QUALITY MANAGEMENT PLAN

PROJECT NAME

Revision	Date	Description	Prepared By	Reviewed By	Approved By
001	*xx/xx/2020*	*Issued for use*	*xxxxx*	*xxxxxxx*	*xxxxxxx*

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1. INTRODUCTION

This Quality Management Plan forms one part of the overall Quality Management Package that has been developed for Project Name contract. This Plan is the link between the Contract Specifications, the Perkins Builders Business Management System and project specific documentation.

The purpose of this Plan is to guide Perkins Builders personnel in meeting the quality requirements of the contract and to ensure the completed works comply with the specified quality performance criteria.

Implementation of this Quality Management Plan ensures that all activities affecting Quality are planned managed, and controlled in accordance with Perkins Builders management system, applicable legislation and our Principal insert Principal for the Project Name requirements.

The Project Manager is accountable for the development, approval and implementation of this Quality Management Plan and delegates the responsibility for the development and implementation of this plan All changes to the Quality Management Plan will be reviewed and authorised by the Project Manager.

All Perkins Builders employees or contractors are responsible for complying with Perkins Builders Policies, objectives, and Management Plans.

This Quality Management Plan is written in accordance with Perkins Builders quality management system that is 3rd party certified to AS/NZS ISO 9001.

Where an ambiguity is detected between the requirements in this Project Quality Management Plan and the Contract, then the requirements of the contract will take precedence.

2. PROJECT OVERVIEW

Insert project scope

3. POLICY

3.1 Implementation of the Organisational Excellence Policy

This Quality Management Plan has been prepared in accordance to Policy Statement Organisational Excellence.pdf which is approved by the Managing Director and is reviewed by the Management Team to ensure ongoing sustainability.

All project activities including those undertaken by contractors or by other parties engaged by Perkins Builders shall be carried out in accordance with this Policy.

3.2 Communication of the Policy

Perkins Builders Business Policy shall be communicated to all employees, contractors, labour hire personnel, sub-contractors and visitors during the induction process.

All Perkins Builders Policies are displayed at worksites and made available to interested parties upon request.

4. LEADERSHIP AND COMMITMENT

Perkins Builders demonstrates leadership and commitment to quality in accordance with **ISO 9001**. *Further guidance is provided in the 84 - Leadership and Commitment Procedure.pdf*

Senior Management, Project Managers, and Site Managers are responsible for providing visible and proactive leadership to ensure quality requirements are understood, implemented, and maintained throughout the Project. Leadership and commitment to Quality is demonstrated through:

- *Establishing and communicating clear Quality objectivesSenior Management conducting site visits*
- *Promoting initiatives relating to quality performance*
- *Senior management participating in audits*

- *Involving the workforce in addressing Quality issues*
- *Encouraging open communication on Quality issues*
- *Encouraging an environment of continual improvement*

Adhering to the Standards set by Perkins Builders Business Management System

5. PRINCIPAL & OTHER REQUIREMENTS

5.1 Quality Contractual Requirements

Insert project requirements

5.2 Legal Register

Applicable legal and other requirements will be located in the 942 - Project Legal Register.xlsx where the HSE Team (or their delegate), the Site Manager and or Project Manager will identify legal and other requirements applicable to the works during the development of the Project 967 - HSE Management Plan.docx and 996 - Project Risk Register.xlsm

5.3 Other Compliance Requirements

Insert other compliance requirements or the following words "Intentionally left blank".

6. QUALITY OBJECTIVES

The Quality Objectives for this Project support the company-wide Quality Objectives maintained under the Perkins Builders Business Management System (BMS). These objectives drive performance, continual improvement, and compliance with the requirements of (Insert Principal), Perkins Builders' BMS, and relevant legal and other obligations. Project activities contribute directly to the measurement and evaluation of these objectives, ensuring consistent quality outcomes across all projects.

6.1 Monitoring and Review of Objectives

The Project Manager is responsible for ensuring that project activities align with and contribute to the company-wide Quality Objectives. Progress and effectiveness are monitored through completion of tasks, evidence collection, and milestone reviews, and reported to the business-level management team as part of ongoing quality oversight.

6.2 Objectives and KPI Reporting

Project-level contribution to Quality Objectives is captured and reported through the company's central objective tracking system. The Project Manager, Contract Administrator, and Site Manager/s participate in project review meetings 217 - Project Review Meeting Minutes.docx where progress updates are discussed. These reviews feed into business-level monitoring and reporting, including:

- *Quarterly Quality Reporting to the Managing Director*
- *Annual Management Review as a dedicated agenda item*

This ensures that project activities are effectively monitored and performance outcomes are communicated to the senior management team.

6.3 Project Quality Management Plan - Objectives and Performance Monitoring

The Project Quality Management Plan (QMP) aligns with Perkins Builders' company-wide Quality Objectives and establishes project-level performance measures to monitor the effectiveness of quality management activities.

