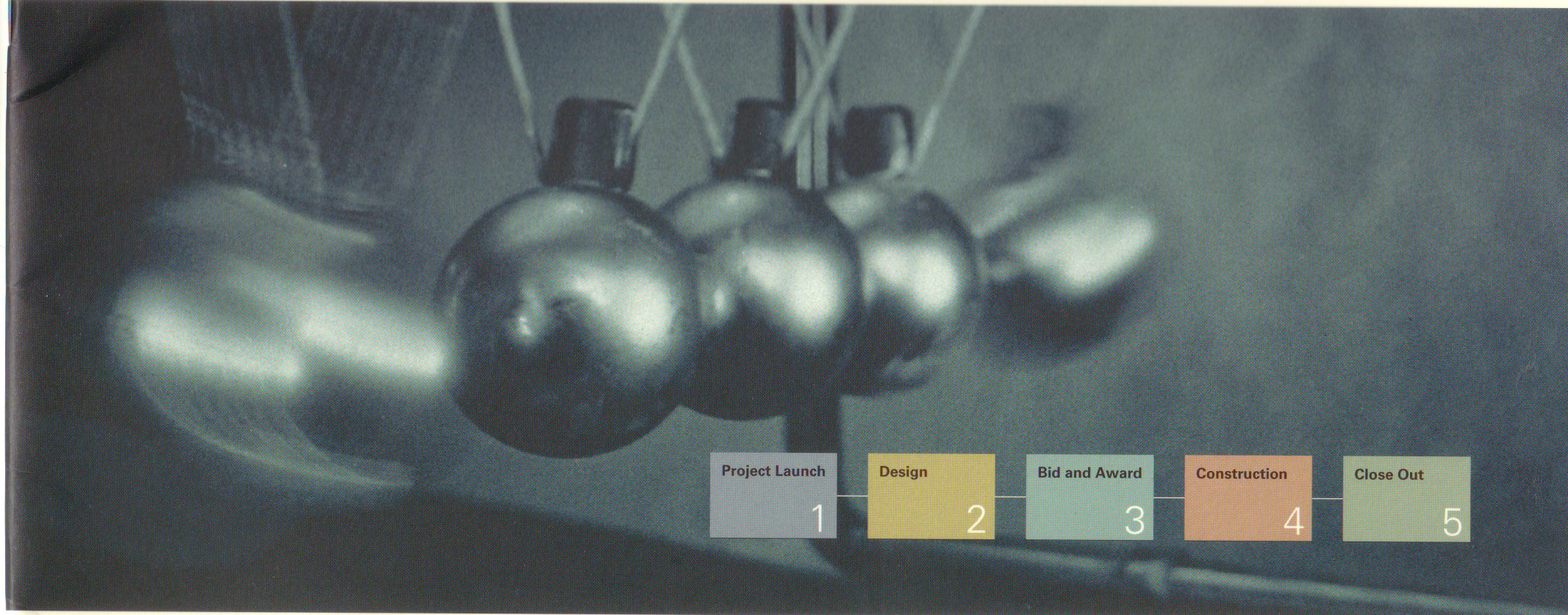


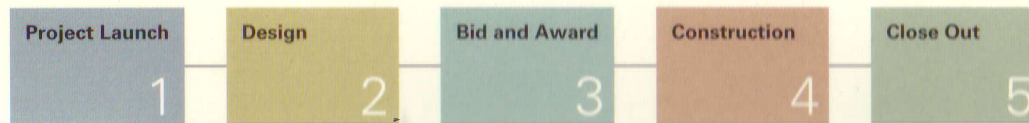
From a document provided by Mike Grice [of Heery International Ltd, Walton on Thames]
to Eur Ing Richard Townsend-Rose [of Computer Implementation Ltd, Glasgow]
for the purpose of specifying the scope of The TDOC System.

For more information see www.TDOC.com

Original document by Nick Simmons Design, Cover Photo courtesy of DERA Farnborough Imagery Department.



The Project Management Process



Heery pioneered and developed the Project Management process for the construction industry. This booklet outlines the process in the five distinct phases which Heery uses to deliver your projects on budget and on time.

The Project Management process

As one of the pioneers of Project Management, the Time/Cost Control System we developed is still our tried and tested management process which is applied to every Heery Project. It is sufficiently flexible to be tailored to suit all types of construction. Continuously refined over 50 years to take account of new legislation and innovative management techniques, the process still maintains its basic structure, dividing projects into five phases; Project Launch, Design, Bid and Award, Construction and Close Out. Designated within these phases are all the crucial steps, where key reviews and decisions have to be made by Consultants, Clients and Third Parties.

