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CONTRACTOR QUALITY PROGRAM



USS CAL BUILDERS

Infrastructure | Public Facilities | Seismic Retrofit | LEED Projects | Life and Safety Facilities
Educational K through 12 | Colleges and Universities | Athletic - Aquatic Facilities

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MISSION STATEMENT

Make Quality and Safety the mission of our business.
Foster client confidence, contractor performance,
And respectability through honesty and integrity
Maintain our reputation of meeting client's goals
Make our client's highest standards the measure of our success
Be profitable, but not at the expense of our reputation
Every client must consider us the best company they have ever worked with: no equals
Be the most efficiently run business in the industry.

QUALITY STATEMENT

“To provide quality construction services and products ahead of schedule that exceed our customer's expectations; accomplished with USS Cal Builders' unequalled commitment to quality and continuous improvement using our Quality Management System.”

01 INTRODUCTION

It is USS Cal Builders' (USS) policy to meet and exceed our customer requirements. The purpose of this document is to formalize our controls and procedures for ensuring all internal, regulatory and customer requirements are consistently addressed and implemented. Furthermore, this document is prepared to facilitate continuous improvement of our processes for meeting internal and customer requirements.

02 QUALITY PROGRAM SCOPE

This Quality Program, herein referred to as the Program, defines responsibilities and provides or references all instructions and procedures required to comply with the project Quality Control Procedures.

In the event of a conflict between this Program and a project's Contract Documents, the Contract Documents shall take precedence. The Quality Manager is responsible for the review of this Program on a semi-annual basis for continued adequacy in meeting contract requirements.

03 ORGANIZATION, STAFFING AND RESPONSIBILITIES

The project organization chart reflects the interrelationship between those involved in managing and directing the Project Quality Organization and the Construction Management Team. The following identifies duties, responsibilities and functions of the project management team, onsite and offsite. Individual qualifications, where required by contract, are submitted to the City of Fullerton CM and maintained by USS Project Manager.

03.1 Quality Organization

03.1.1 Quality Manager and Alternate (CQM) The CQM is responsible for the implementation of this Program. The CQM has direct access to upper management through USS's Quality Director, providing independence from the Project Manager and personnel who are performing and/or supervising the work. Typical CQM responsibilities include, but are not limited to:

- Coordinate with the CM or its representatives, on all quality matters.
- Identify and advise project staff of nonconforming items and conditions, and recommend dispositions and corrective actions.
- Assure records of quality activities are maintained as objective evidence of the conformance of work performed and materials supplied.
- Direct work stoppages if installations are not per contract documents.
- Review of submittals (shop and as-built drawings, coordination and arrangements drawings, catalog cuts, O&M Manuals) for compliance with contract specifications and drawings.
- Review of purchase requisitions/orders for the inclusion of project specific quality requirements
- Performance and/or supervision of receiving, initial, in-process and final inspections.

- Commission test procedures and formal training syllabuses for complete systems
- Assure that all project personnel (USS & Subcontractors) are trained in the requirements of this Program.
- Prepares Daily Quality Summary Report
- Coordinate source inspection at subcontractor/supplier facility
- Provide quality requirements in the look ahead schedule at each progress meeting

03.1.2 QC Staff (QS) QS members are assigned by trade to assist the CQM in ensuring construction activities performed by our own forces and that of subcontractors complies with contract specifications. QS can be member of the Construction Management Team, subcontractors, and or journeymen provided that they are not involved in the direct performance or supervision of the work.

QS are selected on the basis of their trade knowledge and experience and that they will be on site full time when work is in progress for their trade.

QS Responsibilities include:

- Performance of receiving, in-process and final inspections
- Complete daily quality reports and provide them to CQM
- Elevate immediately to CQM any significant concerns impacting project quality, as it pertains to the receiving, preparation, installation, completion or delivery of non-compliance product
- Accompany customer to subcontractor for source inspection or job related visits

It is the responsibility of the CQM to review and provide feedback on the performance of the project's QS through review of QS activities.

03.2 Executive Management

USS Cal Builders' Executive Management is responsible for establishing policy and providing support and commitment to ensure customer expectations are met by the assignment of qualified personnel and resources needed to meet those expectations.

