



AWARD OF CONTRACT - DESIGN & BUILD	RESPONSIBILITY	REMARKS/RECORDS
<pre> graph TD     A[Letter of Award for Contract from Client] --&gt; B[FINALISATION OF CONTRACT TERMS &amp; CONDITIONS, SPECIFICATIONS, STANDARDS, ETC]     B --&gt; C[Selection of relevant Consultants]     C --&gt; D[Submit Qualified Consultants Profile for Client Approval]     D --&gt; E{YES/NO}     E -- YES --&gt; F[Issue Award Letters]     E -- NO --&gt; C     F --&gt; G[PREPARATION OF SI, CONCEPTUAL DESIGNS, ETC FOR CLIENT'S APPROVAL]     G --&gt; H{YES/NO}     H -- YES --&gt; I[PREPARATION OF FINAL PLANS &amp; SUBMIT TO]     H -- NO --&gt; G     I --&gt; J[SELECTION OF SUB-CONTRACTORS]           </pre>	<p>Top Management *(where applicable)</p> <p>CLIENT &amp; Top Management</p> <p>Top Management</p> <p>Top Management</p> <p>Top Management</p> <p>RELEVANT CONSULTANTS</p> <p>RELEVANT CONSULTANTS</p> <p>Top Management &amp; CONSULTANTS</p>	<p>Letter of Intent / Letter of Award</p> <p>Contract Document</p> <p>Consultants' Profile</p> <p>Letters of Award to Successful Consultant</p> <p>Conceptual Design Plan</p>



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### REVISION HISTORY

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1. **OBJECTIVE**

To ensure that designs are carried out professionally with due care and diligence in accordance with international code of practice and meeting specified requirements.

2. **SCOPE**

This procedure covers all Design & Build projects which call for a Design Guarantee and entail a Defect Liability Period on their construction.

3. **REFERENCES**

- 3.1 ISO 9001: 2000 Clause 7.3 (Design and Development)
- 3.2 CO-QM (Quality Manual)

4. **APPROVAL**

This shall refer to the Letter of Award from the Client.

5. **PROCEDURE**

5.1 Appointment of Consultants

- a. Identify Consultant firms (Civil & Structure as prime consultants, Engineering Surveying, Soil Investigation, Environmental Studies, Road Safety, etc.) having the necessary qualified personnel and proven ability for the types of work involved in the project.
- b. Seek the Client for permission to appoint these consultants to be followed up with the issuance of Letters of Appointment.

5.2 Conceptual Design

- a. Based on ground engineering survey, soil investigation and testing results, etc., the prime consultants will produce a minimum of three (3) conceptual designs with costing.
- b. These conceptual designs are to be presented to the Company for checking, comment and scrutiny.

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- c. The endorsed conceptual designs will be presented to the Client by the Consultants on behalf of the Company.
- d. Additional justification and changes may be requested by the Client who will then make selection of one for detailed design.

### 5.3 Detailed Design

- a. Once ready, the Consultants will present the detailed design with costing to the Company for checking, comment and scrutiny.
- b. The endorsed detailed design with refined costing will then be presented to the Client by the Consultants on behalf of the Company.
- c. The Consultants on behalf of the Company will provide additional justification and make changes to the design to suit the requirement of the Client.
- d. Once satisfied, the Client will issue official approval and make arrangement for price negotiation for construction.

## 6. FLOWCHART

Process flowchart:

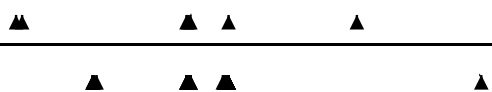
Appendix 1 - Award of Contract – Design & Build

## 7. RECORDS

The records below shall be maintained and controlled in accordance with Control of Quality Records procedure:

