

*Criteria sets 1-3 are applied to assess all companies
Evidence requirements are listed below each criterion*

1. MANAGEMENT AND DEVELOPMENT

Objectives

- 1.1L The company has defined its quality policy, identified the trends of change in its operating environment and established its long-term goals (3–5 years).**
Corporate quality policy. Updated long-term goals; trends of change in the operating environment and the resulting business risks and opportunities (including changes in the competitive and regulatory environment and the identification and management of resource bottlenecks).
- 1.2L The company has defined and communicated its annual goals complete with the measures and indicators designed to contribute to their attainment.**
Action plan; memorandum adopted by the meeting of the board/executive management or other similar documentation. Communication of the quality policy within the company. Performance indicators have been established for, inter alia, the following areas: customers; personnel; business development; marketing; project management; finances; health and safety; and the environment.

Implementation

- 1.3L The company has defined its organisational structure and the related corporate; industry and project-specific roles, responsibilities, powers, deputisation arrangements; and resource management processes.**
Job-specific roles, responsibilities, powers and deputisation. The company has in place a resource management policy with due regard to potential changes.
- 1.4L The company creates and maintains an ERP system and updates the documentation guiding its operations with due regard to legal requirements.**
Annually audited operating instructions and model documents (e.g. operating/quality manual, other descriptions and instructions including revision and auditing information as well as version numbering).
- 1.5L Internal and external communications are up to appropriate standards.**
Internal and external communication procedures, e.g. meeting procedures; marketing and crisis communications; employer image: use of social media.

Follow-up and development

- 1.6L The company regularly assesses its compliance with the operational procedures and objectives (internal audit) and initiates development actions in response to the findings.**
Internal audit reports complete with proposals for improvements. A plan for internal audits covering at least the following three years (at least one project audit per year, and an audit of all processes at least once every three years).
- 1.7L The company surveys the needs and level of satisfaction among its customers and other key stakeholders on a regular basis by inviting feedback, etc.**
Company memoranda; feedback reports; measurement results and summaries; as well as non-conformance reports. Stakeholders include users, subcontractors, other project partners, the authorities and in-house personnel.
- 1.8L The company's management assesses the attainment of the goals, the quality and efficiency of operations and the appropriateness of instructions on a regular basis, decides on the necessary development measures and monitors performance in achieving the goals.**
Procedure for and minutes of management reviews. Evidence of the completion of annual management reviews must be provided. As a minimum, the management review should address the status of development measures initiated in response to previous management reviews; the coverage of the ERP system; the attainment of objectives; the adequacy of resources; the findings of internal audits and wrap-up meetings; customer feedback and potential complaints; job satisfaction; feedback from other stakeholders; and the agreed-upon development measures. Assessment of the up-to-dateness of the quality and other policies.

2. RESOURCES

- 2.1L The company ensures that its personnel have the necessary skills and qualifications for their jobs and are aware of the requirements imposed by the company's ERP system. Steps are taken to respond to the skills development needs and wishes of the personnel.**
E.g. relevant work experience; personal qualification and training records; CVs; induction materials and forms. Training plan; on-the-job learning; performance appraisal discussions.

- 2.2L The company seeks to develop its corporate culture.**
Employer image; staff engagement; staff well-being; fairness, provision of and response to feedback; workplace community development; staff empowerment; workload management; anticipating resource needs.
- 2.3L The company sees to it that the personnel are aware of the current regulations and other reference material relevant to their duties.**
Up-to-date information on the most relevant regulations, guidelines, standards and other reference material (e.g. as part of the ERP system and model documents or in the form of lists).
- 2.4L The company has in place an efficient information management procedure.**
Data storage and backup system; personal data management; data security; and archiving.
- 2.5L The company ensures that it has at its disposal the necessary tools and equipment to support the project activities (machinery, equipment, vehicles, measuring instruments, software, etc.).**
E.g. equipment list; calibration certificates; software catalogue. A description must be provided in the ERP system of on-site verification measurements of machine-controlled equipment.

3. TENDERING, CONTRACT AND PROCUREMENT OPERATIONS

- 3.1L Procedures have been defined for customer relationship management.**
Procedures and responsibilities for customer contacting and marketing.
- 3.2L Due consideration is given to the company's quality policy in the tendering process.**
Procedures (responsibilities, powers and tender content).
- 3.3L The company takes steps to ensure that the terms of reference are duly understood. Due consideration is given to the business and work-related risks and opportunities. Steps are taken to ensure the availability of the in-house resources and skills and those of the partners required for the job.**
Consultations and studies at the tendering stage; appropriate records of the requirements imposed by the task; and risk assessment (e.g. tender memorandum) A table or similar listing the resources.
- 3.4L The company gives due consideration to its quality policy when concluding a written agreement with the client on the assignment and its terms and conditions.**
Procedures (responsibilities, powers and applicable terms of contracts, including the terms for additional work and alterations).
- 3.5L The company has determined how subcontracting and material procurement will be carried out, taking into account the company's own quality policy and the client's requirements. Due consideration is given to the suppliers' ability to deliver quality.**
Contractual procedures and conditions (e.g. acceptability of construction products; obligations under the Act on the Contractor's Obligations and Liability). Feedback is collected, documented and utilised.

The R4 criteria presented below are applied to the assessment of construction management companies' project activities. The criteria applicable to the project activities of construction and installation (U4) and construction design companies (S4) are presented under the corresponding sections U4 and S4, respectively.

R4 CONSTRUCTION MANAGEMENT PROJECTS

Project preparation

- R4.1L The project organisation defines the project objectives and plans the implementation of the project, taking into account the client's and the company's own quality policy and objectives.**
Documentation of the client's objectives, including the project's terms of reference; identification of risks and opportunities; timetable; budget; baseline information; project organisation; responsibilities; information flow; as well as approval, reporting and archiving procedures. A project plan or other equivalent comprehensive documentation.

