

APPENDIX 7.2



# PROJECT QUALITY PLAN

## Royal Darwin Hospital Expansion



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# Project Quality Plan

## Royal Darwin Hospital



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**Revision**

| Date     | Details                                 | Section | Page | Approved By        |
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| Jun 2013 | Project inception issue for team review | All     | All  | Chris Giannikouris |
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**Distribution**

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## 1.0 REVISION & DISTRIBUTION

### 1.1 Amendments

All amendments to this document are to be marked up in the Control Table. The issue of the amendment is to be by the authorisation of the Project Manager. All amendments are to be actioned by the holders of this document upon receipt of the amendment. The plan will be finalised during the Project launch and will be progressively reviewed and updated if required.

## 2.0 PROJECT INFORMATION

|                              |                                                                                            |                             |
|------------------------------|--------------------------------------------------------------------------------------------|-----------------------------|
| <b>Project Name</b>          | Royal Darwin Hospital – Expansion of the Emergency Department and ;Operating Theatre Suite |                             |
| <b>Project Number</b>        | 13-1211                                                                                    |                             |
| <b>Project Address</b>       | Royal Darwin Hospital                                                                      |                             |
| <b>Project Start Date</b>    | 2 August 2013                                                                              |                             |
| <b>Project Completion</b>    | 12 February 2015                                                                           |                             |
| <b>AS4801 Certification</b>  | Certification current till 8th May 2014                                                    |                             |
| <b>Federal Accreditation</b> | Accreditation till 23rd July 2014                                                          |                             |
| <b>Prepared By</b>           | Brian Hogbin                                                                               |                             |
| <b>Date Prepared</b>         | June 2013                                                                                  |                             |
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### 2.1 Project Purpose

The purpose of the project is the design, documentation and construction of an extension on the existing Emergency Department and the Operation Theatre.

### 2.2 Scope of Work

The Works comprise of demolition, excavation, fabrication, supply, installation and construction of the expansion of the Emergency Department, Operating Theatre Suite and associated office space over four levels as described in the contract documents.

Generally, RDH require:

- A new Plant Room is proposed on the lower ground floor level.
- The Emergency Department is increasing space to provide a new Short Stay Unit with associated facilities. In order for this to occur additional office and ancillary space must be developed on the ground floor.
- The Operating Theatre Suite located on Level 1 is increasing capacity with the addition of 2 new operating theatres and required supporting facilities.
- A new level 2 floor is to be developed for office space and plantroom.

It must be recognised by the contractor that this development requires RDH operations to be business as usual. Significant effort must be displayed by the contractor to maintain RDH operations and staff and patient safety.

### 3.0 INTRODUCTION

The Project Quality Management Plan (PSMP) prepared by Halikos sets out in detail all procedures the Project team shall implement to manage its activities on and near the site. The PQMP will be implemented and maintained throughout the duration of the Project.

The Project has been assessed by Halikos to provide options for consideration in relation to Barracks noise, dust and recycling strategies.

Halikos have proposed a Project Management team led by the Construction Manager, an experienced Project Manager who has managed projects of similar size and complexity to the Royal Darwin Hospital Emergency Department and Operating Theatre Expansion.

The Halikos Project Management Team selected for this project will consist of experienced personnel with a demonstrated ability to manage the construction workforce and who have undertaken many design and construction projects.

Bringing together a proven team who have previously worked together, and who are local Darwin residents, eliminates many of the problems associated with project start-up and reduces the risk of mid-project staff changes.

All of the personnel nominated are proven performers with regards to delivering construction projects to the highest quality, on budget and on time.

Our project team have been working full time on this project during the tender period and have comprehensive knowledge of this project's objectives and challenges. The project team is currently available and ready to immediately mobilise on to this project.

