

AUSTRALIA WORKSHOP

MANAGEMENT PLAN

for

VARIOUS CLIENT

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WORKSHOP ACTIVITY DESCRIPTION

Brief description of the work :

The scope of work Australia Workshop is to supply, fabricate, sandblast and paint structural steel to the client requirements. Manufacturing Porta Camp, and modification of Heavy Equipment

Plan approved by: _____ Date: _____
(Workshop Manager)

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SECTION A: INTRODUCTION

A.1 WORKSHOP MANAGEMENT PLAN PREFACE

A.1.1 Purpose and Scope of this Plan

The purpose of this Workshop Management Plan is to describe how Steelfitz proposes to manage this **Australia Workshop**”

This Plan covers the overall management structure and methodologies for the project, to provide a coherent system to ensure the overall objectives of the Project are met.

A.1.2 Objective and Target

The objective of Workshop Management Plan is to complete the work as required and in accordance with the time limit of the schedule.

The targets are :

- Quality Audit L1 result above 90%
- Quality Audit L2 result above 85%

A.1.3 Terms/Abbreviations used in this Plan

Client	
STF	Steelfitz
QA	Quality Assurance
QC	Quality Control
Env	Environmental
OHS	Occupational Health and Safety
WMP	Workshop Management Plan (this Plan)
WSP	Workshop Safety Plan
WPM	Workshop Procedure Manual
PI	Project Instructions
ITP	Inspection and Test Plan
WMS	Work Method Statement

A.2 PROJECT PROCESSES OVERVIEW

A.2.1 Project Processes

The way Steelfitz executes and run this workshop is governed by policies, goals and objectives. The key activities on this workshop interact in the shape of primary and support activities to form a business structure which gives STF it's competitive advantage in it's operational areas.

[Fig 1](#) represents how these key functional activities integrate and interact to form the Project Process structure.

The format of this Plan is arranged to reflect this structure.

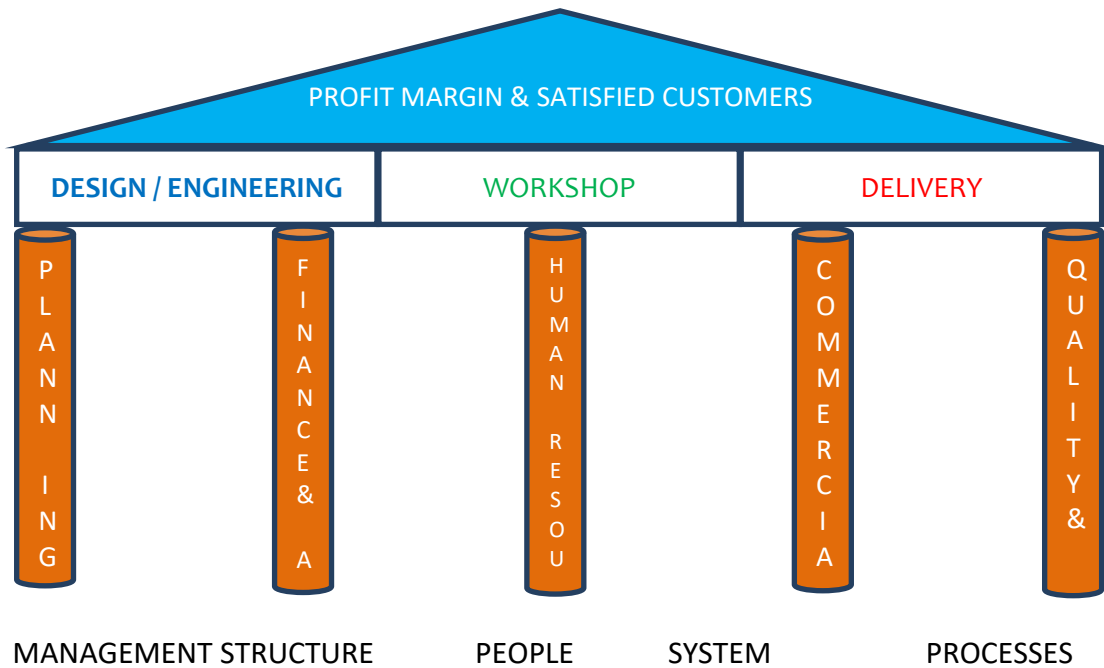


Fig 1: Project Processes Structure

A.3 WORKSHOP ORGANISATION

A.3.1 Workshop Organisation Chart

The Workshop Organisation Chart in [Fig 2](#) on following page shows the key personnel STF assigns to manage this Workshop.

