

Sustainable Project Management

Effective Date: 8 Oct 2021

Amended:

Preamble

Sunway University is committed to managing its impact on the environment through initiatives to optimize the use of natural resources, minimise energy and resource consumption and reduce waste to a minimal level. All development, alteration and retro-fitting work in University premises shall incorporate principles of sustainable practices and decisions that implement sustainable choices. The LEED Green Building principles shall be used as primary guidance.

1. DEFINITION OF SUNWAY UNIVERSITY PROJECT

- 1.1 Alteration includes, but is not limited to, all minor construction; changes in facilities configuration; fabrication, modification, removal, or installation of hardware and equipment; signs; erection, relocation, or removal of partitions, doors, and windows; and changes in type of finishes and flooring materials.
- 1.2 Renovation applies to that work which is required to restore, upgrade, or otherwise improve the general condition of facilities or buildings.
- 1.3 Space makeovers refers to the replacement of components in existing facilities according to University standards.
- 1.4 Building Construction according to the Laws of Malaysia Act 520 means the construction, extension, installation, repair, maintenance, renewal, removal, renovation, alteration, dismantling, or demolition of any building, erection, edifice, structure, wall, fence or chimney, whether constructed wholly or partly above or below ground level.

2. DEFINITION OF ROLES AND RESPONSIBILITIES IN PROJECT MANAGEMENT

2.1 Project Manager (PM)

Project Manager (PM) is responsible to lead the overall management of every project. This includes:

- a. Managing the design sign off with relevant stakeholders respectively.
- b. Checking on financial approved capex / budgets.
- c. Checking and confirming architecture and Mechanical & Electrical layouts from consultants before tendering process.
- d. Tendering process.
- e. Contract Management for work in progress to completion of each project.
- f. On-site Inspection & Supervision
- g. Management of defects during the Defect Liability Period (DLP).

2.2 Project Executive (PE)

Project Executive (PE) is responsible to assist the PM. This includes:

- a. Coordinating the project progress meetings and minutes.

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- b. Documentation, communication and coordination with the internal and external parties for sign off of layout design.
- c. Checking and confirmation of bills of quantities before Tender process.
- d. On -Site Inspection & Supervision.
- e. Inspection & Verification of Defects during the Defect Liability Period (DLP).

2.3 Project Supervisor (PS)

The Project Supervisor who is a member of staff, responsible for the site management. This includes:

- a. Supervision of the project on site.
- b. The logistics and safety operation monitoring and coordination of site works from preliminary to handover stage.
- c. Defect works coordination, monitoring and verification before it is completed and closed.

2.4 End User / Client

The end user / client who is a member of staff; is responsible to define the project objective and provide the space brief.

The end user will also be required to sign off the layout before any tender drawings and bill of quantities (BQ) is done by the Project Consultants.

2.5 Consultants

In some cases, a project might require external source of consultation services. The person is responsible to handle any authority submission process, to convert project objectives with needs, to drawing and bill of quantity for the tendering process, and to ensure all works are in order until the completion date.

2.6 Appointed contractor / vendor / supplier

The one who is awarded the renovations contract to carry out the works by following the T&C given by Sunway University. Condition of Contract and SEG Standards on matters with regards of renovation, construction or projects which will be given together with Purchase Order (PO), will need to be complied to accordingly.

3. THE PROJECT REQUISITION PROCESS

- 3.1 **Administration Forms and Approvals** - All major projects must be approved by the Management Committee, followed by Space Committee (if any) by filling up the Request for New Space form.

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Details of new space request are required with proper justification & supportive documents and approvals from:

- a. Head of Department (Cost Centre)
- b. Dean / Head of Centre / Head of Institution
- c. Provost / DVC / VC
- d. SED / CEO. This is recommended for major projects where involve construction of new building or new extension; Or, unless justified in the form.

This information needs to be circulated out and being acknowledged by Facilities Services Department (FSD Head / Director)

The submission must include the name of requesting department / faculty / centre, requestor name, date of request, name of the project, purpose of project, costs / funding details, risks associated with the project, brief statements on project objectives addressed, alternative approaches, specific benefits (financial and non-financial), time critical target dates and the completion target with simple sketch of layout of the space needed.

3.2 Establishing the Project Team

Project team members are mainly the people who work on various phases of the project. They could be in-house staff or external consultants and contractors. They may be working on a full-time or part-time basis. Project team's compositions may differ based on organization's culture, scope, and location. The Project Manager will negotiate with functional managers for their resources' time on the project, targeting the resources who are most qualified (skills and ability) for the specific project needs.

3.3 Planning & Design Stage

Setting objectives, budget and timelines. The Project Manager / Coordinator must set the plan out at the beginning of the project and agree it with the other Project Management Team. Finance can assist on the preparation of the budget, and should always be kept informed. Finance should in particular be consulted on any forecasts for income generated/efficiency savings from the project.

Next will be the design stage, where all the briefs from end user and authorities (if any) need to be compiled and clarify within the project team. This process will require a minimum of one week, depending on the scope or size of each project.

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3.4 Construction Drawings

All drawings, plans or specifications must certify by professional architect or engineer for the purpose of obtaining the approval from the relevant Authority

3.5 Project Tender & Award

The tender exercise involves listing of prospective tenderers, pre-qualification, shortlisting and evaluation of bids and proposals from tenderers.

Sign off and tendering documents will need to be prepared. Tender documents will require around 2 to 4 weeks upon sign off. Finance (procurement unit) should be consulted on process, particularly to ensure tendering procedures are complied with. Finance should be consulted on all contracts. Usually the tendering process will require two (2) to five (5) weeks, depending on the size of the project and the real-time situation / site condition.

3.6 Project Kick Off

A project kick-off meeting is the first meeting between project team, consultant and the contractor of a project when kicking off a new project. It'll take place after contracts have been signed. The purpose of a project kick-off meeting is to introduce the team (ie. Familiarising end users, consultants and awarded contractor), understand the project background, understand what success looks like, understand what needs to be done, and agree on how to work together effectively.

This policy has been adopted from the Sunway Education Group Sustainable Project Management.