### 3.1 Referenced Documents

- AS/NZS ISO 9001:2008 – Quality Management System - *Requirements*
- AS/NZS ISO 9004:2009 - Managing for the sustained success of an organization -- *A quality management approach*
- Halikos Pty Ltd Integrated Management System Manual
- Halikos Pty Ltd Project Safety Plan
- Halikos Pty Ltd Project Environmental Plan
- Halikos Pty Ltd Procedures

### 3.2 Input Documents

- RFT number T13-1211 includes drawings as set out in clause 4.7
- Royal Darwin Hospital Site Rules
- Australasian Health Facility Guidelines
- General Conditions of Contract NPWC Edition 3
- NT of Australia Radiation Protection Act
- Guide to Traffic Engineering Practice – Part 5 Intersections at Grade
- Urban Road Design – Guide to the Geometric Design of Major Urban Roads
- AS2890.1 Off Street Parking
- AS/NZS 3500.3 – Plumbing and Drainage Part 3
- The Building Code of Australia
- Managing Urban Stormwater, Soils and Construction – Vol 1, 4th Edition, Landcom

### 3.3 Project Documents

The following documents will be maintained for the project:

- Management Review records
- Records of contract and tender reviews
- Subcontractor records including quotes & transmittals, subcontract agreements, purchase orders, instructions, payments, variations and correspondence
- Register of Subcontractors
- Delivery dockets and Invoices
- Records of inspections and tests and test results
- Suppliers and subcontractors compliance certificates
- Calibration register and calibration results
- Noncompliance reports
- Records of corrective and preventive action
- Audit records
- Training and competency records
- Permits and approvals
- Drawings and drawing registers
- Revisions to project documentation & transmittals
- Site Diaries
- Progress payment claims and contract variations
- Correspondence with all project stakeholders
- Construction programs
- Minutes of meetings
- Monthly progress reports
- Requests for Information
- Record of Defects
- Relevant procedures and records (including site safety and environmental management)

### 3.4 Project Deliverables

The project will be delivered in three separate parts as follows:

| SEPARABLE PART                                                        | TIME FOR COMPLETION (WEEKS) | DEFECTS LIABILITY (WEEKS) |
|-----------------------------------------------------------------------|-----------------------------|---------------------------|
| <b>STAGE 1D</b> Level 1 Staffroom/Tutorial/ Anaesthetists Office Area | 37 weeks                    | 52 weeks                  |
| <b>STAGE 2C</b> – Level 1 Changerooms/ Anaesthetists Office Area      | 48 weeks                    | 52 weeks                  |
| <b>STAGE 4</b> – Project Completion                                   | 81 weeks                    | 52 weeks                  |

Works will be staged in accordance with the criteria set out in Preliminary Clause 5.10 – Time Schedule:

| CRITICAL WORK STAGE                                                   | TARGET COMMENCEMENT DATE | TARGET COMPLETION DATE |
|-----------------------------------------------------------------------|--------------------------|------------------------|
| <b>STAGE 1D</b> Level 1 Staffroom/Tutorial/ Anaesthetists Office Area | 10/12/2013               | 09/04/2014             |
| <b>STAGE 2C</b> - L1 Changerooms/ Anaesthetists Office Area           | 11/03/2014               | 21/06/2014             |
| STAGE 2D - L2 - Surgeons Office Fitout                                | 24/03/2014               | 02/07/2014             |
| STAGE 3A - L1 Nurses Office Fitout                                    | 10/04/2014               | 21/08/2014             |
| <b>STAGE 4</b> - GF SSU Fitout                                        | 11/09/2014               | 12/02/2015             |

## 4.0 QUALITY MANAGEMENT SYSTEM

The Quality Management System for Halikos defines and identifies the Policies, Plans, Procedures and templates used to ensure a consistent product output to the same exceptionally high standard every time Halikos undertakes an activity, which in this case a Major Government Project. This plan is a steering statement of intent used to identify the tools and resources required to comply with and exceed customer expectations.

### 4.1 Integrated Management System Manual

The Integrated Management Systems Manual presents a summary of the elements that make up the Halikos Management System, together with references to the relevant documentation detailing the individual elements.

This nucleus is based on the best product at the best price to the best standard. This is institutionalised in the Halikos culture and ethos.

The Integrated Management System identifies the elements required to achieve these outputs and this plan is one of the major contributing pillars to the outcomes being achieved.

### 4.2 Project Quality Plan

This Plan is directly in relation to the intent described in ISO 9001:2008 – Quality Management System – *Requirements*. Note only is this plan used as a directional resource for the Halikos Group, it is also an enabling methodology for resourcing the responsibilities for the Project outputs.

This plan describes the unique requirements of this project and its application throughout the project lifecycle. This plan will also be the prescribed mechanism for the quality compliance benchmark throughout the project.