The chart shows the key positions and their inter-relationships required when running this Workshop. These positions may change with the circumstances and work needs as determined by the Workshop Manager.

Such changes are reflected in a detailed organisation chart which is produced and updated monthly for inclusion into the Monthly Progress Report.

ORGANIZATION CHART

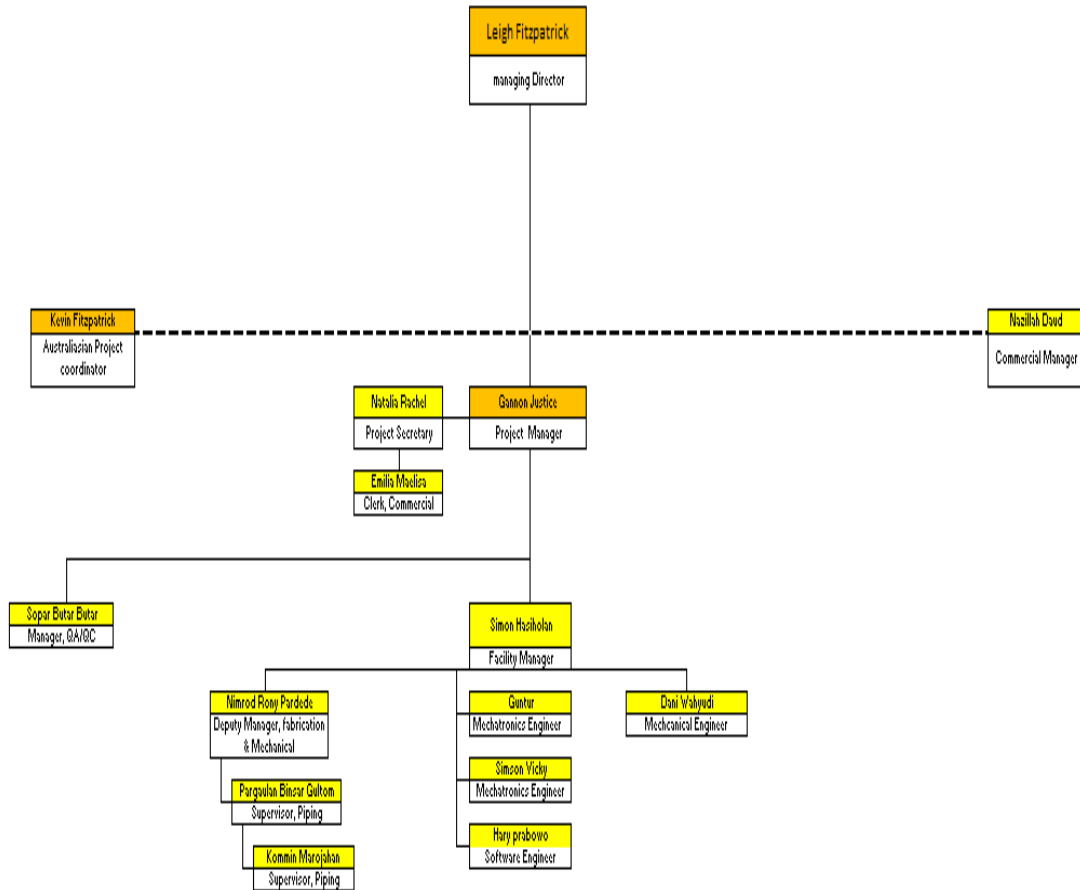


Fig. 2 Workshop Organisation Structure

Australia Workshop**A.3.2 Resource Allocation & Sourcing**

The Australia Workshop Manager identifies and allocates resources to be used in the workshop based on the Contract requirements.