7.1 Minutes of meetings, correspondence, amended drawings.

AWARD OF CONTRACT - SUB CONTRACT	RESPONSIBILITY	REMARKS/RECORDS
<pre> graph TD     A[Letter of Award for Contract from Client] --&gt; B[Finalisation of Contract Terms &amp; Conditions. Specifications, Standards, etc, and execution of Contract Agreement between Client &amp; Company]     B --&gt; C[Determine Works to be Outsourced]     C --&gt; D[IF OUTSOURCED]     C --&gt; E[IF NOT]     D --&gt; F[Selection of Sub-Contractors]     F --&gt; G[Preparation &amp; Execution of Sub-Contract Agreement]     E --&gt; G     G --&gt; H[Site hand-over &amp; Mobilisation of equipment for works commencement.]           </pre> <p>The flowchart details the process from receiving a Letter of Award to the final site hand-over and equipment mobilisation. It includes decision points for whether work is outsourced and the subsequent steps for sub-contractor selection and agreement preparation.</p>	<p>Top Management</p> <p>CLIENT / TOP MANAGEMENT</p> <p>Top Management</p> <p>Top Management</p> <p>Top Management</p> <p>Top Management</p>	<p>Letter of Award</p> <p>Contract Agreement</p> <p>BQ</p> <p>Sub-Contract Agreement</p>



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<b>OUTSOURCING OF WORKS</b>	Rev: 0

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<b>OUTSOURCING OF WORKS</b>	Rev: 0

**1. OBJECTIVE**

To ensure that sub-contract works are carried out professionally with due care and diligence in accordance with international code of practice and meeting specified requirements.

**2. SCOPE**

This procedure shall apply to all building or maintenance projects on main contract or sub-contract basis that will be outsourced to other sub-contractors.

**3. REFERENCES**

- 3.1 ISO 9001:2000 Clause 7.1 (Planning of Product Realisation)
- 3.2 ISO 9001:2000 Clause 7.5.1 (Control of Production & Service Control)
- 3.3 ISO 9001:2000 Clause 7.2 (Customer Related Process)
- 3.4 CO-QM (Quality Manual)

**4. APPROVAL**

This shall refer to the Letter of Award from the Company.

**5. PROCEDURE**

a) Selection of Sub-Contractors

Top management shall identify relevant Sub-contractors having the necessary qualified personnel and proven ability for the types of work involved in the project.

b) Top management shall negotiate and approve sub-contractors; thereafter to proceed with the preparation & execution of the sub-contract agreement

**6. FLOWCHARTS**

Process flowcharts:

- Appendix 1 - Appointment of Sub Contractors
- Appendix 2 - Award of Contract – Sub Contract

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## 7. **RECORDS**

The records below shall be maintained and controlled in accordance with Control of Quality Records procedure:

7.1 Minutes of meetings, correspondence, Letter of Award.

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<b>CUSTOMER RELATED PROCESSES</b>	Rev: 1

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<b>CUSTOMER RELATED PROCESSES</b>	Rev: 1

## 1. OBJECTIVE

- 1.1 To ensure that the company reviews / enforces the contract requirements from time to time after the contract awarded, and monitor the progress claim to the Client.
- 1.2 To carry out the appointment of sub contractors process and ensure their claim / payment are properly verified.
- 1.3 Establish a systematic arrangement for communicating with customer in ensuring that all their inquiries/feedback/satisfaction status are effectively attended and handled.

## 2. SCOPE

The scope of this procedure cover:

- 2.1 Customer feedback and the level of their satisfaction and dissatisfaction.

## 3. REFERENCES

- 3.1 ISO 9001:2000 Clause 7.2 (Customer-Related Processes)
- 3.2 ISO 9001:2000 Clause 8.2.1 (Customer Satisfaction)
- 3.3 ISO 9001:2000 Clause 5.2 (Customer Focus)
- 3.4 ISO 9001:2000 Clause 7.4 (Purchasing)
- 3.5 CO-QM (Quality Manual)

## 4. APPROVAL

This shall refer to the 'Approval Authority and Limits' Table.

## 5. PROCEDURE

### 5.1 Customer Feedback/Satisfaction

The Operations Department shall be responsible to obtain, evaluate and monitor Customers' feedback (including complaint and their satisfaction level towards Company's performance).

