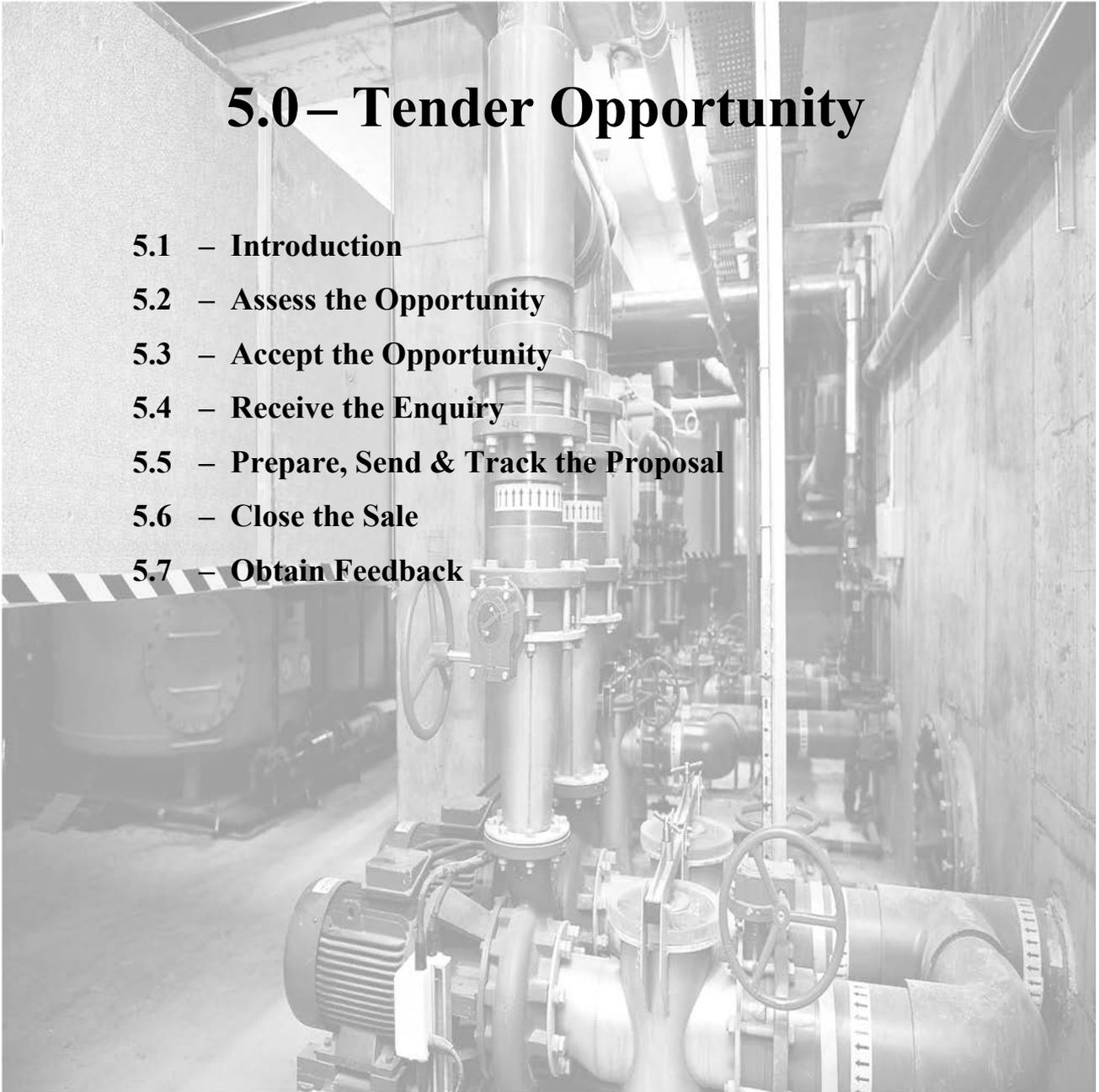
4.7.3: Project Completion

At the end of a project, all IT equipment should be returned to the Office Manager unless moved to a new site.



5.0 – Tender Opportunity

- 5.1 – Introduction
- 5.2 – Assess the Opportunity
- 5.3 – Accept the Opportunity
- 5.4 – Receive the Enquiry
- 5.5 – Prepare, Send & Track the Proposal
- 5.6 – Close the Sale
- 5.7 – Obtain Feedback



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5.0 – TENDER OPPORTUNITY:

Purpose:

The purpose of the following procedures is to ensure that we:

- To define general staff procedures
- Have comprehensive and up to date information on every known project opportunity
- Respond quickly and decisively to each opportunity
- Prepare a project proposal which is comprehensive, accurate and delivered on time to professional presentation standards
- Understand the reasons for winning or losing projects so that corrective action can be taken if applicable

Responsibilities: Directors, Contracts Managers, Estimations

5.1 Introduction

5.1.1: New Business Meeting

This is a monthly meeting with the Directors the Estimation Department. The purpose of this meeting is to:

- Assess any new sales opportunities and decide whether to submit a proposal
- Track the progress of proposals, both before and after they have been submitted to Clients
- Discuss and act upon feedback received from Clients concerning the proposal

5.1.2: Sales Database

This database is our main management tool for monitoring and managing potential sales opportunities and it contains the following:

- Possible opportunities received
- Projects for which we have, are or will prepare a proposal
- Current and previous Clients' projects
- Proposals which did not become projects (projects lost)

To record the information which will be input to the Sales database by the Estimation Team, we use the Jobs Priced document. Input into the document is required by attendees at the meeting. Information for each project that is won, lost or pending is also recorded. Any new project opportunity is recorded except when raised directly at the meeting. These are discussed and passed to the Estimator & Contracts Manager.

5.1.3: Definitions

5.1.3(a): Opportunity

An opportunity is the possibility of a future project. It may be something a staff member has discovered, heard about from Main-Contractor, or from previous or existing Clients and Consultants.

5.1.3(b): Enquiry/RFI

In contrast to an opportunity, an enquiry/RFI is a formal Client/Consultant request for us to submit a proposal (tender) for the project. The enquiry / tender document states the scope of work required; our response is to prepare a proposal or return the enquiry should we not wish to tender.

5.1.3(c): Proposal

A proposal is our written response to an enquiry. The document will include a proposed price; and if required a programme and methodology.

5.2 Assess the Opportunity

All opportunities are forwarded to the Estimations Team who consults the Directors. They then decide whether or not to proceed with a project pre-qualification or tender opportunity after considering the following:

- Is it the kind of work we specialise in?
- Are there sufficient resources available? (skills and workload)
- What is the procurement route (two stage, lump sum, design & build)?
- Size of the project in scope, value and duration?
- The composition of the Project Team?
- Available resource to tender and deliver

If the Directors agree that the project is suitable, we accept the opportunity and prepare a proposal.

5.3 Accept the Opportunity

If the project is suitable for us to make a proposal, the following procedure occurs:

- Allocate to the appropriate Estimator who has, with the Director, overall responsibility for preparing that proposal to the Client & point of contact with the Client/Professional Team
- Notify the Client that we wish to submit a proposal
- Allocate a unique number to the proposal and record the details on the Jobs Priced Log and set up a tender project folder

5.4 Receive the Enquiry

When a formal enquiry (or tender) document arrives from the Client, there are a number of actions which must take place before the proposal is prepared:

- The incoming documents are checked
- The tender documents and contractual requirements are reviewed by the Director
- distribute tender document to the suppliers & sub-contractors to assist with pricing

- Determine unspecified customer requirements and any implicit needs and expectations
These will usually be identified by:
 - direct communications with the Client
 - internal and external previous experience
 - analysis of information in the public domain
- Hold tender launch meeting with proposals team and agree tender deliverables and milestones
- Visit the project site

5.5 Prepare, Send and Track the Proposal

5.5.1: Prepare the Proposal

- Proposal writing involves a co-ordinated effort by a number of different departments and people, this will be the responsibility of the Pre-Contracts Dept. and Estimator to ensure the proposal is accurate and delivered in a timely fashion to the Client
- The Pre-Contracts Dept. and Estimator are also responsible for ensuring the production of the proposal, co-ordinating the activities of the proposal team, collating their contributions and writing/compiling the proposal
- During the process, the Estimator will liaise with the Client and/or his professional team to clarify any queries which may arise
- The Estimator prepares the Strategic Programme and any detailed programmes that may be necessary and, if relevant, a Procurement Programme and Tender Event Schedule
- The Health & Safety Manager and Contracts Manager will prepare the methodology statement which will include a Traffic Management Plan, Health & Safety Plan and any statements specific to that particular project, i.e. commissioning, engineering etc.
- The Estimating Dept. will prepare the cost analysis, in the form of a detailed estimating pricing schedule, which includes preliminaries and general costs associated with the project
- Commercial Dept. obtains and distributes to Proposal Team all contractual comments regarding acceptability of contract conditions, insurance provisions, bond working and suitability of Parent Company guarantees and warranties
- At this stage, the Pre-Contracts Dept. will collate all the relevant sections together and include any project members CV's, H&S information, Environmental Information and/or any other information considered relevant for that particular proposal
- Results to be recorded for review with the Director and Pre-Contracts Dept. to determine status for future opportunities. Director provides feedback on results

5.5.2: Send the Proposal

Before a proposal is forwarded to the Client:

- The Director reviews the document
- The Director/Estimator writes, checks and signs the covering letter to the proposal
- The Tender return document is updated by the Estimator to record the proposed details
- The Estimator or nominee arranges despatch by courier or other means

- The Estimator files a copy of the proposal documents in the appropriate proposal file

5.5.3: Track the Proposal

At the monthly Estimations meeting, every project is tracked for its current status:

- Have the enquiry documents been received?
- Have we sent the proposal?
- Were we awarded the job?
- What follow up feedback have we received?
- What issues can be identified to improve our sales process?