Such resources cover:

- Temporary facilities and utilities.
- Plant and equipment.
- Manpower needs based on production rate

Other resources to be allocated by the Australia Workshop Manager include but not limited to:

- Email & Data Communication
- Communication radios
- Workshop vehicles
- Inspection, testing & measuring equipment
- Office equipment, furniture & computers
- Signs and posters
- Personal Protection Equipment
- Safety equipment including for fire-fighting
- Waste disposal services
- Signage to site office
- First-aid personnel and basic facilities

A.4 WORKSHOP MANAGEMENT SYSTEM**A.4.1 Overview**

The Management System adopted for this Workshop is part of Steelfitz Integrated Management System.

Steelfitz Integrated Management System is comprehensively documented at 2 principal levels, namely, the Company and individual site organization levels in this case is Australia Workshop it self.

The First level is subdivided into the:

- STF Management System Manual.
- Business Plan
- STF Policies & STF Procedures

These form the basis for developing the individual specific system elements which are the:

- Workshop Management Plan
- Workshop Procedures Manual

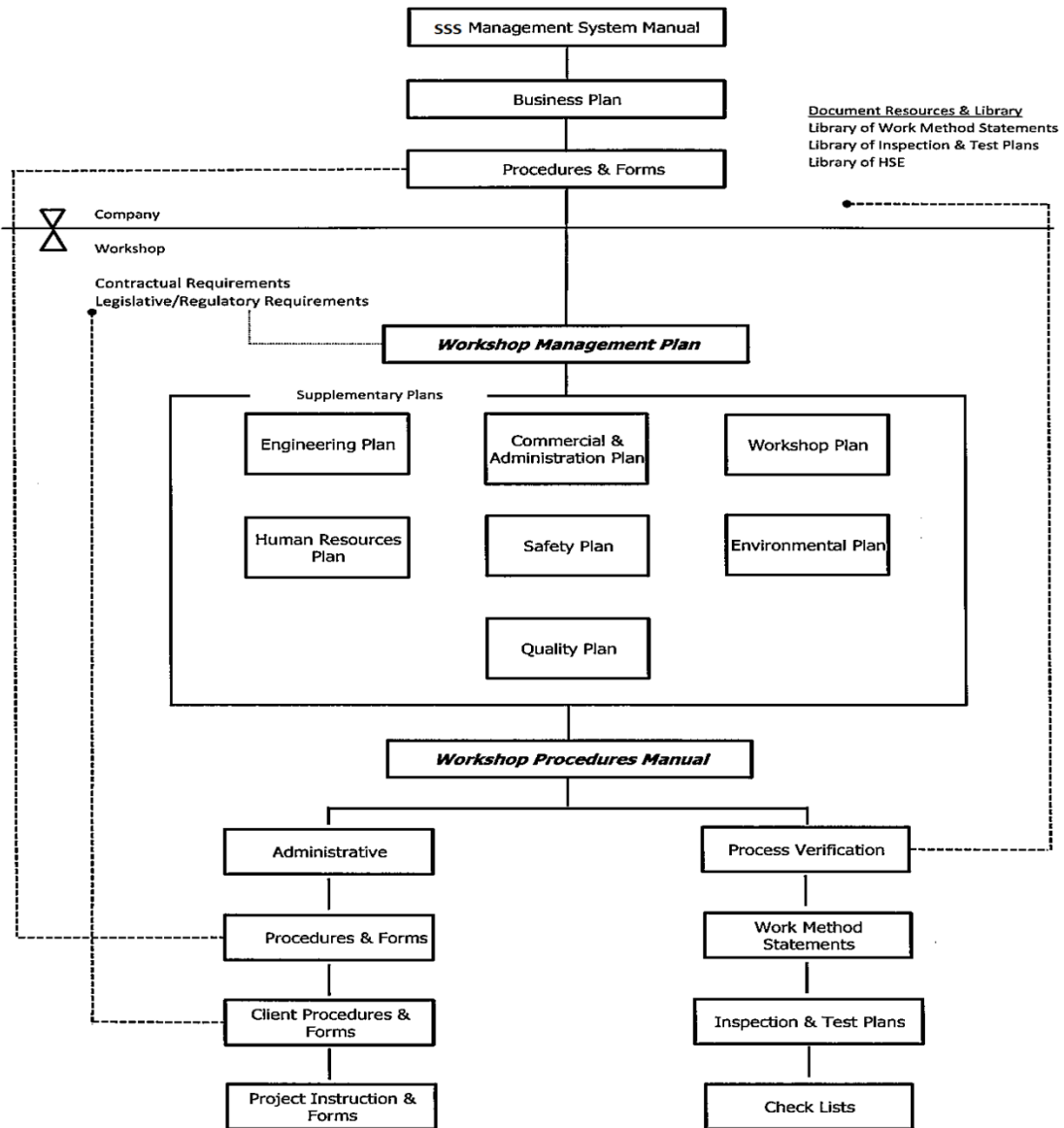


Fig 3: Integrated Management System Structure

A.4.2 Outline of Workshop Management System and Related Documents

A.4.2.1 **STF Management System Manual**

This document sets out the Structure of the Company and provides an overview of the Integrated Management System and Key Functional Activities forming the Business.

The document also forms the basis for developing the lower levels of documentation in the System.

A.4.2.2 **Business Plan**

The Business Plan sets out the detailed Business Planning of each STF Function for a certain period as decided by the President Director. It covers the objectives and targets, action plans, organisation and resources, budget, etc, for each function.

A.4.2.3 **STF Policies & STF Procedures**

The Steelfitz Policies provide the framework within which the operations and supporting functions in the Leighton Asia Region conducts their activities. As one of the company's primary business activities, Project Execution and Completion is governed by the **Code of Business Conduct** and **Mission Statement** whilst supporting activities like Quality, Safety and Environmental Management are similarly covered by their individual policies statements. Copies of these policies are prominently posted in the Project Office.

The STF Procedures describe how the implementation of the **Steelfitz Management System Manual** and **Business Plan** are addressed. Key activities in managing the operations and supporting functions on both company level and on projects, are covered in these procedures.

A.4.2.4 **Workshop Management Plan (this document)**

Australia Workshop develops its own individual Workshop Management Plan from a framework of the PMP which is provided by the Management System Manager.