03.3 Construction Management Team (CMT)

03.3.1 Project Manager (PM) The PM is responsible for superintending and managing the contract and is authorized to act on USS's behalf with respect to all matters related to execution of the contract and Quality of Construction arising under the Contract.

03.3.2 Project Engineer The Project Engineer(s) are responsible for assisting the PM in managing the Project and are authorized to act on the PM's behalf with respect to all matters arising under the Contract.

Typical Project Manager and Project Engineer activities include, but are not limited to the following:

- Ensure all work is performed in accordance with the contract
- Maintain liaison with CM group on a daily basis informing of work activities performed and also planned for next working day.
- Ensure work conducted at the job site is properly administered, documented, controlled and executed in accordance with the contract documents; approved shop drawings and procedures.
- Perform review of all contract documents; shop drawings and construction procedures.
- Participate in pre-construction preparatory phase, post construction and progress meetings with CM.
- Providing technical assistance to subcontractors and project staff during construction planning and execution process.
- Prepare four-week look ahead schedules and submit to CM as required.
- Ensure that project work activities follow the CPM Schedule and established milestones.
- Prepare required Shop and As-built-Drawings with PE signature where applicable. These drawings will be submitted to the Quality Manager and or Quality Staff for review prior to forwarding to CM for approval.

03.4 Subcontractors and Suppliers

All Subcontractors/Suppliers shall be qualified prior to bid and provided to the CM. The CQM and or designated QS review subcontractors and suppliers agreements for inclusion of all applicable quality requirements.

04 SUBMITTAL MANAGEMENT; CONTROL OF DOCUMENTS AND DOCUMENT CHANGES

04.1 USS controls all internal and external documents that affect the quality of construction and services. Controls include the review, approval, distribution, logging, and tracking of all project documents utilizing the Viewpoint Database. Document distribution extends to the project field office, subcontractors and suppliers to assure that the latest reviewed drawings and specifications are available to all users prior to the start of work.

04.1.1 The Document Coordinator is responsible for all database data entry and filing. The PM determines the distribution of all documents. The CQM reviews all project submittals (documents and drawings) prior to submission to the CM.

04.1.2 Project documents consist of the following:

- This Program, procedures, work instructions, checklists, and forms.
- Customer and product specific documents such as drawings and contract specifications that define customer requirements.
- Drawing and Material Submittals and Logs.
- Inspection and Test Reports

04.2 A Project Quality Document Control Log is maintained by Project Engineer for logging all quality specific documents and forms, their revision and distribution.

04.3 An initial project submittal log and schedule shall be developed. The submittal log and schedule will be updated as required. All submittals, including those of subcontractors and suppliers, shall be signed by the CQM before submission to the CM. The CQM and respective QS are responsible for the review of all submittals such as Catalog cuts for Materials, Shop Drawings, Construction procedures along with Inspection and tests procedures, for accuracy and compliance to contract requirements prior to forwarding to the City of Fullerton CM. The Project Engineer is responsible for the submittal preparations.

04.4 Only the latest approved shop drawings and materials are available and in use per the Submittal Log. Obsolete documents are removed from use and separated from current working documents to prevent from inadvertent use. The Project Engineer is responsible to red line drawings as change occurs. Electronic drawing files shall be updated as received.

04.5 Duplicate copies of all project documentation, procedures, records, drawings, correspondence are maintained in our corporate office. All drawings and or materials used by field personnel will be traceable to the database submittal list. All project documents held at the field office will be indexed and easily retrievable.

04.6 Material and/or shop drawing submittals for alternate or approved equal shall be flagged and identified to show submission is being considered as an alternate equal or better. The USS submittal request shall include justification, calculations when needed and other supporting evidence showing the sufficiency of the proposal. Materials are not to be procured or work is not to proceed until approval is obtained from City of Fullerton CM.

04.7 For the purposes of coordinating work for items coming with or in proximity to each other, or where the location of one item is impacted by the location of the other item(s) arrangement drawings shall be prepared and furnished to the CM before the start of work.

04.8 When deviation from contractual drawings occur as a result of actual installation because of field conditions or clarification drawings, Record drawings shall be created from a full-size hard copy set of Contract Drawings showing as built condition. Beginning one month after NOA and at one month intervals thereafter until Substantial Completion, an updated Project Drawing List along with a hard copy of updated Record Drawings, CADD files and entries/revision log shall be kept on-site.