5.6 Close the Sale

- Once the proposal has been sent, the Director actions any required follow up, which usually takes the form of presentations or interviews
- The Director will arrange with the Pre-Contracts Dept., the format of any presentation or interview and organise rehearsals, if necessary
- The Director will ensure that any follow up actions are communicated to the members of the Project Team and that all follow up information is prepared and issued

5.7 Obtain Feedback

The Client's response to our proposal is handled as follows:

5.7.1: Alpha Group awarded the job:

- Obtain and review the formal Letter of Intent from Client
- Estimators to arrange handover meeting to review our tender submission with the Contracts & Pre-Contracts Team
- Authorise commencement of project
- Authorise a job number and enter details in the live projects database
- Transfer the project from Sales folder to Contracts folder of the company shared file

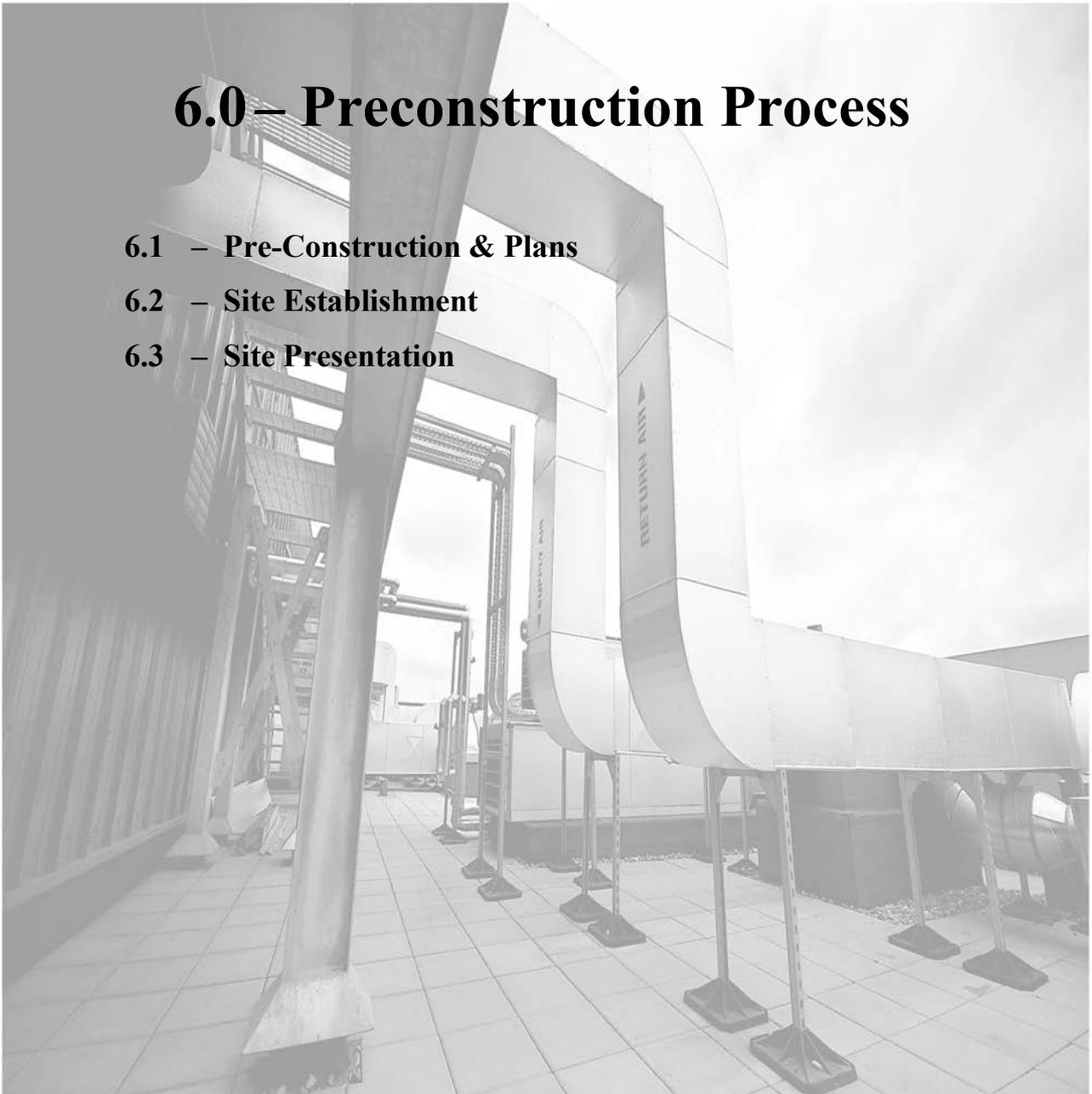
5.7.2: Alpha Group not awarded the job:

- Establish why the job was lost, declined or the opportunity was shelved. This information is recorded onto the Jobs Prices List document
- Review feedback at the monthly Sales Dept. meeting



6.0 – Preconstruction Process

- 6.1 – Pre-Construction & Plans
- 6.2 – Site Establishment
- 6.3 – Site Presentation



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6.0 – PRECONSTRUCTION PROCESS:

Purpose:

to ensure that:

- Team members are fully informed about the project
- The pre-construction plans are produced and issued to the relevant parties
- The handover meeting is held
- The site is set up with adequate facilities and equipment

Responsibilities: Directors, Contracts Managers, Health & Safety, Pre-Contracts

6.1 Pre-Construction and Plans

6.1.1: Award of Contract

Before a contract is accepted, the Directors must ensure that the conditions and details are still acceptable and that the company has adequate capability to carry out the works. Any differences or ambiguous details must be resolved before acceptance.

A project is officially awarded to us when the Client:

- Enters into a contract with the company OR
- A written Letter of Intent authorising expenditure and thus guaranteeing payment

6.1.2: Pre-Start-Up Meeting Procedure

- Allocate Job Number (record project details beside next available job number)
- Confirm key personnel (notification given to the Contracts Manager)

6.1.3: Project Start Up Meeting

This meeting should be held prior to works commencing on site and is used to define the quality, safety and environmental requirements of the project. It is normally attended by the Director, Contracts Manager, Construction Manager and Health & Safety Manager.

The following are discussed as appropriate:

- Letter of Intent received from Client
- Cost Plans & Prelims agreed
- Programmes agreed
- View Tender Package
- Performance Bond required
- Project Directory
- Project Registration information provided
- M&E Services discussed
- Logistics strategy is clear
- Site surveys
- Health & Safety Information Pack
- Construction Health & Safety Plan – signed & issued

- Local Authority notified & licenses obtained for crane lifts, traffic management & road closures
- Site Project Folder Issued
- Site Safety Folder Issued
- First Aid kit on site and adequate First Aiders
- Office and welfare facilities on site
- Fire alarms and fire-fighting equipment on site
- Temporary services connected
- Site security arranged

6.1.4: Site Project Folder

The Pre-Contracts Dept. is responsible for putting together a Site Project Folder for the project start up. This will be used during the project & hold all the current documents vital to the management of the project. It should be kept constantly up to date to accurately reflect the status of the project. As a vital file, the master Site Project Folder will always be reviewed during the Management Plan audits. The Site Project Folder will be maintained on site and will contain the following sections and contents:

- Project Information & Contacts
- Procurement Information
- Sub Contractor Information
- Equipment schedule & datasheets
- Report templates
- Tender/construction drawings

6.1.5: Services Strategy Plan

In order to ensure the project addresses the mechanical services issues, the Contracts & Facilities Maintenance Managers produces a Services Strategy Plan that addresses the following items:

- Services resources allocation to the project
- Review any existing services
- Value Engineering options if requested
- Review programmes and milestone dates and determine provisional commissioning programme
- Review services design with designers (identify omissions and errors etc.)
- Review services procurement strategy
- Define scope and content of services works packages
- Identify lead-in periods for procurement of key items of equipment and record on the procurement schedule
- Identify responsibility for co-ordination
- Identify areas of risk, to programme, quality or cost restraints
- Define scope of permit to work regime with Health & Safety Dept.