A history of successfully completing over £40 billion of construction worldwide makes us believe that our process gives us the firmest possible foundation to deliver what you need.

Principles of teamwork

Our vision of any project underpins the make-up of the team required to manage it. The Project Manager identifies the tasks to be done and picks the best people to carry them out, enabling these experts to operate with a consistency of approach and style that develops true teamwork. Heery team members are flexible and innovative with the ability to respond to new ideas, and will have a hands-on approach to driving the project to a successful conclusion.

Heery now employs 850 people worldwide, with 150 employees in Europe and the UK. These highly motivated, experienced professionals are all thoroughly versed in the Project Management process.

We have a core of in-house experts to supplement the dedicated project teams: architects, civil, mechanical and electrical engineers, quantity surveyors, planning and programme managers, risk managers and quality assurance managers. We can also draw on legal, IR, Health & Safety, planning supervision and Security expertise.

Project success

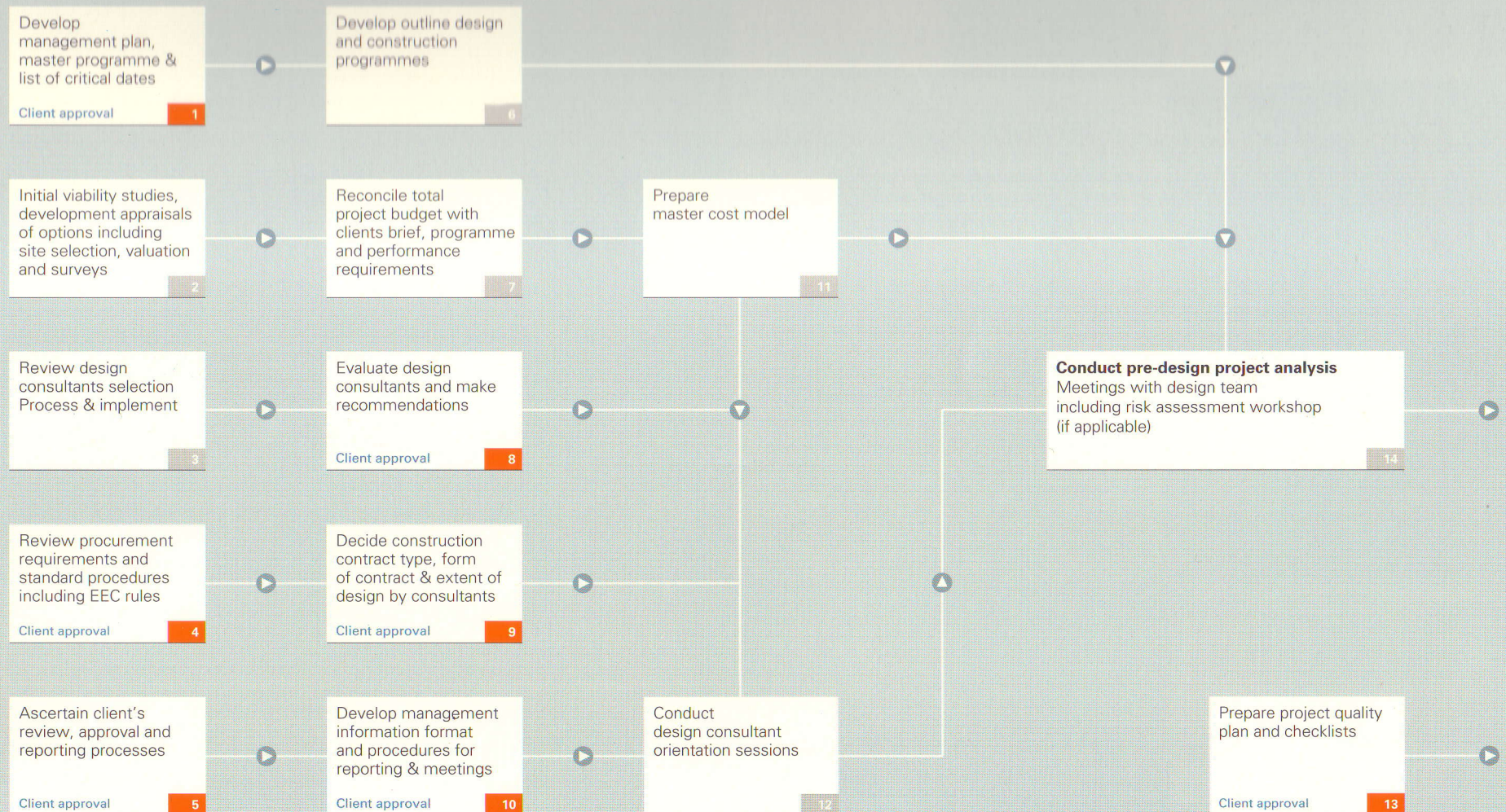
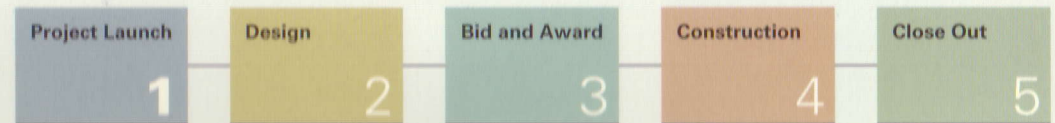
Selected examples of some of our projects are illustrated in this booklet. We treat every project with the utmost professional seriousness, whether it be one person drawing up a preliminary project brief or the provision of a full-time project management team - meeting our clients' needs has been the key to our success.