Methods of obtaining information shall be:

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<b>CUSTOMER RELATED PROCESSES</b>	Rev: 1

- Direct Communication with Customers.
- Questionnaires and Surveys.

#### 5.1.1 Direct Communication with Customers

Operations Department personnel shall assess the customer's perception on Company's performance during the direct communication (e.g. conversation, meeting and so on). Operations Department personnel shall make use of the information obtained, liaise with the relevant departments (call for meeting, if required), implement corrective and preventive action as per Improvement procedure CO-GN-P003.

#### 5.1.2 Questionnaires and Surveys

Customer's survey shall be conducted at least once yearly so that the customer's voice can be heard and reflected in the drive for continually improvement.

The Operations / QS personnel shall conduct the customer survey by using the Customer Satisfaction Survey Form (OP-F001-CS) at least once during the project duration or once a year for a project involving maintenance works.

## 6. **RECORDS**

The below records shall be maintained and controlled in accordance with Control of Quality Records procedure:

6.1 OP-F001-CS      *Customer Satisfaction Survey*

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<b>IDENTIFICATION &amp; TRACEABILITY</b>	Rev: 0

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<b>PROCEDURE NO: CO-OP-P004</b>	Page 2 of 4
<b>IDENTIFICATION &amp; TRACEABILITY</b>	Rev: 0

**1. OBJECTIVE**

- 1.1 To provide suitable identification for incoming material, work-in-progress and completed work to prevent mixing up.
- 1.2 To provide a systematic linkage of information for traceability to source of activities / process in the event of corrective and preventive action is necessary.

**2. SCOPE**

The scope shall be applicable to incoming material, work-in-progress and completed work.

**3. REFERENCES**

- 3.1 ISO 9001 Clause 7.5.3 (Identification & Traceability)
- 3.2 CO-QM (Quality Manual)

**4. APPROVAL**

This shall refer to the 'Approval Authority and Limits' Table.

**5. PROCEDURE**

**5.1 Means of Identification**

The respective departmental personnel shall identify the incoming material, work-in-progress and Completed Work as per Table 5.3.

**5.2 Means of Traceability**

Respective department personnel shall be responsible to ensure items at the respective section are identified & traceable through the information as stated in the Identification and Traceability Table. This records/information shall be kept properly for traceability purpose (Refer to 5.3).

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<b>IDENTIFICATION &amp; TRACEABILITY</b>	Rev: 0

### 5.3 Identification and Traceability Table

<b>Process/Area</b>	<b>Identification</b>	<b>Traceability</b>	<b>Responsibility</b>
Incoming material	<ul style="list-style-type: none"> <li>All major materials shall be described and identified with its supplier.</li> <li>In case there is no identification from the supplier, then the Site Agent shall identify the materials with label.</li> </ul>	<ul style="list-style-type: none"> <li>Supplier's DO</li> <li>Inspection and Testing Report.</li> <li>Mill Certificate, where applicable</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> </ul>
Work In Progress	<ul style="list-style-type: none"> <li>All work-in-progress shall be identified by the project reference number</li> <li>This shall be identified by the location on relevant reports / Drawings.</li> <li>When problem arise, the project personnel must be able to identify it by the grid at the site.</li> </ul>	<ul style="list-style-type: none"> <li>Where applicable, work done shall be traceable to the respective Test Report.</li> <li>Example: Concrete is traceable through the casting date, cube test marking no. and the location of concrete. This information indicated in Cube Test Report.</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> </ul>
Completed Work	<ul style="list-style-type: none"> <li>All completed work shall be identified through relevant Certificate of Practical Completion</li> </ul>	<ul style="list-style-type: none"> <li>This shall be traceable through relevant Reports / Certificate of Practical Completion</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> </ul>

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#### 5.4 Conformity (Inspection) Status