The Contracts Manager develops the Strategy Plan. The Strategy Plan is circulated to the site team and if necessary, gives a short briefing to the site team on the services content of the project and the key progress milestones.

6.1.6: Health and Safety Plans

6.1.6(a): Risk Assessment & Method Statement (RAMS)

Together with the relevant tender information we receive the construction stage Health & Safety Plan from the Client. A RAMS is produced by the Health & Safety Manager for every project & the paperwork filed in the appropriate section of the Site Safety folder.

6.1.6(b): Health & Safety Plan – Construction Phase Plan (Site Safety Folder)

The Health & Safety Manager will be responsible for compiling the Site Safety Folder as soon as it is possible, once on site, but prior to works commencing. Once completed, Site Safety Folder must then be formally issued to the Site Supervisor. The Site Safety should be kept on site at all times. It contains some of the following:

- Health & Safety Policy Statement
- Certificate of Employers Liability Insurance
- Accident Procedures
- Inspections
- Safety Checks / Audits
- Permits to Work
- Lifting Operations
- Waste Transfer Regulations / Licences

The Site Supervisors is responsible for ensuring the contents of the Site Safety Folder are kept up to date, adhered to and are available for inspection.

6.2 Site Establishment

6.2.1: Communications Equipment

6.2.1(a): Mobile Phones

Mobile phones must be ordered from the Office Manager, once approval has been given by Senior Management.

6.2.2: Site Office Equipment

6.2.2(a): Site Office Furniture & Welfare Equipment

Furniture for the site offices and equipment must be ordered from the Office Manager, once approval has been given by Senior Management.

6.2.2(b): Site Photocopiers

The Contracts manager should arrange the requisition of the site office equipment. Photocopiers must be ordered from the Office Manager. When the project is complete, the Contracts Manager must contact the Health & Safety Dept, the equipment must not be moved to another site, without prior approval of the Contracts Manager.

6.2.2(c): Site IT Equipment

IT Equipment must be ordered by the Contracts Manager. The request must be issued to the Office Manager before the equipment is required. This is to enable the procurement, configuration and delivery of the equipment. All IT equipment must be located in a secure, lockable room and used by Alpha Group staff only. Laptops must not be left on site unless locked in a separate lockable container.

6.2.3: PPE & Safety Supplies

6.2.3(a): PPE

For appropriate personal protective equipment (Alpha Group staff only), the Health & Safety Manager must supply all site staff with the following, branded if possible, to promote the Alpha Group:

- High Visibility Vests (branded)
- Hard Hats (branded)
- Safety Goggles/Glasses
- Gloves
- Branded Jackets, Jumpers & T-Shirts
- Safety Boots
- Facial Coverings (Covid 19)

6.2.4: Site Supplies

6.2.4(a): Site Signage

To ensure that our sites convey a consistent high-quality image, only signs ordered from our supplier should appear on site which are decorated with the company logo.

6.2.4(b): Office Stationery

The Office Manager is responsible for ordering stationery and office supplies for the site from the approved supplier.

6.2.5: Rubbish Removal

6.2.5(a): Skips

Skips should be supplied by the approved supplier.

6.3 Site Presentation

6.3.1: Introduction

It is an essential part of the service we give our Clients that all of our sites convey a consistent and high-quality image. This section gives guidance as to how to present our sites and ourselves to our customers and also the general public.

6.3.2: Internal Presentation

Sites must be kept in a clean and tidy state at all times with rubbish cleared daily into rubbish bins and skips. All Alpha Group staff & Sub-Contractors should be encouraged to clean up as their works proceed.

The entrance to the Alpha Group site office must be clearly identified and signed to give safe access. Site signage should be clear and not confusing.

6.3.3: PPE

6.3.1(a): Hard Hats

Alpha Group branded hard hats are white with the Alpha Group logo on the front for operatives and for Site Supervisors the Alpha Group branded hard hats are black with the Alpha Group logo on the front.

6.3.2(b): Glove and Eye protection

All Site staff are required to wear protection while on site.

6.3.3(c): High Visibility Vests

Alpha Group branded vests have the logo on the back.



7.0 – The Project

- 7.1 – Planning & Programming
- 7.2 – Project Management
- 7.3 – Drawing, Document & Data Control
- 7.4 – Procurement
- 7.5 – Managing Sub Contractors
- 7.6 – Managing the Site
- 7.7 – Project Financial Management
- 7.8 – Managing the Interface with the Client
- 7.9 – Project Completion



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7.0 – THE PROJECT:

Purpose:

to ensure that:

- The project is properly programmed from pre-construction to project completion
- When we are responsible for the design of a project the process is correctly managed and reviewed throughout the project
- All incoming and outgoing drawings, documents and data are monitored, controlled and recorded
- Competent Sub Contractors are procured and adequate order documentation put in place
- Sub Contractors are properly managed on the project
- The construction site activities are adequately controlled
- The project has adequate financial control throughout its duration
- The Client is kept informed and up to date on all aspects of the projects progress
- The project is properly completed and handed over to the Client in a professional manner

Responsibilities: Directors, Contracts Managers, Pre-Contracts Team, Purchasing Manager

7.1 Planning / Programming

7.1.1: Pre- Contracts & Contract Planning

At the proposal stage, the Contracts Manager is involved in liaising with the design team.

- Development of the Procurement and Technical Submittals required Schedules
- Project support and assistance throughout the contract

These documents will be used to assist in the development of the pre-contract works, meetings and associated schedules and the procurement of trades and materials.

7.1.2: The Strategic Programme

Once received by the main contractor/client:

The Strategic Programme is the core document from which all other programmes are derived. It shows the overall sequence of the major stages of the project, defining the time these stages will take as well as detailing any phased or sectional handovers. This programme should also include details of the Design, Pre-construction and Procurement activities, any major structural alterations / works, commissioning and completion dates.

The length of time required for the major operations will be clearly indicated along with inter-dependencies with associated activities. The amount of detail expressed on the programme must be related to the complexity or criticality of the proposed works. The programme will be used for estimating the overall preliminaries and costs for the project whilst also serving to verify and confirm the overall time period where stated in the Tender Documents.

The programme is presented as a Bar chart format with stages being represented either by a single activity or multiple activities dependent on the complexity of the stages and the information available. The programme can then be formatted to detail the order and duration of the main activities within the particular stages.

To produce these programmes, we use a number of computerised project management tools including MS Project and Powerproject. The competent usage of these packages is a requirement of the planning department staff. The selection of which planning software to use is dependent on the complexity and detail of the particular project programme and also the timescale for their production. The Client may also specify preferred software.

7.1.3: Procurement Schedule

The Procurement Schedule identifies the specific materials & sub-contractors and or trades which need to be ordered early in the procurement process. Due to the length of the lead-in time, it may be necessary to pre-order some materials. This schedule is the tool by which these are identified and managed.

Procurement Schedules are determined by assessing the materials to be procured, their installation dates and also the manufacture and production time for the materials & sub-contractors.

This is all in advance of the time needed to produce the co-ordinated drawings, receive approvals of same and to manufacture and produce the components prior to their delivery to site for installation.

7.1.4: Project Method Statement

From the Strategic Programme, the Planner with the Project Team members develops a method statement which covers the broad planning aspects of the proposal.

The method statement should always be specific to the project and explain our approach to the project. It should not contain generalisations and should include the following:

- Brief description of the site and its present condition
- Summary of the floors and areas to be worked
- Project phasing
- Hoisting and lifting requirements
- Zonal appreciation of the works – floor, partition, ceiling, external

To assist in the clarity of the method statement, the use of pictures, layouts etc., is usual to illustrate the methodology proposed for the project.

7.1.5: Logistics Plan for the Project

The logistics plan for the project is drawn up by Health & Safety and the Site Supervisor using information from a number of sources including the site visit, the available drawings and specifications.

The plan should include:

- Access and egress regimes for both staff and materials
- Rubbish removal schemes
- Storage facilities
- Materials and staff access
- Temporary works needs
- Protection requirements
- Site welfare and accommodation
- Environmental requirements

7.1.6(a): Detailed Programme

The Detailed Programmes highlight the works to be undertaken in any particular phase or area. These programmes can then be split into their individual zones.

Detailed programmes can be produced by the Planner or by the Project Manager and Construction Manager on site. Programmes produced on site should be done using 'Powerproject' software, unless otherwise stated by Client, and should include the following information:

- Alpha Group Logo
- Client Name
- Project Name
- Job Number
- Programme Title
- Programme Reference and Revision Number
- Date Programme Produced

7.1.6(b): Design & Procurement Programme

The Design & Procurement Programme produced at proposal / tender stage should be reviewed and updated to reflect any changes since the award of the contract.

7.1.7: Issue of Programmes

The issue of programmes should be recorded and monitored. Each programme must be given an individual reference number, revision letter and date of revision.

Programmes should be logged onto the document control system or Document Register. The register should record the date and revision of the programme together with details of who it has been issued to.