The following project quality objectives apply throughout the duration of the project:

Quality Objective	KPI / Measure	Monitoring Method	Responsibility
Ensure Inspection and Test Plans (ITPs) are implemented for applicable work activities	*100% of required ITPs established and completed prior to work handover*	*ITP Register / Aconex Review*	*Project Manager / Site Manager*
Verify compliance with project quality requirements	*Project Quality Compliance Inspections completed every second month*	*Quality Inspection Reports*	*Project Administrator*
Identify and address quality issues proactively	*Corrective actions closed within agreed timeframes*	*Audit & Inspection Action Register*	*Project Team*
Monitor project quality performance	*Monthly Quality KPI's review completed*	*Project Review Meeting Minutes 217*	*Project Manager*
Drive continual improvement and compliance	*Internal and external audit findings reviewed and actions implemented*	*Audit Reports and Action Registers*	*Project Team*

Performance against these objectives shall be reviewed through project review meetings, inspections, audits, ITP reviews, and management reporting processes. Where non-conformances or improvement opportunities are identified, corrective actions shall be implemented and monitored to completion.

6.4 Audit & inspection Schedule

Activity – Lead indicators	Frequency	Responsible Person	Schedule											
			JAN	*FEB*	*MAR*	*APR*	*MAY*	*JUN*	*JUL*	*AUG*	*SEP*	*OCT*	*NOV*	*DEC*
QMP Review	*Monthly*	*PM, SM, CA*	X	X	X	X	X	X	X	X	X	X	X	X
Project Site Quality Compliance Audits (Projects Selected at random)	*6 monthly by Principal*	*HSEQ / Internal Auditor / HSE Team*		X						X				
Project Quality Compliance Inspections	*Every second month*	*PA*		X		X		X		X		X		X
ITP Review	*Monthly*	*PM*	X	X	X	X	X	X	X	X	X	X	X	X
Project Review Meetings	*To be conducted monthly*	*PM, SM, CA*	X	X	X	X	X	X	X	X	X	X	X	X

Role Definitions:
MD = Managing Director,
HSEQ = Group HSEQ Team, PM = Project Manager, SM = Site Manager, CA = Contract Administrator, PA = Project Administrator