Our history

Heery was founded as an architectural practice in Athens, Georgia, USA in 1945 and in 1952, opened in Atlanta - still the home base. Since then, we have expanded across the USA and into Europe including London (1976). We have grown from our architectural roots through Clients wanting to involve us in the management of their own decision making, in addition to the management of the design and on site processes, expanding Heery's roles and leading us to develop an integrated Project Management system which scientifically manages construction programs.

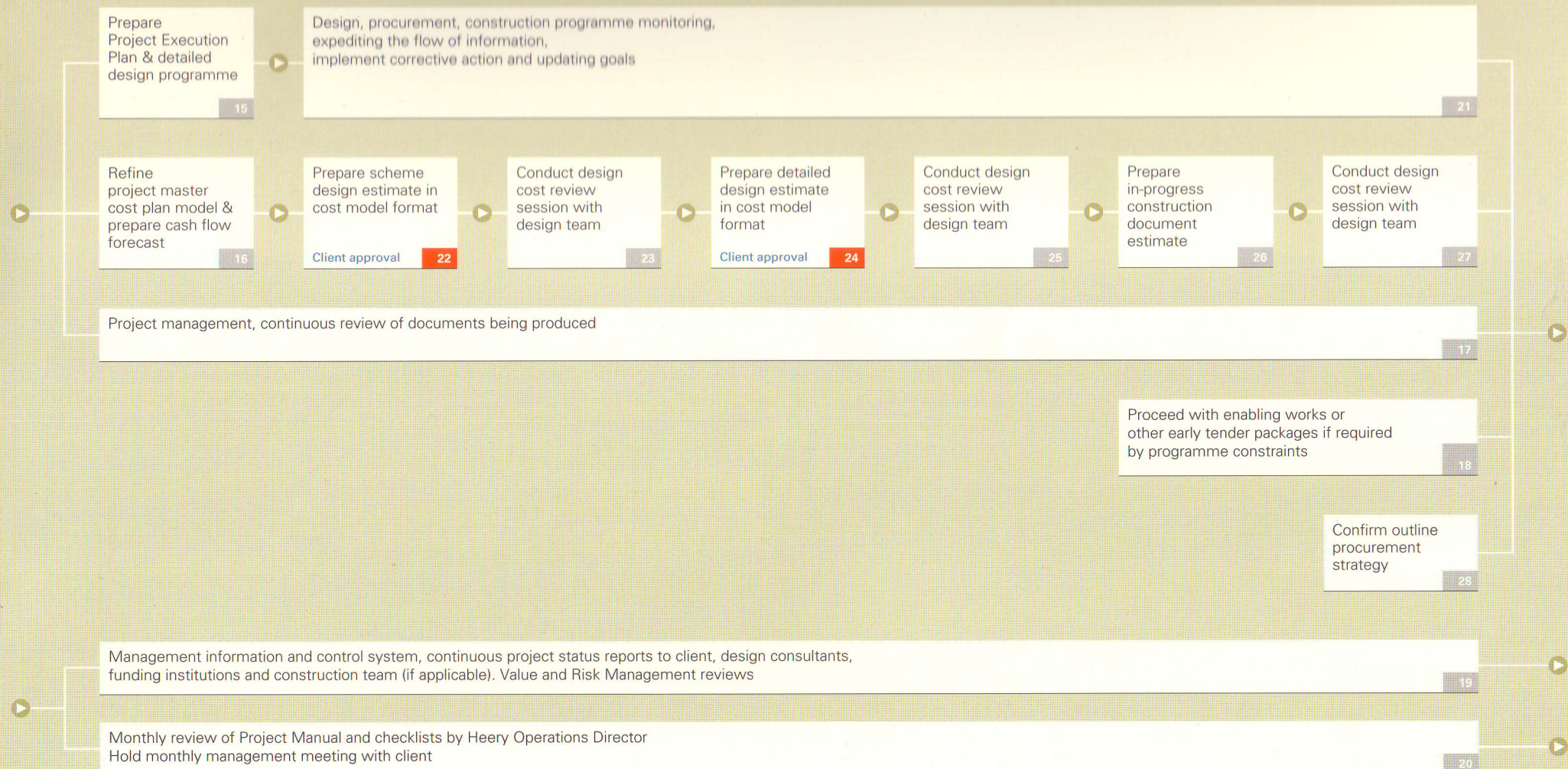
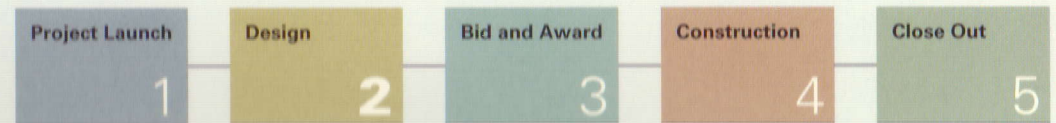
1 Project Launch