This Plan describes how to manage The Australia Workshop as well as to satisfy client, contractual, legislative and regulatory requirements. At the same time it also provides the basis for developing the Workshop Procedures Manual.

While this Workshop Management Plan is adequate in describing the overall management system adopted for the project as in integrated system, further support-function specific plans will be produced, which are:

- Workshop Design/Engineering Plan
- Workshop Plan
- Workshop Human Resources Plan
- Workshop Commercial & Administration Plan
- Workshop Quality Plan
- Workshop Safety Plan
- Workshop Environmental Plan

These Workshop Plans are developed as stand alone documents, and whilst forming an integral part of the Workshop Management Plan, can be revised separately under the scrutiny of the Australia Workshop Manager and Workshop Quality Representative. When reading these Workshop Plans, persons are to ensure they are reading the latest revision.

A.4.2.5 Workshop Procedures Manual

This manual describes the practical aspects of implementing the Workshop Management Plan, covering both administrative and operational requirements of the workshop, appropriately adapted to suit the particular workshop needs.

These procedures are divided into 2 sub-groups according to their nature,

- Administrative sub-group containing Steelfitz Procedures & Forms (as base documents), Client Procedures & Forms (as required by contract) and Project Instructions (Additional to/or supersede Steelfitz Procedures and Forms when necessary to comply with Client/Contractual requirements or to define Workshop Administrative functions)
- Process-control sub-group consisting of Work Method Statements, Inspection and Test Plans, and the Workshop Safety Plan.

To aid the development of these documents, examples can be drawn from existing or near similar documents from the Document Resource Library. This Library is maintained on the Steelfitz Server.

A.4.2.5.1 Administrative sub-group of procedures

Project Instructions

These define how, what, where, when and by whom, particular administrative activities are executed to ensure specific requirements are satisfied to the requirements of the project.

They are developed on this project from a framework provided by Steelfitz Management System Department. Written at functional

department level on the project, they describe how each department implements their relevant part of the administrative system.

A.4.2.5.2 Process Control sub-group of procedures

Work Method Statements

Work Method Statements detail how, what, when, and by whom, a particular workshop process is executed to ensure specified and statutory requirements are met. These are process focused, serving to demonstrate the process flow and to specify the implementation strategies with regards to the task, responsibility, frequency and location related to the process.

They are developed on the project from a framework provided by Steelfitz Management System Department.