7.1.8: Planning the Close Out

Every Project will implement a Project Management close out plan", which will be formulated and sent to the professional team for collective buy-in & agreement within 2 weeks of the project commencing. This is then used as an effective tool to monitor the close out management.

The plan will cover in detail as a minimum:

- Planning the close out
- Benchmarking
- Mock-ups and samples
- Trade/Sub-Contractor snagging
- Inspections & training
- Handover Documentation
- Practical completion

7.2 Project Management

7.2.1: Introduction

Professional designers (architects, mechanical and electrical engineers etc.,) are appointed by the Client.

Alpha Group may carry out a Design and Build Mechanical Contracts where we are fully responsible for the design aspects of a project including the appointment and management of external design professionals. We do not carry out design work as a company, but employ specialist consultants to do this on our behalf.

Sections 7.2.2 to 7.2.7 inclusive of this manual only apply to Design and Build Forms of contract, or where we have a contractual design responsibility.

7.2.2: Building Services Engineer Designers Specification

The Contracts Manager will use the design specification throughout the project.

The design specification includes the following information:

- Statement on internal design review and approval procedures
- all drawings, schedules and specifications

The Contracts Manager will review the design specification, but it may be updated as the design evolves.

7.2.3: Design Interfaces

Once we receive the design information and review the Contracts Manager, or his nominee will ensure all relevant design drawings and specs are issued to all sub-contractors employed on the project. These issues must be recorded. Design changes will be reviewed and recorded at the project meetings.

7.2.4: Design

The Building Services consultants will be responsible for ensuring the design complies with all statutory regulations as well as the Client's functional and performance design requirements. Any incomplete, ambiguous or conflicting requirements will be resolved by the design consultants during the Design Team meetings which will be recorded.

Output from the Building Services consultants is normally in the form of drawings, specifications and schedules. This may be in hard copy (paper) or in electronic format (email, etc.). The Building Services consultants will be responsible for checking and reviewing the design before its issue.

7.2.5: Design Team Meetings / Design Review

The design development will be reviewed with the Client's Representatives in the Design Team meetings. The Client's Representatives, the Alpha Group Contracts Manager, Design Consultants and the PQS usually attend these meetings. The meetings are normally held monthly or more frequently, dependent upon the complexity of the project.

The objectives of this meeting are:

- Obtain the Client's decision on design issues
- Inform the Client about cost and programme implications of changes they have proposed

- Provide an opportunity for the Client to sign off the design at critical points of the design development
- Review design progress against the dates included in the programmes
- Resolve design problems or conflicts

The early Design Team meetings should cover items such as snagging philosophy, documentation needs and also design and change freeze milestones.

The Design Team meetings must always be recorded. This can be done by the Client's Representative, a design consultant. Towards the end of the Design Team Meeting, we should have a separate Agenda item or, if appropriate, a separate meeting to cover the Handover and Close Out Issues on the project. This Close Out section should cover items such as Snagging, DS Issues, Handover and O&M documentation and format and Client training.

7.2.6: Design Development / Client Sign Off

Aspects of the design may be verified or checked by the construction of 'Mock Ups' or the provision of samples or by visits to other projects with similar design characteristics.

When the design consultants have checked and reviewed their design, the drawings and specification must be issued to the Client's Representative for his approval and sign off. This may be done at the Design Team meeting or as a separate operation, but must always be recorded. The status of approval to the individual drawings and specifications should be classified as follows:

Status A=Design accepted

Status B=Design accepted subject to the incorporation of given comments

Status C=Design rejected – resubmit

The approval status of all design documents must be recorded.

7.2.7: Design Changes

Design changes must be clearly indicated on the drawings and specifications by clouding or highlighting the change. Each change to a drawing or specification will be nominated a revision letter or number.

The revision of design documents will be recorded on the Consultants document issue sheet or on the Alpha Group Document Register or computerised document control system.

Each design change should be offered for Client Representative approval.

7.3 Drawing, Document and Data Control

7.3.1: Introduction

Drawing, document and data control covers the following areas:

- Documents and data issued from Alpha Group
- Drawings, documents and data produced by the Client and Design Team
- Drawings, documents and data produced by Sub Contractors

Drawings, documents and data can be produced in various formats. The formats include 'Hard' (usually paper) or 'Electronic' (email) or a combination of both. The systems used to control these areas will vary according to the size and nature of the project and the form of contract

being used. The control of design information is critical to the success of a project. On projects with Construction Management (CM) and Management Contract (MC) forms of Contract, the Client normally employs a Design Team, and we advise and monitor the design process during the contract. The design is normally complete or near completion at the time we are appointed. Most design information is issued to Alpha Group at the beginning of the contract. On Design and build contracts, we are fully responsible for the design process and for the issue of design drawings, documents and data.

7.3.2: Agree Control Systems

Document control is a vital part of the construction process. It is involved from the Tender to Completion stages – providing a linking service between all members of the team and construction stages. During the contract (project), hundreds of drawings, forms and documents can pass through Document Control. It is important that the Project Administrator knows the procedure of dealing with the drawings, from logging into the system, to distributing to Alpha Group personnel, the Client/Main Contractor and Sub-Contractors. The purpose of these procedures is that all information supplied on a project will be transmitted and commented upon in a standard format. Drawings and documents will be A4 – A0 size. They should be of a suitable standard for copying and scanning.

7.3.3: Controlling Documentation (Correspondence, Drawings, Documents and Data)

Incoming Documents

A distribution matrix should be developed for distribution at head office and site.

Standard procedure for incoming correspondence is to date stamp the original and clearly mark all the cc's relevant to the item of post and take appropriate copies.

The original is in the filed central file. The original must not be removed from the central file.

All correspondence can be scanned and sent by email direct to all parties. This will not only act as a record of issue but effective time management.

Incoming correspondence in the form of tender returns, invoices or quotations (i.e. those involving money) can be commercially sensitive, and should not be left lying around the office in full view of Contractors, delivery men etc., Generally this material is date stamped and forwarded to the people concerned, such as the Accounts Department or Estimator involved.

Outgoing Documents

Outgoing correspondence needs to have an individual reference in order to identify individual letters, as stated in the previous section.

7.3.4: Drawings, Documents and Data

Drawings will reference the following:

- 1) Project Title, Address, drawing number
- 2) Drawing (which is revised on every re-issue even Tender to Construction Issue Purpose)
- 3) Revisions – Purpose of Issue
- 4) Date
- 5) Scale
- 6) Originators Initials

Revisions

Initial issues of drawings/documents will be with no revision. Subsequent issues (including the change of purpose of issue only) will be revised revisions A, B, C... or 01, 02, 03...

The date and Status of the revision to the drawings will be described in the revision column and highlighted by “clouding” on the drawing for ease of identification.

Purpose of Issue

The purpose of Issue (status) will fall into four categories on Submission

- 1) Tender
- 2) Co Ordination
- 3) Construction
- 4) As- Built

Only Alpha Group shall issue construction information to a Sub Contractor. This Construction information will be issued under an Alpha Group Issue Sheet.

7.3.5: External Drawings, Documents and Data

External Drawings and documents that come in from Clients/Main Contractors/Consultant Engineers are filed in the relevant project folder in the Alpha Group Sharefolder & dated.

The purpose of the issue supplied should be only one of the purposes listed below.

1. Information
2. Construction

7.3.6: Document Control – Computerised System

The transmittal issue sheet should be laid out exactly the same way as hard copy issuing. The transmittal should always be issued with whatever electronic format being sent. Email issues of drawings or documents should have the transmittal attached. The drawings or documents should be emailed as an attachment in PDF or a link, stated in the body of the email the attachments, revision, status, project name & number.

7.3.7: Filing Systems

7.3.7(a): Site Filing Systems

Filing should be kept up to date on a daily basis. A Site Project is distributed to the project team at the beginning of the project going to site. All hardcopy document should be filed in this lever arch folder that has already been sub divided by the Pre-Contracts Team. The following can be filed in the folder:

- Client’s/Architects/Consultants/Sub Contractor Information
- Meeting Minutes
- Delivery Notes
- Timesheets

7.3.7(b): Superseded or Obsolete Documents and Data

Drawings are constantly being revised. The latest revisions must always be on the racks/in current folders. This involves taking previous revisions off the drawing racks/out of current folder and clearly marking “Superseded” or S/S on it & storing into the Archive Box/move to SS folder.

7.4 Procurement

7.4.1: Procurement Strategy

The procurement strategy consists of a number of elements, and at the beginning of a project, the Estimator, in conjunction with the Contract and Purchasing Managers must consider each of them:

- Extent and scope of works packages
- Tender Event Schedule
- Long Lead or Pre-Order
- Number of Bidders
- Bid Issue, Return and Analysis Procedure
- Sub Contract Format
- Sub Contractor Tender Requirements
- Package Definition / Scope
- Sub Contractor Bid Lists

A procurement strategy document is to be drafted by the Contract and Purchasing Managers. This is then approved by the Director, before being issued for approval by the Client's Design Team.

The Procurement Strategy Document sets out an overview of the procurement for the project.