### 4.3 Procedures

Project procedures provide specific details for the management of the identified quality issues at the project level, including any relevant forms or checklists. Project procedures will always be subject to evolutionary change throughout the project lifecycle as the expected standard of service provision may change.

Project procedures are also used as the provision of compliance confidence within the Project itself. This compliance confidence enables both the customer and Halikos to ensure all system targets are maintained as enablers to the identified output of the Project.

### 4.4 Inspection and Test Plans (ITP's)

Subject to project requirements Inspections and Test Plans are prepared to identify, plan and provide a record of project specific inspections and tests from project commencement to completion. Although ITP's are a control mechanism for the activity being undertaken to ensure quality of product is met, this quality control function will form part of the standard of evidence required to fulfil the customers confidence in service provision.

### 4.5 Project Safety and Environmental Management Plans

The Halikos Pty Ltd Safety and Environmental Management Systems (EMS) are comprised of various elements. The project Safety and Environmental Management Plans are an integral part of the quality management system and will ensure that Halikos operates within a safe working environment and in an environmentally responsible manner in accordance with Company policies and as required by the relevant Northern Territory Acts and Regulations and customer requirements.

### 4.6 Specifications, Drawings & Programs

Versions of specifications, drawings, and project programs are all controlled electronically on the company computer system. This project specific data is classified as technical data and will be managed in a catalogued manner throughout the project.

## **4.7 Quality Records**

The Halikos “Document & Data Control” procedure provides guidelines to effectively manage key documents. Documents to be used in this project are listed in appendix 2.

Halikos maintain project records to provide evidence of compliance to requirements in accordance with written procedures. Electronic records are protected by a backup system. The computer system is run from an Uninterrupted Power Supply.

## **5.0 MANAGEMENT RESPONSIBILITY**

### **5.1 Policy and Commitment**

Halikos senior managers understand the vital importance of quality to the company’s continuing success. Management therefore accepts total responsibility for setting clear company policy for quality and for providing resources to put the Policy into practice. Company Quality Objectives are communicated to all workers through regular induction, reporting and project meetings.

The Halikos Quality Policy is included in appendix 1 of this plan. The Policy has been formulated with regard to Halikos organisational aims and the needs and expectations of its clients.

Copies of the Quality Policy will be displayed at all Halikos offices. All workers are instructed in the Quality Policy and their roles and responsibilities in the Quality System at initial induction and through regular communication.

### **5.2 Quality System Planning**

Quality planning for this project is performed during the tender stage by the Quality Management Representative and the Project Quality Representative. On award of the contract, a project launch is conducted and detailed quality planning is performed in accordance with the “Project Launch” and “Project Documentation & Control” procedures.

### **5.3 Project Organisation**

Halikos Pty Ltd is structured into operating in two distinct areas of operation, these being; Operations and Projects. Functional reporting within Halikos Pty Ltd with respect to quality is summarised as follows:

- At Operation level, the Project Manager (or delegated staff member) is the Quality Manager Representative (QMR) and has overall responsibility for Quality; Safety and Environmental functions of the Halikos Group, these functions are managed at the Halikos Company Headquarters.
- At Project level, the Construction Site Manager (or delegated staff member) is The Project Quality Manager Representative (PQMR) and has overall responsibility for Quality, Safety and Environmental functions of Halikos Pty Ltd on the Project. The PQMR reports directly to the QMR.
- Fundamental checking by site supervisory staff and site based subcontractors will also be a feature of the PQP. Placing responsibility for the achievement of quality objectives at the workforce will lead to greater accountability at this level.

The proposed organisation structure for the Project is detailed in Appendix 3.

The duties and responsibilities of Halikos staff are defined in position descriptions maintained by the Human Resource Manager at the Halikos Company Headquarters.

### **5.4 Project Responsibilities**

The duties and responsibilities of key personnel with respect to quality management on this project are described below:

#### **Project Director/Manager:**

- The Project Manager has overall authority in the determination of all matters affecting the implementation and operation of the project. The Project manager reports directly to the Managing Director.

The Project manager is responsible for:

- Reviewing and authorising the Project Quality Plan (PQP), and other project plans;
- Assigning quality responsibilities to all project personnel;
- Ensuring all project personnel are suitably trained, and possess the necessary skills to undertake their designated quality responsibilities;
- Continually monitoring of quality performance to ensure compatibility and continued effectiveness with the Company's policy and objectives;

- Communicating quality performance to the Managing Director;
- Providing sufficient funds, materials and equipment to ensure the PQP objectives are achievable;
- Participating in the review of the quality system and other relevant quality meetings and programs;
- Providing appropriate training in quality to all project personnel.

