



FACILITIES MANAGEMENT

Project Procedures Kit

PROJECT PROCEDURES KIT

Purpose:

These are the Procedures and Processes that form a part of the procurement process for Capital Works and Major Maintenance Projects.

- *Processes and Methodology*
- *Appendix A - Roles and Responsibilities of QUT Project Coordinators*
- *Appendix B - QUT Stakeholders Checklists & Consultant Compliance Certificate*
- *Appendix C - General Tendering Procedures*
- *Appendix D - Particular Procedures for Engagement & Performance Review of Consultants*
- *Appendix E - Particular Procedures for Engagement & Performance of Building Contractors*
- *Appendix F - Cost Plan Format*
- *Appendix G - Call Out Procedure For Defects Liability Period*
- *Appendix H - Voice and Data Procedures*
- *Appendix I - Audio Visual Procedures*

Note to users:

- This document is subject to change control.
- All modifications are required to be recorded below.

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Contact Officer	Manager Standards and Records
Endorsement	Associate Director Capital Works
Approval Authority	Director - Facilities Management
Date for next Review	March 2008

Revision Chart

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1.0 SCOPE

This Project Procedures Kit (PPK) documents the standard procedures to be adopted by project managers and design consultants who are supplying services to and undertaking contracts for Queensland University of Technology (QUT).

The kit is based upon and draws from QUT's Project Procedures Manual however it's primary purpose is to provide guidance for consultants procuring capital works/major maintenance for and on behalf of the University.

A copy of the kit is available for review by tenderers/consultants via "Consultants" at the following web address:

<http://www.fmd.qut.edu.au>

2.0 INTRODUCTION

2.1 General

QUT is responsible for the management and maintenance of a large property and built asset portfolio, spread over 4 campuses, with an estimated value of between \$650 and \$850 million. A typical yearly cash flow for capital works/major maintenance is between \$30 and \$50 million.

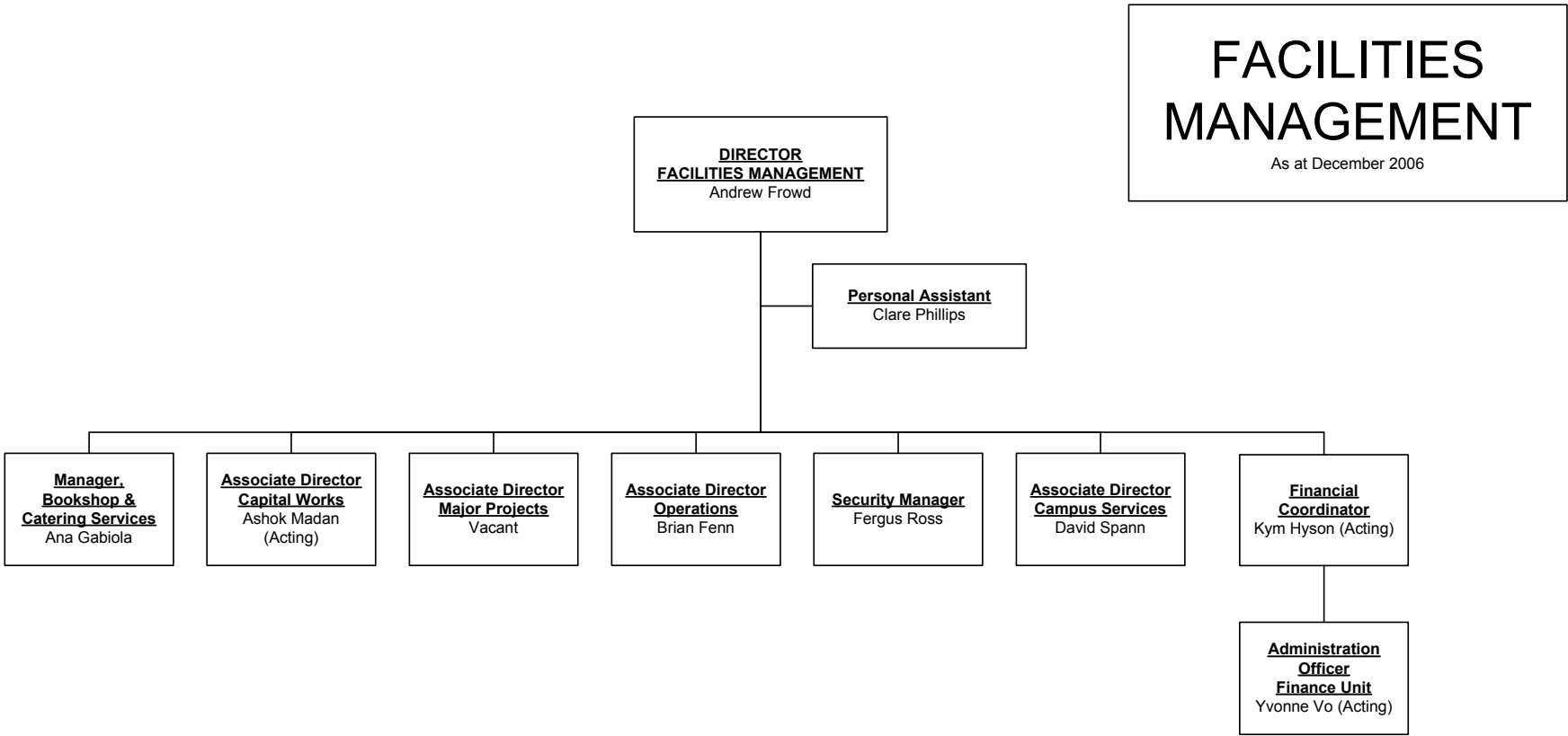
QUT's capital works/major maintenance business is managed through the Department of Facilities Management (FM) and, in particular, the Capital Works and Operations sections located at Y1 Block, Kelvin Grove Campus, Victoria Park Road, Kelvin Grove. For more detailed information regarding the structure of the Department please refer to the following organisational charts (Figures 1.1 to 1.6)

QUT's key objectives in the delivery of capital works/major maintenance are to:

- foster competition and industry accepted commercial practices;
- seek innovative solutions that add value to projects;
- maximise consistency in outcomes, measurable in terms of budget, time, and quality performance and the fitness for purpose of the completed facility, and
- deliver quality facilities that enhance the ability of the University to provide the highest possible standard of tertiary education services.

2.2 FM Organisational Structure

The following figures illustrate the FM organisational structure:



**FACILITIES
MANAGEMENT**
As at December 2006

Figure 1.1

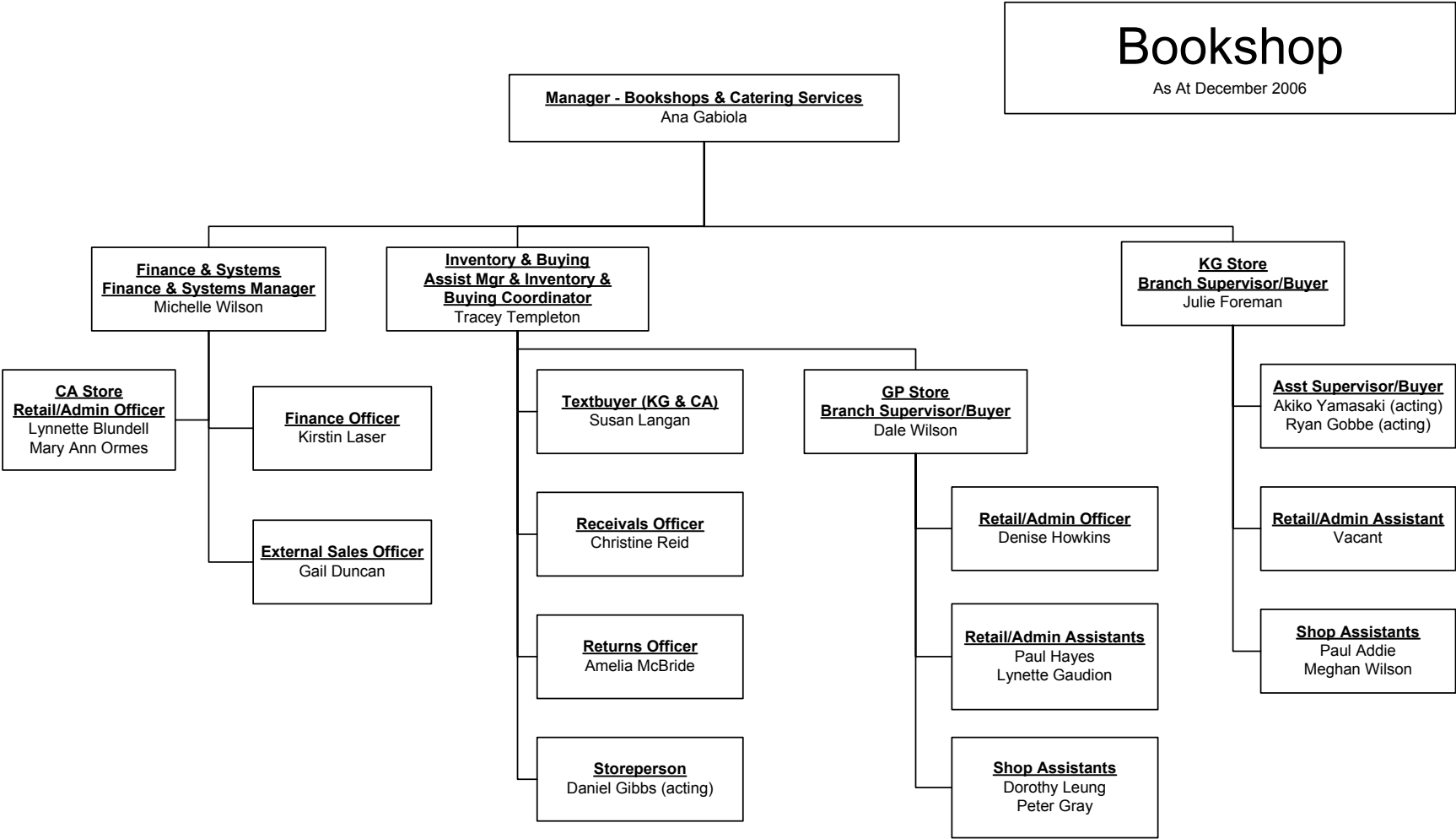


Figure 1.2

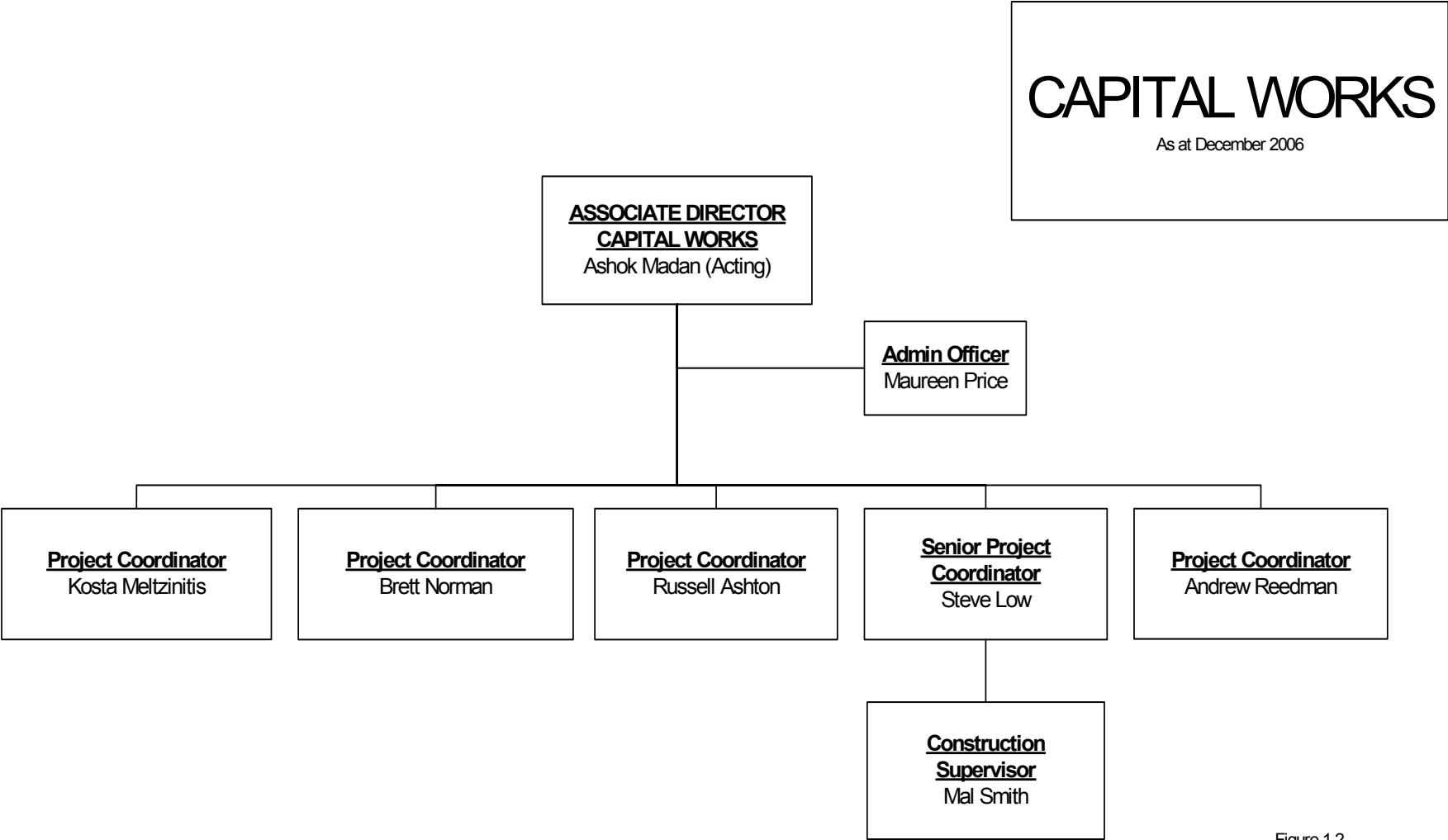


Figure 1.2

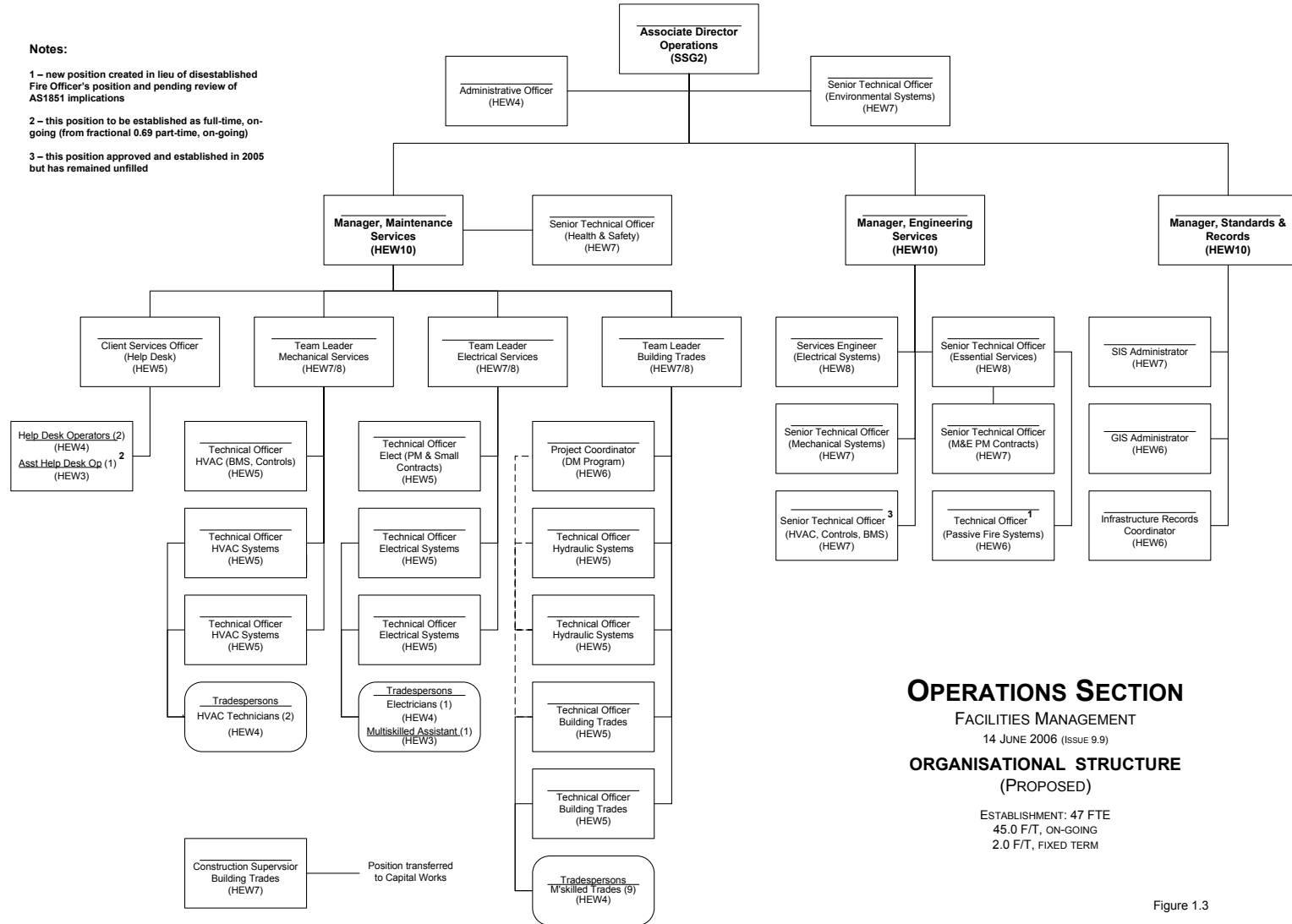


Figure 1.3

CAMPUS SERVICES
As at December 2006

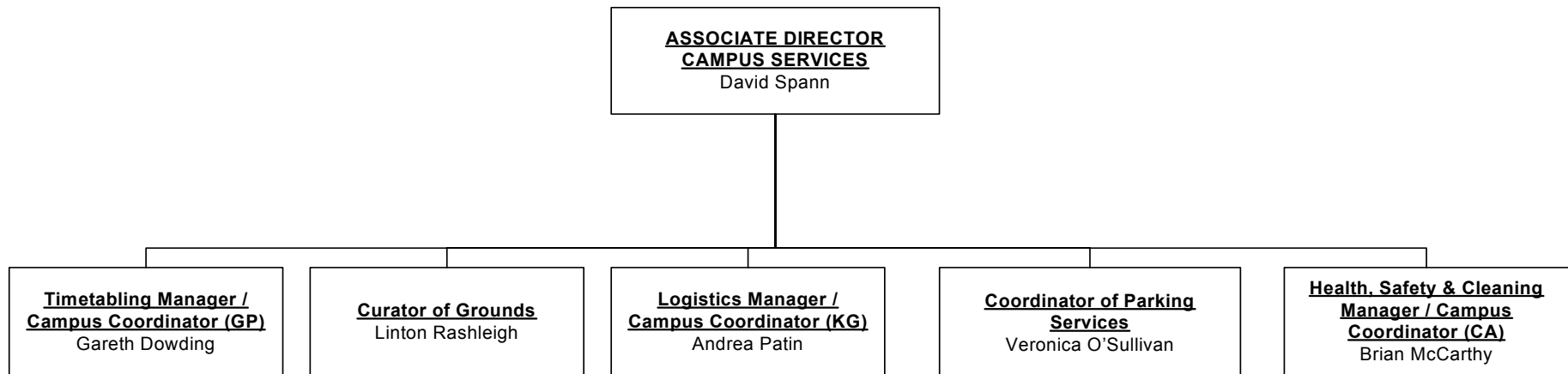


Figure 1.4

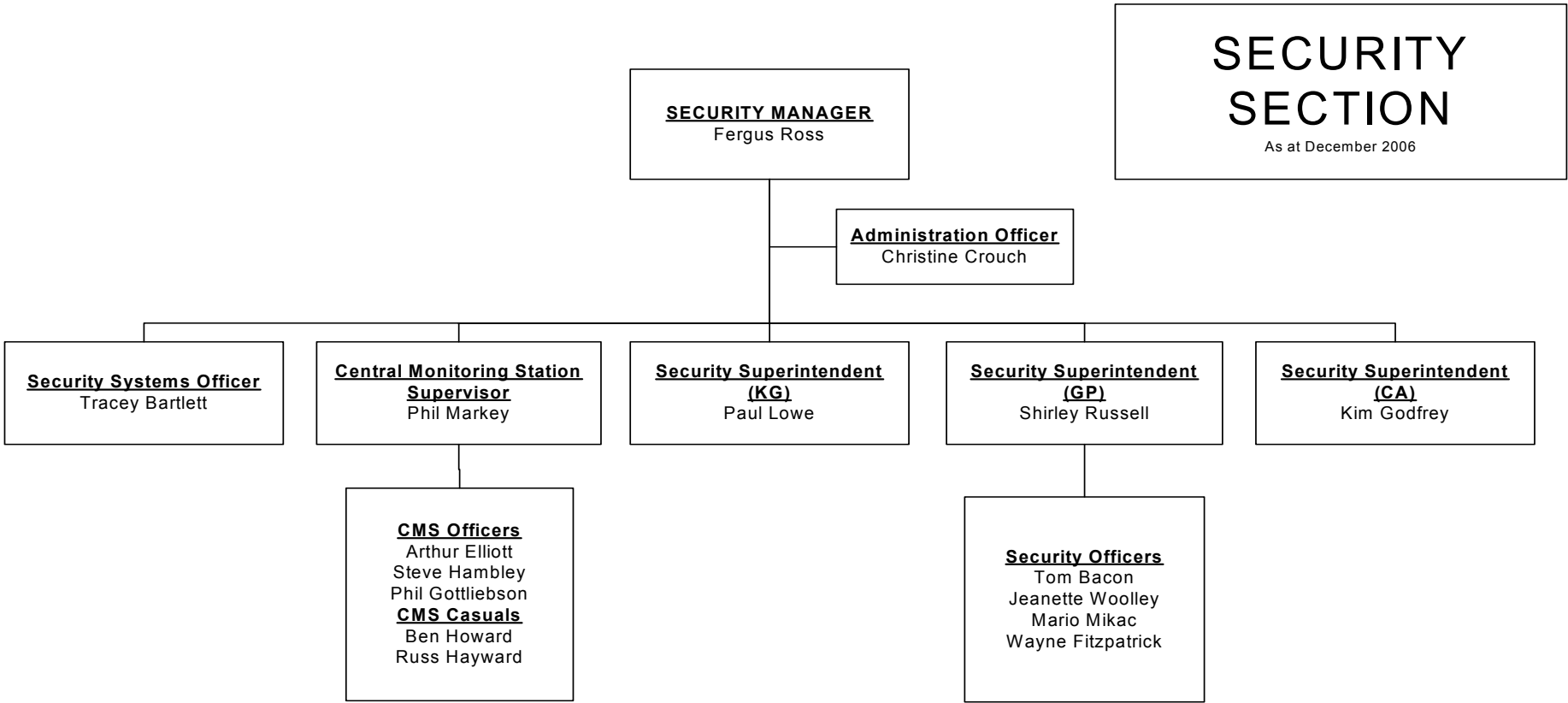


Figure 1.5

3.0 THE QUT PROJECT MANAGEMENT PROCESS

3.1 General

The project management structure adopted by QUT to deliver the capital works/major maintenance program is shown in Figure 1.7. The key objectives of QUT's project management structure are:

- the project has clearly identified responsibilities;
- the people concerned have a good understanding of their responsibilities and are accountable for them; and
- the project communication lines are efficient.

The principal parties involved in a typical project are:

Director Facilities Management	- Client and Contract Principal
Faculty/Division/Department	- Facility end user and member of the Project Control Group
Associate Director Capital Works	- Program Director responsible for the delivery of University's capital works program.
Associate Director Operations	- Program Director responsible for the delivery of University's major maintenance program.
Project Coordinator	- Client's Representative and principal point of contact. For the roles and responsibilities of the Project Coordinator refer Appendix A.
QUT Stakeholders	- Representatives of all QUT areas of operation responsible for the day-to-day running of the University's physical and virtual facilities.
Project Manager/Superintendent	- Responsible for the delivery of the project and contract administration. Responsible for employing the Building Certifier
Principal Consultant	- Responsible for design & design management, documentation and technical advice to the Superintendent. The Principal Consultant employs all other professional disciplines other than the Quantity Surveyor and Building Certifier.
Project Quantity Surveyor	- Responsible for cost planning, estimating and cost control.
Building Contractor	- Responsible for constructing the works.

3.2 Project Life Cycle

A typical project delivery lifecycle is shown in Figure 1.8. The Project Manager and the Principal Consultant are engaged at the commencement of the Briefing phase and manages the project through to completion of the Defects/Liability phase.

Typical Project Delivery Lifecycle For Built Assets

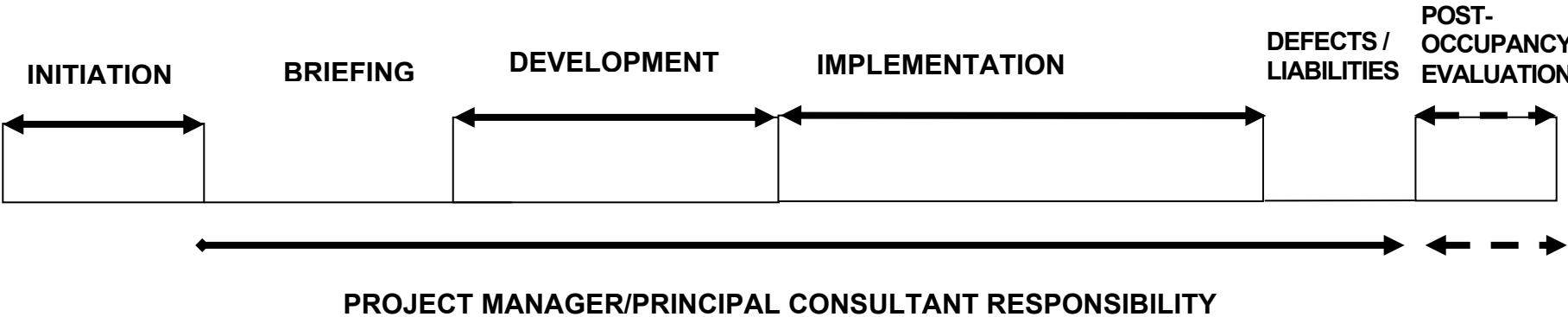


Figure 1.8

The phases are further sub-divided into the following key stages and the completion of each is to be viewed as a major project milestone:

- Project Briefing
- Schematic Design
- Design Development
- Contract Documentation
- Tender
- Construction
- Defects/Liability

The project program, prepared, monitored and updated by the Project Manager, is to reflect these major summary tasks.

3.3 Project Specific Management Structure

3.3.1 General

For each project, QUT adapts a standard project management structure, as shown in Figure 1.9.

3.4 Project Control Group

3.4.1 General

The role of the Project Control Group (PCG) is to ensure that the project meets the needs of the Faculty/Division/Department and is delivered in accordance with University policy, the agreed project scope, financial constraints and agreed timelines. In particular, all changes in scope must be approved by the PCG before any associated work can commence.

PCGs are mandatory for all projects over \$500,000 and optional for smaller projects dependent upon complexity and sensitivity.

The responsibility for the formulation and establishment of PCGs is the Project Coordinators.

3.4.2 Membership of the PCG

Membership of PCGs shall comprise:

- Project Coordinator (Chair & convenor)
- Director – Facilities Management or nominee (nominee may be the Project Coordinator)
- Dean/Division/Department Head or nominee
- Project Manager in attendance
- Others on an as needs basis.

The PCG should be restricted to a maximum of 6 people unless exceptional circumstances prevail however, the maximum number of people shall be 8.

Project Specific Management Structure

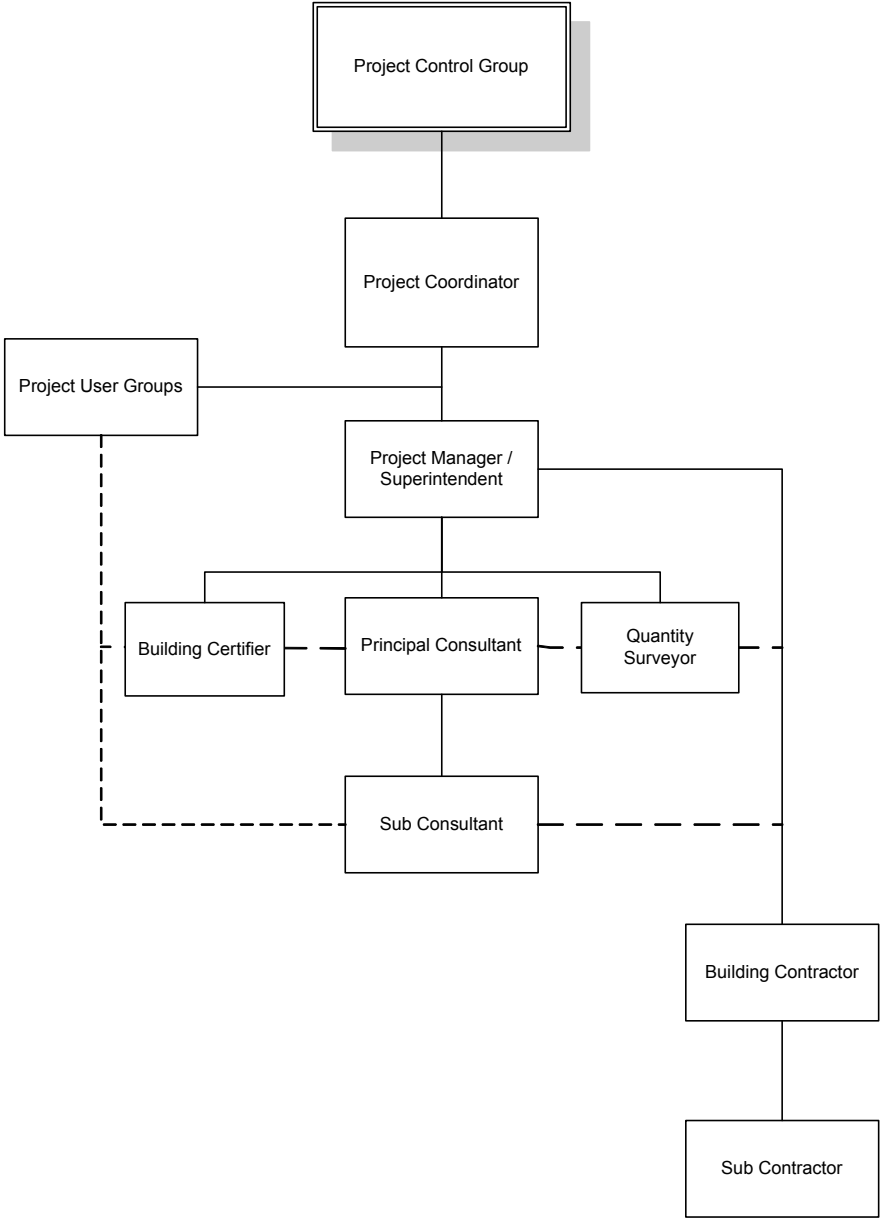


Figure 1.9

3.4.3 PCG's Responsibilities

The responsibilities of the PCG are:

- Endorsement of the Project User Groups (see below).
- Endorsement of the project scope developed by the Project Manager in line with Division of Finance and Resource Planning/Faculty/Department parameters.
- Endorsement of the project budget developed by the Project Manager in line with central agency/Faculty/Department constraints.
- Endorsement of the project timelines developed by the Project Manager in line with central agency/Faculty/Department key milestones.
- Endorse/sign off:
 - Project Brief
 - Schematic Design
 - Contract Documentation
 - Tender evaluation and recommendation report.
- Endorse/reject all changes in scope, budget and time.

3.5 Project User Groups

3.5.1 General

The role of the Project User Groups (PUG) is to ensure that the interests and needs of the various areas of operation within the Faculty/Division/Department are conveyed to the project team. The Project Manager and Principal Consultant are to ensure that, through regular meetings with the PUGs, the functional requirements of the end users are incorporated into the Project Brief and reflected in the contract documents.

PUGs are mandatory for **all** projects and are the responsibility of the Project Manager and Principal Consultant to establish in conjunction with the PCG.

3.5.2 PUG's Responsibilities

The responsibilities of the PUG are:

- Endorse/sign off:
 - Project Brief
 - Schematic Design
 - Contract Documentation

4.0 PROJECT MANAGEMENT PROCEDURES

4.1 Tendering and Consultant/Contractor Engagement

4.1.1 General

Tendering is the process whereby competitive offers from suitably skilled organisations are sought to provide a product or service. As project managers are responsible for managing and coordinating tender calls for QUT, these procedures are provided to assist project managers to comply with QUT's tendering policies and procedures.

It is QUT's policy to seek best value for money. In support of this, invitations and tenders may be awarded based on a range of factors usually including technical ability, commercial ability, value adding as well as price, as assessed against responses to selection criteria.

4.1.2 Definitions

The following definitions apply to these procedures:

- Vice Chancellor - is QUT's Chief Executive Officer.
- The Contract Principal - under the contract is QUT through the Director Facilities Management.
- The Contract Principal's Representative - under the contract is the Facilities Management Project Coordinator.
- Contractor & Consultant Selection Committee (CCSC) - is a Facilities Management internal committee who must review and endorse all consultant and contractor tender lists prior to tender call and endorse all tender recommendations prior to the approval to award by the appropriate procurement authority for contract values equal to or greater than \$20,000.
- Procurement Authority - is the QUT officer with the delegated financial authority to approve the expenditure of the relevant amount of University funds. For contracts or commissions up to \$500,000 in value the authority is the Director - Facilities Management: for contracts or commissions over \$500,000 in value – the authority is the Vice-Chancellor.

4.1.3 Tendering Procedures

Purpose

The purpose of these procedures is to ensure that offers and tenders are documented, sourced, assessed and approved in accordance with QUT's requirements.

Scope

These procedures are to be followed for the engagement of all consultants and contractors where the value of the individual commission or contract is equal to or exceeds \$20,000 in value.

The Project Coordinator carries out tendering processes for the engagement of project managers. The Project Manager carries out tendering processes for the engagement of principal consultants and building contractors in association with the Project Coordinator and in accordance with QUT procedures.

Application

These tendering procedures apply equally to all organisations and/or personnel involved in the procurement of facilities for QUT, whether they be QUT employees or external service providers.

Process

Appropriate tender procedures enable tenderers to clearly understand what is required of them when preparing and submitting a conforming tender. The following is a general list of important points that should be followed during a tendering process:

- the same information is to be provided to all tenderers;
- in the event that a project briefing is conducted for tenderers, minutes of the briefing are to be recorded by the Project Manager and distributed to all tenderers;
- the Project Manager is the single point of contact between tenderers and the Project Coordinator. Any queries received from tenderers by the Project Coordinator or other QUT employees will be re-directed to the Project Manager;
- the Project Coordinator will be the single point of contact between tenderers and QUT for project manager tenders only;
- all addenda issued during the tender period must be dated and numbered. Tenderers must provide evidence at the time of lodging the tender that the tender includes all costs associated with the addenda; and
- identify any conflict of interest, personal or commercial.

For the engagement of the Principal Consultant and the Building Contractor the Project Manager has the following general responsibilities:

- Administer the tender/offer process.
- Prepare the tender/offer and contract documents.
- Attend and participate as a member of the Tender Evaluation Committee. Prepare the Tender Evaluation Plan and Report.
- Prepare all CCSC submissions and obtain Project Coordinator endorsement. The Project Coordinator will schedule the submissions for CCSC review and endorsement, as programmed.

Procedures

For the calling and closing of tenders/offers refer Appendix C

For engagement of consultants refer Appendix D

For engagement of building contractors refer Appendix E

4.1.4 Tender Documentation

Consultant Invitations to Offer

- Conditions of Tender
 - includes the various obligations a tenderer must meet to ensure the tender is conforming and contains all the necessary information for evaluation of the tender (available from the Project Coordinator).
- Conditions of Contract, Special Conditions and Annexure

- this defines the general conditions that apply to the contract, with project specific details included in the Annexure. The Special Conditions list deletions, amendments and additions to the General Conditions (available from the Project Coordinator).
- Terms of Reference (TOR)
 - the TOR describe the extent of services required (available from the Project Coordinator).
- Project Outline
 - the Project Outline gives a general overview of the project complete with key information to assist tenders to gauge the scope of work.