7.4.1(a): Procurement Schedule

The contracts works are divided into works packages. The scope and extent of the works package is decided by the Contracts Manager in conjunction with the other team members. Milestone dates are taken from the Contract Programme and provide key dates for the procurement process. Once 'planned' dates have been agreed by all parties, they remain fixed during the procurement period. If the situation changes, only the forecast dates are amended. The schedule identifies plant and equipment needed to be ordered to meet the programme dates.

7.4.1(b): Number of Bidders/Bid list

The decision on the selection of and the number of bidders is made depending on the nature and size of the package, and whether or not there are any special requirements. If the Client nominates any Sub Contractors not on the Sub Contractors database, the Purchasing Manager and the Director will verify their suitability and also arrange for the issue of a Pre-Qualification Questionnaire to verify their competency. The proposed bid list is submitted to the Director and Commercial Manager.

The Contracts Manager, Director & Purchasing Manager on project award will review the quotations used in the tender, and decide on a strategy to procure the works, this may include re bidding some or all of the packages. They will discuss the choice of Sub Contractors prior to sending out for quotes.

7.4.1(c): Sub Contractor Requirements

The Sub Contractors Quality, Environmental and Health & Safety requirements will vary according to their role on the project. The requirements must be clearly defined in the tender documentation.

7.4.2 Sub Contractor Procurement

7.4.2(a): Obtain Sub Contractor Bids

This is carried out by the Estimator with reference to the tender bids & discussed with the Contract & Purchasing Managers.

Once a bid list has been determined, tenders must be obtained. This process consists of stages:

- Issue bid documentation, chase progress and receive bids
- Analyse Bid Placing
- Place order

7.4.2(b): Interview Sub Contractors

If required under the main contract, or because of the project size and scale, or if the Project Manager thinks it desirable, we carry out post-tender interviews of Sub Contractors.

Depending on the package for which the Sub Contractor is being interviewed, the Contract Manager, Purchasing Manager and/or the Director should attend.

7.4.2(c): Issue and Receive Bids

The Estimator compiles and issues the Sub Contractor bid documents. The Sub Contractor bid documentation will vary dependent upon the form of main contract being used. Bid Documentation is defined and formatted from the Alpha Group 'Quote Request Document' a copy of which is available from the Estimating Department. The Bid Document will normally include:

- Invitation to Tender letter
- Tender Documentation:
 - Scope of Works
 - Specification
 - Drawing Schedule
 - Tender Summary and Schedule of Rates
 - Programme
 - Requirements for O&M Manuals

7.4.2(d): Analyse and Prepare Report & Recommendation

The Contract & Purchasing Managers prepares a Report and recommendation. This report gives details of the following:

- Details of bids received and adjustments made to make them comparative as far as possible
- Basis of the Tender
- Tender comments / accepted qualifications
- Recommendation

7.4.2(e): Place Order

The procurement procedure for placing an order should be agreed prior to commencement by the Purchasing Manager in conjunction with the Contracts Manager. Orders are placed via a Purchase Order which refers to the conditions under which the works will be undertaken. Purchase Orders are recorded on Sage.

7.4.2(f): Sub Contractor Payment

Sub-Contractors issue a monthly claim to the Contracts Manager, the Contract Manager approves or rejects it. If approved, it is issued to the Accounts Dept. & invoice recorded on Sage. If rejected, the invoice is not recorded until clarifications/issues are resolved.

7.4.3: Sub Contractor Documentation

The Contracts Manager is responsible for monitoring the receipt and issue of the contractual documentation from each Sub Contractor.

7.5 Managing Sub Contractors

7.5.1: Monitor Trade Contractors Performance

7.5.1(a): Mechanical Contractors Progress Meetings

Mechanical Contractors Progress Meetings are held regularly between the Alpha Group Mechanical Contractor and Sub Contractors. Many problems are resolved on the day to day basis in discussion between the Site Manager, Technical Services Manager and the Sub Contractor's site-based supervisor. However, the Progress Meetings ensure that there is also a formal review process.

The meeting should review the following:

- Issues raised at previous meetings
- Programme and progress
- Interfaces with other trades and housekeeping
- Information required by the Trade Contractors (RFI review)
- Design matters and issues
- Safety matters
- Financial matters
- Quality matters (including control samples and standards)
- Environmental matters (including pollution and waste management)
- O&M Manuals and 'As Built' information production and issue
- Any other business
- A record of the meeting must be made on the Minutes of Meeting form

7.5.1(b): Specific Meetings

If a particular issue is beyond the scope of the Progress Meeting, the Site Manager / Contracts Manager arranges a further meeting to resolve it. These additional meetings usually involve drawing co-ordination between various Contractors, design or finance and are attended by all Contractors and other relevant parties, as follows:

- Co-Ordination meetings (Main Contractor)

- Design Review meetings (Designers/Building Services Engineers) – usually to obtain drawing approval and sign off
- Project Finance Meetings (Quantity Surveyor, Construction Manager and Technical Services Manager)
- Important issues must be recorded on Minutes of Meeting form

7.5.1(c): Main Contractors Directors Meeting

At the initial project start up meeting, Alpha Group Directors may be asked to attend a Contractor Directors meeting. The meetings are usually held monthly, last up to one hour and are attended by directors of all Contractors working on the project, the Project Director, the Project Manager, Surveyor and Technical Services Manager.

The objectives of this meeting are to:

- Encourage Director participation
- Ensure directors are knowledgeable about the project
- Provide feedback to Directors concerning their company's performance
- Raise key issues and problems
- Decide corrective action
- Encourage high standards by making a small award to the best performing Trade Contractor that month

7.5.2: Elevation Procedure (In House)

The purpose of this procedure is to rectify a Sub Contractor's performance due to continuing or serious shortfalls and non-compliance. The steps in the process and the responsibilities are as follows:

- Issue a Corrective Action Request or from a pre-printed pad
- Raise the issue with the Sub Contractor's Board Directors by phone call or by letter
- Raise the issue with the Sub Contractor's Managing Director
- Write a formal contractual letter
- Raise the issue at the Sub Contractors Directors meeting

7.5.2(a): Issue Formal Contractual Letter

This is the final stage in the procedure and formally advises the relevant Sub Contractor's directors that the action that will be taken if the problem is not rectified. Directors may be required, for example, to pay the costs incurred by non-compliance or, in extreme situations, the contract may be terminated.

The Alpha Group Director must write this termination letter.

7.5.3: Clarification of Design Information

Clarification of design information and the request for additional information should be done via the following methods:

- Information Required Schedule
- Request for Information

After appointment of a Sub Contractor, the Alpha Group Contracts Manager should liaise and review the design information for that section of works. Any outstanding information should be listed on the Information Required Schedule and issued to the Design Team. The issue of this information will be monitored and recorded in the Project Report.

For clarification of design issues or for request for information during the contract works, the Request for Information should be used. This is raised by the Sub Contractor and issued to the Contracts Manager for review and if necessary, sent to the Design Team.

The issue of all RFI's is recorded on the Request for Information Log Sheet. The Design Team should complete the answer section of the RFI and return it to the Contracts Manager. The RFI log is updated and the completed form sent to the relevant Sub Contractor.

7.5.4: Operation & Maintenance Manuals & 'As Built' Information

When Sub Contractors are appointed, all sub-contractors must issue all relevant O&M Manual and 'As Built' information required to Pre-Contracts Department. The Sub Contractors should also be advised of the date by when they should issue a draft copy for us to comment and approval purposes.

The contents of O&M Manuals and 'As Built' drawings will vary, dependent upon the requirements of the Client and the Consultants and of the contract conditions. If no requirements are specified, the following items and format should be submitted to the Client and consultants for approval and if agreed, requested from the Sub Contractors, as a minimum:

7.5.4(a): Contractors Requirements:

- Sub Contracts details
- Scope of the works
- List of materials, suppliers
- Operating details
- Maintenance details
- Produce literature
- Health & Safety information
- Test certificates / commissioning data / certificates of compliance
- Modification / disposal instructions
- Index of 'As Built' drawings and schedules
- Actual copies of 'As Built' drawings and schedules

7.5.4(b): Services/Supplier Contractors Requirements:

- Sub-Contractor/Supplier details
- Scope of the works
- Outline description of the systems installed
- List of materials and components
- Directory of manufacturers and suppliers
- Detailed operation details
- Maintenance procedures / cleaning details
- Recommended spares policy
- Product literature

- Health & Safety information
- Test certificates / commissioning data / certificate of compliance
- Modification / disposal instructions
- Index of 'As Built' drawings and schedules
- Copies of 'As Built' drawings and schedules

7.5.4(c): Format of O&M Manuals & 'As Built' Information

- 1no draft copy of the O&M Manuals issued to the Alpha Group for circulation to the consultants for approval
- 1no electronic copy of the O&M manuals must be supplied to Alpha Group when the draft has been approved
- Once the sub-contractors draft has been agreed it will be entered into the Alpha Group master O & M Manual

The draft O&M manuals and 'As Built' information should be received from the Sub Contractors in adequate time to the Pre-Contracts Dept who comply the Master O & M to allow us to issue for comment to the design consultants and subsequent revision and re-issue, in time for Practical Completion.