04.9 Unless required by regulations or for legal perusal, after the completion of the project, all records will be retained in the corporate storage area for a minimum of five years properly identified for easy retrieval, when needed. Any documents not required/retained as above shall be destroyed.

04.10 Status of outstanding submittals will be an agenda item on weekly project status meetings. USS overdue re-submittals will be covered with responsible project staff for resolution. PM to issue a letter with list of open non-responsive submittals to CM for discussion at regularly scheduled progress meetings. CM Contract Manager reports will be used to cover this process.

05 RECEIVING, HANDLING, STORAGE AND CONTROL OF MATERIALS AND EQUIPMENT

05.1 Purchased material and equipment entering the construction site are inspected prior to installation to ensure that proper documentation is received, that meets contract requirements and that materials are stored and handled as per contract requirements and/or manufacturer's recommendations. The PM is responsible for providing proper resources and facilitates for the storage, handling and inspection of product. A receiving inspection log is maintained by CQM/QS of all key materials received at the construction site.

05.2 Inspections of materials and equipment shall take place to ensure conformance with all environmental requirements per the Contract. Material waiting for documentation will be kept in a hold area to prevent from being used in construction prior to acceptance.

05.3 Receiving inspections are performed and all related documents are maintained by the CQM and/or the QS. Material and equipment are verified against the purchase order, delivery ticket, approved catalogue cuts, and/or shop drawings. Inspection results are recorded on the Material Receiving & Storage Inspection Report form. A checklist for the proper handling and storage of the receipt is also performed.

This record provides objective evidence of achieving contract compliance and maintains traceability of similar items procured from multiple sources. When required, certificates of compliance/conformance, material certifications, test reports, chemical, physical and metallurgical laboratory analysis are maintained with the receiving inspection report.

05.4 To prevent the use of temporary or rejected materials in a final installation, all products shall be identifiable as to the inspection status (accept, reject, hold) with the use of tags labels, stamps, signs, marker, fluorescent paint, stored in designated areas, or any combination thereof. Method of identification status shall depend on the type and size of the product and decided by CQM/QS. Copy of Material Inspection Report of rejected material is sent to Purchase/Office Manager for taking necessary action with the supplier.

05.5 The condition of material and equipment is assessed prior to placement in storage, use or installation. Project storage areas are kept clean and dry and in an orderly fashion at all times. Material or equipment shall be stored on shipping skids, pallets or wooden blocking. In no event shall material or equipment be stored directly on the ground. Factory protection for equipment shall be maintained whenever possible or heavy canvas or plastic cover shall be provided to protect equipment from dirt or construction debris when necessary. The materials shall be stored as recommended by the manufacturer. The CQM or the QS shall periodically check storage area conditions for potential adverse conditions, i.e., leaking roof, water pipes, etc. Any drastic changes of the storage environment shall be brought to the attention of the Project Manager for correction.

06 SUBCONTRACTOR AND SUPPLIER CONTROL

06.1 To ensure that all selected subcontractors and suppliers are in full compliance with contract technical and quality requirements, the CQM is responsible for providing input on agreements scope of work.

06.2 All subcontractors and suppliers who manufacture custom and/or provided designed product and/or services are required to comply with USS's Quality Program or submit their own program for review and approval by the CQM for compliance to the

contract quality requirements. Vendors/suppliers of standard off the shelf items do not fall under this requirement.

06.3 When a product characteristic cannot be verified satisfactorily during subsequent processing or the contract requires source inspection, CQM/QS will verify at the source (subcontractor/supplier warehouse, staging area, and factory) that purchased product complies with Contract Documents. Such visits shall be coordinated with the CM in accordance with production milestones. Where applicable, USS's purchase order / contract documents will specify verification arrangements and the method of product release in purchasing or contract documents.

06.4 External audits of subcontractors and suppliers of manufactured/custom designed product and/or services may be performed for compliance to the requirements of the Program and Contract Documents if needed. Factors in determining the selection, frequency, scope and timing of such audits shall include complexity and importance of the product, known quality experience, contract dollar amount, etc.