7. ACCOUNTABILITY AND RESPONSIBILITY

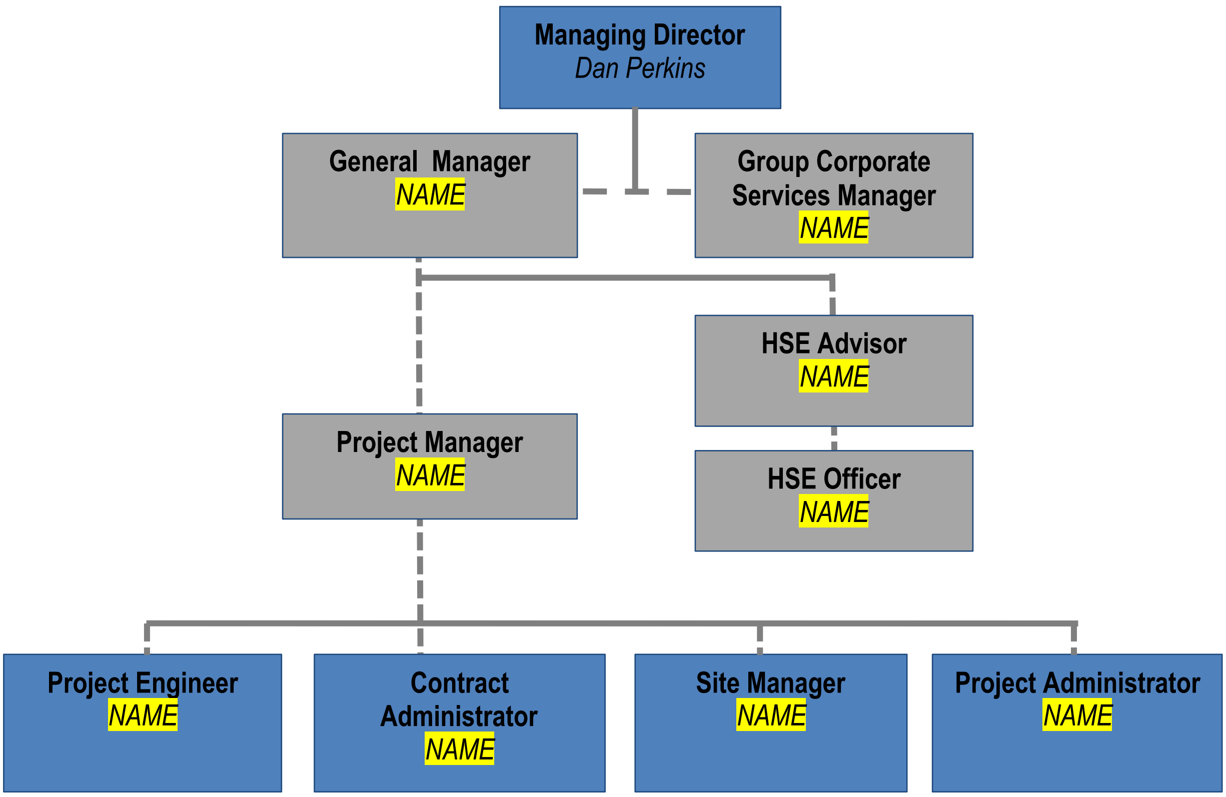
7.1 Overview

The Project Manager is accountable for the Quality of the insert Project name and is assigned the necessary authority and responsibility by their General Manager to enable them to fulfil the requirements of this Plan and is accountable for the Quality performance of the Project and the implementation of the Project's Quality Management Systems.

7.2 Organisational Structure

The Project Organisation Chart shall identify the Project's reporting structure, positions and incumbents' name. The Project Organisation chart will be reviewed for currency and updated periodically by the Project Manager. The Project Organisation Chart shall be displayed conspicuously at the worksite.

Project Organisational Structure



7.3 Communication and Acceptance of Accountabilities and Responsibilities

Please refer to Appendix A for key personnel Quality Accountabilities & Responsibilities. This shall be signed by the relative personnel.

7.4 Functional Responsibilities

7.4.1 Perkins Builders Contractor Representative

Perkins (as the contractor) nominated representative for this Project is the Project Manager. The Project Manager shall formally advise the Principal representative or their contract superintendent that all correspondence shall be via Aconex. This line of communication shall be used for all parties in relation to this project.

All correspondence should also be copied into the project filing structure. These Lines of communication should be maintained at all times during the project.

7.4.2 Project Quality Representative

The Project Manager is the nominated Project Quality Representative (PQR) for all matters relating to quality on the project. The Project Manager shall nominate a representative in the absence of the PQR. Surveyor

The Surveyor is responsible for:

- *Ensuring all set-out is within the tolerances specified by the contract documents*
- *Computing all quantities required by the contract*
- *Ensuring all survey and measuring equipment is appropriately calibrated and that the required certificate/records are issued to the Project*
- *Ensuring the preparation of as-builts drawings and maintenance of survey records*

8. RESOURCES

The Project Manager is accountable for adequately resourcing the Project, assigning the necessary materials, people and plant to meet the contractual and Perkins Builders Business Management System requirements. The Project Manager shall monitor ongoing requirements, performance of work and verification of activities to confirm adequate resourcing.

The Project Quality Representative has been nominated on this project to implement and maintain the projects Quality Management Plan (QMP). The Project Management team is collectively responsible for continually improving the effectiveness of the QMP and enhancing Principal satisfaction by meeting Principal requirements.

8.1 Human Resources

8.1.1 Personnel Recruitment and Selection

Recruitment and Selection of personnel for the insert Project name shall be managed in accordance with 80 - Human Resources.pdf

All employees recruited shall undergo a selection process including interviews, reference checks and assessment of competencies and capabilities required to perform the role.

- *All certificates and qualifications shall be sighted and verified for currency prior to commencing work by the recruiting officer.*

8.1.2 Competency Awareness & Training

The competency requirements of all Perkins Builders personnel performing work affecting quality shall be identified by the Project Manager with assistance from the HR Manager. Personnel undertaking assigned tasks shall be appropriately qualified based on education, training, skills and/or experience.

The Site Manager is responsible for ensuring site personnel hold current and relevant qualifications and maintaining training records.

Training needs shall be identified with consideration given to:

- *Legal requirements*
- *Role-specific knowledge and skills required to fulfil the Perkins Builders Business Management System*
- *Principal requirements*

Perkins Builders employees shall undertake an annual performance review in accordance with 80 - Human Resources.pdf including identify their ongoing training and competency requirements.

8.1.3 Inductions

All personnel, subcontractors and visitors will be inducted in accordance with the 90.01.09 Subcontractor and Visitor HSE Management Procedure.pdf 90.01.09 prior to being granted access to site. Drivers of delivery vehicles/trucks will not be required to attend the induction unless a need is identified.

The quality requirements for the project site shall be included in this Induction, as follows:

- *Establishment and monitoring of project quality objectives.*
- *risk identification, assessment, control and monitoring.*
- *Delivery of work to required quality standards and timeframes.*
- *Plan, deliver and monitor appropriate resources, including people, subcontractors, training needs, plant, equipment and infrastructure, to achieve Perkins' objectives, fulfil our Principals expectations and adhere to and maintain the Perkins Management System.*
- *Practice responsible waste disposal and management including the promotion of efficient use, reuse and recycling of resources and the minimisation of waste.*
- *All direct Perkins employees fulfil their health, safety and environmental responsibilities and quality compliance to Perkins Business Management System on the project.*
- *Communicate and consult with our employees, Principals, subcontractors, community and stakeholders on HSE issues.*
- *Engage employees and subcontractors that are appropriately qualified and competent to perform their duties and support them with education, awareness and training as necessary.*
- *Identify causes of incident, injury and property damage in the workplace and implement actions and programs for future prevention.*
- *Implement appropriate controls to satisfy Principal expectations, legal and other requirements and Perkins' business objectives.*
- *Monitor, review, evaluate and continue the development and implementation of the Perkins Business Management System in accordance with ISO 9001, ISO 14001 and AS/NZS 4801 ISO 45001 and to meet our statutory, Principal and other obligations.*

For further detail regarding Perkins Builders objectives, refer to section 6.0 of this Plan.