The Contracts Manager and the Site Manager should monitor the receipt and approval of this information using the O&M Manual Status Log and by raising the subject in the Sub Contractor progress meetings.

The content of the issued O&M Manuals should be checked against the requirements. If our O&M content requirements are being used, then the O&M Manual and 'As Built' Information Checklist can be used. The approved finalised O&M Manuals and 'As Built' information should be issued to the Client at the time of Practical Completion for the project.

7.5.5: Off-Site Inspection

During the contract period, there may be a need to inspect works which are being manufactured or assembled off site. Off-site inspections may be required for the following reasons:

- To check the manufacturing progress of long lead items
- To check the quality of manufactured or assembled components
- To verify the quantity of units held in storage off site
- To agree or verify procedures for manufacture or assembly
- To select or agree components for delivery to the site

The Contract Manager, Site Supervisor will agree with the Sub Contractors the nature, scope and frequency of any off site inspections. If any problems or discrepancies are found during the inspections, they must be recorded in writing and communicated to all interested parties.

7.6 Managing the Construction Site

7.6.1: Introduction

This section of the Management Plan looks at the running and management of the construction site. The running of the site works is critical to the success of the company.

7.6.2: Control of the Construction Site

Throughout the project the Alpha Group Site Supervisor is ultimately responsible, not only for the co-ordination of all Sub Contractor activities, but also for the contract programme, the cost budgets and required quality and safety standards and the important relationships with all our customers and suppliers.

The Alpha Group Site Manager is also responsible for maintaining a good site environment ensuring it is clean and tidy. They are also responsible for the day to day Health & Safety on the project whilst liaising with our Health & safety Officer.

The Alpha Group Site Manager must facilitate the management and witnessing of setting out, tests or inspections as necessary. All equipment used for the setting out of the works must be properly and regularly tested and calibrated. Calibration certification must be supplied with relevant Health & Safety equipment used. The Alpha Group Health & Safety Officer arranges all the statutory and designer inspections as necessary, depending on the scope of works and statutory requirements. See section 7.6.4 for details regarding Statutory Inspections.

To record the progress of the works on site, the Alpha Group Site Supervisor (or their nominee) may complete the Daily Site Progress Report Form. This reports the number of persons on site and the key activities carried out each day. It also records weather and temperature details if this affects progress of the works. If major problems arise in managing the project site, the Alpha Group Contracts Manager presents them to the Client via the monthly Client Project Report meeting.

7.6.3: Construction Period Technical Services

Once the Pre-Construction Technical Services Strategy plan has been developed, the following key construction activities must be adequately managed.

7.6.3(a): Special Area Programmes

The Alpha Group Site Supervisor is responsible for developing special area programmes (i.e. plant rooms, computer rooms etc). The Alpha Group Site Supervisor should review the programming information in conjunction with the Main Contractor and any relevant Sub Contractors. Special area programmes should then be incorporated into the strategic and construction programmes for the project.

7.6.3(b): Commissioning Programme

The Contracts Manager will be responsible for developing the commissioning programme with the TSM of the Main Contractors in conjunction with the Main Contractors Project Manager. The key dates within the commissioning programme must comply with the requirements of the strategic project programme.

From the commissioning programme, the planned dates for the receipt of method statements and commissioning sign off date for each system can be identified.

Completed systems of technical services work shall be inspected by the Sub Contractors, us and the consultants and the confirmation recorded. This should be identified on the Commissioning Programme.

7.6.4: Statutory Inspections

During the project there will be requirements for statutory inspections of the construction works. These inspections will vary, dependent upon the type of works being undertaken and our role on the project. The following may require inspections of the works:

- Building Control Officer (DS) or approved agent
- Public Health Officer
- Fire Office
- Environment Protection Officer

7.6.4(a): Public Health Inspections

Public Health inspections may be carried out by Public Health Officer of the local authority, or the Building Control Officer (or nominated agent) on their behalf.

- Domestic pipework
- Soil and vent pipes (SVP)
- Rainwater pipework
- Foul & surface water drainage
- Specialist Extract Systems

7.6.4(b): Other Inspections

The Fire Officer may need to inspect the fire integrity and strategy of the building at various stages of the project and at completion. This is sometimes carried out by the Building Control Officer on his behalf. The Project Manager must verify the Fire Officer Inspection Requirements at the beginning of the project.

7.6.5: Good Neighbour Policy

It is essential that we maintain good relationships with our neighbours; they could be our future customers. The Alpha Group Site Manager should try to understand the needs of the local community and how the execution of our works may impact upon others. Projects which are close to residential areas or which have adjoining neighbours should establish communications to explain what we are doing and to give people a contact if they have any concerns.

- Address and location of the project works
- Simple description of the project works
- Dates of the project works
- Alpha Group contact names, telephone and email address

7.6.6: Industrial Relations

The Alpha Group recognise Trade Unions.

7.6.6(a): Trade Union Visits

- Trade Union officials should make a prior appointment with the Alpha Group to visit the site. Permission should not unreasonably be refused
- If the official wishes to meet with any Alpha Group employees or a Sub Contractor, they should also make prior appointment with the Main Contractor if access is required on a construction site
- The site management should inform the Alpha Group site management before the meeting taking place
- If the official wishes to meet with an individual employee during working time, then they must get the prior permission of the employer
- Meetings should take place at an appropriate time which does not interfere with production
- The prior approval of the Principal Contractor and the employer is also required before a general meeting of operative can be held on site. These meeting should be held at an appropriate time, during non-working time. (An appropriate time is during a rest period, before the start of a shift or at the end of a shift)
- They should only be approved (except when matters relevant to site industrial relations are being considered) when there is no prospect of production being disrupted
- Facilities for holding the meeting must be approved in advance with the Alpha Group

7.7 Project Financial Management

7.7.1: Agree Financial Control Procedures

The Contracts Manager is responsible for agreeing with the Client and the professional team the following:

- The standard format which will be used to record Client changes i.e. Alpha Group Change Order or Clients Instructions which confirm Alpha Group Change Orders
- The cost report format
- Preparation and submission dates for cost reports
- Valuation dates (when Alpha Group and the Quantity Surveyor agree the value of works complete for which payment is due). The Contracts Manager must notify the Sub Contractors of the valuation dates agreed. This can be done either by completing the required dates within the preliminary section of the recommended enquiry document, or specifically in writing
- Certification dates (when the Architect or Project Manager certifies that the work completed accords with the contract in terms of scope and quality). The Quantity Surveyor must notify the Sub Contractors of the certification dates in writing

7.7.2: Change Order Procedure

Alpha Group will verify changes to the scope of the works to the Client and Design Team in accordance with the provisions of the Main Contract.

7.8 Managing the Interface with the Client

The relationship that we establish with a Client or Main Contractor and how we manage their expectation's is crucial to the success of a project. It is our responsibility to:

- Understand both their functional and performance requirements
- Focus attention only on the critical issues concerning their project
- Clarify the decisions and action they must take at a particular point

The formal aspect of this interface is managed primarily through:

- Project reports
- Project report Client meetings

When the project commences, the Contracts Manager is responsible for identifying and agreeing the dates when the project reports will be issued, the dates for holding the project report meetings and for deciding those who will attend. However, as the project develops, there may be a need for interim reports and meetings.

7.8.1: Project Reports

The Contracts Manager (in conjunction with the Client and their TSM) normally submits a project report to the customer and Design Consultants once a month or when appropriate. It is prepared with the assistance of the team who provides the sections relevant to their specialisation. Prior to issuing the report the Contracts Manager should discuss the contents with the Project Director.

The format is flexible depending on the size of the project – a small project, for example, will require a simple and less defined format while a large project may require an additional fortnightly report on Key Issues.

The purpose of the report is to:

- Confirm the status of the project at a given time
- Review progress against planned
- Forces us to look ahead
- Opportunity to raise critical issues that require immediate actions
- Demonstrate that we are managing the procurement, construction and design process
- Reviews the Projects Budget / Cost Plan

The project report must be comprehensive and detailed and include every issue the client should be aware of that may affect their decision making or reporting. The project report must be factually based assessment as to the issues and progress on the project and must never be subject to 'fair weather' reporting.