07 INSPECTION AND TESTING PLAN (I&TP)

07.1 The CQM is responsible for reviewing in detail Contract Documents for the development of a project specific Inspection and Test Plan (IT&P). The plan shall include or make reference to required, specification paragraph, responsibility, acceptance criteria, inspection procedure, checklists and frequencies.

07.2 The CQM utilizes the project four week look-ahead schedule for planning all inspection activities referenced on the I&TP and all required coordination activities, e.g., hold points, with the CM. Only the applicable elements of the I&TP shall be included and submitted with each CWP. The IT&P shall be reviewed during required pre-activity or USS preparatory phase meetings.

07.3 During the life of the contract, the I&TP shall be updated by CQM in consultation with CM to reflect all changes as deemed necessary.

07.4 The CQM is to coordinate all third party testing with assigned project / quality staff for all work, including night/weekend work when applicable. The coordination is based on the project 4 week look ahead schedule and daily updates. The quality manager obtains, and maintains, from the laboratory evidence of required technician/inspector certification. The CQM reviews all laboratory testing records for completeness and use of appropriate technical staff. Any discrepancies shall be rectified with the laboratory.

08 CONTROL OF CONSTRUCTION PROCESSES

It is the responsibility of USS Cal Builders' Project Manager for controlling the construction processes throughout the 3 phases (preparatory, initial and in-process) of construction to ensure that contract compliance is maintained. This includes ensuring work is performed in accordance with the applicable codes, standards, applicable sections of the contract specifications, or other special Contractual requirements using qualified personnel and/or equipment.

08.1 Preparatory Phase Activities

08.1.1 Periodic project staff and subcontractor meetings are held to ensure proper coordination among trades, compliance with contract quality requirements and that the CPM schedule is followed and implemented. This is done in advance of each definable feature of work. Preparatory phase meetings are conducted by the QCM or staff at least one week prior to each definable work activity and shall at minimum address items related to the quality of the construction. These meetings are documented (attendance and minutes) and attended by QS, subcontractors, suppliers and the CM, if desired.

08.1.2 On the basis of the CPM schedule, the Project Engineer consults with USS's Project Manager or his staff members and prepares the project 4-week Look Ahead schedule. Quality activities (inspection and test, Hold Points, RR Meetings, etc.) are provided by the QM/QS and are reflected in the 4 Week Look Ahead Schedule.

08.1.3 A Quality Look-Ahead schedule is prepared by QM based on the project CPM, 4 week Look Ahead and incorporated into the 4 Week Look Ahead Schedule provided to the CM at every progress meeting forecasting work progression, Hold Points, inspections, Preparatory Phase meetings, Readiness Reviews, and receiving and source inspection activities.

08.1.4 Hold Points, tests or inspections that must be witnessed by the CM for verification and validation prior to any item being covered, shipped, energized or put into service.

08.2 Initial Phase Activities include responsibilities of the CQM and QS for verifying workmanship and compliance of mock ups, first article inspections. The purpose of this phase is to establish full compliance, levels of workmanship resolve discrepancies, identify test and inspection characteristics and acceptance criteria.

08.3 In-Process Phase Activities shall consist of daily checks, surveillance activities and any specified testing to assure and verify continuing compliance with contract specifications.

08.4 Final Phase, Punchlist, Inspection and As Built. On completion of defined phase of work, and in consultation with the CM, punch list/final inspection shall be carried out and as-built drawings submitted as per project specifications.

09 CONTROL OF MEASURING AND TEST EQUIPMENT

09.1 A calibration log is maintained to ensure all Measuring and Test Equipment (M&TE) used for determining acceptance or rejection of materials, systems and installations are proper and calibrated. All M&TE, including those of subcontractors are included on the log and periodically calibrated against traceable national standards. M&TE, and their corresponding calibration certificates, utilized by independent test laboratories (ITL) for provided inspection and testing services are also verified for proper calibration and traceability to national standards. Evidence of this verification shall be noted on the applicable inspection and test record. The CQM has overall responsibility for administering the system for control of inspection, measuring and test equipment. This includes the collection and maintenance of associated quality records.