Building Contractor Tender Call

- Notice to Tenderers.
 - required when there is a need to highlight particular contract conditions or items to tenderers to ensure they are considered and/or allowed for in the tender.
- Conditions of Tender
 - includes the various obligations a tenderer must meet to ensure the tender is conforming and contains all the necessary information for evaluation of the tender (available from the Project Coordinator).
- Tender Form
 - a proforma tender form which each tenderer fills out, so that all tenders are consistently presented (available from the Project Coordinator).
- Conditions of Contract, Special Conditions and Annexure
 - this defines the general conditions that apply to the contract, with project specific details included in the Annexure. The Special Conditions list deletions, amendments and additions to the General Conditions (available from the Project Coordinator)
- Preliminaries
 - this section includes general obligations under the contract and common requirements that apply across the technical specification and drawings (available from the Project Coordinator). It may describe issues such as site security, occupancy constraints, site office, site signage, quality assurance, and other QUT specific requirements. Only QUT contract Preliminaries are to be used in contracts.
- Technical Specification and Schedules
 - these are the specification clauses that define, in conjunction with the drawings, any specific details of what has to be built or supplied. They may be performance-based criteria. The specification and schedules are prepared by the Principal consultant.
- Drawings

4.2 Defects Liability Period

Whilst the Project Manager is responsible for managing all project related activities for the full duration of the defects and liability period, the management of the first 3 months after practical completion, are critical to the success of all QUT projects.

The Project Management Terms of Reference are very specific about the Project Manager's responsibilities during this period. Of particular importance is the need for the Project Manager to set up a Post-Construction contact list to assist the QUT maintenance and engineering staff deal with defects as they arise during the defect liability period. The Project Manager must complete the procedure in Appendix G and deliver it to the QUT Operations section at the time practical completion is granted.

5.0 CONTRACT SYSTEMS

5.1 Project Contract Categories

5.1.1 Consultants

The QUT capital works/major maintenance consultancy contract, for all consultancy services, is the General Conditions of Contract Consultancy Services. This contract is available for down loading via "Consultants" at:

<http://www.fmd.qut.edu.au>

5.1.2 Contractors

QUT capital works/major maintenance contracts fall into the following categories:

- Small Projects - \$1,000 to \$150,000.
- Medium Projects - projects \$150,000 to \$5M.
- Major Projects - projects \$5M and over.

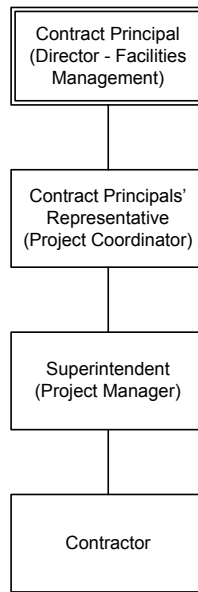
QUT uses the following contracts for the construction of the works all of which are available for down loading via "Consultants" at:

<http://www.fmd.qut.edu.au>

Contract Value	Form of Contract	Tender Requirements	Procurement Authority
Small Projects			
≤ \$30,000	QUT Small Works Contract – Traditional	Minimum of 3 offers from QUT Contractor Panels	Director Facilities Management
>\$30,000	QUT Minor Works Contract Traditional	Minimum of 3 offers from QUT Contractor Panels	Director Facilities Management
Medium Projects			
> \$150,000 ≤ \$5,000,000	AS2124 (Traditional) or QUT Managing Contractor Contract	Minimum of 4 offers from QUT Contractor Panels	≤ \$500,000 Director Facilities Management >\$500,000 Vice Chancellor
Major Projects			
>\$5,000,000	AS2124 (Traditional) or QUT Managing Contractor Contract	Minimum of 5 offers from QUT Contractor Panels	Vice Chancellor.

Figure 1.10 shows the contract structures and communication lines.

Traditional Contract



Managing Contractor Contract

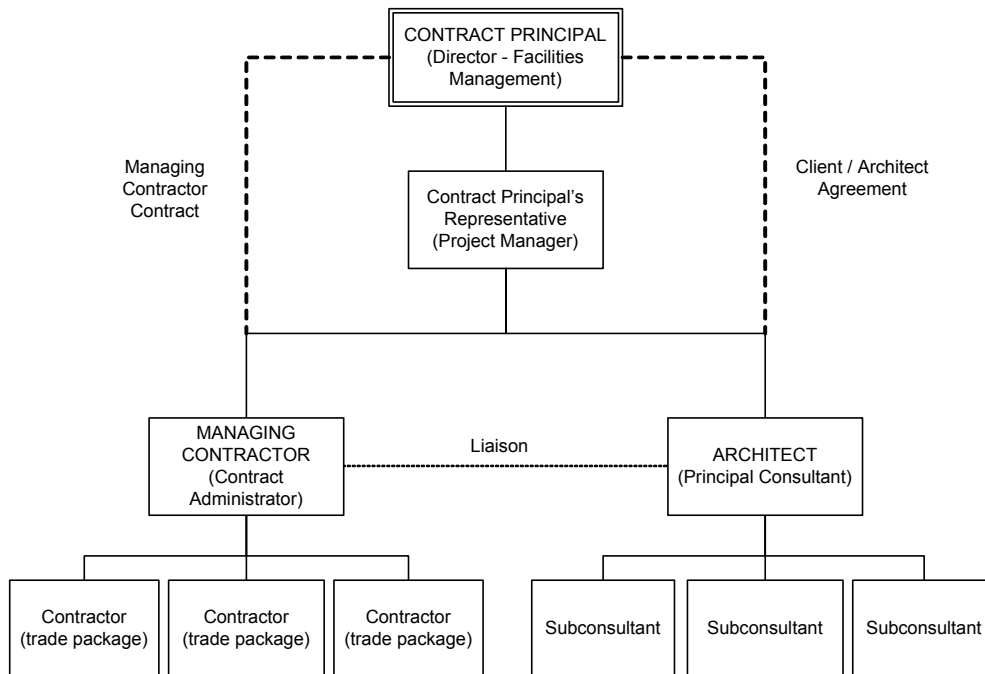


Figure 1.10

6.0 PROJECT BUDGET MANAGEMENT

6.1 General

Effective and efficient budget management is required to ensure that the delivered product is:

- fit for purpose;
- value for money; and
- delivered on time and within budget.

All design and development work should be undertaken with the aim of containing costs within the Project Budget however, the design component of a project should not be solely influenced by cost but be developed to meet both the User Group's needs and QUT's Design Standards & Guidelines.

Quality and functionality are of paramount importance however, cost overruns may need to be managed through a reduction in the approved scope of work to bring the project back on budget. Conversely, if savings are realised on a project through good management practices, the opportunity exists to add value to the project by funding those items previously deducted from the scope of work, in order of priority as set by the PCG.

Note that approval to expend savings on previously deducted items must be sought from the Project Coordinator before any such work commences.

Any changes or additions to the approved scope of work must be managed within the Project Budget, as additional funding will only be provided by QUT in exceptional or unforeseen circumstances (eg – latent site conditions).

6.2 Cost Planning

6.2.1 Cost Plans

Four key milestones have been established to monitor the cost of the project and to ensure that costs are contained within the approved Project Budget:

Project Briefing Cost Plan

The Project Budget formulated as part of the University's strategic planning processes.

Schematic Design Cost Plan

Represents the total estimate of cost at the completion of the Schematic Design stage. This cost is based on preliminary documentation of the final design concept for the project. Cost overruns at this stage must be managed through reductions in scope of work where possible. Once endorsed by the Project Control Group the schematic design becomes the Limit of Cost for the project and cannot be exceeded without the authorisation of the Dean or Head of Division for Faculty Funded projects; or the Executive Director FRP for centrally funded projects. All requests for authorisation must go through the Project Coordinator.

Pre-Tender Cost Plan

Represents the total pre-tender estimate of cost at the completion of the Contract Documentation stage. This cost is based on full documentation of the project as endorsed by the Project Control Group before tenders are called.

If the Pre-Tender Cost Plan (PTCP) does not exceed the Limit of Cost the Project Manager proceeds with the calling of tenders. If the PTCP exceeds the Limit of Cost the Project Manager must thoroughly explore reductions in scope with the Project Coordinator and PCG.

If, after reductions in scope, the PTCP still exceeds the Limit of Cost the Project Manager must prepare a report detailing the reasons why and the measures taken to reduce the cost for the Project Coordinator. The Project Coordinator must then seek additional financial approval from the Dean of the Faculty or Head of Division (faculty funded projects); or the Executive Director, FRP (centrally funded project).

Pre-Construction Cost Plan

Represents the known cost of the project at Tender Stage before the contract for construction is awarded. This cost is based on the firm quote for the project submitted by the preferred tenderer, as recommended by the Tender Evaluation Committee and approved by the appropriate Procurement Authority.

If the Pre-Construction Cost Plan (PCP) exceeds the Limit of Cost the Project Manager must thoroughly explore reductions in scope with the Project Coordinator, the preferred tenderer and the PCG. If, after reductions in scope, the PTCP still exceeds the Limit of Cost the PM must prepare a report detailing the reasons why and the measures taken to reduce the cost for the Project Coordinator.

The Project Coordinator must then seek additional financial approval from the Dean of the Faculty or Head of Division (faculty funded projects); or the Executive Director, FRP (centrally funded project).

6.2.2 Cost Plan Format

QUT have an in-house budget management system called ProjMan. All cost plans are to be prepared and administered using this format. A copy of the ProjMan cost plan format is provided in Appendix F. An electronic copy of the software application will be provided to the Project Manager when appointed. Format modifications to ProjMan are not to be made without approval from the Project Coordinator

6.3 Project Contingency

6.3.1 Purpose

It is not possible within the normal scope of any building process to foresee everything that will be needed during the design and construction phases or to eliminate entirely the need for adjustments due to discrepancies in the documents.

A contingency sum is defined as a sum of money included in the project budget for expenditure, if necessary, on matters unforeseen at the time of calculating the Project Budget and/or the Limit of Cost.

The Project Contingency will cover the following two areas:

Design Contingency

This component of the Project Contingency will be restricted to use by the Project Coordinator to meet additional costs incurred as a result of the following:

- Additional Statutory Fees and Charges arising during the Contract Documentation stage.
- Unforeseen design developments.
- Authorised additional costs incurred by the Project Manager or Design Consultant in carrying out their services.

Construction Contingency

This component of the Project Contingency will be restricted to use by the Project Manager to meet additional costs incurred during the period of construction as a result of the following:

- Errors / omissions in documentation.
- Adjustment to Prime Cost items and Provisional Sums / Quantities.
- Unforeseen construction requirements to meet the approved scope of work.
- Admissible contractual claims.

6.3.2 Use

The Project Manager will report details of expenditure of Project Contingency monthly to the Project Coordinator. Project Contingency is not to be used to increase the scope of the project unless approved by the Project Coordinator. It should remain intact for its agreed purpose. Any unexpended contingency is to be returned to QUT as savings to the Limit of Cost, unless otherwise agreed.

Calculation and Apportionment of Project Contingency

Generally, project Contingency for all QUT capital and major maintenance projects is calculated as follows:

- $PC = [\text{Building Cost} + \text{Costs outside Contract (excl. professional fees)}] \times 10\%$;

The contingency is to be apportioned as follows:

- 50% for pre-tender contingency
- 50% for construction contingency.

In assessing the amount of project contingency, consideration should be given to:

- Type of project (ie new works or alterations)
- Quality of documentation (ie final or provisional)

Contingency levels above the recommendations shown should be discussed with the Project Coordinator and justification included in the relevant cost plans.

Project contingency should be varied in line with changes to the building cost and costs outside the contract at the various cost plan stages. Allowance for contingency shall be included in all cost plans, from the earliest stages of the project.

If it becomes evident during the project that the level of contingency is inadequate, approval to increase the level must be obtained from the Dean of the Faculty or Head of Division; or the Executive Director FRP, through the Project Coordinator. Such requests are to include full details of expenditure to date, the existing allowance, and justification for the extra amount sought.

7.0 OTHER IMPORTANT ISSUES FOR PROJECT MANAGERS

7.1 QUT Stakeholders

The University operates in a complex and diversified environment requiring high degrees of communication between sections and departments to ensure the highest standard of education is always provided.

As discussed above, QUT has a number of key internal operational areas responsible for the day to day running and timetabling of the University's facilities. It is critical to the success of a project that each area is consulted and fully informed during the design development and construction stages. **It is the Project Manager's responsibility to ensure this occurs.**

As a means of ensuring the appropriate level of consultation occurs, the Project Manager **must obtain signoff on the Stakeholders Signoff Sheet and Design Compliance Certificate** (refer Appendix B) **before a building contract can be awarded.** The Project Manager is to ensure the stakeholders have sufficient time to review the documentation. The signature of a stakeholder alone will not absolve the Project Manager of his/her responsibility to ensure the contract documents reflect the requirements of the stakeholder.

Any amendment to the design, after all Stakeholders have signed off, must be re-endorsed in writing by the appropriate Stakeholder(s) before the amendment can proceed. It is the Project Manager's responsibility to ensure this occurs.

7.2 Voice and Data

7.2.1 General

The Department of Information Technology Services (ITS) provides computing facilities, services and support for staff and students; hardware and systems support for management computing and corporate information systems. It also provides office technology and voice and data communication services and support.

ITS, through Network Service (NS) is responsible for the provision and maintenance of data and voice communications for the University, including adherence to QUT Guidelines and Specifications and the standards of communications services.

ITS Network Services Representatives (NSR) are allocated to liaise and consult with Client representatives and Project Managers to ensure that the functional requirements of clients are met within the technical requirements of NS and the technical specifications in construction documentation. The NSR arranges the (QUT) budget estimate for data and voice requirements, which is to be included in the overall project budget. The NSR is also

responsible for coordinating the user and network infrastructure requirements and relevant network supporting infrastructure requirements.

ITS Communications Administration Representatives (CAR), within ITS Administration Support Services, are responsible for managing and organising voice communications.

Project Managers are responsible for consulting with ITS during the design stage, facilitating needs assessments with the QUT Client and ITS and the coordination of ITS to ensure that the voice & data requirements of the QUT Client are met and implemented within the set budget.

7.2.2 Voice & Data Procedures

Appendix G contains definitions, budget guidelines and a project checklist for the assistance of Project Managers.

7.3 Audio Visual

7.3.1 General

The Department of Teaching and Learning Support Services (TALSS) provides teaching and support services for staff and students. Within TALSS is Audio Visual Services (AVS), which provides audiovisual, graphics and photography systems support for staff and students.

TALSS, through AVS, is responsible for the design, procurement and installation of audiovisual systems for the University, including adherence to QUT Guidelines, Specifications and higher education standards. Project Managers are responsible for consulting with AVS during the design stage and coordinating the AV installation in conjunction with AVS and the Project Coordinator.

7.3.2 AV Procedures

Appendix H contains definitions, budget guidelines and the procedures to be followed by Project Managers.

8.0 DESIGN STANDARDS AND GUIDELINES

8.1 General

The design of a project is not to be solely influenced by cost but is to be developed with the appropriate application of the University's Design Standards & Guidelines (DSG). To ensure that quality and functionality are not unduly compromised.

The DSG is available at the following web address:

http://www.fmd.qut.edu.au/operations/design_standards/DesignStandardsGuidelines_E4_A3.pdf

Project Managers will be responsible for ensuring that the requirements of the DSG are adhered to on all projects.

8.2 Design Standards & Guidelines

QUT's DSG have been formulated to allow for efficient and effective delivery of the University's services and to enhance the student and staff environment by:

- being adaptable to user's needs;
- fostering communication;
- creating an appropriate study environment;
- providing greater accessibility and safety, and sustainability; and
- accommodating a variety of service delivery styles.

The DSG have been developed for key building elements and specific functional spaces. They provide details on materials and functional requirements as well as specific requirements regarding design, fixtures, furniture and equipment.

The Standards & Records section within Facilities Management administers the DSG and regularly reviews the guidelines to ensure they reflect changes to University policy and government legislation and to address design deficiencies, functionality and health and safety. Whilst QUT makes every effort to ensure that the legislative requirements are current it cannot guarantee this. *It is the Project Manager and design team's responsibility to ensure that the legislative requirements applicable at the time are enforced.* The project team, through the Project Manager, is to highlight any discrepancies or deficiencies in the DSG to the Project Coordinator. A case to vary the requirements of the DSG can be put forward for QUT's consideration however, no variation to the requirements of the DSG is allowed without the written approval of the Director Facilities Management, through the Project Coordinator.

At the completion of Contract Documentation, the Project Manager must submit the DSG Compliance Certification to the Project Coordinator before proceeding to tender. A certificate has been included in Appendix B.

9.0 CERTIFICATION AND PAYMENT OF CLAIMS

QUT's objective is to contain the submission, certification and payment of all legitimate progress claims within a 21-day cycle, to meet the requirements of our consultant and building contracts. In particular, the Project Manager is to note the QUT's obligations under the Building and Construction Industry Payments Act. It is the Project Manager's responsibility to ensure QUT complies with the Act and that QUT is at all times aware of its obligations and any risks that may arise, should it fail to meet its obligations.

Figure 1.11 sets out the sequence to be followed and the responsibilities and actions of service providers (building contractors, project managers, design consultants, other vendors) and QUT representatives.