Normally, the report has a cover sheet and contents page with the content detailed under the following headings:

- Executive Summary – a brief summation of the key points of the project. It is written as if it were to be read by the Client

- Key Issues Schedule – this includes critical items extracted from the Open Items List. This table identifies the issue, what action is required, by whom and when. If relevant, it is marked either 'A' or 'B' to indicate priority
- Consultants Reports – the Consultants should contribute their own short reports covering all aspects of their scope from which we identify and elevate any key issues to the Key Issues Schedule. The content of Information Required Schedule issued to design consultants should be reviewed
- Programme & Progress – this section should include a detailed report on the Construction progress and also aim to identify any potential 'surprises' that may affect the project in the future. This section should also include 'marked up' programmes, identifying the events that are proceeding on time and those either ahead or behind programme. Photos can be included as well
- Procurement & Financial – this section includes full details of the procurement status and should include the latest Tender Event Schedule. The financial section content will vary depending on the type of contract being used and the stage of the project, but will normally include the latest cost report information
- Health & Safety – details the safety inspections. Details of risk areas and details of accident records during the period
- Handover & Close Out – this section must be included from the beginning of the project. It should address issues such as snagging, philosophy, early handovers, documentation requirement, Client direct trades, move in issues and design/change freeze milestones. IT can also be advantageous to report change order impact in this section
- Project Directory – the latest version should be included

7.8.2: Project Report Meetings

The Contracts Manager is responsible for reporting progress to the Client, usually on a monthly basis. Typically, these monthly meetings are attended by the Client, Contract Manager and the team members as required for a specific issue, and the relevant designers. The object of this meeting is to:

- Review the client's requirements
- Review progress on Client decisions and actions arising from the previous Project Report meeting
- Obtain the Client's decision concerning actions which are necessary to overcome the following:
 - Changes to the design
 - Delays, whether caused by the building services engineer, architect & other sources or the Client (they have changed the scope to meet a sign off deadline. Rejected the design etc.)
- Review the issues that will affect the smooth handover to the Client:
 - Client training
 - Handover and O&M documentation
 - Statutory Authority issues / inspections
 - Design and change freeze milestones

- Early move in / critical areas
- Co-ordination, integration and management of Client direct trades
- Co-ordinated project snagging philosophy and method

7.9 Project Completion

There are a number of issues that need addressing during the Construction Period to ensure a successful handover to the Client/Main Contractor.

Naturally, the works need to be finished to time, cost and quality. However, the following Handover issues also need to be addressed early in the project. This approach gives us the opportunity to manage Client/Main Contractor expectations and also take some of the Handover issues off the critical path. We will then have the maximum opportunity to concentrate in completing the construction works in what is usually the intense final phase of the project.

7.9.1: Snagging

7.9.1(a): Plan for Snagging

The period devoted to snagging is identified at the beginning of the project on the Strategic Programme and in more details in the Construction programme. It occurs before the completed work is offered to the Client/Main Contractor or designer for acceptance. Snagging must not just be allowed to happen, it must be properly considered and planned and adequate resources allocated.

7.9.1(b): Sub-Contractor Snagging

The first snagging should be carried out by the Sub Contractor as their works progress. Their works should be fully de-snagged before it is offered to the Alpha Group for inspection. It is important that the Contracts Manager clearly communicates this requirement to all the Sub Contractors, at an early stage in the project.

7.9.1(c): Alpha Group & Project Team Snagging

The input and role of the whole Alpha Group into the snagging process must be defined and agreed as early as possible to enable us to have one unified Snag List and effectively manage the process. All the Alpha Group members need to adopt this approach and be prepared to input their items on to one list that is managed by the Alpha Group Site Manager.

The preferred outcome is an Alpha Group snag list which had this input from the Alpha Group which is then copied and bound. The bound snag list is issued to all parties for action. The bound snag list must have a revision letter and be re-issued as the works are de-snagged; the re-issue period is normally weekly. This approach proves to all that the process is both being fully managed which reduces the likelihood of separate Client/Main Contractor and Design Team snag lists and also that the works have been thoroughly reviewed.

All snags should be recorded on the Snag List. Each item should identify details of the snag, the Sub Contractor responsible for solving it and the member of the Project Team who identified the snag. Our snagging philosophy is to prepare snagging lists on a room by room or area basis.

7.9.1(d): Review of Snagging

The Contract Manager assisted by the Site Supervisor are responsible for:

- Reviewing the snagging progress regularly
- Checking that the work has been done satisfactorily
- De-snagging (deleting completed items from the list)
- Periodically updating and re-issuing the snagging lists

7.9.2: Final Inspections

- The Contracts Manager assisted by the Site Supervisor must co-ordinate and agrees with the Sub Contractors and Consultants, when final inspections of the works are to be carried out. Once again it is essential that we have a unified list of snags and outstanding works, so we can effectively manage the process. The results of final inspections may be recorded on the Final Void Closure / Inspection Certificate or on the Snag List
- Final inspections by the Building Control Officer (DS), the Environmental Health Officer and the Fire Officer must also be recorded or confirmed in writing. All works should be complete before handover to the customer
- If any snags or outstanding works remain at the day of Practical Completion, they must be recorded on a separate snag list. This snag list can then be attached to the certificate for Practical Completion as a record. Any outstanding works will have to be completed at a time agreed with the end user of the facility
- Once all the snags have been cleared, we should then request a letter from the appropriate member of the Alpha Group confirming that all snags have been cleared. If this letter is not received, we should then issue a letter to all the Alpha Group members confirming that the snags have been cleared. The Director should also be issued copies of either letter
- After Practical Completion, a snagging status report of the snags on the project must be issued to the Director on a monthly basis until ALL the snags have been cleared and the snagging close out letter written or received
- The project will continue to be reported in the Monthly Report by the Director until the close out letter has been received

7.9.3: Witness Sub Contractor Commissioning

The Strategic Project Programme or Construction Programme identifies the period for commissioning. This commissioning phase may be further detailed, on a Commissioning Programme. The Contracts Manager is responsible for:

- Scheduling and chairing commissioning meetings
- Ensuring that commissioning is progressed systematically and follows the requirements of the commissioning programme
- Witnessing, on a spot check basis, the Sub Contractor's commissioning once it has been completed OR liaising with the independent commissioning engineer or relevant consultant appointed by the Client/Main Contractor to witness the commissioning
- Ensuring that commissioning information and data is included in the operation and maintenance manuals

- Witnessing of all mechanical items to be put forward by the Contracts Manager to the building services engineer for final sign off

7.9.3(a): Void Closures

When works in a specific area or void is completed, it should be signed off by the Alpha Group & the specialist Sub Contractors on the Final Void Closure / Inspection Certificate. Once the entire relevant works are complete and are signed off in an area, the Main Contractor or Technical Services Manager then signs the sheet in confirmation.

The works can then be offered to the Design or Services Consultants for their inspection who can also sign the Final Void Closure / Inspection Certificate to confirm the works are complete to their satisfaction. The final completion of this form confirms that all works in the area or void are complete and allows the closure works (ceilings, floors, walls etc.) to commence.

7.9.4: Handover Documentation

7.9.4(a): Operation & Maintenance Manuals and 'As Built' Information

The Pre/Post Contracts should issue the Clients/Main Contractor required amount of copies of the Operation & Maintenance (O&M) Manuals. The approved and finalised version of these documents should be handed over to the Client/Main Contractor at the time of Practical Completion of the Project. The distribution of the O&M manuals and 'As Built' drawings is usually as follows:

- issued to the Client / Main Contractor on the date of Practical Completion
- 1 electronic copy retained by the Alpha Group for further distribution if required

7.9.4(b): Handover Manual

A Handover Manual is prepared for all projects by the Contracts Manager. The Handover manual is issued on the day of Practical Completion. This document contains the following information:

- Scope of the work
- Contact list (Professional Team & supply chain)
- Outstanding works and snagging lists
- Building Regs/Authority Approvals
- O & M Manual Register
- As Built Drawing Register
- Warranties
- Key Register & suiting arrangements
- Stock list (spares)
- Asset Register

7.9.5: Client/Main Contractor Training

As part of the Handover process, we provide the Client/Main Contractor with training on the systems and equipment that we have installed. The level of training required, the attendee's and also the timing of this training can all be pre-agreed with the Client/Main Contractor, the Design Team and the Sub Contractors. The Client Training Schedule is used to record what

training is required and when. This schedule should be completed during the Construction phase as it is then removed from the Handover critical path.

7.9.6: Preparing for Project Handover

It is essential that we manage the handover process from the early stages of the project. This gives us the opportunity to manage Client/Main Contractor expectations and also to take some of the handover issues off the critical path. The following issues should be addressed in the Design Team or Client Meetings:

- O&M documentation and format
- Statutory Authority inspections and approvals
- Design and change freeze milestones
- Early move in / critical areas
- Phase completion procedure, acceptance and handover
- Co-ordination and philosophy for Project Snagging
- Base build issues and their impact on our handover
- Requirements for attendance during the move
- Maintenance: Client / Consultants to ensure all in place

7.9.7: Practical Completion Day

The Alpha Group Contracts Manager and site supervisor are present on the day of the PC walk. Experience shows that the form of contract has minimal impact on how we should manage the day. The Handover Day needs to be approached in line with the Main Contractors requirements, almost as a project in its own right.

7.9.7(a): Standard Handover Agenda / Sequence

One week from Handover

- Decide whether or not PC will be achievable
- Issue the PC agenda / timings for the day to the team

On the day prior to Handover

- Finalise and issue snag lists
- Finalise / obtain all UK and Ireland documentation, especially BS & EN Certificates and life safety certificates if applicable.