The Site Manager/HSE Officer on site is responsible for ensuring that site inductions are conducted for all personnel, subcontractors and visitors as required and maintaining induction records.

All inductions are to be completed via the Perkins Hammertech Online Portal by all personnel before commencement on site. A project specific induction is to be completed by the Site Manager with all project personnel upon arrival to site.

8.2 Infrastructure and Work Environment

Adequate equipment/facilities and a suitable work environment are provided to Perkins Builders personnel to ensure that employees are able to perform work in a safe and productive manner.

Vehicles, equipment and various items needed for the project execution shall be assessed and identified at the commencement of the Project by the Project Manager and other relevant personnel and included in the mobilisation planning.

The ongoing need for equipment and utilisation of equipment etc., team's needs in terms of offices, messing, infrastructure, process equipment, and support services etc. shall be monitored throughout the duration of the Project by the Project Manager.

9. CONTROL OF WORK PROCESSES

Construction Methodology will be established for processes where the absence of such might adversely affect final product quality. The Objective of all construction methodologies is to implement work methods that result in products and outcomes that are compliant with Contract Specifications.

The following controlled conditions will be considered when identifying, planning and validating work processes:

- *The use of suitable equipment, and a suitable working environment*
- *Compliance with referenced standards/codes, quality plans and/or documented procedures*
- *Monitoring and control of suitable process and product characteristics*
- *The approval/qualification of personnel, processes, procedures and equipment, as appropriate;*
- *All acceptance criteria for workmanship shall be stipulated*
- *Process equipment such as cranes, generators, etc. Shall be subject to planned maintenance*
- *Defect liability maintenance activities*

Safe Work Method Statements and other appropriate documentation shall be generated as necessary to specify the practices and requirements to control these processes.

10. PROJECT PLANNING/PROGRAMMING

Critical Path

The Critical Path for the procurement of materials/equipment is developed by the Estimating Manager, /Project Planner, General Manager and Project Manager during the tender procurement stage by way of Tender Program. The critical path is identified and developed at the Program Planning phase of the project.

Program Planning

Program Planning occurs at the tender preparation phase and reviewed again at the post award and pre-start phase by the Project Manager.

A Contract Program shall be developed in accordance with the 20 - Job Control.pdf

During the life of the contract the Contract Program will be periodically reviewed by the Project Manager to ensure that construction is progressing satisfactorily in accordance with the planned approach. The Site Manager and Contract Administrator regularly monitor the Contract Program to ensure progress in accordance with the program and foresee any potential delays to enable immediate action.

A Contract Program will be developed using Microsoft Project, drawn in a bar chart format. The Program will be set out on a time scale of calendar weeks with individual activity durations. Unless amended with the approval of the Principal the total time allowed will equal the total time indicated in the accepted Contract Program.

11. QUALITY SYSTEM PLANNING

Quality system planning for this project shall be coordinated by the Project Manager or nominated Project Quality Representative (PQR) in the absence of the Project Manager.

11.1 Project Plans

The identified Management Plans required for this project shall be developed upon notification of award of project and/or upon request by the Principal.

12. PRINCIPAL RELATIONSHIP MANAGEMENT

12.1 Principal Liaison

The Principal's representative or contract superintendent for this Project is [Insert Representative and contact details]. This person is the primary contact point for all legally binding correspondence.

12.2 Principal Meetings

Principal meetings shall be held regularly to discuss as a minimum, the following:

- *Progress*
- *Finance/Variations*
- *Program*
- *Safety*
- *Environment*
- *Quality*
- *Objectives*
- *Design*
- *Materials*
- *Feedback*

12.3 Complaints

All complaints received on the project will be documented. The PQR shall ensure that complaints relating to quality are registered and managed in accordance with the 90.01.06 Consultation, Communication and Issue Resolution Procedure.pdf

12.4 Reporting

[Insert Principal Reporting Requirements]

12.5 Principal Property

Perkins Builders shall exercise care with Principal property while it is under Perkins Builders control or use. Perkins Builders shall identify, verify, protect and safeguard Principal property provided for use or incorporation into the product. If any Principal property is lost, damaged or otherwise found to be unsuitable for use, Perkins Builders shall report this to the Principal and raise it as an incident or nonconformity on Hammertech as appropriate, a copy of which will be provided to the Principal.