All invoices must be original and quote the QUT Order Number supported by tax invoices, receipts and other relevant claim documents. *Payments cannot be approved and paid without the QUT Order Number and the supporting documentation.*

Adequate time must be allowed, within the 21-day cycle, for QUT to process and pay the claim

Contractor / Consultant Payment Procedure

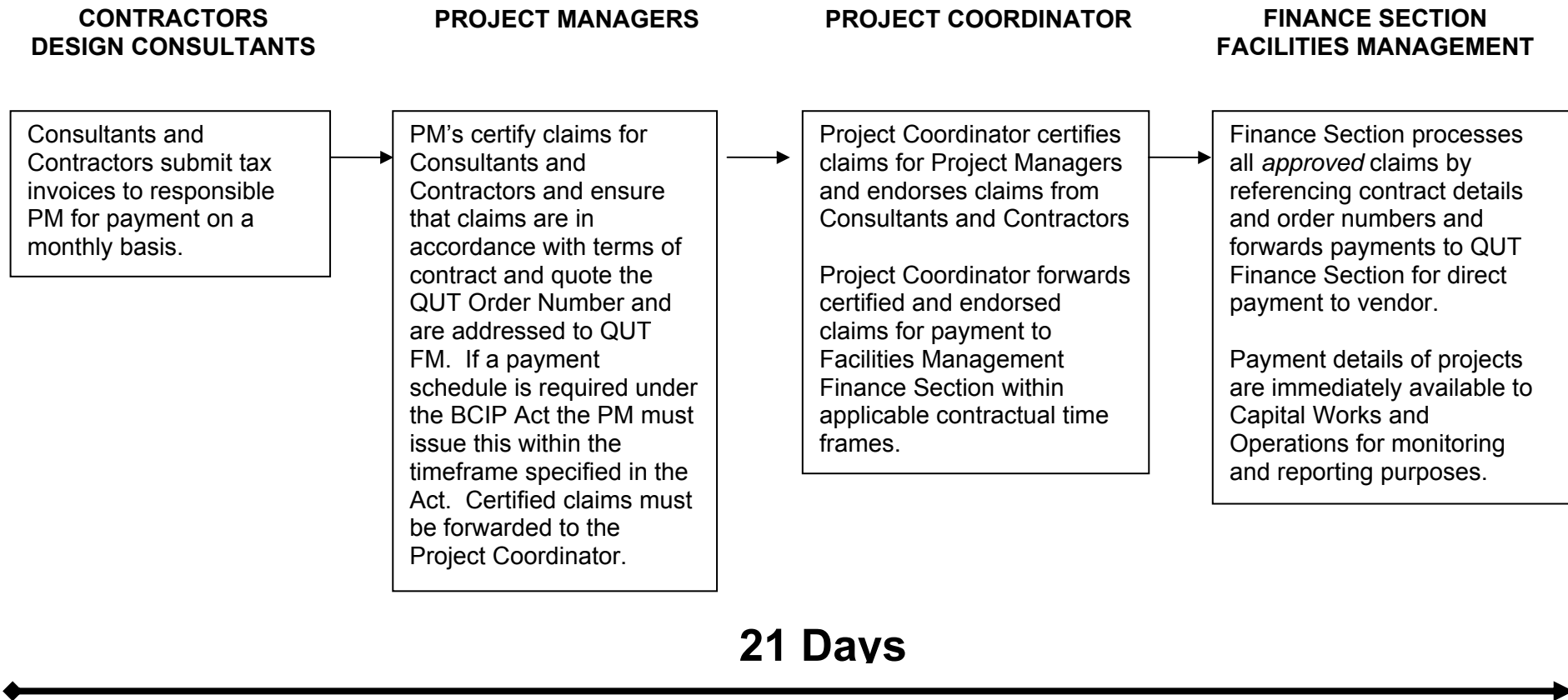


Figure 1.11

APPENDIX A

ROLES AND RESPONSIBILITIES OF QUT PROJECT COORDINATORS

PM225 Project Coordinators – Roles and Responsibilities (Projects over \$150,000)

225.1 Definitions

DFM	- Director Facilities Management
ADCW	- Associate Director Capital Works
ADO	- Associate Director Operations
CCSC	- Consultant & Contractor Selection Committee
CCDB	- Consultants & Contractors Data Base
PCoord	- Project Coordinator
PM	- Project Manager
QS	- Project Quantity Surveyor
PC	- Principal Consultant
PR	- Principal's Representative
PCG	- Project Control Group
PUG	- Project User Group
TOR	- Terms of Reference

225.2 Role

Plan, coordinate, direct and supervise the activities of Project Managers to ensure that the project is completed within agreed budgets and timeframes and in accordance with the Client's requirements. Manage the activities of Clients as they relate to the project.

225.3 Responsibilities

Following allocation of a project from the ADCW/ADO:

- a. Project Setup
 - Collate all existing project information
 - Formulate initial project milestones and anticipated overall project duration.
 - Prepare project filing system
 - In conjunction with ADCW/ADO, appoint PCG. Chaired by PCoord. PM a member once appointed.
 - In conjunction with PCG, develop Scope of Work. Approval by PCG
- b. Appointment of Project Manager:
 - Develop TOR for PM using standard TOR. Approval by ADCW/ADO.
 - Prepare select tender list through the CCDB. Authorisation by ADCW/ADO. Approval by DFM through CCSC.
 - Call, close and evaluate tenders in accordance with approved tendering procedures and make recommendation. Approval by DFM through CCSC.
 - Commission PM

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PM225

Project Coordinators -

Roles and Responsibilities

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FACILITIES

- c. Appointment of Quantity Surveyor
- Develop TOR for QS using standard TOR. Approval by ADCW/ADO
 - Prepare select tender list through the CCDB. Authorisation by ADCW/ADO. Approval by DFM through CCSC.
 - Call, close and evaluate tenders in accordance with approved tendering procedures and make recommendation. Approval by DFM through CCSC.
 - Commission QS.
- d. Appointment of Principal Consultant:
- In conjunction with PM develop TOR for PC using standard TOR. Approval by ADCW/ADO.
 - In conjunction with PM prepare select tender list through the CCDB. Authorisation by ADCW/ADO. Approval by DFM through CCSC.
 - Call, close and evaluate tenders in accordance with approved tendering procedures and make recommendation. Approval by DFM through CCSC.
 - Commission PC
- e. Procurement Management
- Prepare an Appendix A (for centrally funded projects only), obtain endorsement from the ADCW, approval from DFM and forward to FRP for approval to proceed with the project.
 - In conjunction with QS, PM, PC, at completion of Schematic Design stage, prepare Major Project Plan Appendix B (for centrally funded projects only) and obtain project cashflows. Endorsement by ADCW/ADO. Approval by DFM and FRP.
 - In conjunction with PM determine the project procurement strategy. Approval by ADCW/ADO
 - In conjunction with PCG, PM and PC, appoint the Project User Group(s) (PUG).
 - Vet Design Brief and assist the PM in the coordination of Stakeholder signoff.
 - Manage design concept reviews with Vice Chancellor where necessary.
 - Direct the calling, closing and review of tenders in accordance with approved tendering procedures and in conjunction with the PM.
 - Issue the letters of decline and sign on behalf of the ADCW/ADO for consultant and contractor tender calls. Issue letters of acceptance signed by ADCW/ADO.
 - Vet all consultant and contractor claims, variations etc, following certification by the PM and submit to DFM through CCSC for approval if required in accordance with FM financial procedures.

**MANAGEMENT
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- Obtain signoff on all purchase orders from ADCW/ADO.
- In conjunction with the PM, prepare an Appendix C should it become apparent that the approved budget might be exceeded. Endorsement by ADCW/ADO. Approval by DFM and FRP.
- Act as the PR under the contract, including the authorisation to pay all progress claims, following certification by the Superintendent and PM (NB for non-traditional contracts, a "job specific" PR will be appointed by the ADCW/ADO). Contract variations totalling more than of 20% of the Contract Sum must be approved by the DFM through CCSC. Any cost that will cause the financially approved project budget to be exceeded must be approved by FRP, through the DFM, before the cost is incurred.
- Review PM monthly reports on project status, budget, forecast expenditure, cashflow and progress and report on a consolidated basis to ADCW/ADO.
- Take overall responsibility for directing the handover, defect rectification, final clean and the provision of manuals, warranties and as-built documentation.
- Issue a Post Project Satisfaction Survey (PPSS) to all QUT members of the PCG and manage the completion and return to Capital Works of same.
- Financially close projects, coordinate Post Occupancy Evaluation reports as required and complete contractor/consultant performance reports on the CCDB within 3 months of Practical Completion.
- Take overall responsibility for delivering the project on time, on budget and in accordance with the Brief, through the supervision of the PM and coordination of the Client.

**MANAGEMENT
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MANUAL****PM225****Project
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APPENDIX B

QUT STAKEHOLDERS CHECKLISTS & CONSULTANT COMPLIANCE CERTIFICATE

PM220 Stakeholders

220.1 Stakeholders

Inform all the following stakeholders at the start of a project and through out the project obtain advice, input, restraints, concurrent work, future work etc from any or all of the stakeholders:

- a. Associate Director – Capital Works **(extn 83636)**
 Associate Director – Operations **(extn 83778)**
 and Director – Facilities Management, as appropriate **(extn 83990)**
- b. FM Operations Section:
 - i. Room numbering & space data update
(Infrastructure Records Officer – Space, extn 85403)
 - ii. Drawing Numbers **(GIS Administrator, extn 83628)**
 - iii. Mechanical Services
(Senior Technical Officer – Mechanical, extn 85462)
(Electrical / Mechanical Services Supervisor, extn 85488)
 - iv. Electrical Services **(Services Engineer – Electrical, extn 83020)**
 - v. Hydraulics **(Senior Technical Officer – Essential Srvs, extn 83883)**
 - vi. Building Maintenance **(Maintenance Services Manager, extn 89680)**
 - vii. Fire Services **(Senior Technical Officer – Essential Srvs, extn 83883)**
 - viii. Design Standards and Guidelines
(Manager Standards and Records Section, extn 83622)
 - ix. Engineering Services (All) **Manager Engineering Services, extn 85934)**
- c. FM Security Section
 - i. Design **(Security Manager, extn 83694)**
 - ii. Keying and Locking **(Security Systems Officer, extn 85969)**
- d. FM Campus Services Section
 - i. Campus operations, traffic, people movement, disruptions, timing of examinations, Neighbours & Site impacts
(Assoc. Dir. – Campus Services extn 83214)
(Campus Coordinator – KG extn 83476)
(Campus Coordinator – GP – extn 82693)
(Campus Coordinator – Ca – extn 84536)
 - ii. Health, Safety and Cleaning Manager **(extn 84536)**
 - iii. Landscaping **(Grounds Foreperson, extn 83501)**
- e. Information Technology Services
 - i. Data / Phone **(ITS Team Leader, extn 82155)**
- f. Teaching and Learning Support Services
 - i. Audio Visual Services **(TALSS AV Workshop Manager, extn 83537)**
- g. Health & Safety **(Assoc. Dir. – HR H&S Advisory Service, extn 89269)**
- h. Equity
 - i. Access for people with disabilities **(Disability Officer, extn 82905)**
- i. FM Capital Works
 - i. Heritage Issues **(Associate Director – Major Projects, extn 83003)**

STAKEHOLDER CONSULTATION CERTIFICATE

Project Title		
Location		BEIMS No
QUT Project Coordinator		Phone No
Project Manager	(if applicable)	

MINOR WORKS PROJECT (< \$500,000)

The purpose of this procedure is to ensure that all **relevant** QUT stakeholders are provided with the opportunity to review project documentation prior to tender award. Responsibility for ensuring the procedure is followed lies with the QUT Project Coordinator. This form must be completed and submitted with Form 627B as an Attachment to the Tender Evaluation Plan or Tender Evaluation Report to obtain Director FM approval to award a construction contract.

NOTE: QUT officers should only sign if they have no outstanding objections to the Tender Documentation. Any objections or qualifications should be noted. If inclusion "not appropriate" mark as **NA**. If "consulted" vs "signature" attach email documentation.

Title	Name	Signature	Date
Client Representative	<i>Mandatory</i>	<input type="checkbox"/>	
User Representative	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Project Coordinator)	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Operations) - Technical services	Geoff Woods	<input type="checkbox"/>	
FM (Operations) - Maintenance Services	Harvey Baldwin	<input type="checkbox"/>	
FM (Operations) - Health & Safety	<i>Include if appropriate</i>	<i>See email attached</i>	
FM (Security)	<i>Include if appropriate</i>	<i>See email attached</i>	
FM (Campus Services)	<i>Include if appropriate</i>	<i>See email attached</i>	
(Insert other FM sections if appropriate)			
IBC – QUT Institute Biosafety Committee	<i>Include if appropriate</i>	<i>See email attached</i>	
LETS - Audio Visual Services	<i>Include if appropriate</i>	<i>See email attached</i>	
ITS (NS) -Data/Communications	<i>Include if appropriate</i>	<i>See email attached</i>	
DAS Equity Section - Equity issues	<i>Include if appropriate</i>	<i>See email attached</i>	
DAS HR H & S Advisory Service - H & S issues	<i>Include if appropriate</i>	<i>See email attached</i>	
(Insert other QUT sections if appropriate)			

Associate Director (Campus Services)	Mandatory	<input type="checkbox"/>	
Associate Director (Operations)	Mandatory	<input type="checkbox"/>	
Associate Director (Capital Works)	Mandatory	<input type="checkbox"/>	
Director (Facilities Management)	Mandatory	<input type="checkbox"/>	

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STAKEHOLDER CONSULTATION CERTIFICATE

Project Title		
Location		BEIMS No
QUT Project Coordinator		Phone No
Project Manager		Phone No

MAJOR WORKS PROJECT (> \$500,000)

The purpose of this procedure is to ensure that all **relevant** QUT stakeholders are provided with the opportunity to review project documentation prior to tender award. Responsibility for ensuring the procedure is followed lies with the QUT Project Coordinator. This form must be completed and submitted with Form 627B as an Attachment to the Tender Evaluation Plan or Tender Evaluation Report to obtain Director FM approval to award a construction contract.

NOTE: QUT officers should only sign if they have no outstanding objections to the Tender Documentation. Any objections or qualifications should be noted. If inclusion "*not appropriate*" mark as **NA**. If "*consulted*" vs "*signature*" attach email documentation.

Title	Name	Signature	Date
Client Representative	<i>Mandatory</i>	<input type="checkbox"/>	
User Representative	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Project Coordinator)	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Operations) - Maintenance Services	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Operations) - Health & Safety	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Operations) - Mechanical	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Operations) – Electrical + Fire	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Operations) – Hydraulics	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Physical Security)	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Fire Safety)	<i>Mandatory</i>	<input type="checkbox"/>	
FM (Campus Services) – Campus Coordinator	<i>Mandatory</i>	<input type="checkbox"/>	
Insert additional as required			
IBC – QUT Institute Biosafety Committee	<i>Include if appropriate</i>	<i>See email attached</i>	
LETS - Audio Visual Services	<i>Include if appropriate</i>	<i>See email attached</i>	
ITS (NS) -Data/Communications	<i>Include if appropriate</i>	<i>See email attached</i>	
DAS Equity Section - Equity issues	<i>Include if appropriate</i>	<i>See email attached</i>	
DAS HR H & S Advisory Service - H & S issues	<i>Include if appropriate</i>	<i>See email attached</i>	

Associate Director (Campus Services)	Mandatory	<input type="checkbox"/>	
Associate Director (Operations)	Mandatory	<input type="checkbox"/>	
Associate Director (Capital Works)	Mandatory	<input type="checkbox"/>	
Director (Facilities Management)	Mandatory	<input type="checkbox"/>	

FMP313B FACILITIES MANAGEMENT PROCEDURES MANUAL:



Facilities Management

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PM642 CONSULTANT CERTIFICATION OF COMPLIANCE

Design Standards and Guidelines

Discipline:

I/We hereby certify that the **(enter discipline)** design drawings and technical specification comply with the QUT Design Standards & Guidelines noting the following approved amendments:

DSG Section	DSG Item	Amendment	Endorsed S&R	Approval by Director FM Y/N

Signed:

Name:

For and on behalf of:

Company Name:

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APPENDIX C

GENERAL TENDERING PROCEDURES

PM334 Receipt and Opening of Tenders and Quotes

334.1 Introduction

- a. In calling tenders and quotes, the University is commencing a process which results in a legal and contractual relationship with the suppliers of goods and services.
- b. In receiving and opening tenders and quotes, care must be taken to act in a manner which is honest and fair to all tenderers.

334.2 Invitations to Tender / Quote

- a. Invitations to tender or quote are made to selected firms, approved by the CCSC.
- b. Invitations stipulate the time, date and place of closing (2.00 pm on Wednesdays at Y1 Block, Kelvin Grove Campus, Victoria Park Road). This information is provided by the Project Manager on the CCDB Tender Summary Form; **PM627B**
- c. Invitations must stipulate that the envelopes which contain the tenders should be clearly marked with the project details.
- d. The quote should clearly indicate the non GST component AND the GST component.

334.3 Acceptable Tender Format

- a. Tenders must be placed in the Tender Box by tenderers or their representatives. Tenders faxed or emailed directly to Facilities Management will not be accepted.

334.4 Tender Box

- a. The tender box is to be located at Y1 Block, Kelvin Grove Campus, Victoria Park Road, Kelvin Grove.
- b. Two padlocks are to be provided, and the keys held by two separate people from Facilities Management.
- c. The tender box is to be maintained in a manner such that it cannot be tampered with, or tenders accessed by unauthorised people.

334.5 Closing of Tenders and Quotes

- a. At the time for closing of tenders, all tenders in the tender box shall be removed and the box re-locked.

334.6 Opening of Tenders and Quotes

- a. Members of the public, including tenderers, are not to be present for the opening of tenders.
- b. Tenders shall be opened in the presence of a minimum of two Facilities staff. The Project Manager and Project Coordinator may attend tender openings.
- c. After opening, the tenders shall be given to the relevant Project Coordinator for distribution to the Project Manager with copies kept for the Project Coordinator.

PM334

Receipt and Opening of Tenders and Quotes

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334.7 Recording of Tenders

- a. The tendered amounts shall be recorded on the Tender Summary Form, beside the respective firms. Where no tender has been received, the words "did not tender" shall be recorded. **PM627B**
- b. The Tender Summary Form shall be signed, witnessed and dated. **PM627B**

334.8 Late Tenders

- a. If a tender is received late, it shall be opened and the circumstances surrounding the late receipt shall be recorded for the information of the Project Manager.
- b. Where tenders are opened inadvertently, or before they are due to close, (eg, when the tender has been lodged early, and the envelope is not clearly marked) they shall be re-sealed, and the envelope endorsed accordingly. The endorsement shall be signed and witnessed.

334.9 Further Clarification

- a. At the time of opening of tenders, should there appear to be any irregularities or circumstances which the Project Manager and/or Project Coordinator are unsure of, they are to immediately contact the Associate Director – Capital Works, or the Associate Director – Operations for advice or direction.