The Handover Day

- Although the time and duration of the PC meeting will vary, there are certain things that can be done to ensure it goes smoothly. Always make sure that the detailed review of the project by the Professional Team occurs before the PC meeting. If possible, time the PC meeting to be an hour or so before a mealtime so there is a natural end point. If possible, provide that meal by having sandwiches at the meeting table.

The agenda, which follows, represents an ideal situation that can be tailored to any project.

1. Undertake a detailed walk round with the Main Contractor
2. Meet at the Main Contractors office area
3. Formal PC Opening Meeting
 - Formal introduction (unknown people always appear at PC)

- Outline the purpose of the meeting, the PC programme and the timescale. Also explain the walk round route. If you have cleared the site, tell everyone as it will stop them wondering why the site is empty and also it stresses the importance you place on their workaround
- Obtain team agreement to proceed
- Formal PC Walk round
- PC Closing Meeting
- Review walk round
- Review documentation. Preferably, this should be laid out on the meeting table while the team is on the walk round
- PC recommendations

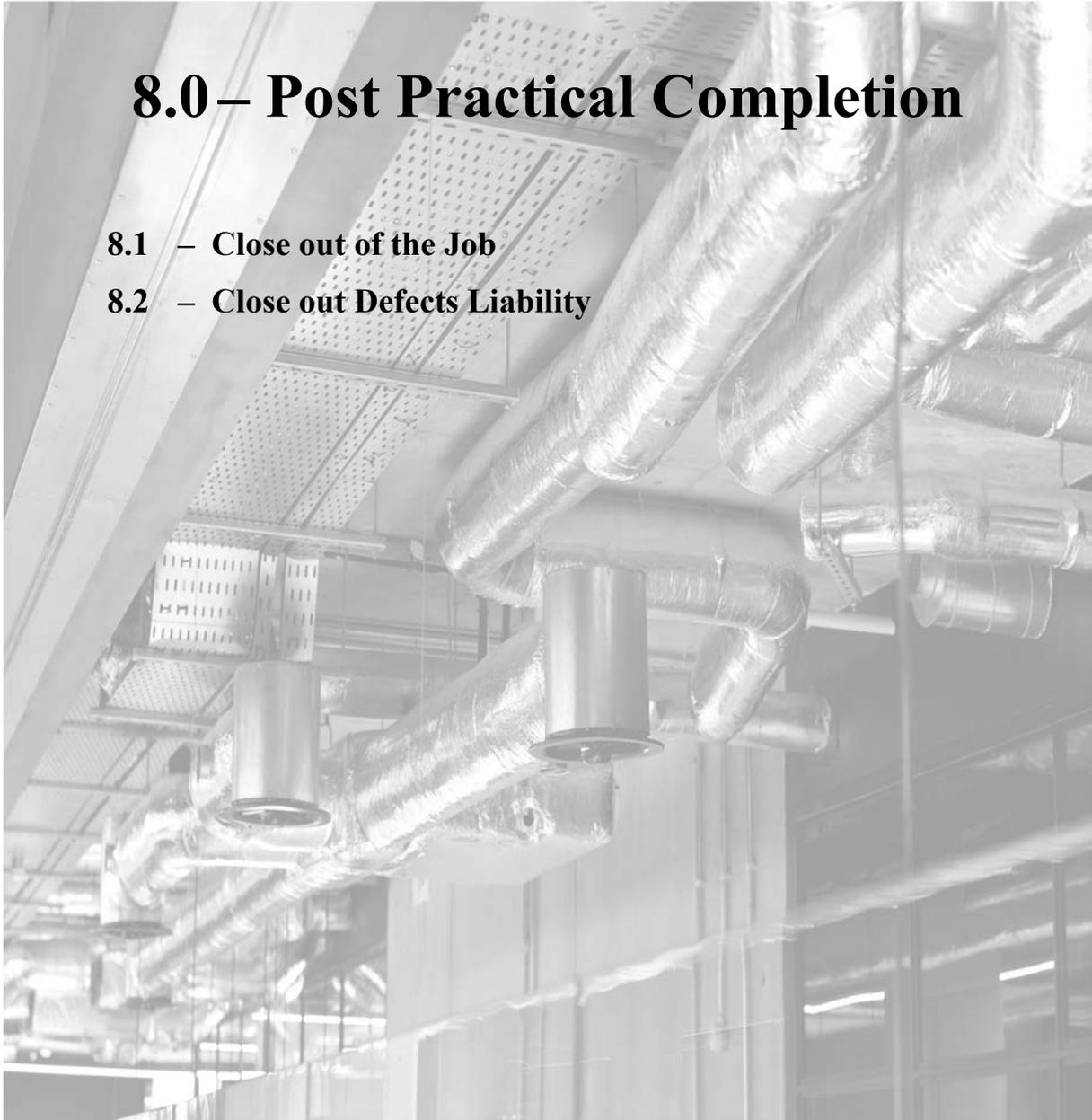
7.9.8: Certificate of Practical Completion

The Contracts Manager is responsible for requesting and obtaining the Certificate of Practical Completion from the Main Contractor or as appropriate to the main contract form.



8.0 – Post Practical Completion

- 8.1 – Close out of the Job
- 8.2 – Close out Defects Liability



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8.0 – POST PRACTICAL COMPLETION:

Purpose:

- To ensure that project files are in order and archived as quickly as possible
- Carry out the project 'Sub-Contractor Evaluation Report' audit and feedback result to the Sub Contractors
- To ensure that the project is correctly closed down and all equipment returned
- To ensure that all latent defects and snags are resolved as soon as they appear throughout the defects period

Responsibilities: Directors, Contracts Manager, Site Supervisor

8.1 Close out of the Job

8.1.1: Archiving Job Files

At the end of a project all project files are to be archived. The document controller will archive all the project reports and drawings into archive boxes, which can be obtained from the Office Manager. Once complete, all archive boxes must be labelled by name, job number & completion date. Contractually the job files need to be archived for a period of 12 years if the contract is under seal / or signed as a Deed and 6 years if the contract is under hand. Accounts information is stored for a minimum of seven years. These boxes are stored in the head office store room.

8.1.2: Quality Audit/Check

A Quality Check is undertaken for all projects within six weeks of Practical Completion, and after all defects have been rectified.

The Quality Audits has four main purposes:

- To evaluate the finished work of Sub Contractors to allow feedback and improvement
- To evaluate the performance of the Alpha Group team in terms of finished quality
- To enable new members of staff and Sub Contractors to understand our quality levels
- To monitor the overall quality of product

The project team should also invite a management representative from a Sub Contractor to attend the audit. At the Quality Audit, the Contracts Manager and Site Supervisor must score the performance of each Sub Contractor during the project and record the results on the Sub Contractor Performance Forms. When the Quality Audit is complete, the Contracts Manager must ensure that a copy of the completed Sub Contractor Performance Form is saved on our system. This is to allow feedback to the Sub Contractors & have a record on file.

8.1.3: Site Close Down

At the end of the project equipment must be returned to the Office/Health & Safety Manager.

This includes:

- Photocopiers/Printers
- Site furniture

The Site Supervisor should ensure that the Site Close Down Checklist is completed for all the above stated items and returned to the Office/H & S Manager.

8.2 Close out Defects Liability

8.2.1: Post Project Services

All projects have either a contractual six and/or twelve-month defects liability period. At the end of these periods, defects or problems which have appeared must be rectified. Throughout the defects liability period, the Contracts Manager is available to co-ordinate the resolution of any major defects as they arise. This is a proactive service, aimed at rectifying major faults as soon as they are discovered, rather than waiting until the end of the contractual period. If any major defects arise after handover, the form is completed by the Client and sent to the Contracts Manager. The problem or defect is actioned by the Contracts Manager or Site Supervisor.

8.2.2: Final Defects Inspection

When notified by the client at the end of the Defects Liability Period, the Contracts Manager, the Site Supervisor and the Director carry out the formal Defects Inspection with the Client's Representatives. The Contracts Manager produces a final list of latent defects and snags. Unlike the Post Project Service, the Contracts Manager is responsible for notifying the relevant Sub Contractors and ensuring that the defects are rectified. The progress of closing out the defects on all projects is reported to the Director. Finally, the Contracts Manager and/or Director together with the Client's Representatives, inspect the project to ensure that every defect on the list has been resolved.

8.2.3: Defects Liability Review

Each month the Contracts Manager reviews the projects that are in the defects liability period and produces the Retention Release Monitor. A copy of which is issued to the Director.

8.2.4: Project Review

The Contracts Manager will identify if a Project Review meeting is required after the completion of the project which should be within the first four weeks after the end of the project. The meetings are to be attended by the following persons:

- Director
- Contracts Manager
- Site Supervisor
- Others by invitation

The agenda will consist of the following topics, along with any additional items:

- Review of project Quality
- Sub-Contractor/Supplier Performance
- Issues and concerns
- Team comments & meeting