09.2 The CQM will assure that all M&TE selected is of the proper range, type, scope, etc. The CQM is responsible to maintain a calibration log for all M&TE, including those of subcontractors indicating calibration status. The log is used by the CQM to determine when equipment is to be sent out for calibration. Calibration laboratories will be requested to provide certificates of calibration demonstrating evidence of traceability to national standards (NIST), provide "As Received" condition statement and data. If M&TE is found to be overdue for calibration or subjected to possible damage, it shall be removed from service and sent for calibration/repair. If it was determined testing was done using overdue or damaged equipment, the CQM shall direct retesting with a calibrated device. Control of measuring and test equipment utilized by ITL's and or manufacturers/fabricators will be per their approved quality program and or specified by contract documents and verified through external audits.

09.3 In the event the M&TE calibration certificate shows an out of calibration condition, the CQM shall initiate an analysis for any impact on previous installations or accepted product. This analysis, and resulting corrective action plans, shall be recorded on a Non-Conformance Report (NCR) by the CQM. To facilitate the analysis and the need for re-inspection or test of the work accepted by an out of calibration equipment, all

inspections and tests shall record the instrument's unique identification number on the inspection and test record.

09.4 When physically possible, a calibration tag, label or other suitable marking is affixed to the equipment providing the date the item was calibrated, the due date of the next calibration and a unique identification number. However, every piece of equipment shall possess a unique serial and or identification number.

09.5 Measuring tools such as tape measures, rulers, 6-inch scales, clocks, stopwatches used for reference only and not product acceptance do not require calibration. Measuring equipment is made available, with appropriate personnel for the operation of the equipment when requested by the CM.

09.6 Training on the use of specialty M&TE shall be provided to project staff identified to perform the tests.

10 PREVENTIVE ACTION AND CONTROL OF NON-CONFORMING CONDITIONS

10.1 A nonconformance can be the result of material, equipment or service not meeting specified documents, approved submittals or quality workmanship standards. This includes nonconformities raised by USS personnel, subcontractors or the CM. All non-conformances are recorded. Proper material disposition and Corrective and Preventive Actions are taken to prevent recurrence. The CQM has overall responsibility for the control of this process.

10.2 If a nonconforming item is found, a Non Conformance Report (NCR) is initiated and the item is identified with tags, labels, stamps, forms or any other appropriate method, when applicable. All nonconforming items are segregated to prevent inadvertent use in subsequent operations, shipment or mixing with conforming material. The nonconforming item is evaluated for the root cause, and Nonconforming item disposition by the CQM and USS's Project Manager. Corrective and Preventive action taken is recorded by the CQM on the NCR form. Material, equipment or installations requiring rework are documented, processed and re-inspected in accordance with applicable specifications, drawings and approved submittal data. If the item cannot be reworked it will be returned to the vendor/supplier for replacement. Any nonconforming item disposition as "use as is" and/or "repair" shall require approval by the CM in writing. Items that can be corrected will be reworked and re-inspected for contract conformance. Records of disposition, re-inspection and approval by the CM are maintained. Report for all Non-conformances during the month is provided to the CM.

10.3 Actual and potential non-conformities are prioritized and corrective action is taken appropriate to the magnitude of the problem, risks and costs. The non-conformities shall be evaluated and appropriate corrective action implemented to prevent reoccurrence. The PM has overall responsibility for the corrective and preventive action system, with input from the CQM. The CQM is responsible to verify corrective action and preventative measures are complied with and assure the non-compliant condition does not re-occur.

10.4 Root cause analysis shall be performed, as necessary to preclude repeated failures resulting from similar causes. All actions taken shall be documented by CQM on a NCR report and a log providing status of non-compliant items requirements or contractual requirements and be made available to the CM.

11 DOCUMENTATION BY QUALITY RECORDS

11.1 All documents discussed or referenced in this Program as well as all other contract documents are considered quality records. Records maintained shall show objective evidence of compliance to contract documents, qualification of personnel, procedures and equipment. They shall show quality activities performed by USS, subcontractors, and suppliers and corrective action taken to prevent recurrence of non-compliant conditions.

11.2 A system is maintained for the identification, collection, indexing, access, filing, storage, maintenance, and disposition of quality records. All quality records from suppliers and subcontractors are included in the system. Quality records are identifiable to the project, contract, supplier, Subcontract Agreement, or activity involved as applicable. Records are identified and stored in a manner, which facilitates easy retrieval and prevents damage, deterioration or loss. The Quality records are stored in a digital format and stored separate from the hard copies.