PM334**Receipt and
Opening of
Tenders and
Quotes**Issue Date:
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APPENDIX D

PARTICULAR PROCEDURES FOR ENGAGEMENT & PERFORMANCE REVIEW OF CONSULTANTS

PM205B Process for Engagement of Consultant from Consultants Panel (For Fee Values \geq \$20,000)

This procedure outlines the activities necessary to invite tenders and appoint consultants for fee values \geq \$20,000. Refer to the Project Procedures Kit for the complete project delivery process

205B.1 Select List

- a. Decide selection criteria weightings. **See 205B.2**
- b. Select firms from Consultant Panels. Unless there are special capability requirements, those selected should normally be the next in order, to ensure work is shared.
- c. Review list and weightings with the Project Coordinator / Associate Director – Capital Works or Associate Director – Operations.
- d. Confirm with consultants their availability to tender and record the contact person and the response.
- e. Prepare Tender Evaluation Plan.
- f. Prepare Tender Summary Form. **PM627**
- g. Submit list record of availability and Plan to CCSC for endorsement to invite fee submissions and track through CCDB.
- h. Update forecast construction start and completion dates in CCDB

205B.2 Invite Fee Submissions

- a. Prepare and issue documents * which include:
 - i. A - Invitation to Offer Consultancy Service
 - ii. B - Conditions of Tender
 - iii. C - Terms of Reference
 - iv. D - General Conditions of Contract for Consultancy Service.

* - all available from the Project Coordinator.
- b. Evaluation criteria and weightings to be as stated in the Tender Evaluation Plan.

205B.3 Evaluate Submission

- a. Assess submissions against evaluation criteria and weighting factors in accordance with the Tender Evaluation Plan.
- b. Conduct interviews if considered necessary
- c. Complete schedule of tender results and attach to the Tender Summary Form. **PM627**
- d. Prepare Tender Evaluation Report.
- e. Submit Tender Summary Form and Report to CCSC for endorsement and track through CCDB **PM627**
- f. Where consultancy sum exceeds the delegation of the Director – Facilities Management (currently \$500,000), Project Coordinator to prepare memo to Vice-Chancellor, through the Director – Facilities Management, seeking approval of appointment.

PM205B

Process for Engagement of Consultant from Consultants Panel (For Fee Values \geq \$20,000)

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- g. Project Coordinator to issue Letter of Acceptance, signed by the Associate Director – Capital Works or Associate Director - Operations, once approval received from appropriate Procurement Authority.
- h. Update actual construction start and forecast completion dates in CCDB

205B.4 Appoint Consultant

- a. Issue standard letter of acceptance **PM703 & PM702**
- b. Issue standard letter to unsuccessful tenderers
- c. Raise requisition order. ADCW/ADO to sign
- d. Finance Officer to update CCDB database.

205B.5 Consultancy Conclusion

- a. A maximum of 3 months after Practical Completion, Project Coordinator to complete a Consultant Performance Report in CCDB **PM626**


PM205B**Process for
Engagement
of Consultant
from
Consultants
Panel (For Fee
Values ≥ \$20,000)**

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 Facilities Management	CONSULTANTS & CONTRACTORS SELECTION COMMITTEE TENDER SUMMARY FORM	PM627B REG. NO.....																				
Date: Project Description: WR No.: Funds Approved: YES/NO Project Account Code: <table border="1" style="display: inline-table; border-collapse: collapse; width: 200px; height: 15px;"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table> This component of the project is: This component estimate is: \$..... The level of risk in this purchase is considered to be: low <input type="checkbox"/> moderate <input type="checkbox"/> high <input type="checkbox"/> Comments: *.....																						
SELECTION OF TENDERERS The following consultants / contractors are nominated for calling of tenders. 1..... 2..... 3..... 4..... 5..... 6.....	TENDER REPORT Fee proposals / Tender results summary <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:50%; text-align: center;">EXCLUDING GST</th> <th style="width:50%; text-align: center;">INCLUDING GST</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">\$.....</td><td style="text-align: center;">\$.....</td></tr> <tr><td style="text-align: center;">\$.....</td><td style="text-align: center;">\$.....</td></tr> <tr><td style="text-align: center;">\$.....</td><td style="text-align: center;">\$.....</td></tr> <tr><td style="text-align: center;">\$.....</td><td style="text-align: center;">\$.....</td></tr> <tr><td style="text-align: center;">\$.....</td><td style="text-align: center;">\$.....</td></tr> <tr><td style="text-align: center;">\$.....</td><td style="text-align: center;">\$.....</td></tr> <tr><td style="text-align: center;">\$.....</td><td style="text-align: center;">\$.....</td></tr> </tbody> </table>		EXCLUDING GST	INCLUDING GST	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....	\$.....				
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Tenders to Close on at Y1 Block Victoria Park Rd or	Tenders for the above project closed on..... at Y1 Block Victoria Park Rd or Opened by..... Witnessed by.....																					
Committee Recommendation Comments: All of the above approved: <input type="checkbox"/> Changes to the selection as shown: <input type="checkbox"/> Comments:	The tender from..... for \$..... is recommended for acceptance. Project Manager..... Comments:																					
Recommended / Approved Date: Chair, CCSC/Section Head	Recommended / Approved Date: Chair, CCSC/Section Head																					
Recommended / Approved Date: Director, Facilities Management	Recommended / Approved Date: Director, Facilities Management																					
Approved Date: Vice-Chancellor	Approved Date: Vice-Chancellor																					

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Queensland University of Technology

TENDER EVALUATION PLAN FOR

PROJECT MANAGER

(INSERT PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

- 1.1 Invitations to Offer for Project Management consultancy services for the *(insert project title and Campus)* are to be invited on *(insert date)* and will close on *(insert date)*. The project is an element of the *(AMP/Minor Works/Faculty Funded)* for *(Insert year)*.
- 1.2 This shortlist has been prepared for the selection of a Project Manager from the approved EOI Panels. *(insert no. of organisations shortlisted)* have been listed and all have been contacted and all advise that they are willing to tender.
- 1.3 A summary of the project is as follows:

Building & Campus	Project Description	Project Budget
<i>(insert name)</i>	<i>(insert description of project)</i>	<i>(insert \$)</i>

2.0 FORM OF REQUEST

- 2.1 Invitation to Offer documentation was developed by the Project Coordinator, in accordance with QUT's procedures for design and procurement of capital works and in accordance with State Purchasing Policy Guidelines.
- 2.2 The Invitation to Offer was extended to the following firms on the *(insert date)*.

(Tenderer 1)

(Tenderer 2)

(Tenderer 3)

(Tenderer 4)

(Tenderer 5)

3.0 HOW SHORT LIST WAS DETERMINED

(Use standard response below or delete & include a statement of the reasons for arriving at the tender list selected if not in accordance with selection policy).

The short list of Project Managers invited to offer was determined by taking the next consenting tenderer(s), in turn, from the EOI Panel in accordance with current Facilities Management selection procedures. The capabilities of the consultants selected were considered in the light of the Project characteristics.

4.0 TENDER EVALUATION COMMITTEE

4.1 Membership of the Evaluation Committee is to comprise:

(Chair) Project Coordinator

(Member 2) ????????????????????

(Member 3) ????????????????????

5.0 EVALUATION PROCESS

5.1 The following aspects are to be addressed by the Evaluation Committee through the evaluation process:

- a. A record of probity issues, eg whether any member of the Evaluation Committee has vested interests in any of the offerors or had contact, which could have influenced any decision making, with any of the offerors during the offer and evaluation period.
- b. Assessment of organisations against approved evaluation criteria. Evaluation criteria and associated weightings are attached at Appendix 1
- c. Whether there is a need to conduct interviews with offerors. As determined by the Coordinator and approved by the Associate Director, the selection process may involve a further shortlisting of two firms, based on the results of the evaluation process, for interview by the Evaluation Committee.
- d. Any other issues of importance to the evaluation process.
- e. A record of written and verbal referee reports is to be maintained by the Chairperson.

6.0 APPROVAL

6.1 The Committee Chairperson is to seek approval of the recommended tender list from the Director Facilities Management, through the Consultant & Contractor Selection Committee.

7.0 CRITERIA SCORING

- 7.1 Each non-price criterion will be assessed on its individual merits and then compared relative to other organisations to reduce the likelihood of any imbalance between relative scores. Allocation of point scores in the range 0-5 should be in accordance with the following table:

Score	Description	Interpretation
0	unacceptable	has not demonstrated any capability
1	marginal	has barely demonstrated adequate capability
2	acceptable	demonstrated capability is adequate without any enhancement
3	good	has demonstrated more than adequate capabilities
4	very good	has demonstrated more than adequate capabilities and additional factors which sets it apart
5	excellent	outstanding in all respects

- 7.2 The fee proposal will be scored differently to other criteria, with lowest fee scoring highest, according to the following formula. Scoring by up to two decimal places may be used.

$$\text{Score} = \frac{\text{Lowest Tender}}{\text{Tendered Price}} \times 5$$

The median fee is then established from all of the offers and the highest rated tenderer's fee should fall within a +/- 30% range of this figure. If the highest rated tenderer's fee falls outside the +/- 30% range then it is mandatory for the Tender Committee to conduct further evaluation and /or an interview with the recommended tenderer (and other tenderers as necessary) to determine that value for money is being obtained as well as ensuring that the tenderer has costed the full scope of services and is able to undertake the work in accordance with the tender documents.

8.0 ALTERNATIVE PROPOSALS

- 8.1 Alternative proposals will **not** be scored but are to be given a subjective evaluation. Details of issues raised and analysis conducted by the Committee are to be included in the Evaluation Committee's reports.

Appendix 1

Evaluation Criteria and Weightings

Criteria and weightings are summarised below;

Criteria	Criteria Elements	Criteria Weighting Factors
Appreciation of the nature of the works and methodology	<ul style="list-style-type: none"> Understanding of what the project entails and the critical issues for QUT Detailed management methodology specific to this project Understanding of QUT's project communication protocols Understanding of your post construction obligations and how these will be achieved 	xx
Previous Performance	<ul style="list-style-type: none"> A list of projects similar in nature to this project, complete with date, description, construction cost, your role and the Client contact 	xx
Resources and capacity	<ul style="list-style-type: none"> Resource allocation & organisation and how this fits into the overall project structure. Key Personnel & their experience Key personnel commitment to this project as a % of their total time. 	xx
Fee Proposal		xx

Note: Weightings can be adjusted to suit the individual requirements of projects. Project Coordinators are to select weightings to suit the nature, objectives and circumstances of each project. These must be consistent with those published in Invitation to Offer Documents.

For consultant services, Fee Proposal must have a minimum weighting of 25% unless otherwise approved by the Associate Director.

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Queensland University of Technology

TENDER EVALUATION PLAN FOR

PRINCIPAL CONSULTANT

(INSERT PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

- 1.1 Invitations to Offer for Principal Consultancy services for *(insert project title and Campus)* are to be invited on *(insert date)* and will close on *(insert date)*. The project is an element of the *(AMP/Minor Works/Faculty Funded)* for *(Insert year)*.
- 1.2 This shortlist has been prepared for the selection of a Principal Consultant from the approved EOI Panels. *(insert no. of organisations shortlisted)* have been listed and all have been contacted and all advise that they are willing to tender.
- 1.3 A summary of the project follows:

Building & Campus	Project Description	Project Budget
<i>(insert name)</i>	<i>(insert description of project)</i>	<i>(insert \$)</i>

2.0 FORM OF REQUEST

- 2.1 Invitation to Offer documentation was developed by *(Project Manager/Project Coordinator)*, in accordance with QUT's procedures for design and procurement of capital works and in accordance with State Purchasing Policy Guidelines.
- 2.2 The Invitation to Offer was extended to the following firms on the *(insert date)*.

(Tenderer 1)

(Tenderer 2)

(Tenderer 3)

(Tenderer 4)

(Tenderer 5)

3.0 HOW SHORT LIST WAS DETERMINED

(Use standard response below or delete & include a statement of the reasons for arriving at the tender list selected if not in accordance with selection policy).

The short list of Principal Consultants invited to offer was determined by taking the next consenting tenderer(s), in turn, from the EOI Panel in accordance with current Facilities Management selection procedures. The capabilities of the consultants selected were considered in the light of the Project characteristics.

4.0 TENDER EVALUATION COMMITTEE

4.1 Membership of the Evaluation Committee is to comprise:

(Chair) Project Coordinator

(Member 2) ????????????????????

(Member 3) ????????????????????

5.0 EVALUATION PROCESS

5.1 The following aspects are to be addressed by the Evaluation Committee through the evaluation process:

- a. A record of probity issues, eg whether any member of the Evaluation Committee has vested interests in any of the offerors or had contact, which could have influenced any decision making, with any of the offerors during the offer and evaluation period.
- b. Assessment of organisations against approved evaluation criteria. Evaluation criteria and associated weightings are attached at Appendix 1
- c. Whether there is a need to conduct interviews with offerors. As determined by the Coordinator and approved by the Associate Director, the selection process may involve a further shortlisting of two firms, based on the results of the evaluation process, for interview by the Evaluation Committee.
- d. Any other issues of importance to the evaluation process.
- f. A record of written and verbal referee reports is to be maintained by the Chairperson.

6.0 APPROVAL

6.1 The Committee Chairperson is to seek approval of the recommended tender list from the Director Facilities Management, through the Consultant & Contractor Selection Committee.

7.0 CRITERIA SCORING

- 7.1 Each non-price criterion will be assessed on its individual merits and then compared relative to other organisations to reduce the likelihood of any imbalance between relative scores. Allocation of point scores in the range 0-5 should be in accordance with the following table:

Score	Description	Interpretation
0	unacceptable	has not demonstrated any capability
1	marginal	has barely demonstrated adequate capability
2	acceptable	demonstrated capability is adequate without any enhancement
3	good	has demonstrated more than adequate capabilities
4	very good	has demonstrated more than adequate capabilities and additional factors which sets it apart
5	excellent	outstanding in all respects

- 7.2 The fee proposal will be scored differently to other criteria, with lowest fee scoring highest, according to the following formula. Scoring by up to two decimal places may be used.

$$\text{Score} = \frac{\text{Lowest Tender}}{\text{Tendered Price}} \times 5$$

The median fee is then established from all of the offers and the highest rated tenderer's fee should fall within a +/- 30% range of this figure. If the highest rated tenderer's fee falls outside the +/- 30% range then it is mandatory for the Tender Committee to conduct further evaluation and /or an interview with the recommended tenderer (and other tenderers as necessary) to determine that value for money is being obtained as well as ensuring that the tenderer has costed the full scope of services and is able to undertake the work in accordance with the tender documents.

8.0 ALTERNATIVE PROPOSALS

- 8.1 Alternative proposals will **not** be scored but are to be given a subjective evaluation. Details of issues raised and analysis conducted by the Committee are to be included in the Evaluation Committee's reports.

Appendix 1

Evaluation Criteria and Weightings

Criteria and weightings are summarised below;

Criteria	Criteria Elements	Criteria Weighting Factors
Appreciation of the nature of the works and methodology	<ul style="list-style-type: none"> Understanding of what the project entails and the critical issues for QUT Detailed design methodology specific to this project Understanding of QUT's project communication protocols Understanding of your post construction obligations and how these will be achieved 	xx
Previous Performance	<ul style="list-style-type: none"> A list of projects similar in nature to this project, complete with date, description, construction cost, your role and the Client contact 	xx
Resources and capacity	<ul style="list-style-type: none"> Resource allocation & organisation and how this fits into the overall project structure. Key Personnel & their experience Key personnel commitment to this project as a % of their total time. 	xx
Fee Proposal		xx

Note: Weightings can be adjusted to suit the individual requirements of projects. Project Coordinators/Project Managers are to select weightings to suit the nature, objectives and circumstances of each project. These must be consistent with those published in Invitation to Offer Documents.

For consultant services, Fee Proposal must have a minimum weighting of 25% unless otherwise approved by the Associate Director.

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Queensland University of Technology

TENDER EVALUATION PLAN FOR

QUANTITY SURVEYING SERVICES

(INSERT PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

- 1.1 Invitations to Offer for Quantity Surveying consultancy services for *(insert project title and Campus)* are to be invited on *(insert date)* and will close on *(insert date)*. The project is an element of the *(AMP/Minor Works/Faculty Funded)* for *(Insert year)*.
- 1.2 This shortlist has been prepared for the selection of a Quantity Surveyor from the approved EOI Panels. *(insert no. of organisations shortlisted)* have been listed and all have been contacted and all advise that they are willing to tender.
- 1.3 A summary of the project is as follows:

Building & Campus	Project Description	Project Budget
<i>(insert name)</i>	<i>(insert description of project)</i>	<i>(insert \$)</i>

2.0 FORM OF REQUEST

- 2.1 Invitation to Offer documentation was developed by *(Project Manager/Project Coordinator)*, in accordance with QUT's procedures for design and procurement of capital works and in accordance with State Purchasing Policy Guidelines.
- 2.2 The Invitation to Offer was extended to the following firms on the *(insert date)*.

(Tenderer 1)

(Tenderer 2)

(Tenderer 3)

(Tenderer 4)

(Tenderer 5)

3.0 HOW SHORT LIST WAS DETERMINED

(Use standard response below or delete & include a statement of the reasons for arriving at the tender list selected if not in accordance with selection policy).

The short list of Quantity Surveyors invited to offer was determined by taking the next consenting tenderer(s), in turn, from the EOI Panel in accordance with current Facilities Management selection procedures. The capabilities of the consultants selected were considered in the light of the Project characteristics.

4.0 TENDER EVALUATION COMMITTEE

4.1 Membership of the Evaluation Committee is to comprise:

(Chair) Project Coordinator

(Member 2) ????????????????????

(Member 3) ????????????????????

5.0 EVALUATION PROCESS

5.1 The following aspects are to be addressed by the Evaluation Committee through the evaluation process:

- a. A record of probity issues, eg whether any member of the Evaluation Committee has vested interests in any of the offerors or had contact, which could have influenced any decision making, with any of the offerors during the offer and evaluation period.
- b. Assessment of organisations against approved evaluation criteria. Evaluation criteria and associated weightings are attached at Appendix 1
- c. Whether there is a need to conduct interviews with offerors. As determined by the Coordinator and approved by the Associate Director, the selection process may involve a further shortlisting of two firms, based on the results of the evaluation process, for interview by the Evaluation Committee.
- d. Any other issues of importance to the evaluation process.
- g. A record of written and verbal referee reports is to be maintained by the Chairperson.