Our principal aim is to harmonise the brief, budget and master programme from the start. In our experience, successful projects stem from careful pre-planning, including setting up the necessary management information systems. Only when these have been accomplished to meet your needs will we start to help with assembling the design team best suited for the project.



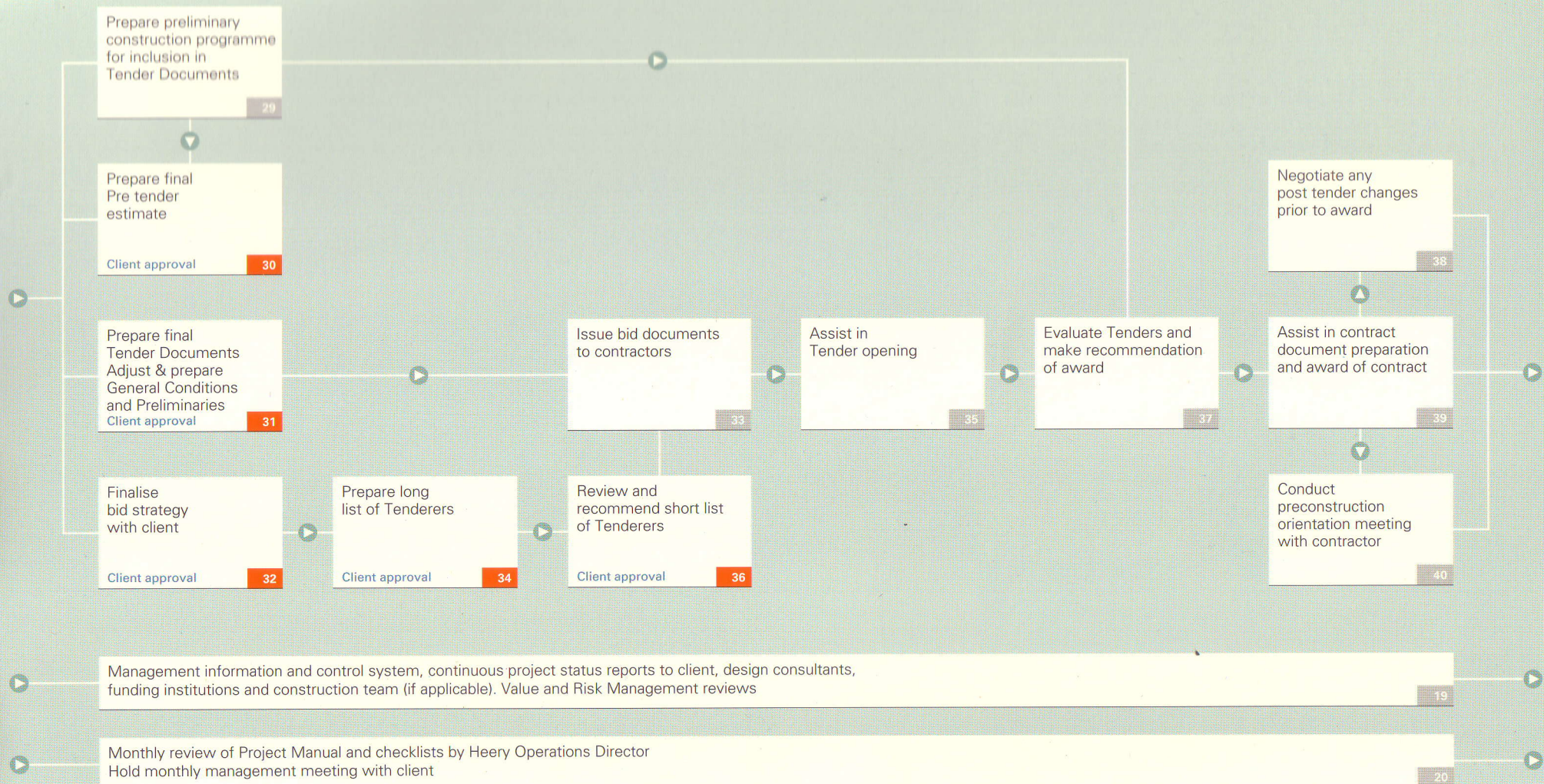
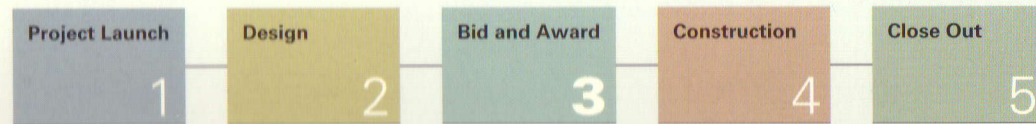
2 Design