<b>Process/Area</b>	<b>Identification</b>	<b>Traceability</b>	<b>Responsibility</b>
Material received	All inspected and "passed" incoming material shall be stored at designated area.	Supplier's Delivery Order or respective Inspection and Testing Report	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Site Supervisor</li> </ul>
Work In Progress	All inspected and "passed" work-in-progress shall be identified and shall proceed further	Respective Inspection and Testing Report	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Site Supervisor</li> </ul>
Work completed	All inspected completed work shall be handed over to client and identified on the Certificate of Practical Completion.	Respective Inspection and Testing Report, Certificate of Practical Completion	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Site Supervisor</li> </ul>

## 6. **RECORDS**

The records below shall be maintained and controlled in accordance with Control of Quality Records procedure:

6.1 Respective Inspection and Testing Report as applicable to Client's requirement.



**Non-Conforming Product/Service Evaluation & Disposition Guideline**

<b>Area Progress</b>	<b>Defective Description</b>	<b>Disposition Method</b>	<b>Responsibility</b>	<b>Authority</b>	<b>Records</b>
Incoming material received / Sub-contractor work done	<ul style="list-style-type: none"> <li>- Out of specification</li> <li>- Wrong quantity</li> <li>- Damage</li> <li>- Shortage</li> </ul>	<ul style="list-style-type: none"> <li>- Return to supplier</li> <li>- Rework / Re-supply</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Site Supervisor</li> </ul>	Top Management	<ul style="list-style-type: none"> <li>- Supplier DO</li> <li>- Non-Conformance Report</li> </ul>
Work-In-Progress Completed Work	<ul style="list-style-type: none"> <li>- Out of specification</li> <li>- Poor Workmanship</li> <li>- Damage</li> <li>- Shortage</li> </ul>	<ul style="list-style-type: none"> <li>- Reject</li> <li>- Rework (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Site Supervisor</li> </ul>	Top Management	<ul style="list-style-type: none"> <li>- Non-Conformance Report</li> </ul>

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<b>MONITORING AND MEASUREMENT OF PRODUCT AND NON-CONFORMITY CONTROL</b>	Rev: 0

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<b>MONITORING AND MEASUREMENT OF PRODUCT AND NON-CONFORMITY CONTROL</b>	Rev: 0

**1. OBJECTIVE**

To ensure that the quality of work meet the specified requirements.

To ensure that work which does not conform to requirements be identified, preventing it from unintended use unless after proper rectification.

**2. SCOPE**

This procedure covers the incoming materials, work-in-progress and completed work, as per Quality plan.

**3. REFERENCES**

- 3.1 ISO 9001: 2000 Clause 8.2.4 (Monitoring and Measurement of product)
- 3.2 ISO 9001: 2000 Clause 8.3 (Control of Non-conforming Product)
- 3.3 CO-QM (Quality Manual)
- 3.4 Appendix A (Quality Plan)
- 3.5 Appendix B (Non-conforming Product/Service Evaluation & Disposition Guideline)

**4. APPROVAL**

This shall refer to the 'Approval Authority and Limits' Table.

**5. PROCEDURE**

**5.1 Inspection and Testing**

- a. The Project Manager shall be responsible to establish the Quality Plan for each individual work or to obtain the same from the appointed consultant, if any.
- b. Inspection & Testing shall be carried out by the Project Manager and nominated personnel from the Client and qualified external laboratories, respectively.
- c. The authorized personnel shall be responsible to compile all records to show the status of conformity against the acceptance criteria.

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## 5.2 Control of Non-conforming Product