6.0 APPROVAL

6.1 The Committee Chairperson is to seek approval of the recommended tender list from the Director Facilities Management, through the Consultant & Contractor Selection Committee.

7.0 CRITERIA SCORING

- 7.1 Each non-price criterion will be assessed on its individual merits and then compared relative to other organisations to reduce the likelihood of any imbalance between relative scores. Allocation of point scores in the range 0-5 should be in accordance with the following table:

Score	Description	Interpretation
0	unacceptable	has not demonstrated any capability
1	marginal	has barely demonstrated adequate capability
2	acceptable	demonstrated capability is adequate without any enhancement
3	good	has demonstrated more than adequate capabilities
4	very good	has demonstrated more than adequate capabilities and additional factors which sets it apart
5	excellent	outstanding in all respects

- 7.2 The fee proposal will be scored differently to other criteria, with lowest fee scoring highest, according to the following formula. Scoring by up to two decimal places may be used.

$$\text{Score} = \frac{\text{Lowest Tender}}{\text{Tendered Price}} \times 5$$

The median fee is then established from all of the offers and the highest rated tenderer's fee should fall within a +/- 30% range of this figure. If the highest rated tenderer's fee falls outside the +/- 30% range then it is mandatory for the Tender Committee to conduct further evaluation and /or an interview with the recommended tenderer (and other tenderers as necessary) to determine that value for money is being obtained as well as ensuring that the tenderer has costed the full scope of services and is able to undertake the work in accordance with the tender documents.

8.0 ALTERNATIVE PROPOSALS

- 8.1 Alternative proposals will **not** be scored but are to be given a subjective evaluation. Details of issues raised and analysis conducted by the Committee are to be included in the Evaluation Committee's reports.

Appendix 1

Evaluation Criteria and Weightings

Criteria and weightings are summarised below;

Criteria	Criteria Elements	Criteria Weighting Factors
Appreciation of the nature of the works and methodology	<ul style="list-style-type: none"> Understanding of what the project entails and the critical costing issues for QUT Detailed cost management methodology specific to this project Understanding of QUT's project communication protocols. Understanding of post construction obligations and how these will be achieved 	xx
Previous Performance	<ul style="list-style-type: none"> A list of projects similar in nature to this project, complete with date, description, construction cost, your role and the Client contact 	xx
Resources and capacity	<ul style="list-style-type: none"> Resource allocation & organisation and how this fits into the overall project structure. Key Personnel & their experience Key personnel commitment to this project as a % of their total time. 	xx
Fee Proposal		xx

Note: Weightings can be adjusted to suit the individual requirements of projects. Project Coordinators/Project Managers are to select weightings to suit the nature, objectives and circumstances of each project. These must be consistent with those published in Invitation to Offer Documents.

Fee Proposal must have a minimum weighting of 25% unless otherwise approved by the Associate Director.

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Queensland University of Technology

TENDER EVALUATION REPORT FOR

PROJECT MANAGER

(INSERT WORK REQUEST NUMBER, PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

1.1 Summary and Recommendation

The Evaluation Committee unanimously recommends *(insert name of recommended tenderer)* as the Project Manager for the *(insert project number and brief description of project)* at *(insert name of Block & Campus)*, as part of QUT's *(insert relevant program and year)*. The lump sum fee for the nominated services is *(\$ insert)*.

Invitation to Offer submissions were opened by the Project Coordinator's Representative, in accordance with Facilities Management policy, and were evaluated by Evaluation Committee members in accordance with a previously submitted and approved evaluation matrix, prepared specifically for this Invitation to Offer.

2.0 OFFER

2.1 Receipt and Opening

Submissions were lodged in the Facilities Management Tender Box and were opened at 2.00 pm on *(insert date)*. Original submissions were secured by the Project Coordinator, for use by the Evaluation Committee.

2.2 Information

Invitation to Offer documentation consisted of:

- (a) General Conditions of Contract for Consultancy Services;
- (b) Terms of Reference
- (c) *Project Outline/Preliminary Design Brief;*
- (d) *Nominate number of addenda issued during the tender period (if applicable).*

3.0 EVALUATION

3.1 Evaluation Committee

Offers were evaluated on *(insert date)*. The Committee was as per the Tender Evaluation Plan attached.

OR

(Chair) *????????????????????????????????*

(Member 2) *????????????????????????????????*

(Member 3) *????????????????????????????????*

3.2 Evaluation Criteria and Weighting Factors

The criteria and the weightings ascribed to each were as per the Tender Evaluation Plan.

3.3 Conclusion *(Sample - insert project specific comments)*

“(Insert name of recommended Tenderer (1) submission was considered to be superior to the other submissions. They were the only tenderer to provide full details of both in house and sub-consultant key staff and estimated hours. They seem to have correctly appreciated that design requirements and have allocated sufficient resources to complete the task. Consequently, the committee felt that (insert name of Tenderer) offers better value for money than the other submissions which appeared to have either over estimated the requirements of the commission or used higher unit rates to calculate the fee.”

4.0 RECOMMENDATION

The Evaluation Committee unanimously recommends that *(insert name of recommended Tenderer)* be appointed as Project Manager for *(insert name of project)* for a lump sum fee of *(\$.....)*. The recommendation is subject to acceptance of the current level of insurances held.

Signature	Signature	Signature
(Name)	(Name)	(Name)
Chairman	Member	Member
(Date)	(Date)	(Date)

Insert Appendix A

Invitation to Offer - Evaluation Matrix

Criteria	Criteria Weighting	TENDERER 1		TENDERER 2		TENDERER 3	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Task Appreciation	0.25	3	0.75	3	0.75	2	0.5
Management Systems	0.15	2.5	0.375	3.5	0.525	2.5	0.375
Previous Performance	0.15	3	0.45	3.5	0.525	3	0.45
Resources and Capacity	0.2	3	0.6	4	0.8	3	0.6
Fee Proposal*	0.25	5	1.25	3	0.75	3.76	0.94
Total			3.42		3.35		2.865
<i>Ranking</i>			1		2		3

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Queensland University of Technology

TENDER EVALUATION REPORT FOR

PRINCIPAL CONSULTANT

(INSERT WORK REQUEST NUMBER, PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

1.1 Summary and Recommendation

The Evaluation Committee unanimously recommends *(insert name of recommended tenderer)* as the Principal Consultant for the *(insert project number and brief description of project)* at *(insert name of Block & Campus)*, as part of QUT's *(insert relevant program and year)*. The lump sum fee for the nominated services is *(\$ insert)*.

Invitation to Offer submissions were opened by the Project Coordinator's Representative, in accordance with Facilities Management policy, and were evaluated by Evaluation Committee members in accordance with a previously submitted and approved evaluation matrix, prepared specifically for this Invitation to Offer.

2.0 OFFER

2.1 Receipt and Opening

Submissions were lodged in the Facilities Management Tender Box and were opened at 2.00 pm on *(insert date)*. Original submissions were secured by the *(Project Manager/Project Coordinator)*, for use by the Evaluation Committee.

2.2 Information

Invitation to Offer documentation consisted of:

- (a) General Conditions of Contract for Contractual Services;
- (b) Terms of Reference
- (c) *Project Outline/Preliminary Design Brief;*
- (d) *Nominate number of addenda issued during the tender period (if applicable).*

3.0 EVALUATION

3.1 Evaluation Committee

Offers were evaluated on *(insert date)*. The Committee was as per the Tender Evaluation Plan attached.

OR

(Chair) *????????????????????????????????*

(Member 2) *????????????????????????????????*

(Member 3) *????????????????????????????????*

3.2 Evaluation Criteria and Weighting Factors

The criteria and the weightings ascribed to each were as per the Tender Evaluation Plan.

3.3 Conclusion *(Sample - insert project specific comments)*

“(Insert name of recommended Tenderer (1) submission was considered to be superior to the other submissions. They were the only tenderer to provide full details of both in house and sub-consultant key staff and estimated hours. They seem to have correctly appreciated that design requirements and have allocated sufficient resources to complete the task. Consequently, the committee felt that (insert name of Tenderer) offers better value for money than the other submissions which appeared to have either over estimated the requirements of the commission or used higher unit rates to calculate the fee.”

4.0 RECOMMENDATION

The Evaluation Committee unanimously recommends that *(insert name of recommended Tenderer)* be accepted as Principal Consultant for *(insert name of project)* for a lump sum fee of *(\$.....)*. The recommendation is subject to acceptance of the current level of insurances held.

Signature	Signature	Signature
(Name)	(Name)	(Name)
Chairman	Member	Member
(Date)	(Date)	(Date)

Insert Appendix A

Invitation to Offer - Evaluation Matrix

Criteria	Criteria Weighting	TENDERER 1		TENDERER 2		TENDERER 3	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Task Appreciation	0.25	3	0.75	3	0.75	2	0.5
Management Systems	0.15	2.5	0.375	3.5	0.525	2.5	0.375
Previous Performance	0.15	3	0.45	3.5	0.525	3	0.45
Resources and Capacity	0.2	3	0.6	4	0.8	3	0.6
Fee Proposal*	0.25	5	1.25	3	0.75	3.76	0.94
Total			3.42		3.35		2.865
<i>Ranking</i>			1		2		3

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Queensland University of Technology

TENDER EVALUATION REPORT FOR

QUANTITY SURVEYOR

(INSERT WORK REQUEST NUMBER, PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

1.1 Summary and Recommendation

The Evaluation Committee unanimously recommends *(insert name of recommended tenderer)* as the Quantity Surveyor for the *(insert project number and brief description of project)* at *(insert name of Block & Campus)*, as part of QUT's *(insert relevant program and year)*. The lump sum fee for the nominated services is *(\$ insert)*.

Invitation to Offer submissions were opened by the Project Coordinator's Representative, in accordance with Facilities Management policy, and were evaluated by Evaluation Committee members in accordance with a previously submitted and approved evaluation matrix, prepared specifically for this Invitation to Offer.

2.0 OFFER

2.1 Receipt and Opening

Submissions were lodged in the Facilities Management Tender Box and were opened at 2.00 pm on *(insert date)*. Original submissions were secured by the *(Project Manager/Project Coordinator)*, for use by the Evaluation Committee.

2.2 Information

Invitation to Offer documentation consisted of:

- (a) General Conditions of Contract for Contractual Services;
- (b) Terms of Reference
- (c) *Project Outline/Preliminary Design Brief;*
- (d) *Nominate number of addenda issued during the tender period (if applicable).*

3.0 EVALUATION

3.1 Evaluation Committee

Offers were evaluated on *(insert date)*. The Committee was as per the Tender Evaluation Plan attached.

OR

(Chair) *????????????????????????????????*

(Member 2) *????????????????????????????????*

(Member 3) *????????????????????????????????*

3.2 Evaluation Criteria and Weighting Factors

The criteria and the weightings ascribed to each were as per the Tender Evaluation Plan.

3.3 Conclusion (Sample - insert project specific comments)

“(Insert name of recommended Tenderer (1) submission was considered to be superior to the other submissions. They were the only tenderer to provide full details of both in house and sub-consultant key staff and estimated hours. They seem to have correctly appreciated that design requirements and have allocated sufficient resources to complete the task. Consequently, the committee felt that (insert name of Tenderer) offers better value for money than the other submissions which appeared to have either over estimated the requirements of the commission or used higher unit rates to calculate the fee.”

4.0 RECOMMENDATION

The Evaluation Committee unanimously recommends that *(insert name of recommended Tenderer)* be accepted as Quantity Surveyor for *(insert name of project)* for a lump sum fee of *(\$.....)*. The recommendation is subject to acceptance of the current level of insurances held.

<i>Signature</i>	<i>Signature</i>	<i>Signature</i>
<i>(Name)</i>	<i>(Name)</i>	<i>(Name)</i>
Chairman	Member	Member
<i>(Date)</i>	<i>(Date)</i>	<i>(Date)</i>

Insert Appendix A

Invitation to Offer - Evaluation Matrix

Criteria	Criteria Weighting	TENDERER 1		TENDERER 2		TENDERER 3	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Task Appreciation	0.25	3	0.75	3	0.75	2	0.5
Management Systems	0.15	2.5	0.375	3.5	0.525	2.5	0.375
Previous Performance	0.15	3	0.45	3.5	0.525	3	0.45
Resources and Capacity	0.2	3	0.6	4	0.8	3	0.6
Fee Proposal*	0.25	5	1.25	3	0.75	3.76	0.94
Total			3.42		3.35		2.865
<i>Ranking</i>			1		2		3

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PM626 CONSULTANT / CONTRACTOR PERFORMANCE REPORT

PROJECT:			
Project Description:			
Project Complexity:			
Non-complex ()	Average ()	Complex ()	Very Complex ()
CONSULTANT/CONTRACTOR NAME:			
Discipline:			
Personnel:			
Speed of Information Flow:			
Slow ()	Average ()	Fast ()	
Quality of Documentation/Construction:			
Poor ()	Average ()	Good ()	Excellent ()
Problem Solving:			
Non-proactive ()	Average ()	Proactive ()	
Communication Skills:			
Poor ()	Average ()	Good ()	Excellent ()
COMMENTS:			
SIGNED:	NAME:	DATE:	

APPENDIX E

PARTICULAR PROCEDURES FOR ENGAGEMENT & PERFORMANCE REVIEW OF BUILDING CONTRACTORS

PM206B Process for Engagement of Building Contractor from Panels for Contract Value \geq \$20,000

This procedure outlines the activities necessary to invite tenders and appoint building contractors for contracts \$20,000 or more. Refer to the Project Procedures Kit for the complete project delivery process.

206B.1 Select List

- a. Decide selection criteria weightings
- b. Select firms from Contractor Panels. Unless there are special capability requirements, those selected should normally be the next in order, to ensure work is shared.
- c. Review list and weightings with the Project Coordinator / Associate Director Capital Works or Associate Director Operations (ADCW/O).
- d. Confirm with contractors their availability to tender and record the contact person and the response.
- e. Prepare Tender Evaluation Plan.
- f. Prepare Tender Summary Form **PM627**
- g. Submit list record of availability and Plan to the Consultant & Contractor Selection Committee (CCSC) for endorsement to invite tenders: approval by Director Facilities Management (DFM). Track through the Consultant & Contractor Data Base (CCDB)
- h. Update forecast construction start and completion dates in CCDB

206B.2 Call and Evaluate Tenders

- a. Compile full tender documentation including standard Conditions of Tendering and Tender Form, General and Special Conditions of Contract, Preliminaries, specifications and drawings. **PM637**
- b. Project Manager to prepare and send invitation to tenderers.
- c. In conjunction with the Project Coordinator, Project Manager to call tenders and close tenders at QUT Facilities Management.
- d. Tenders to be opened and witnessed by approved QUT staff or nominees and Tender Summary Form to be completed. **PM627**
- e. Assess tenders against selection criteria as stated in Conditions of Tendering. The Tender Evaluation Committee shall evaluate conforming tenders in accordance with the Tender Evaluation Plan.
- f. Conduct post tender interview with selected tenderers if required **PM223**
- g. Prepare Tender Evaluation Report.
- h. Complete Tender Summary Form, Stakeholder Signoff Sheet and Design Compliance Certificate and submit to CCSC for endorsement / recommendation. Track through CCDB **PM627,33,42**
- i. Update forecast construction start and completion dates in

PM206B

PROCESS FOR ENGAGEMENT OF BUILDING CONTRACTOR FROM PANEL CONTRACT VALUE \geq \$20,000

**ISSUE DATE:
4 DECEMBER 2006**

**REVIEW DATE:
4 DECEMBER 2007**

PAGE 1 OF 2

FACILITIES

CCDB

206B.3 Appoint Contractor

- a. If contract exceeds \$500,000 Project Coordinator to prepare memo and send completed CCSC form and memo to Vice-Chancellor (through DFM) for approval to award a contract. Otherwise, approval by DFM.
- b. Upon signed approval of CCSC form, Project Coordinator to prepare and send letter of acceptance to successful tenderer. Signed by ADCW/O
- c. Project Coordinator to advise unsuccessful tenderers.
- d. Project Coordinator to raise requisition order.
- e. Update actual construction start and forecast completion dates in CCDB

206B.4 Contract Conclusion

A maximum of 3 months after Practical Completion, Project Coordinator to complete a Contractor Performance Report in CCDB

PM626**MANAGEMENT
PROCEDURES
MANUAL****PM206B****PROCESS FOR
ENGAGEMENT
OF BUILDING
CONTRACTOR
FROM PANEL
CONTRACT
VALUE
≥ \$20,000****ISSUE DATE:
4 DECEMBER 2006****REVIEW DATE:
4 DECEMBER 2007****PAGE 2 OF 2**

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Queensland University of Technology

TENDER EVALUATION PLAN FOR

BUILDING CONTRACTOR UP TO \$500,000

(INSERT PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

- 1.1 Tenders for construction of *(insert project title and Campus)* are to be invited on *(insert date)* and will close on *(insert date)*. The project is an element of the *(AMP/Minor Works/Faculty Funded)* for *(Insert year)*.
- 1.2 This shortlist has been prepared for the selection of a building contractor from the approved EOI Panels. *(insert no. of organisations shortlisted)* have been listed and all have been contacted and all advise that they are willing to tender.
- 1.3 A summary of the project is as follows:

Building & Campus	Project Description	Estimated Building Cost
<i>(insert name)</i>	<i>(insert description of project)</i>	<i>(insert \$)</i>

2.0 FORM OF REQUEST

- 2.1 Tender documentation was developed by *(Project Manager/Project Coordinator)*, in accordance with QUT's procedures for procurement of capital works and in accordance with State Purchasing Policy Guidelines.
- 2.2 The Invitation to Tender was extended to the following firms on the *(insert date)*.

- (Tenderer 1)*
- (Tenderer 2)*
- (Tenderer 3)*
- (Tenderer 4)*
- (Tenderer 5)*

3.0 HOW SHORT LIST WAS DETERMINED

(Use standard response below or delete & include a statement of the reasons for arriving at the tender list selected if not in accordance with selection policy).

The short list of building contractors invited to tender was determined by taking the next consenting tenderer(s), in turn, from the EOI Panel in accordance with current Facilities Management selection procedures. The capabilities of the builders selected were considered in the light of the Project characteristics.