### **Project Quality Management Representative (PQMR)**

- The PQMR is responsible for the implementation of the Project Quality Plan (PQP). The PQMR reports directly to the Project Manager and has a reporting function to the Quality Manager Representative.

The PQMR has the authority to resolve all quality assurance matters in conjunction with the Project Manager. The PQMR has the authority to reject non-conforming products/processes and the responsibility to ensure that remedial measures are implemented to curtail further non-conformance.

The PQMR is responsible for:

- Ensuring the Project Quality Plan is correctly implemented to meet the requirements of the project;
- Allocating project staff to perform inspections duties;
- Ensuring non-conformance is reported;
- Ensuring a non-conformance is dispositioned within the required time-frame and that disposition/remedial solutions are effectively implemented;
- Reviewing inspection reports are ensuring any actions required are initiated;
- Ensuring subcontractors fulfil their quality system obligations;
- Attending meetings called to discuss quality issues;
- Identifying and documenting quality system problems;
- Assisting with the updating of the Project Quality Plan;
- Reviewing and approving Inspection and Test Plans, Project Forms/Checklists;
- Liaising with the quality assurance representative from the client;
- Assisting in the auditing/assessment of suppliers/subcontractors

### Verification and Validation Personnel (Generally Site Supervisors)

Verification Personnel are responsible for inspecting and testing works in accordance with the Inspection and Test Plans. Such work shall include off-site manufacture and fabrication and onsite works.

Halikos has a qualitative measure for Verification and Validation and they are defined as:

- Customer Validation - *The assurance that a product, service, or system meets the needs of the customer and other identified stakeholders. It often involves acceptance and suitability with external customers.*
- Internal Verification - *The evaluation of whether or not a product, service, or system complies with a regulation, requirement, specification, or imposed condition. It is often an internal process.*

Verification Personnel have the authority to reject any nonconforming product/process and are answerable to the PQMR in this regard. Various project personnel with relevant experience/qualifications will be used to perform the necessary inspections to ensure the quality of product is being upheld.

Verification Personnel are responsible for:

- Performing the inspection and testing, or witnessing the inspection and testing by others, as laid down in the Inspection and Test Plans including release of Halikos nominated Hold Point;
- Preparing records of inspection/tests and making these available to the PQMR;
- Verifying that the procedures being used are adequate for effective control of quality;
- Rejecting defective workmanship and materials;
- Ensuring and verifying corrective action is taken when nonconforming work is identified.

### 5.5 Management Review

Regular reviews are undertaken by Halikos management to ensure that the project management system continues to be suitable, adequate and effective. A standard procedure and agenda are followed to ensure that opportunities for improvement to the management system are assessed and that changes are implemented in a controlled manner.

## 6.0 RESOURCE MANAGEMENT

The adequacy of existing equipment and personnel resources and the need for new resources is identified and reviewed regularly by the Project Manager.

Equipment and trained personnel are provided at all organisational levels to carry out the project processes, verification as well as internal audits to ensure conformance to the project specification.

### 6.1 Project Activities & Organizations

| ACTIVITY                                | ORGANISATION    |
|-----------------------------------------|-----------------|
| Architectural Design, review & analysis |                 |
| Architectural Documentation             |                 |
| Building Supervision                    | Halikos Pty Ltd |
| Progress Payment Certification          | Halikos Pty Ltd |
| Project Administration                  | Halikos Pty Ltd |
| Structural Engineering                  |                 |
| Civil Engineering                       |                 |
| Hydraulic Engineering                   |                 |
| Surveying                               |                 |
| Quantity Surveying                      |                 |

### 6.2 Training & Competency

To ensure that staff, are competent to perform their assigned tasks, the following systems have been put in place:

- - Position Descriptions including competency/education requirements
- - Training is provided as determined by the position descriptions and performance reviews
- -Job/quality requirements are communicated through Procedures
- -A project "Training & Competency Matrix" will be maintained

The Halikos "Training" procedure provides guidelines and information to effectively manage identification and implementation of Quality programs.