Once the scope of the project has been set, its construction cost is determined primarily by its design. After we have assembled the ideal design team, we manage the process continuously to ensure that they adhere to your brief, overall budget and design programme. We also look for ways of enhancing the value of your investment whilst reviewing costs at every stage.



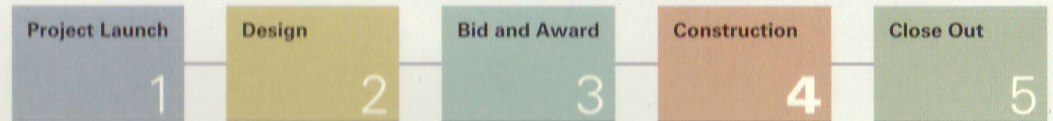
3 Bid and Award

As we approach the bid phase, interest is generated in the market to obtain the best prices from the most suitable firms. We take great care in assembling the bid documents to allow for no misinterpretations. Receiving competitive, compliant tenders is critical to avoiding cost overruns and programme delays. Once received, we evaluate the bids and recommend awards swiftly to keep the project on schedule.



4 Construction

We recognise that every construction project has unique challenges and specific requirements. However our hands-on approach always provides experienced managers onsite to oversee programme adherence, quality control and claims avoidance. We keep you up to date on progress and costs so you can rest easy that you're only paying for work completed to the standards set and agreed beforehand.



Provide continuous project management, monitoring, expediting, updating programmes, Recommending corrective action and re-programming, Advice to client.

41

Provide submittal expediting, communications and documentation, maintain communications procedures, expedite and log shop drawings and samples, expedite and log RFIs, expedite As-Built and O&M manuals

42

Provide project administration, construction and contract administration, hold site progress and co-ordination meeting with contractor/consultants, site security, safety procedures, cash flow projections, progress payment administration. Control and observe the progress of the work

43

Provide change order time & cost control, documentation and reporting, evaluation of time and cost impacts, settlement with contractor

44

Provide claims management, documentation, evaluation, negotiation & settlement

45

Co-ordinate technical quality inspections by Heery and Consultants, non conformance notices issued promptly, ensure rapid remedials to non conforming work, reinspection of remedials and sign off by consultants

46

Management information and control system, continuous project status reports to client, design consultants, funding institutions and construction team (if applicable). Value and Risk Management reviews

19

Monthly review of Project Manual and checklists by Heery Operations Director
Hold monthly management meeting with client

20

5 Close Out

When the architects, engineers and contractors are finished, your experience with the facility is just beginning. We provide a smooth transition to help you get the building up and running to your satisfaction. We close out the contract works, expedite snagging, manage the move, co-ordinate training your staff in all operations and maintenance activities, obtain all guarantees and settle final accounts.