4.0 TENDER EVALUATION

4.1 Tenders will be assessed by the Project Manager and Project Coordinator.

5.0 EVALUATION PROCESS

5.1 The following aspects are to be addressed through the evaluation process:

- a. Whether there is a need to conduct interviews with tenders. As determined by the Coordinator and approved by the Associate Director, the selection process may involve a further shortlisting of two firms, based on the results of the evaluation process, for interview by the Evaluation Committee.
- b. Any other issues of importance to the evaluation process.
- c. A record of written and verbal referee reports is to be maintained by the Project Manager.

6.0 APPROVAL

6.1 The Project Manager is to seek approval of the tender list from the Director - Facilities Management, through the Project Coordinator and the Consultant & Contractor Selection Committee.

7.0 TENDER EVALUATION

The Project Manager and Project Coordinator shall evaluate conforming tenders in accordance with the following tender evaluation criteria:

- Tender sum
- Completion of information to be provided with tender
- Satisfactory responses to post tender interview issues (if applicable)

8.0 ALTERNATIVE PROPOSALS

8.1 Alternative proposals will **not** be scored but are to be given a subjective evaluation. Details of issues raised and analysis conducted by the Committee are to be included in the Evaluation Committee's reports.

[To download this form in Word format, click here.](#)



Queensland University of Technology

TENDER EVALUATION PLAN FOR

BUILDING CONTRACTOR \$500K to \$5M

(INSERT PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

- 1.1 Tenders for construction of *(insert project title and Campus)* are to be invited on *(insert date)* and will close on *(insert date)*. The project is an element of the *(AMP/Minor Works/Faculty Funded)* for *(Insert year)*.
- 1.2 This shortlist has been prepared for the selection of a building contractor from the approved EOI Panels. *(insert no. of organisations shortlisted)* have been listed and all have been contacted and all advise that they are willing to tender.
- 1.3 A summary of the project is as follows:

Building & Campus	Project Description	Estimated Building Cost
<i>(insert name)</i>	<i>(insert description of project)</i>	<i>(insert \$)</i>

2.0 FORM OF REQUEST

- 2.1 Tender documentation was developed by *(Project Manager)*, in accordance with QUT's procedures for procurement of capital works and in accordance with State Purchasing Policy Guidelines.
- 2.2 The Invitation to Tender was extended to the following firms on the *(insert date)*.

- (Tenderer 1)*
- (Tenderer 2)*
- (Tenderer 3)*
- (Tenderer 4)*
- (Tenderer 5)*

3.0 HOW SHORT LIST WAS DETERMINED

(Use standard response below or delete & include a statement of the reasons for arriving at the tender list selected if not in accordance with selection policy).

The short list of building contractors invited to tender was determined by taking the next consenting tenderer(s), in turn, from the EOI Panel in accordance with current Facilities Management selection procedures. The capabilities of the builders selected were considered in the light of the Project characteristics.

4.0 TENDER EVALUATION COMMITTEE

4.1 Membership of the Evaluation Committee is to comprise:

(Chair) Project Coordinator *Name.....*

(Member 2) Project Manager *Name.....*

(Member 3) Client Representative *Name.....*

5.0 EVALUATION PROCESS

5.1 The following aspects are to be addressed by the Evaluation Committee through the evaluation process:

- a. A record of probity issues, eg whether any member of the Evaluation Committee has vested interests in any of the offerors or had contact, which could have influenced any decision making, with any of the offerors during the offer and evaluation period.
- b. Assessment of organisations against approved evaluation criteria. Evaluation criteria and associated weightings are attached at Appendix 1.
- c. Whether there is a need to conduct interviews with tenders. As determined by the Coordinator and approved by the Associate Director, the selection process may involve a further shortlisting of two firms, based on the results of the evaluation process, for interview by the Evaluation Committee.
- d. Any other issues of importance to the evaluation process.
- e. A record of written and verbal referee reports is to be maintained by the Chairperson.

6.0 APPROVAL

6.1 The Committee Chairperson is to seek approval of the tender list from the Director - Facilities Management, through the Consultant & Contractor Selection Committee.

7.0 TENDER EVALUATION

The Tender Evaluation Committee shall evaluate conforming tenders in accordance with the following tender evaluation criteria:

- Appreciation of the nature of the works and methodology.
- Previous Performance
- Lump Sum

7.1 CRITERIA SCORING

- 7.1.1 Each non-price criterion will be assessed on its individual merits and then compared relative to other organisations to reduce the likelihood of any imbalance between relative scores. Allocation of point scores in the range 0-5 should be in accordance with the following table:

Score	Description	Interpretation
0	unacceptable	has not demonstrated any capability
1	marginal	has barely demonstrated adequate capability
2	acceptable	demonstrated capability is adequate without any enhancement
3	good	has demonstrated more than adequate capabilities
4	very good	has demonstrated more than adequate capabilities and additional factors which sets it apart
5	excellent	outstanding in all respects

- 7.1.2 The lump sum tender, management fee, overheads or profit will be scored differently to other criteria, with lowest value scoring highest, according to the following formula. Scoring by up to two decimal places may be used.

$$\text{Score} = \frac{\text{Lowest Tender}}{\text{Tendered Price}} \times 5$$

The median value is then established from all of the tenderers and the highest rated tenderer's value should fall within a +/- 30% range of this figure. If the highest rated tenderer's fee falls outside the +/- 30% range then it is mandatory for the Tender Committee to conduct further evaluation and /or an interview with the recommended tenderer (and other tenderers as necessary) to determine that value for money is being obtained as well as ensuring that the tenderer has costed the full scope of services and is able to undertake the work in accordance with the tender documents.

8.0 ALTERNATIVE PROPOSALS

- 8.1 Alternative proposals will **not** be scored but are to be given a subjective evaluation. Details of issues raised and analysis conducted by the Committee are to be included in the Evaluation Committee's reports.

Appendix 1

Evaluation Criteria and Weightings

Criteria and weightings are summarised below;

Criteria	Criteria Elements	Criteria Weighting Factors
Your appreciation of the nature of the works and construction methodology.	<ul style="list-style-type: none"> • Appreciation of the project scope & task and the critical issues for QUT. • Detailed construction methodology • Site Management and the interface with QUT 	30%
Previous Performance	<ul style="list-style-type: none"> • A list of projects completed within the last 3 years, complete with date, description, construction cost, your role and the Client contact • Your proposed project team, their key experience and their commitment to this project as a % of their total working time 	20%
Lump Sum		50%

[To download this form in Word format, click here.](#)



Queensland University of Technology

TENDER EVALUATION PLAN FOR

BUILDING CONTRACTOR \$5M AND OVER

(INSERT PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

- 1.1 Tenders for construction of *(insert project title and Campus)* are to be invited on *(insert date)* and will close on *(insert date)*. The project is an element of the *(AMP/Minor Works/Faculty Funded)* for *(Insert year)*.
- 1.2 This shortlist has been prepared for the selection of a building contractor from the approved EOI Panels. *(insert no. of organisations shortlisted)* have been listed and all have been contacted and all advise that they are willing to tender.
- 1.3 A summary of the project is as follows:

Building & Campus	Project Description	Estimated Building Cost
<i>(insert name)</i>	<i>(insert description of project)</i>	<i>(insert \$)</i>

2.0 FORM OF REQUEST

- 2.1 Tender documentation was developed by *(Project Manager)*, in accordance with QUT's procedures for procurement of capital works and in accordance with State Purchasing Policy Guidelines.
- 2.2 The Invitation to Tender was extended to the following firms on the *(insert date)*.

(Tenderer 1)

(Tenderer 2)

(Tenderer 3)

(Tenderer 4)

(Tenderer 5)

3.0 HOW SHORT LIST WAS DETERMINED

(Use standard response below or delete & include a statement of the reasons for arriving at the tender list selected if not in accordance with selection policy).

The short list of building contractors invited to tender was determined by taking the next consenting tenderer(s), in turn, from the EOI Panel in accordance with current Facilities Management selection procedures. The capabilities of the builders selected were considered in the light of the Project characteristics.

4.0 TENDER EVALUATION COMMITTEE

4.1 Membership of the Evaluation Committee is to comprise:

(Chair) Project Coordinator *Name.....*

(Member 2) Project Manager *Name.....*

(Member 3) Client Representative *Name.....*

(Member 4) Associate Director, *Name.....*

5.0 EVALUATION PROCESS

5.1 The following aspects are to be addressed by the Evaluation Committee through the evaluation process:

- a. A record of probity issues, eg whether any member of the Evaluation Committee has vested interests in any of the offerors or had contact, which could have influenced any decision making, with any of the offerors during the offer and evaluation period.
- b. Assessment of organisations against approved evaluation criteria. Evaluation criteria and associated weightings are attached at Appendix 1.
- c. Whether there is a need to conduct interviews with tenders. As determined by the Coordinator and approved by the Associate Director, the selection process may involve a further shortlisting of two firms, based on the results of the evaluation process, for interview by the Evaluation Committee.
- d. Any other issues of importance to the evaluation process.
- e. A record of written and verbal referee reports is to be maintained by the Chairperson.

6.0 APPROVAL

6.1 The Committee Chairperson is to seek approval of the tender list from the Director - Facilities Management, through the Consultant & Contractor Selection Committee.

7.0 TENDER EVALUATION

The Tender Evaluation Committee shall evaluate conforming tenders in accordance with the tender evaluation criteria as follows:

- Appreciation of the nature of the works and methodology.
- Previous Performance
- Management Systems
- Resources and Capacity
- Lump Sum/Fee Proposal

7.1 CRITERIA SCORING

7.1.1 Each non-price criterion will be assessed on its individual merits and then compared relative to other organisations to reduce the likelihood of any imbalance between relative scores. Allocation of point scores in the range 0-5 should be in accordance with the following table:

Score	Description	Interpretation
0	unacceptable	has not demonstrated any capability
1	marginal	has barely demonstrated adequate capability
2	acceptable	demonstrated capability is adequate without any enhancement
3	good	has demonstrated more than adequate capabilities
4	very good	has demonstrated more than adequate capabilities and additional factors which sets it apart
5	excellent	outstanding in all respects

7.1.2 The lump sum tender, management fee, overheads or profit will be scored differently to other criteria, with lowest value scoring highest, according to the following formula. Scoring by up to two decimal places may be used.

$$\text{Score} = \frac{\text{Lowest Tender}}{\text{Tendered Price}} \times 5$$

The median value is then established from all of the tenderers and the highest rated tenderer's value should fall within a +/- 30% range of this figure. If the highest rated tenderer's fee falls outside the +/- 30% range then it is mandatory for the Tender Committee to conduct further evaluation and /or an interview with the recommended tenderer (and other tenderers as necessary) to determine that value for money is being obtained as well as ensuring that the tenderer has costed the full scope of services and is able to undertake the work in accordance with the tender documents.

8.0 ALTERNATIVE PROPOSALS

- 8.1 Alternative proposals will **not** be scored but are to be given a subjective evaluation. Details of issues raised and analysis conducted by the Committee are to be included in the Evaluation Committee's reports.

Appendix 1

Evaluation Criteria and Weightings

Criteria and weightings are summarised below;

Criteria	Criteria Elements	Criteria Weighting Factors
Your appreciation of the nature of the works and construction methodology.	<ul style="list-style-type: none"> Appreciation of the project scope & task and the critical issues for QUT. Detailed construction methodology Site Management and the interface with QUT 	30%
Previous Performance	<ul style="list-style-type: none"> A list of projects completed within the last 3 years, complete with date, description, construction cost, your role and the Client contact Your proposed project team, their key experience and their commitment to this project as a % of their total working time 	20%
Lump Sum		50%

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Queensland University of Technology

TENDER EVALUATION REPORT FOR

BUILDING CONTRACTOR UP TO \$500,000

(INSERT PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

1.1 Summary and Recommendation

The Project Coordinator and Project Manager unanimously recommend *(insert name of recommended tenderer)* as the building contractor for the *(insert project number and brief description of project)* at *(insert name of Block & Campus)*, as part of QUT's *(insert relevant program and year)*. The lump sum tender fee for the nominated services is *(insert)*.

Invitation to Tender submissions were opened by the Project Coordinator's Representative, in accordance with Facilities Management policy, and were evaluated in accordance with a previously submitted and approved evaluation plan, prepared specifically for this Invitation to Tender.

2.0 OFFER

2.1 Receipt and Opening

Submissions were lodged in the Facilities Management Tender Box and were opened at 2.00 pm on *(insert date)*. Original submissions were secured by the *(Project Manager/Project Coordinator)*, for use by the Evaluation Committee.

2.2 Information

Invitation to Offer documentation consisted of:

- (e) Conditions of Tender
- (f) General Conditions of Contract for Contractual Services;
- (g) Special Conditions of Contract
- (h) Drawings
- (i) Specification;
- (j) *Nominate number of addenda issued during the tender period (if applicable).*
- (k) *Minutes of post tender meetings and post tender correspondence*

3.0 EVALUATION

3.1 Evaluation Process

Offers were evaluated on *(insert date)*, in accordance with the Tender Evaluation Plan.

3.2 Conclusion ***(Sample - insert project specific comments)***

(Insert name of recommended Tenderer) submission was the lowest conforming tender received. Following the post tender meeting and confirmation that all addenda had been received and allowed for in the tendered sum. The Project Coordinator and Project Manager believes *(insert name of Tenderer)* offers the best value for money.

4.0 RECOMMENDATION

The Project Coordinator and Project Manager unanimously recommend that the offer from *(insert name of recommended Tenderer)* be accepted for *(insert name of project)* for a lump sum fee of *(\$.....)*. The recommendation is subject to acceptance of the current level of insurances held.

<i>Signature</i>	<i>Signature</i>
<i>(Name)</i>	<i>(Name)</i>
Project Coord.	Project Manager
<i>(Date)</i>	<i>(Date)</i>

Insert Appendix A

Invitation to Offer - Evaluation Matrix

Criteria	Criteria Weighting	TENDERER 1		TENDERER 2		TENDERER 3	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Task Appreciation	0.25	3	0.75	3	0.75	2	0.5
Management Systems	0.15	2.5	0.375	3.5	0.525	2.5	0.375
Previous Performance	0.15	3	0.45	3.5	0.525	3	0.45
Resources and Capacity	0.2	3	0.6	4	0.8	3	0.6
Fee Proposal*	0.25	5	1.25	3	0.75	3.76	0.94
Total			3.42		3.35		2.865
Ranking			1		2		3

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Queensland University of Technology

TENDER EVALUATION REPORT FOR

BUILDING CONTRACTOR \$500,000 AND OVER

(INSERT PROJECT N^o, PROJECT NAME AND CAMPUS)

1.0 INTRODUCTION

1.1 Summary and Recommendation

The Evaluation Committee unanimously recommends *(insert name of recommended tenderer)* as the building contractor for the *(insert project number and brief description of project)* at *(insert name of Block & Campus)*, as part of QUT's *(insert relevant program and year)*. The lump sum tender fee for the nominated services is *(\$ insert)*.

Invitation to Tender submissions were opened by the Project Coordinator's Representative, in accordance with Facilities Management policy, and were evaluated in accordance with a previously submitted and approved evaluation plan, prepared specifically for this Invitation to Tender.

2.0 OFFER

2.1 Receipt and Opening

Submissions were lodged in the Facilities Management Tender Box and were opened at 2.00 pm on *(insert date)*. Original submissions were secured by the *(Project Manager/Project Coordinator)*, for use by the Evaluation Committee.

2.2 Information

Invitation to Offer documentation consisted of:

- (l) Conditions of Tender
- (m) General Conditions of Contract for Contractual Services;
- (n) Special Conditions of Contract
- (o) Drawings
- (p) Specification;
- (q) *Nominate number of addenda issued during the tender period (if applicable).*
- (r) *Minutes of post tender meetings and post tender correspondence*

3.0 EVALUATION

3.1 Evaluation Committee

Offers were evaluated on *(insert date)*. The Committee was as per the Tender Evaluation Plan attached.

OR

(Chair) *????????????????????????????*

(Member 2) *????????????????????????????*

(Member 3) *????????????????????????????*

3.2 Evaluation Criteria and Weighting Factors

The criteria, and the weightings ascribed to each, were as per the Tender Evaluation Plan.

3.3 Conclusion *(Sample - insert project specific comments)*

(Insert name of recommended Tenderer) submission was considered to be superior to the other submissions. They were the only tenderer to provide full details of construction methodology, project resourcing and estimated commitment to this project. They seem to have correctly appreciated the contract requirements and have allocated sufficient resources to complete the task. Consequently, the committee felt that *(insert name of Tenderer)* offers better value for money than the other submissions which appeared to have either over estimated the requirements of the contract or used higher sub-contract preliminary rates.

4.0 RECOMMENDATION

The Evaluation Committee unanimously recommends that *(insert name of recommended Tenderer)* be accepted as Project Manager for *(insert name of project)* for a lump sum fee of *(\$.....)*. The recommendation is subject to acceptance of the current level of insurances held.

Signature	Signature	Signature
(Name)	(Name)	(Name)
Chairman	Member	Member
(Date)	(Date)	(Date)

Insert Appendix A

Invitation to Offer - Evaluation Matrix

Criteria	Criteria Weighting	TENDERER 1		TENDERER 2		TENDERER 3	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Task Appreciation	0.25	3	0.75	3	0.75	2	0.5
Management Systems	0.15	2.5	0.375	3.5	0.525	2.5	0.375
Previous Performance	0.15	3	0.45	3.5	0.525	3	0.45
Resources and Capacity	0.2	3	0.6	4	0.8	3	0.6
Fee Proposal*	0.25	5	1.25	3	0.75	3.76	0.94
Total			3.42		3.35		2.865
Ranking			1		2		3

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PM626 CONSULTANT / CONTRACTOR PERFORMANCE REPORT

PROJECT:			
Project Description:			
Project Complexity:			
Non-complex ()	Average ()	Complex ()	Very Complex ()
CONSULTANT/CONTRACTOR NAME:			
Discipline:			
Personnel:			
Speed of Information Flow:			
Slow ()	Average ()	Fast ()	
Quality of Documentation/Construction:			
Poor ()	Average ()	Good ()	Excellent ()
Problem Solving:			
Non-proactive ()	Average ()	Proactive ()	
Communication Skills:			
Poor ()	Average ()	Good ()	Excellent ()
COMMENTS:			
SIGNED:	NAME:	DATE:	

APPENDIX F

COST PLAN FORMAT

Using Management Tool ProJmaN (4projman.xls)

Preamble

ProJmaN has been developed with help from all Project Managers within Capital Works Section as a 'Management Tool', to track costs and simplify the authorization of payments to Contractors and Consultants for selected Projects. Every effort has been made to 'keep it simple stupid'.