12.5.1 Infrastructure

Any infrastructure provided by the Principal to Perkins Builders for use shall be maintained and safeguarded in accordance to contractual requirements.

12.5.2 Intellectual Property

Intellectual property means the businesses proprietary knowledge. Types of Intellectual Property include:

- *Patents for new or improved products or processes*
- *Trade marks*
- *Copyright for original material such as multimedia and computer programs*
- *Confidentiality/trade secrets including know-how and other confidential or proprietary information*

Perkins Builders and its employees shall not disclose or deliver to anyone, except as authorised by the Principal, any *information or material which is the property of the Principal and undertakes that it will hold in trust and in the strictest confidence all such information or material for the exclusive purpose of performing contractual requirements.*

This requirement shall also be applied to Perkins Builders consultants, contractors and subcontractors, when contractually obligated to do so.

Principal Management System documentation that is issued to Perkins Builders shall be managed in accordance with Principal requirements.

12.5.3 Plant & Equipment

Any plant and equipment provided by the Principal to Perkins Builders for use shall be maintained and safeguarded in accordance to contractual requirements and Perkins Builders Business Management System processes.

12.5.4 Personal Data

All personal data provided by the Principal shall be treated in accordance with Procedure 70 - Document and Records Management Procedure.pdf

13. COMMUNICATION

13.1 Internal

Project and Quality related items shall be managed in accordance to the following table:

Key Stakeholder	Forum	Frequency	Responsible
Perkins Builders Personnel	Toolbox Meeting	Monthly	Site Manager
Perkins Builders Personnel	Prestart Meeting	Daily	Site Manager
Subcontractors	Toolbox Meeting	Monthly	Site Manager
Subcontractors	Prestart Meeting	Daily	Site Manager
Subcontractors	Inductions	On Commencement	Site Manager
Subcontractors	Site Instructions	As required	Project Manager
Operations Manager	Project Review	Monthly	Project Manager

13.2 External

Project and Quality related issues shall be managed in accordance to the following table:

Key Stakeholder	Forum	Frequency	Responsible
Principal	Principal Meetings	Monthly	Project Manager
Design Consultant	Principal Meetings	Monthly	Project Manager
Design Consultant	RFI	As required	Project Manager
Community	Letters	As required	Project Manager / Contract Administrator

14. DESIGN AND DEVELOPMENT

Design is performed by external Consultants selected/ approved by the Principal.

Design control and change activities on this project shall be performed and co-ordinated by the principal.

All queries on design will be handled via the Request for Information (RFI) process. All requests for changes after the design has been approved will be managed in accordance with Procedure 20 - Job Control.pdf .

15. PROCUREMENT

15.1 Subcontractors/Suppliers

Only approved subcontractors shall be used on the Project. Perkins Builders maintains a list of approved Subcontractors / Suppliers.

Sub-contractors engaged during the duration shall be managed by the Project Manager. Any required communication for any of the sub-contracted work is to be with the Project Manager who will liaise with the Principal where required.

Subcontractors shall comply with the relevant requirements of this Quality Management Plan or the requirements of their own Quality Management Plan where they are equivalent to or more stringent than Perkins Builders.

Where a subcontractor/supplier does not operate a formal quality system, the PQR shall evaluate the required methods of control for the following:

- *Documentation, e.g. Specifications, drawings*
- *Inspection and testing, e.g. ITP's/checklists*
- *Non-conforming items*
- *Inspection, measuring and test equipment*

If the subcontractor/supplier has no existing documentation to satisfy the above, the PQR shall ensure that suitable Perkins Builders documents/records are made available for use.

Where there is no Principal requirement for a supplier/subcontractor to maintain a quality system, the Project Manager shall determine the appropriate degree of quality system required.

15.2 Evaluation Visits

Where selected subcontractor(s) will undergo a quality evaluation visit and the visit will be documented.

An Evaluation Visit is not required for the following:

- *Hiring of equipment or labour*
- *Hardware supplies, e.g. Bolts, nuts, etc.*
- *Off-the-shelf product supplies*

15.3 Controlling Quality in Offsite Manufacture/Fabrication

The level and extent of inspections arranged by the Project Manager/PQR for major supplies or subcontracted works will be dependent on:

- *The level of confidence in the management of quality by the supplier/subcontractor based on previous quality assessment/audit;*
- *The level of risks associated with the product;*
- *The complexity of the subcontracted work process;*
- *Past performance of the supplier/subcontractor; and*
- *Critical Path (i.e. long lead and off site items).*

Further control measures shall be implemented and maintained accordingly for the duration of the project by way of Inspection & Test Plan (ITP) for each discipline/component of the project. ITPs for each discipline shall be developed in *accordance with the specification/Principal requirements prior to commencement of the project and shall be reviewed by the project team and monitored and audited by the HSE Department.*

15.4 Purchasing Process and Documentation

Purchasing of all goods and services will be managed in accordance with the 30 - Purchasing.pdf

Purchasing documents such as purchase orders, subcontracts, request for quotes/tenders, etc. shall contain data such as description of the product and title, number and issue of specification requirements (e.g. drawings, standards, inspection instructions, process specifications, etc.).