Inspection and Test Plans

Inspection and Test Plans detail how, what, when and by whom each process is inspected or tested to provide assurance specified and statutory requirements are met. They specify at what point of the process certain inspections and tests would be required, as well as the frequency, responsibility and acceptance criteria.

These documents are also developed on the Workshop from the framework provided by Steelfitz Management System Department.

A.4.3 Management Review

The status and adequacy of the workshop management system is reviewed monthly by senior management by the use of:

- Monthly Progress Reports.
- Monthly Management Review Meetings.

The following people are to attend the review meetings and are to be provided with copies of the reports:

- Australia Workshop Manager
- Commercial Manager
- Quality Representative
- Safety Representative
- Others as determined by the Workshop Manager

Relevant parts of the Reports are provided to the following for their review of the area under their responsibility.

Australia Workshop

- President Director
- Operations Manager
- Finance & Admin Manager
- Organisational Development Manager
- HSES Manager
- Commercial Manager
- Others as determined by the Operation Manager

Matters to be reviewed include but not limited to the following:

- Construction Programme and progress;
- Commercial issues;
- Procurement/material progress;
- Complaints / feedback received from either internal or external sources;
- Communication issue;
- Causes of significant non-conformance;
- Authorities interfaces;
- Implementation of the management systems;
- Incident Reports;
- Workshop constraints and risks;
- Changes and advances in technology, (if any);
- Changes in client's requirements;
- Changes in stakeholder expectations & requirements, (if any);
- Continual improvement initiatives;
- Key Performance indicators (KPI);
- Safety and Environmental performance
- Status of workshop objectives and targets.

The above issues may not be reviewed all at once in every meeting/report but as brought up by the various Workshop key personnel. Minutes are kept of any meetings.

Opportunities for improvement are identified and actions assigned to appropriate personnel in order that all actions are completed prior to the next review meeting.

SECTION B: PRIMARY ACTIVITIES

B.1 DESIGN/ENGINEERING

B.1.1 Overview

The design works for this Workshop will be managed by others.

STF shall be fully responsible for designing the facility by theirs and other designers and engineers in compliance with all applicable laws, rules, regulations, standards and ordinances, including the Indonesian standards..

STF Workshop and their designers shall independently execute the contracted design work.

- According to Australia Workshop requirements and guidelines.
- According to other requirements specified by Client
- By using competent professionals who shall be properly certified by Indonesian authorities as required by the local law and norms to carry out the specified design work required for this project (on request by Client, the Contractor shall submit documentation to clarify the professional competence of his designers).

Steelfitz are fully responsible for design coordination if required.

Client shall be advised of any discrepancies for clarification.

Client shall approve the Architectural and visual approach of the design separately.

Design shall be produced according to a time schedule prepared by Steelfitz drawings and other documentation to Client for their reviews and approvals. Milestones for submittals of drawings and other documentation for reviews and approvals by Client shall be shown in the time schedule. Drawings and other documentation shall be classified as follows:

- Preliminary design documentation
- Approval documentation
- Construction drawings and related other documentation
- Complete Building Specification
- Shop drawings and related other documentation
- As-built drawings and related other documentation
- Maintenance instructions
- Certificates of guarantees

B.1.2 Design Management

All design work necessary to complete the Permanent Works that falls under Steelfitz responsibility is managed accordance with the Steelfitz Design/ Engineering Procedures and the Workshop Engineering Plan which covers design planning, technical interfaces, design inputs/outputs, review, verification, validation and CAD procedures.

B.1.3 Drawings and Specifications Control

Documents maintained by the Document Controller are controlled by the use of registers, transmittals or covering letter/memo. This control covers the following documents kept at the site office.

- Drawings received from Client/Consultant
- Drawings generated by Steelfitz and subcontractors (Shop Drawings, sketches, etc)
- Technical specifications, sample submissions, etc
- Standards and Codes of Practice, Legislative documents and guidelines
- Workshop Plans and related documents like Work Method Statements, Inspection and Test Plans, Forms, etc.
- Technical Queries

B.1.4 As-Built Drawings

The Estimator/CAD Operator compiles all of the as-built information and records as they are progressively produced, and marks up them up on a set of drawings to enable as-built drawings to be completed.