A 'Project Budget Statement' is produced for each project and the bottom line figures of 'BUDGET', 'COMMITTED CONTRACTS & QUT COSTS', 'APPROVED VARIATIONS & QUT COSTS', 'ADJUSTED CONTRACT SUM', 'FORECAST FUTURE EXPENDITURE' and 'FORECAST FINAL COST' are automatically updated in a spreadsheet which reflects the 'TOTAL CAPITAL BUDGET STATEMENT' in a workbook named 'cap97' which includes two worksheets 'SUMMARY CAP' Major & Minor Capital Projects and 'SUMMARY FAC' selected Faculty Funded Projects. These are the projects 'The Associate Director - Capital Works' has requested to be reported.

Some simple rules:

- Cells with data in 'RED' are locked cells and require a 'Password' to free them to allow changes to the data – at this stage should only be carried out by the author.
- Cells with data in 'BLUE or BLACK' are free cells and require input by the user.
- Links to 'cap97' once established by the author will remain linked however a message "This document contains links. Re-establish links?" will require an affirmative answer.

Starting the program:

- Double click on the appropriate "Short-cut Icon" on the 'Desktop' to open the Excel file relating to that project.

Workbook layout:

- Generally the layout of the worksheets that make up the workbook is as follows, left of 'JOBINFO' are variation type sheet (1 to 5Vars), claims type sheets (1 to 5Claims) and 'Authorisation for Payment' sheets (1 to 5Pay).
- 1 to 5Vars allows tabulation of contract variations and calculation of 'The Amended Contract Sum' (the numbers 1 to 5 relate to the number on the JOBINFO Sheet in column A cells 11 to 15.)
- 1 to 5Claims allows tabulation of Claims by the Contractor.
- 1 to 5Pay provides 'Authorisation for Payment' forms which are printed out for action.
- Worksheets to the right of JOBINFO are as follows (QUTCosts, Summary, CLAIMSArchitect, PAYArchitect, CLAIMSArchLands, PAYArchLands, CLAIMSCivil, PAYCivil, CLAIMSStructural, PAYStructural, CLAIMSMecElec, PAYMecElec, CLAIMSHydraulic, PAYHydraulic, CLAIMSAcoustic, PAYAcoustic, CLAIMSQuant, PAYQuant, CLAIMSLandsurv, PAYLandsurv, CLAIMSBuildsurv, PAYBuildsurv, CLAIMSGeotec, PAYGeotec, CLAIMSProgram, PAYProgram, CLAIMSProjectMan, PAYProjectMan).
- QUTCosts enables tabulation of costs with the totals transferred directly to the 'Summary Sheet'.

Workbook Layout cont'd

- Summary is the 'Project Budget Statement'.
- CLAIMSArchitect etc. allows tabulation of Claims by the Consultants.
- PAYArchitect etc provides 'Authorisation for Payment' forms of Consultant's fees and can be printed out for action.

Worksheets:**JOBINFO**

- At the bottom of the screen there is a list of worksheets.
- 'JOBINFO' worksheet is the most important worksheet in the program, it is the 'data gathering sheet' from which all the data is linked to the appropriate cells on various other worksheets, the data is entered once only.
- 'JOBINFO' worksheet is broken up into four (4) basic sections as detailed below:

Basic Information

1. Select worksheet 'JOBINFO' from bottom of screen.
2. Scroll sheet to top left corner Basic Information section and
3. Input the following:
 - a. 'Project Name' cell 'C4'
 - b. 'Wr. No.' cell 'C5' (enter as ***** and will format as *space**space***space***).
 - c. 'Funds Approved' cell 'C6' (yes/no)
 - d. 'Last Update' cell 'C7' (today's date – enter dd/mm/yy)
 - e. 'Project Manager' cell 'C8' (these cells may vary in earlier versions).

Contract

1. Having determined the Contracts necessary to carry out the Project:
 - a. Input the title for each, in the appropriate cell under column 'B'. (Currently Roadworks, Demolition, Services, Landscape, Building – rename to suit requirements.)
 - b. Input the following:
 - i. 'Budget' figures for each in the appropriate cells under column 'F'.
 - ii. 'Forecast Expenditure' for each in the appropriate cells under column 'H'.
2. After acceptance of tenders input the:
 - a. 'Contractor's Name', under column 'C'
 - b. 'Order No.' in the appropriate cells under column 'D'.
 - c. 'Account Code' in the appropriate cells under column 'E', (use spacing eg: ***space***space****space****space****).
 - d. 'Contract Sum', in the appropriate cells under column 'G'.

3. Delete or change:

- a. 'Forecast Expenditure' (Change if there is a possibility of Future Expenditure for each item in the appropriate cells under column 'F')

Consultants

1. Located in column 'B' in red (locked cells – requires a password to allow alterations)
 - a. Select the appropriate Consultants and input
 - b. 'Firm's Name' under column 'C',
 - c. 'Budget' under column 'F',
 - d. 'Agreed Fee' under column 'G',
 - e. 'Order No.' under column 'D',
 - f. 'Account Code' under column 'E', (use spacing eg: `***space***space****space****space*****`).

QUT Costs

1. Select the appropriate item column 'B' (these items may be renamed and are linked to both QUTCosts and Summary worksheets).
2. Input the 'Budget' into the appropriate cells under column 'F'.

Variations:

These Worksheets are used to track contract variations and adjust the Contract Sum and have links to other worksheets.

1. Select worksheet required from bottom of screen '1 to 5Vars' (a sheet for each contract within the project is required.)
 - a. Workbook may need to be scrolled across to access Sheets.
2. Input 'Date' of variation (enter dd/mm/yy)
3. Input 'Item' description
4. Input 'No.'
5. Input 'Value add/subtract'.

Claims Contractors:

1. These Worksheets are used to track claims against the contract by the contractor and link to the 'Authorisation for Payment' forms.
 - a. Select worksheet required from bottom of screen '1 to 5CLAIMS' (a sheet for each contract within the project is required).
 - b. Input 'yes' if there is a Bank Guarantee and 'no' if not into cell 'F8'. (If 'yes' no retention will be deducted if 'no' retention will be deducted at the rate of 10% of the Adjusted Contract Sum until it reaches 5% and then the retention will remain at the maximum allowed under the contract).

NB: We usually have the services of a Consultant as the Superintendent.

- c. Input 'previously claimed amount' in cell 'F4'

Claims Contractors cont'd:

- d. Input 'previously paid amount' in cell 'F7' (this data can be found on the 'Superintendents Certificate')
- e. Input 'No.'
- f. Input 'Claim Date'
- g. Input 'Date Received'
- h. Input 'Date Paid' (this date won't be available at this time but would be available after receipt of the 'CHEQUE' from Payments Section).
- i. Input 'Amount claimed'

Claims Consultants:

1. These Worksheets are used to track claims by the consultants and link to the 'Authorisation for Payment' forms.
 - a. Select worksheet required from bottom of screen 'CLAIMSArchitect' (a sheet for each consultant within the project is required).
 - b. Input 'No'
 - c. Input 'Claim Date'
 - d. Input 'Date Received'
 - e. Input 'Date Paid' (this date won't be available at this time but would be available after receipt of the 'CHEQUE' from Payments Section).
 - f. Input 'Amount claimed'
 - g. Input 'Prev. Paid' (the first payment will be \$0.00)

On subsequent payments an additional step is required.

- h. Input 'a matching amount to the last payment' into Column 'G'.

Pay:

These Worksheets are 'Authority for Payment' forms and are created from the data on other forms.

1. Input 'Payment No.' cell 'C10'
2. Input 'Claim Date' cell 'C12' (enter dd/mm/yy)
3. Input 'Payment required by' cell 'E48'
4. Print using Pages 1 to 1 to the 'Laser Printer'.

QUT Costs

This Worksheet enables the Project Manager to keep itemized records of these costs and provide an overall cost for each trade / item on the Summary sheet. A balance against the budget is given under the appropriate column for each trade / item.

1. Input 'Date' column 'A'
2. Input 'Description of Item' column 'B'
3. Input 'Supplier' column 'C'
4. Input 'Amount' in the appropriate column.

APPENDIX G

CALL OUT PROCEDURE FOR DEFECTS LIABILITY PERIOD

[To download this form in Word format, click here](#)

**PM635 CORRECTIVE MAINTENANCE CALL OUT PROCEDURE
FOR BUILDINGS IN DEFECTS LIABILITY PERIOD**

To be completed at Practical Completion by Project Manager and issued to FM Helpdesk

PROJECT NUMBER	PROJECT NAME	CAMPUS	BLOCK	LEVELS & ROOMS

PROJECT MANAGER	COMPANY	PHONE	MOBILE	FAX	EMAIL

PROJECT CO-ORDINATOR	SECTION	PHONE	MOBILE	FAX	EMAIL

PRINCIPAL CONTRACTOR	CONTACT PERSON	PHONE	MOBILE	FAX	EMAIL

First Contact Person - Working Hours

COMPANY	CONTACT PERSON	PHONE	MOBILE	FAX	EMAIL

First Contact Person – After Hours

COMPANY	CONTACT PERSON	PHONE	MOBILE	FAX	EMAIL

DEFECTS LIABILITY PERIOD

Commencement

Completion

If requested by first contact person, report faults to:

Building

Name Company:	Phone	Mobile	A/Hrs Phone	Fax

Electrical

Name Company:	Phone	Mobile	A/Hrs Phone	Fax

Plumbing

Name Company:	Phone	Mobile	A/Hrs Phone	Fax

Air Conditioning

Name Company:	Phone	Mobile	A./Hrs Phone	Fax

Lifts

Name Company:	Phone	Mobile	A./Hrs Phone	Fax

Fire Detection/Protection

Name Company:	Phone	Mobile	A/Hrs Phone	Fax

Other, please state

Name Company:	Phone	Mobile	A/Hrs Phone	Fax

APPENDIX H

VOICE AND DATA PROCEDURES



**VOICE/DATA
BUILDING PROJECT
KIT**

BUILDING PROJECT REQUIREMENTS

FOR STAKEHOLDERS AND PROJECTS MANAGERS

This information gives details for the provision of data and voice network communications requirements (telephone and computer networks) in building projects.

Stakeholders

Capital Works Section (CWS) is responsible for the delivery of all building works funded by the Capital Program and other works by Faculties and Divisions. This may involve expansion of infrastructure services.

A Project Coordinator (PC) from CWS and an external **Project Manager (PM)** is allocated to each Capital Works project and is responsible, through the **Associate Director Capital Works (ADCW)** for delivering the project within set time and budgetary constraints and to standards established by University stakeholders such as ITS.

Information Technology Services (ITS) through **Network Service (NS)** is responsible for the provision and maintenance of data and voice communications for the University, including adherence to QUT Guidelines and Specifications and the standards of communications services.

Network Services Representative (NSR), (DMI), (CQS) and (CAR) are allocated to liaise and consult with Client representatives and (PM)s to ensure that the functional requirements of clients are met within the technical requirements of NS and the technical specifications in construction documentation. The NSR arranges the (QUT) budget estimate for data and voice requirements – the user requirements and relevant network supporting infrastructure requirements.

Communications Administration Representative (CAR) within Administration Support Services – Information Technology Services, CA works in conjunction with NS and is responsible for organising and coordinating voice communications.

Budget

All costs of design, consultation and provision of voice and data requirements are to be included in the overall project budget.

The contract scope usually involves:

- Cabling
- Ducting
- Pits
- Termination panels and outlets/points
- Equipment racks
- Power
- Lighting
- Air conditioning/ventilation and security in the communications rooms
- Extension and terminations of infrastructure cabling.

The scope outside the contract may involve:

- Electronic network activation equipment, telephone handsets (beyond those existing) and PABX programming
- Necessary upgrade hardware and software in the Campus Computer/Comms Centre and PABX
- Desktop computer network interfaces and configuration for the new location.

The cost of computers, file servers, faxes and modems for use by the occupants are excluded from the budget. An exception may be where the University deems this provision to be included in the building project budget, e.g. a new 24hr student lab. Where available, existing telephone handsets and PABX equipment will be re-used.

CHECKLIST FOR PROJECT MANAGERS & STAKEHOLDERS

New building work projects fall into two main categories as follows:

Major capital projects, which include new buildings or significant refurbishment/extensions to existing buildings and which are separately identified as a project in the Asset Management Plan forming part of the University's budget.

Minor capital projects, comprising:

- smaller new buildings or refurbishments/extensions to existing buildings
- building and other works requested by the various Faculties or Divisions of the University and funded from separate budgets administered by the respective Cost Centres for the Faculties and Divisions

Use the appropriate checklist, depending on whether your project is considered a major or minor, to ensure that all steps are carried out.

Minor Works

CARRIED OUT BY QUT TRADE STAFF OR EXTERNAL TRADE CONTRACTORS.

- PM liaises with NSR, CAR and clients to determine the extent of voice and data facilities and works required.
- NSR provides budget estimate to PM and (if approved) arranges cabling, termination and associated equipment to be installed by QUT staff and/or nominated contractors.
- NSR & CAR arranges data and telephone activation, connection etc.
- ITS recovers all costs by internal journal transfer.

Capital Works

ALL OTHER BUILDING WORKS

Project Formation Stage – Schematic Design

- PM to provide stakeholders, client contacts and account code information.
- The NSR and CAR will attend preliminary project meetings at the outset of a project, to determine the involvement of NSR/CAR and (nominate) other technical staff from ITS eg specialist consultants/contractors etc if required.
- The NSR and CAR will interview and consult with the Client to determine the data and voice requirements for the project.
- NSR provides functional and technical requirements, including an IT Design Brief, to the PM for inclusion in the overall Design Brief.
- PM gains Client approval of sketch/draft plan and confirmation of Data and voice requirements, including numbers of computer, telephone and fax outlets.
- NSR provides Budget estimate for all QUT/ITS related provisions to PM.
- PM confirms approval of project funding including confirmation of scope and funding for ITS.

Design Development and Documentation

- NSR and CAR will attend design development meetings and consultant meetings as appropriate. PM to forward minutes of meetings to NSR and CAR.
- NSR to provide a list of preferred communications subcontractors for inclusion in the tender documents.
- PM to ensure NSR and CAR are provided with electrical drawings and specifications as the design is being developed.
- PM, NSR and CAR to liaise regarding data and voice communications for temporary client accommodation, if applicable.

Pre/Post Tender Stage

- Prior to tender, the NSR and CAR (with nominated specialist personnel) are to review and sign off project documentation as acceptable for the calling of tenders. The NSR and CAR are to be advised of the time for the review period. The review period is to be no less than one week.
- As appropriate, and with the PM, NSR is to review tenders and participate in tender evaluation interviews with communications contractors and sub contractors.

Construction

- PM with NSR, CAR and CLIENT determine Data and Voice Network activation program, consistent with construction program and occupation by users.
- PM to advise NSR and CAR of the construction schedule and site meeting schedule, highlighting data and voice activation timing.
- NSR and CAR attend site meetings as appropriate.
- PM to advise NSR and CAR of any changes to the construction programme and site meeting schedule during construction.
- With appropriate consultant, NSR will inspect the works regularly (as specialist “clerks of works”) and report any problems or defects to PM.
- PM to promptly provide relevant documentation/drawing amendments, variations, which impact on IT to NSR and CAR for advice/approval/confirmation.
- Any voice documentation/drawing/amendments/variations need to be noted to the CAR **two weeks** prior to due date of works. Any amendments, variations that are communicated or collected after the two-week period will be submitted as a separate job (please note – there will be no guarantee the work will be commenced on the due date requested and extra priority work/charges may apply). PM must approve any amendments, variations that are submitted after the two-week period.
- At least two weeks prior to Practical Completion or by mutual agreed date, the PM and NSR will inspect the works and list any defects.
- PM to confirm occupancy timing and NSR/CAR to arrange QUT activation of data and voice network facilities. **NSR and CAR require access to completed building data centres and network infrastructure at least one week prior to building occupation.**
- NSR and CAR to sign off installation “as complete” and advise PM of final costs and journal transfers within two months of Practical Completion or as required by the project.
- PM to ensure “as built” documentation for ITS is received from Contractor.

APPENDIX I

AUDIO VISUAL PROCEDURES

PM319 Audio Visual Requirements in Building Projects

This guideline provides a checklist for the Project Manager (PM) when AV installations are part of a project. AV systems may be required in conference rooms, seminar rooms, training rooms, meeting rooms, teaching rooms, computer rooms, and laboratories, or any other space as determined on a needs or budget basis.

AV design & installation is carried out by QUT Audio Visual Services (AVS). For each project requiring AV the PM is to follow the following procedure:

Design

- 319.1** PM to advise AVS of project requirements and constraints at the commencement of Schematic Design.
- 319.2** PM and AVS to consult with QUT client/end user to determine AV needs.
- 319.3** PM and AVS to establish scope, agree budget and obtain “sign off” from end user and Project Coordinator. Budget to form part of the costs outside the contract. AV costs for a project may include: consultants fees, construction cost; cabling & termination, penetrations, ducting, pits, equipment racks, cupboards and customised joinery, brackets, access panels, specialised lighting and controls etc; AV equipment unless agreed and budgeted for separately by QUT Audio Visual Services.
- PM to ensure that the AV requirements can be accommodated within the total project budget.
- 319.4** PM to ensure AVS is consulted and included as a QUT Stakeholder throughout the design phase. AVS representative to approve the relevant building services documentation at relevant stages of the project and approve and sign off as stakeholder at pre-tender

Construction

- 319.5** AVS will carryout all AV installations. PM to forward construction programme to AVS so that an AV installation, commissioning and training sequence can be determined with end users. AV installation to be programmed as part of Construction Program.
- 319.6** AVS to attend ‘above ceiling and ‘pre-sheetoff’ inspections and any other relevant site inspections. The PM is to ensure this occurs.
- 319.7** PM is to coordinate AVS to inspect the works at least 2 weeks prior to the scheduled date for AV installation. PM to be informed of any deficiency or defect in writing.
- 319.8** PM, in conjunction with AVS, responsible for overall time and budget management of AV component of works.

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Audio Visual Procedures in Building Projects

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