All purchase documents shall be reviewed prior to approval and release by authorised Perkins Builders personnel.

All POs and subcontracts shall be compiled and issued by authorised personnel in accordance with existing procedures and copies of all contractual documents and POs shall be retained by the Project Manager.

As required by the Contract un-priced copies of POs/Contracts shall be submitted to the Principal.

All POs issued and sub-contracts compiled shall include requirements both technical & commercial outlined in the main contract including rights for inspection etc.

16. INSPECTION AND TESTING

16.1 Construction

Incoming items will be inspected upon receipt and detailed in receipt documentation such as the Delivery Docket. The status of the constructed works will be identified by the progressive completion of Inspection and testing documentation (e.g. Inspection & Test Plans) in accordance with the project plan.

The amount, frequency and nature of inspection shall be dependent upon the type of control exercised at the subcontractor's premises and the recorded evidence of conformity. All work packages will not be released for further processing until specified requirements have been met.

Works such as mechanical/electrical/hydraulic services and all civil/structural works shall be subject to inspection in accordance with ITP's/Checklists. Where subcontractors do not have suitable documentation, the PQR shall ensure that Perkins Builders documents are made available for use.

Inspection & Test Plans (ITP) have been documented for this Contract. The ITP's define the inspection and testing requirements of the Contract including:

- *Item Description;*
- *Inspection Type*
- *Reference Document*
- *Acceptance Criteria*
- *Evidence Position Responsible.*

Individual ITP Checklists shall be completed for each ITP discipline by the relevant working group to confirm that all quality requirements of the works have been met prior to the application of a hold point release/verification of quality product delivery and verification that works comply with the requirements of the specification. These checklists will form a part of the inspection and testing process for the project.

Project hold points shall be determined as per the specification of the works unless otherwise requested by the Superintendent. Each nominated hold point shall be signed off prior to further progress of the works.

16.1.1 Identification and Traceability

All construction shall be defined in work 'areas.' The maximum size of an 'area' shall be the quantity of work that is subject to a single conformance decision and the whole of the work area shall:

- *Be continuous:*
- *Have been produced by the same works process;*
- *Have been brought to completion at the same time;*
- *Appear to be of a constant quality without obvious changes in attribute values;*
- *Have boundaries defined to ensure both transverse and longitudinal homogeneity; and*
- *Have pre-determined boundaries prior to sampling or testing.*

The inspection and test status of manufactured/constructed items is identified throughout construction. The status of the constructed works is identified by the progressive completion of inspection and testing documentation (e.g. Inspection & Test Plan) by authorised personnel.

The project Team has identified a number of inspection obligations required by the Contract. The PQR shall ensure that the inspections required will be incorporated in the Inspection and Test Plans (ITP's) and checklists. It is the responsibility of the Project Manager or Site Manager to notify the Principal's Representative on the impending inspections.

16.2 Monitoring & Testing Equipment

Where survey works are subcontracted, the Surveyors must provide evidence of their qualifications and calibrations of their equipment. Where GPS survey equipment is in use, on site tests may be used in lieu of calibration certificated provided they are documented in field books.

Measuring equipment for inspection and product conformity purposes shall be calibrated at prescribed intervals against certified equipment having a known relationship to nationally recognised standards.

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

17. MATERIALS CONTROL & STORAGE

Incoming materials or items will be handled and stored in designated storage facilities or lay down areas following their receipt and inspection. Designated storage and holding areas shall be provided to prevent loss, damage or deterioration of the items pending use or delivery. The method of storage and handling is dependent on the types of materials received and their sensitivity to the elements.

Handling, storage, packaging and delivery activities at offsite subcontractor's premises shall be the responsibility of the subcontractor and be performed in accordance with the subcontractor's documented procedures.

18. MANAGEMENT OF NONCONFORMITIES

For information to assist in regard to this area please refer to 65 - Non-Conformance & Corrective Action Procedure.pdf .

The management of non-conformities is based on the principle that the Site Managers / Supervisors involved in the works area are the best people for deciding on and implementing the immediate actions required as well as providing recommendations to prevent recurrence.

The PQR shall ensure that all nonconformities relating to quality are registered and managed in accordance with 65 - Non-Conformance & Corrective Action Procedure.pdf

Nonconformities, when identified, are reported to the Project Quality Representative. Where the disposition of a Nonconformity Report (NCR) violates contractual requirements, the PQR shall seek approval from the Principal for the disposition.

Any product that fails to meet the required standards or specifications will be segregated where possible to prevent inadvertent use or installation, until the necessary action has been agreed on. The segregation may be in the form of *physical isolation from other product, labelling or identifying boundaries. The product will be nominated as nonconforming until a corrective action has been implemented and approved.*

A Nonconformity Report shall be completed detailing the nonconformity including proposed disposition, corrective actions and close out.