Flow Chart	Descriptions	Records	
<pre> graph TD     A[Detection of Non-Conformity] --&gt; B[Identification &amp; Segregation]     B --&gt; C[Review &amp; Investigate]     C --&gt; D[Action]     D --&gt; E[Follow-up]     E --&gt; F[Re-verification (if required)] </pre>	<p>Respective personnel (as per Appendix A) shall record the details of non-conformities upon detection of: -</p> <ol style="list-style-type: none"> <li>a. Incoming materials.</li> <li>b. Work In Progress (by qualified external laboratories)</li> <li>c. Completed Work (by qualified external laboratories)</li> </ol>	<p>Relevant Monitoring and Measuring records.</p>	
	<p><u>Identification, Segregation</u> Non-conforming material shall be documented or recorded by personnel detecting it in the relevant record as per Appendix A. For materials, the non-conformance part shall be segregated at designated area or label with "REJECT".</p>		<p><u>Control, Responsibilities and Authorities for Review and Disposition</u> The Control, Responsibilities and Authorities for Review and Disposition shall be in accordance to Appendix B. The responsible personnel shall base on Appendix B for the disposition and control of the Non-conforming material or work, unless specified otherwise by the authorized personnel in the relevant inspection records (Appendix A).</p> <p>All the non-conforming material or work detected shall be recorded in the relevant Non-conformance Report or other relevant records. Record shall reflect:</p> <ul style="list-style-type: none"> <li>• Non-conforming discrepancy.</li> <li>• Root cause</li> <li>• Disposition method.</li> <li>• Re-verification Status</li> </ul>
	<p>Corrective/Preventive Action shall be initiated when:</p> <ul style="list-style-type: none"> <li>• Non-conformities due to customer complaint / reject.</li> <li>• Preventive Action required for other similar process / material.</li> <li>• Non-conformities due to special cause.</li> </ul> <p>This shall be handled in accordance to Improvement procedure.</p>		
	<p><u>Re-inspection</u> The rectification to non-conforming material / work shall be re-inspected. In the event that nonconforming material / work is detected only after delivery or use started, the Project Personnel shall take action appropriate to the effect by tracing back necessary suspected records and do proper corrective action.</p>		

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**6. RECORDS**

Records shall be maintained and controlled in accordance with Control of Quality Records procedure.

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<b>SAFETY &amp; HEALTH</b>	Rev: 0

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<b>SAFETY &amp; HEALTH</b>	Rev: 0

**1. OBJECTIVE**

The purpose of this procedure is to ensure that the works will be completed timely & safely by keeping accidents down to the minimum, through educating & reminding all personnel involved at the site on the importance of safe work practice.

**2. SCOPE**

This shall be applicable only to all works where the Company is the Main-Contractor.

**3. REFERENCES**

- 3.1 ISO 9001:2000 clause 6.4 (Work Environment)
- 3.2 ISO 9001:2000 Clauses 8.5 (Improvement)
- 3.3 ISO 9001:2000 clause 7.5.1 (Control of Production & Service Provision)
- 3.4 CO-QM (Quality Manual)

**4. APPROVAL**

This shall refer to the 'Approval Authority and Limits' Table.

**5. PROCEDURE**

**5.1 Responsibility**

The Sr. Operations Manager is responsible for the contents of this document and to ensure the procedure is implemented through the respective Safety Committee/s.

**5.2 Formation of Safety Committee and Safety Awareness & Enforcement**

5.2.1 The Safety Committee shall be set up for all the Company's project/s.

5.2.2 The Safety Committee shall identify all the potential risk & hazard at workplace through Checklist, recommend / evaluate the effectiveness of preventive & control measures through meeting (minutes) or NCR (GN-F003-NCR) and carry out the measures.

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5.2.3 Before starting work at site, each new worker shall attend a safety briefing to be conducted by the Site Supervisor.

5.2.4 All the Contractors' & Sub-Contractors' workers at all levels of management shall attend the safety courses which are conducted either in-house or externally (e.g. CIDB) on the aspect of safety surrounding their jobs.

5.2.5 All the Operations personnel & General Workers are encouraged to attend first aid course in order to provide immediate assistance to their jobs.

5.2.6 In case of unsafe practices when complaints or accident cases occur, the Manager shall carry out Investigation (NCR) immediately and rectify the hazardous situation. He shall be responsible to report to the relevant authority (e.g. Police) if the accident is too serious.

### 5.3 Safety Committee Meeting

5.3.1 The Safety Committee shall consist of the following personnel:

- a) Representative from Contractor / Sub-contractor at site.
- b) Manager.
- c) Site Supervisor directly responsible for the particular work.