Following are examples of typical quality records:

- * *Receiving Inspection Reports and log*
- * *Resumes and Approvals*
- * *Inspection & Test Reports*
- * *Non-conformance Product Reports and log*
- * *Internal & External Audit Reports*
- * *Material Receiving & Storage Inspection Report*
- * *Certified Test Reports / Certificates of Compliance*
- * *RR/PPS Minutes*
- * *I&TP*
- * *Daily Quality Reports*
- * *Daily Reports*
- * *Submittals*
- * *Calibration Records and log*
- * *Sub & Supplier Quality Programs*

11.3 USS's CQM/QS shall prepare a Daily Quality Report for each day of construction activity. The report will contain a brief description of the work performed, inspections and tests of the work performed, status of all pass and fail inspections, test and non-conformance status of completed work. When inspections or tests are conducted on that day, a copy of the report shall be provided to the CM. The CQM shall prepare combined (Project Daily Summary Report) report for the construction activity during the work period.

11.4 All specified retention requirements are consistent with the requirements of applicable standards, legal and contract requirements. Unless otherwise required by the CM or by law, USS shall retain all project quality records for a period of 5 years after Final Completion and be made available to the CM upon request.

11.5 All final records will have a signature next to a digitally generated name.

12 TRAINING

12.1 The CQM shall provide training to project management staff to the requirements of this Program. Subcontractors train their own staff for the quality requirements and keep a record of such training. Further training will be conducted within 90 days of NTPC and whenever there is a significant change in the Program or Construction Management Team. Records shall reflect agenda, minutes, attendees, training location, date, time, and duration of training, trainer's name and title. It is the responsibility of the QM to maintain records of all training provided to project staff.

12.2 USS' PM or designee shall notify in writing to CM at least 7 days in advance of the date, time, and location of training. Copies of the training records will be available to the CM no later than one week after such training is provided.

13 DESIGN PROCESS CONTROL

13.1 All technical design drawings and specifications are provided by the Authority. However, should design due to an additional work order be required, USS will ensure that procedures are put in place for the preparation, review and approval of design work. Design control ensures that the design requirements are understood and the proper planning of design activities is in place during the design process.

13.2 When applicable design work may include, but is not limited to, the preparation of extension of design, temporary structure working drawings, design details and engineering analyses/calculations as well as software development. The design professional or persons are assigned or selected by the Project Manager. Selection to the design project shall be based on past design work, their responsibilities and qualifications shall be identified and defined as per contract or agency requirements, and as stated within the procedures.

13.3 The Project Manager ensures that the design requirements are understood and prepare the detailed plan for design development utilizing the Design Initiation Form. Design Input, Design Output, details and engineering analysis /calculations as well as applicable software are recorded. All records shall be maintained per established guidelines.

- USS' PM reviews the design input requirements from the contract drawings and specifications and submits the input requirements to subcontractor, if applicable, for the design. Clarification of the design input, when required, is obtained from the CM.
- The subcontractor's Design Manager reviews the input requirements; they include the functional requirements and applicable statutory and regulatory requirements. Changes to the original design input requirements are communicated to the CM for resolution and approval.
- Design Output are documented and are expressed in terms that can be verified against design input requirements and are validated as such.
- Design reviews are conducted to ensure specified requirements are being met. Design reviews are conducted by the PM with the subcontractor and other participants, e.g., representatives from each project function and CM.
- Design reviews are also conducted by subcontractor's own design engineers at the various stages of the design. Results of design reviews are documented.
- The subcontractor performs their own internal design validation, by the independent team, under the supervision of the subcontractor's design manager.
- Initial design validation is performed by the Project Manager and Quality Manager by reviewing the drawings submitted by the subcontractor.
- Drawings accepted by USS' review team are submitted to the CM for approval.

14 READINESS REVIEWS

14.1 Readiness Reviews (RR) are conducted under the direction of the CQM/PM prior to the key work activities. USS, the CM and all applicable subcontractors shall participate in the Readiness Reviews.

14.2 The purpose of the readiness reviews is to evaluate the preparedness for accomplishing designated construction operations or activities.

The review session will outline the respective sequence of work, planned hold points, and contingency plans in place as part of the readiness review sessions.

15 ORGANIZATION CHART