Where required, the NCR will be forwarded to the Superintendent for approval as soon as practicable from the date of the nonconformity being reported.

Upon receipt of a subcontractor generated NCR, the PQR, in conjunction with relevant specialist technical staff, will review the content of the document for:

- *Accuracy; and*
- *Suitability of disposition.*

The PQR and/or Project Manager shall ensure that any detected deficiencies are rectified by the subcontractor. All repaired and reworked items shall be re-inspected and verified prior to being put back into service. The PQR may generate a Perkins Builders NCR to "cover" the subcontractor report if required.

18.1.1 Corrective and Preventative Action

Corrective and preventive action shall be promptly effected to eliminate the causes of actual or potential non-conformity.

The following are taken into account in relation to corrective and/or preventive actions:

- *Principal complaints and reports of product nonconformity are effectively handled;*
- *The cause of nonconformity relating to product/process is investigated and recorded;*
- *The corrective action needed to eliminate the cause of nonconformity is determined;*
- *Controls used to ensure corrective action is taken are effective;*
- *Appropriate sources of information such as processes and work operations which affect product quality, audit results, quality records and Principal complaints, are used to detect, analyse and eliminate potential causes of nonconformity; and*
- *Relevant information on actions taken is submitted for management review.*

19. AUDITING

For information to assist in regard to this area please refer to [60 - Audit and Inspection Procedure.pdf]

Perkins Builders shall maintain an audit programme; The Project Quality Representative is responsible for liaising with the HSEQ Team to ensure that the audit programme has scheduled in sufficient audits according to the Audit Standard and any other contract requirements. The Audit Programme will record the type of audit, the scheduled dates of when the audit will be carried out and the designated auditor.

As a minimum, the types of audits conducted on the project are listed below;

- *Quality;*
- *Health and Safety;*

Environmental; The proposed Audit Schedule for this project is mentioned above in the "Audit & Inspection Schedule". .

20. PROJECT COMPLETION & DEMOBILISATION

At practical completion, the Project Manager shall nominate a project staff member to coordinate and manage the close-out of all remaining works leading up to final completion.

At the review/inspection visit the nominated staff member shall accompany the Principal's Representative/Independent Verifier and note any issues highlighted for action. The nominated staff member shall be responsible for coordinating with the relevant parties to rectify the issues prior to final completion.

Defect Management and Close out

Defect notices issued by the Principal shall be rectified in accordance with the Perkins 20 - Job Control.pdf)

21. PROJECT PERFORMANCE REVIEW

Post project completion, the Project Manager shall organise a meeting with the Principal Representative to obtain feedback on Perkins Builders project performance in accordance with 20 - Job Control.pdf

The Project Manager shall review any opportunities for improvement identified from the feedback and take action to improve Principal perception/project performance for future projects.

The Project Quality Representative will consult with Project Manager on the type / format of feedback and the timing to contact Principals and/or Principal representatives. The Project Manager shall contact the Principal's Representative to discuss proposals.

The PQR shall provide the input for management review to ensure the continued suitability and effectiveness of the quality system in satisfying the requirements of the Principal, AS/NZS ISO 9001 and Perkins Builders Business Policy and Objectives.

22. DOCUMENT AND RECORD CONTROL

For further information to assist in regard to this area please refer to 70 - Document and Records Management Procedure.pdf

22.1 Document Control

Perkins Builders Quality Policies, Standards, Procedures, Safety Practices, References, Guidelines, Fact Sheets and Forms are all accessible via the Company's Intranet.

Quality Documentation developed specifically for the project shall be controlled by the Project Quality Representative.

22.1.1 Site Drawings

Site Drawings are controlled through a central point where a drawing register is maintained. All holders of drawings are recorded on this register and new issues of drawings are distributed to those holders. It is Group procedure that superseded documents are either marked "Superseded" or destroyed. Head Office maintains a copy of all superseded documentation.

22.1.2 As Constructed Drawings

As Constructed drawings shall be submitted with O&M Manuals in accordance with Perkins Business Management System requirements.

22.1.3 Technical Queries (Requests for Information)

All technical queries are controlled through the use of the standard request for information (RFI) form and register / mail type in Aconex. The RFI process is controlled via Aconex. Where further information is required, an RFI is completed and forwarded to the Superintendent for response. Each query is numbered and the register highlights which queries are still to be closed-out.

22.1.4 Variation Requests

A Variation Request mail via Aconex will be issued for the purpose of requesting a variation. Each Request is numbered and registered in the Claim for Payment.

22.1.5 Contract Correspondence

Internal and external electronic correspondence will be stored in a nominated project folder on the Company network. The labelling of electronic correspondence will be as detailed in the document control procedure. Hardcopies of correspondence will be filed in relevant sections of designated project files. . Where information received is to be distributed for action, the relevant piece of correspondence will be accompanying a standard Company Memo, facsimile header page, letterhead or email.