5.3.2 The Safety Committee Meeting should be held at the minimum half-yearly to coincide with project/s undertaken.

5.3.3 The Manager shall lead the meeting and confirm the previous meeting minutes.

5.3.4 The Manager shall follow up on matters arising from the previous meeting and action to be taken by relevant persons according to the meeting minutes.

5.3.5 The Safety Committee shall identify, evaluate & recommend solutions to all matters pertaining to on-going health & safety matter at site.

5.3.6 The Safety Committee also needs to ensure that education and training programme for the workers are sufficient.

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5.3.7 The Manager shall be responsible for the arrangement of recording & distributing of the meeting minutes to the Safety Committee members.

5.4 Regular Safety Meeting

5.4.1 Regular Safety Meetings between the Managers and other designated management representatives shall be held with the Sr. Operation Manager.

5.4.2 The objective of this meeting is to discuss the general matters and immediate issues e.g. provision of safety equipment, dirty washroom etc.

6. **RECORDS**

The records below shall be maintained and controlled in accordance with Control of Quality Records procedure.

6.1 Minutes of Safety Committee Meeting

**SUB CONTRACTOR ASSESSMENT**

FLOWCHART	Description	Responsibility	Record
<pre> graph TD   A[Data] --&gt; B[Periodic Review]   B --&gt; C[Review &amp; Approve]   C --&gt; D[Decision of Committee]   D --&gt; E[Update ASCL]           </pre>	<p>To keep track on sub-contractor's performance</p> <p>- Issue Sub Contractor Non Conformance to sub contractor when :</p> <p style="padding-left: 40px;">Works not according to Agreed Performance Standards and Specifications</p> <p>- Record all the sub contractor non-conformance in OP-F003-SCA</p> <p>- To table all OP-F003-SCA for year to Committee for review and deliberation</p> <p>- Criteria of assessment shall be in accordance to the rating stated in OP-F003-SCA</p>	<p>PM/SOM/GM</p> <p>PM</p> <p>PM</p> <p>Review Committee</p> <p>Review Committee</p> <p>Top Management</p> <p>Financial Controller</p>	<p>GN-F003-NCR</p> <p>OP-F003-SCA</p> <p>OP-F003-SCA</p> <p>ASCL</p>

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<b>SUB-CONTRACTOR ASSESSMENT</b>	Rev: 0

1. **PURPOSE**

To ensure that sub-contractor's works are adequately evaluated for registration and their work performance are regularly monitored and assessed to meet Performance Standards and Specifications.

2. **SCOPE**

This shall apply to all sub-contract works.

3. **REFERENCES**

- 3.1 Letter of Award
- 3.2 Sub-contract Agreement

4. **APPROVAL**

This shall refer to the 'Approval Authority and Limits' Table.

5. **PROCEDURE**

5.1 Registration of New Sub-contractor

5.1.1 Intending sub-contractors are required to fill in the Sub-contractor Registration Form (OP-F002-SCR) and submit to the Finance Controller.

5.1.2 Top Management will evaluate and approve the registration of sub-contractors and their respective scope of work.

5.2 Performance Assessment of Registered Sub-contractors

5.2.1 The review and assessment of the performance of registered sub-contractors shall be carried out at least once in every calendar year.

5.2.2 The review and assessment shall be carried out by the respective Project Manager.

5.2.3 The criteria of assessment shall be in accordance to the rating scores as per the Sub-contractor Performance Assessment Form (OP-F003-SCA).

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5.2.4 Top Management, upon recommendation of the Senior Operation Manager or Project Manager, will make the decision as to maintain the services of the sub-contractor or otherwise, depending on the frequency and severity of non-compliances by sub-contractors.

## 6. **FLOWCHART**

Process flowchart:

6.1 Appendix 1 - Sub Contractor Assessment

## 7. **RECORDS**

The records below shall be maintained and controlled in accordance with Control of Quality Records procedure:

- 6.1 OP-F003-SCA Sub-contractor Performance Assessment
- 6.2 GN-F003-NCR Non Conformance Report
- 6.3 OP-F002-SCR Sub-contractor Registration
- 6.4 Approved Sub Contractor List