B.2 WORKSHOP

B.2.1 Overview

The Workshop Plan details how the Australia Workshop will manage the workshop. The Plan covers:

- Constraints and risks
- Work methodology
- Workshop planning
- Workshop programming and monitoring
- Workshop controls including:
 - Process control, inspection and testing
 - Material control
 - Plant and equipment
 - Identification and traceability
 - Inspection, measuring and testing equipment

The Workshop Plan also includes a schedule of work activities requiring Work Method Statements, Inspection and Test Plans and Project Forms to be produced.

SECTION C: SUPPORT ACTIVITIES

C.1 FINANCE

C.1.1 Finance Overview

The management of Finance and Accounting for the Workshop comes under the purview of the Commercial & Administration reporting to Workshop Manager and is closely linked to the Commercial activities on the Workshop.

The **Workshop Commercial Plan** (see [Fig 3](#) for system structure) details how Steelfitz manages the Finance on the Workshop. It covers, among others:

- Payments of consultants
- Work measurement and applications for payment
- Contract Valuation
- Monthly Financial Reporting
- Cash Flow/Return On Investment
- Performance bonds and guarantees
- Trust accounts

C.2 ADMINISTRATION

C.2.1 Administration Overview

Control the day-to-day administrative activities in the Workshop Offices is to be in accordance with procedures **Documents & Records Filing** and **External Correspondence**.

Other STF Procedures for certain administration activities are available and to be implemented on the Workshop.

C.3 HUMAN RESOURCES

C.3.1 Overview

The Workshop Human Resource Plan details the strategy and controls required to be implemented to manage the human resource issues on this Workshop. The scope of this Plan covers:

- Human Resources Management (HRM) constraints and risks
- Employment and HR Planning
- Training and development
- Compensation
- Industrial relations

- Employee welfare and benefits
- Termination of employment

C.4 COMMERCIAL

C.4.1 Overview

The **Workshop Commercial Plan** can be divided into 3 main sections, namely, pre-operations activities, operational support activities, and the overlap of these 2 categories of activities, covering the Head Contract administration, Finance, Subcontracting and Purchasing. Besides the Finance matters listed in **C.2.1** above, this Plan also covers:

- Commercial and Financial constraints and risks
- Pre-Operations and Operation support contract administration activities
 - Contract review including variations
 - Monthly reporting
 - Payment terms and security
 - Design cost management and value engineering
 - Engagement of consultants
 - Work measurement and applications for payment
 - Performance bonds and guarantees
 - Retention (percentage and timing)
- Operational and Post-Operational contract administration activities
 - Procurement strategy
 - Subcontract procurement
 - Procurement of hired labour
 - Procurement of hired plant
 - Material purchasing

C.4.2 Planning

The Commercial Plan also needs to address planning related matters including:

- Workshop Schedule Development and Maintenance
- Workshop Reporting (Internal and to Client)
- KPI Development and Maintenance
- Detailed Workshop Planning and Review of Subcontractor Plans

C.5 QUALITY

C.5.1 General

The quality management system is adopted from Steelfitz's system that is going through a process to get certified by TUV Register Quality Assurance, an internationally recognised certification body, as complying with the Standard **ISO 9001:2008**.

The specific mechanisms used to implement the quality management system in the Workshop and ensure compliance with specified and statutory requirements are the Workshop Management Plan and Workshop Procedure Manual and STF Procedures.

Major subcontractors and suppliers are responsible for implementing and maintaining their own quality management systems. Steelfitz however assesses the systems to ensure they, provide the necessary assurance of quality in the works. Steelfitz also verifies the implementation of such systems by the use of audit and surveillance.

C.5.2 Overview

The scope of the Workshop Quality Plan includes:

- Quality constraints and risks
- Quality management system implementation
- Quality planning
- Quality objectives and targets
- Resources
- Competency and training
- Material control
- Inspection and verification
- Performance measurement
- Auditing and corrective action

C.6 SAFETY

C.7 ENVIRONMENT

C.8 INFORMATION TECHNOLOGY

C.8.1 Overview

IT issues are to be addressed on the Workshop:

- Network design and Australia Office interface
- Disaster Recovery
- Intranet usage
- Logging of Equipment
- Compliance with Internet and e-mail policies and guidelines