22.1.6 Project Management System Documentation

All project specific management documentation is controlled in accordance with 70 - Document and Records Management Procedure.pdf

23. REVIEW OF THE QUALITY MANAGEMENT PLAN

This Quality Management Plan shall be reviewed at intervals not exceeding six months. Unscheduled reviews may be required where critical non-compliance is identified.

Revisions to this Quality Management Plan shall be managed in accordance with 70 - Document and Records Management Procedure.pdf).

Only revisions which impact on the intent and application of the document are required to be submitted to the Principals Representative for approval.

All amendments are noted in the revision table at the front of this plan and are approved by the appropriate personnel.

24. CONTINUOUS IMPROVEMENT

This plan shall be reviewed by the Project Manager, Contract Administrator and Site Manager at monthly intervals (as minimum) as part of the Project Review Meeting to identify opportunities for improvement.

Further reviews will be conducted by the HSEQ Team following system and project compliance audits, inspections, improvement requests, change management, lessons learnt and legislative changes.

Appendix A – Project Accountabilities and Responsibilities –

Project Manager

Is accountable for:

- *Reviewing and authorising the project Quality Management Plan (QMP) and other project plans*
- *Assigning quality responsibilities to all project personnel*
- *Ensuring the provision of appropriate training in quality for all project personnel*
- *Continually monitoring of quality performance to ensure compatibility and continued effectiveness with the Group's policy, objectives and other requirements*
- *Reporting to the General Manager on the Project' s quality performance*
- *Allocating resources to ensure the project quality objectives are achieved*
- *Participating in the review of the quality system and other relevant quality meetings and programs*
- *Assessment of suppliers/subcontractors*
- *Liaising with the Principal on Quality issues*

Signature: ______________________________ *Date:* ____________________

Project Quality Representative

Is responsible for:

- *Developing, reviewing and authorising the project Quality Management Plan (QMP)*
- *Ensuring the project QMP is correctly implemented to meet the requirements of the project*
- *Ensuring non-conformity is reported, a disposition is assigned to the non-conformity within the required time frame and that the disposition/remedial solutions are effectively implemented*
- *Reviewing and approving Inspection and Test Plans, Project Forms/Checklists*
- *Reviewing inspection reports and ensuring any actions required are initiated*
- *Ensuring subcontractors fulfil their quality system obligations*
- *Attending meetings called to discuss quality issues*
- *Identifying and reporting any quality management system issues*
- *Liaising with the Principal quality assurance representative*
- *Assisting in the assessment of suppliers/subcontractors*
- *Ensuring all survey and measuring equipment is appropriately calibrated and that the required certificate/records are retained on site*

Signature: ______________________________ *Date:* ____________________

Site Manager / Supervisor

The Site Manager / Supervisor is responsible for:

- *Ensuring procedures in the Quality Management Plan are followed*
- *Ensuring the requirements for mandatory hold points are satisfied prior to inspection by the Principal*
- *Performing verifications and quality inspections as requested by the PQR*
- *Identifying and reporting material and/or workmanship non-conformity and notifying the PQR of the suspected non-conformity*
- *Rejecting defective workmanship and materials*
- *Ensuring and verifying that agreed rectification works and corrective action is taken when required for non-conforming work*
- *Completing a daily diary entry on the project*
- *Support in achieving construction targets and programs*
- *Technical and logistic support to the Project Manager*
- *Supervision of construction activities*
- *Assisting with the preparation of Process Procedures, Safe Work Method Statements (SWMS's) and Inspection & Test Plans (ITP's)*
- *Assisting with the maintenance of the project programme*

Signature: ____ *Date:* __________________________

Signature: ____ *Date:* __________________________

Signature: ____ *Date:* __________________________

Signature: ____ *Date:* __________________________

Contracts Administrator

The Contracts Administrator is responsible for:

- *Ensuring the tendering and procurement procedures are adhered to*
- *Ensuring the project accounting and reporting system is maintained*
- *Managing financial matters relating to the head contract, including cost reports and forecasts, progress claims and variations*
- *Ensuring the claim/variation system is effective*

Signature: ____ *Date:* __________________________

Document Controller

The Document Controller is responsible for:

- *Recording all receipt and transmission of documents and drawings on the project*
- *Maintaining the document management system database up to date*
- *Controlling the filing of drawings and specifications*
- *Collating and maintaining as-built drawings*

Signature: ____ *Date:* _________________________

General Manager

Is responsible for:

- *Providing contractual support to the Project Manager*
- *Reviewing and authorising the project Quality Management Plan (QMP) and other project plans*
- *Assigning quality responsibilities to all project personnel*
- *Continually monitoring of quality performance to ensure compatibility and continued effectiveness with the Group's policy, objectives and other requirements*
- *Participating in the review of the quality management system and other relevant quality meetings*
- *Liaising with the Principal on Quality issues*

Signature: ____ *Date:* _________________________