### 6.3 Facilities & Work Environment

Halikos will ensure that adequate facilities and a suitable work environment are provided to ensure that workers are able to perform work in a safe and productive manner.

## **7.0 PROJECT REALISATION**

### **7.1 Project Planning**

Quality planning for this project is performed during the tender stage by the Quality Manager Representative and the Project Quality Representative. On award of contract, a project launch is conducted and detailed quality planning is performed in accordance with the “Project Launch” and “Project Documentation & Control” procedures.

### **7.2 Client Related Processes & Communication**

Once the Client has issued a full set of contract documents for signature/sealing, these documents shall be reviewed by the Project Manager against the “Tender” documents to ensure that any deficiencies are identified and are resolved with the Client. The Project Manager shall ensure that any matters affecting design are transmitted to the Services and Coordination Manager for action as appropriate.

Any variation to the contract shall be reviewed by the Project Manager in conjunction with other project staff with appropriate technical knowledge as required. The review is to ensure that technical and quality requirements are clearly defined and that the project has the necessary resources, organisation and facilities to perform its obligations under the terms of the variation.

All head contract variations shall be controlled via a register.

Upon completion of the review, the Project Manager shall sign and date the variation, and ensure distribution of the amendment to all concerned parties.

**Methods of communication include RFI (Request for Information) to Design Consultants and Site Instructions to subcontractors. Client complaints shall be handled in accordance with the Halikos “Noncompliance” procedure.**

### 7.3 Design & Development

Design will be performed by external Consultants as per the Halikos “Design Management” procedure.

Project Plans and procedures are updated as necessary as the design proceeds.

Design review meetings will be conducted at the stages defined below and in accordance with RFT T13-1211:

- Initial start up meeting
- 20% of design / documentation
- 40% of design / documentation
- 60% of design / documentation
- 95% of design / documentation

### 7.4 Purchasing & Subcontracting

In accordance with RFT T13-1211 all subcontractors who are contracted to provide trade services valued at over \$50,000.00 must have industry accreditation.

Additionally Halikos will endeavour to use local subcontractors and suppliers wherever possible, refer to the project “Industry Participation Plan (IPP)”.

All purchased products (including subcontracted works) shall be subject to verification to ensure conformance to contractual requirements.

The Project Manager shall review all purchase documents prior to approval and release. Halikos Position Descriptions detail purchasing authority levels and responsibilities.

Halikos may arrange for offsite Inspectors to conduct inspection and verification activities at subcontractor’s premises as required. The verification arrangements and the method of release shall be specified in the purchasing documents.

### 7.5 Construction Control

Identification and planning of manufacture/construction activities is detailed in “Process Control” procedure.

Qualification of personnel, equipment and procedures for these processes shall be in accordance with the applicable Standards, Specification and Codes. Records of qualified processes, procedures, personnel and equipment will be maintained in accordance with Halikos documented procedures.

## 8.0 Customer Property

The Principal will be responsible for the supply, delivery and installation of items described in of RFT T13-1211.

### 8.1 Inspection and Testing

Inspection and testing of items and works shall be performed by authorised personnel as detailed in the respective Inspection and Test Plan/checklist.

Product conformance will be determined by acceptance criteria laid down in the specifications and Inspection and Test Plans.

During inspection and testing, any nonconforming product/process detected shall be identified, document and segregated (where possible) in accordance with the Halikos “Noncompliance” procedure.

All manufactured/constructed items shall undergo final inspection and testing in accordance with specified contractual requirements prior to release to the client. No manufactured/constructed items shall be offered to the client until all the activities specified in the Project Quality Plan or documentation procedures and instructions have been satisfactorily completed.

### 8.2 Inspection, Measuring and Testing Equipment

All inspection, measuring and testing equipment (including newly acquired test equipment) used for inspection and acceptance purposes, whether owned by Halikos, provided by the client or on load, shall be controlled calibrated and maintained in accordance with the “Monitoring and Testing Equipment” procedure.

For this project the following inspection, measuring and test equipment shall be subject to calibration:

| Equipment   | Calibration Frequency | Calibration Authority |
|-------------|-----------------------|-----------------------|
| Dumpy/Laser | 1 month               | External              |
| Theodolite  | 3 months              | External              |

The PQMR shall verify all test results and maintain calibration records on the project file.

Any equipment identified as having doubtful accuracy or precision shall be removed from use and calibrated. Where any inspection, measuring and test equipment is found to be out of calibration, the validity of the previous inspection results will be assessed and documented.

### **8.3 Handling, Storage, Packaging and Delivery**

All items are handled and stored in accordance with documented procedures to prevent damage and deterioration. Designated storage and holding areas are nominated in the site layout plan. The condition of all stock is periodically assessed during store audits.

## **9.0 MEASUREMENT, ANALYSIS & IMPROVEMENT**

### **9.1 Monitoring Client Satisfaction**

The Project Manager shall in conjunction with the team establish a mechanism to measure and monitor the level of satisfaction/dissatisfaction within the Client's team. Examples of issues to be monitored are Industrial Relations, Progress, Quality, Safety, Environmental, local industry participation, indigenous involvement etc. A staff member shall be nominated by the Project Manager to establish the monitoring mechanism, which shall include the recording, analysis, and reporting of data

### **9.2 Monitoring Project Activities**

Project activities (including subcontractor works) are monitored regularly in accordance with the relevant Inspection & Test Plan/Checklists.

### **9.3 Internal Audits**

The Halikos "Internal Audit Procedure" provides guidelines to effectively assess project compliance against internal and external legislative requirements, and identify causes of project/system failures and to promote proactive management of quality to promote continuous improvement opportunities.

The PQMR will implement the auditing programme, schedule audit dates, and confirm names of the audit team participants.

Project Quality Audits will be carried out at intervals defined in the Halikos audit schedule and will review specific sections of the PQP to provide verification of the implementation, effectiveness and possible recommendations for further improvement.

The results of audits shall be documented and Noncompliance Reports will be raised for deficiencies identified and brought to the attention of the Project Manager for follow up action.

Following satisfactory rectification of the noncompliance, the responsible person shall provide a completed copy of the report to the auditor.

### 9.4 Control of Nonconforming Product

Any items that do not conform to specified requirements shall be prevented from inadvertent use or installation. The “Noncompliance” procedure describes the process for identification, segregation (when practical), classification, documentation, disposition and reinspection of the nonconforming product.

Where contractually required, concessions or waivers shall be sought from the client for the proposed use of the product, which does not conform to specified requirements. All nonconformity shall be documented and a register is maintained by the PQMR to monitor the status of the non-conformances.

Defects identified during the defects liability period will be documented and resolved in accordance with Halikos procedures.

### 9.5 Analysis of Data

Project Quality statistics shall be gathered on a regular basis using the standard report format.

Statistical information will be analysed and reported to all Halikos workers, project subcontractors and other interested parties. The Project Manager will review project statistics regularly.

### 9.6 Improvement

Halikos management ensures that the effectiveness of the quality system continually improves through the use of quality system elements such as the Quality Policy, Quality Objectives, audit results, management reviews and the use of corrective action reports.

Corrective and/or preventative actions taken to eliminate the causes of actual or potential nonconformity shall be in accordance with the documented procedure. The action taken shall be to a degree appropriate to the magnitude of problems and the risks encountered.

## 10.0 DEFINITIONS

**Client** - Department of Infrastructure, Construction Division.

**Contractor** - Halikos Pty Ltd.

**Subcontractor** - Any company or person who is contracted to Halikos Pty Ltd for the purpose of supplying goods or services.

**Consultant** - The architectural and engineering consultants who have been engaged by Halikos Pty Ltd to perform the design, preparation of detailed ‘For Construction’ documentation and necessary certification to meet contractual requirements.

**Project Quality Plan (PQP)** - A document that describes how the work under the contract will be performed and controlled, i.e. this document.

**Procedure** - A document which describes the method for undertaking a certain activity.

**Inspection and Test Plan (ITP)** - A document which describes what checks for compliance for a particular process or activity are to be made.

**Hold Point** - A point in the construction or verification process beyond which work must not proceed without the written approval of a designated person or authority.

**Witness Point** - A point in the construction or verification process at which an activity is to be observed.

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**APPENDIX 1 – HALIKOS QUALITY POLICY**

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**APPENDIX 2 – DOCUMENT CONTROL REGISTER**

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**APPENDIX 3 – PROJECT ORGANISATION CHART**

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**APPENDIX 4 – MASTER INSPECTION & TEST PLAN**