Management and steering of design (also in in planning and execution / turnkey projects)

- R4.2L The project organisation prepares and manages the procurement of design services.**
Definition of project input data and objectives. Preparation of the design programme and calls for tenders. Comparison of tenders and contract drafting.
- R4.3L The project organisation oversees the design process and completes preparations for the approval of the plans.**
Design and planning meetings. Coordination of the timetables and design solutions related to the various areas of design. Requirement for and evaluation of optional design solutions. Processing of proposals for additional work and alterations. Verification of the handover-to-self and cross-checking records and feasibility; preparation of proposals for acceptance decisions.
- R4.4L Evaluation of the attainment of the design project objectives. Information accumulated during the project is used for continual improvement.**
Final settlement of the planning and design project for the client; external and internal project feedback; and proposals for further

Management and steering of execution

- R4.5L The project organisation prepares and manages the procurement of project services.**
Preparation of the investment decision; commissioning of a needs assessment and/or project plan; securing permits from the authorities; selecting the method of procurement; drawing up the building programme; and calls for tenders. Comparison of tenders and contract drafting.
- R4.6L The project organisation oversees the construction process and carries out the developer's duties during the project.**
Site meetings; potential contractor meetings; quality assurance by the contractor; processing of proposals for additional work and alterations; invoice checking in terms of content; preparation of any complaints; proposals for sanctions. Evaluation of the optional solutions suggested by the contractor.
- R4.7L Evaluation of the progress made in attaining the project objectives. Information and experiences accumulated during and after the project are used for continual improvement.**
Final settlement of the project for the client; external and internal project feedback; and proposals for further development.

Site supervision

- R4.8L The project organisation prepares and secures approval for an on-site supervision plan.**
On-site supervision plan
- R4.9L The project organisation monitors the construction project in accordance with the supervision plan approved by the client.**
Supervision reports; entries in the minutes of site meetings; communications with the client.
- R4.10L Evaluation of the progress made in attaining the objectives of the supervision project. Information accumulated during the project is used for continual improvement.**
Supervision documents required by the client; external and internal feedback; and proposals for improvements.

The S4 criteria presented below are applied to the assessment of construction design companies' project activities. The criteria applicable to the project activities of construction and installation (U4) and construction management companies (R4) are presented under the corresponding sections U4 and R4, respectively.

S4 PLANNING AND DESIGN PROJECTS

Preparation

- S4.1L The project organisation plans project execution in accordance with the requirements imposed by the project.**

Internal kick-off meeting, including the project's terms of reference; identification of risks and opportunities; timetable; budget, baseline information; project organisation; information flow; as well as the plan approval procedure. A project plan or other equivalent comprehensive documentation

Execution

- S4.2L The project is managed in a way that ensures the attainment of the foreseen objectives.**
Adequacy of resources; design & planning meetings; optional design solutions; internal and external communications; timetable and cost management; execution of design & planning according to the client's requirements and terms of reference. Alteration management.
- S4.3L Project documents are managed using harmonised procedures.**
Consistent naming of folders and files; dating and version management; management of contracts, orders, tenders, input data, memos, minutes, protocols, and timetables.
- S4.4L The project organisation manages the procedures for additional work and alterations.**
Procedures for identifying the need for additional work and alterations; presentation of proposals for the same to the client.
- S4.5L The project organisation ensures that the prepared design documentation is in compliance with the relevant environmental requirements and consistent, feasible and free from errors and delivered according to the schedule agreed upon with the client.**
Handover-to-self and cross-checking procedures. Participation of the designer in on-site inspections and work sample reviews.
- S4.6L The project organisation has in place procedures for identifying and correcting anomalies and taking preventive action.**
Documentation of the corrective actions (repairs, communications, steps to be taken to improve future performance).

Completion and continuous improvement

- S4.7L The project documentation foreseen in the contracts is delivered to the client and archived. Project feedback is invited from the client and other stakeholders.**
The archiving procedure, documentation of project feedback, contract-based final inspections, operator training, etc., are carried out as planned.
- S4.8L Evaluation of the progress made in attaining the project objectives. Information accumulated during the project is used for continual improvement.**
The internal project wrap-up meeting assesses successes and areas where improvements are called for; the materialisation of risks and opportunities; customer satisfaction, anomalies and complaints. User feedback as user experiences are accumulated.

The U4 criteria presented below are applied to the assessment of construction and installation companies' project activities.

The criteria applicable to the project activities of construction design (S4) and construction management companies (R4) are presented under the corresponding sections S4 and R4, respectively.

U4 CONSTRUCTION AND INSTALLATION PROJECTS

Preparation

- U4.1L Objectives have been established for the construction project with due regard to the company's operating policy. The risks and opportunities associated with the project are duly managed.**
Project programme and quality plan. Special features of the project and extraordinary procedures.
- U4.2L The project resources and criteria for commencement have been specified.**
An internal kick-off meeting recording the evaluation of the scope and feasibility of the plans including related responsibilities; internal and external project communications; analysis of the building permit obligations; and area plan.
- U4.3L Plans are in place for the project quality control and assurance measures.**
The operating or quality plan is based on the supervision and quality assurance of all in-house activities and those of subcontractors and suppliers of products and materials: quality assurance plan; health & safety plan; environmental plan; logistics plan; moisture management plan; inspection document; quality assurance plans for each construction phase, including handover-to-self checks; kick-off meetings for each construction phase; work sample reviews; and securing the client's approval for work

Execution

- U4.4L Construction project workers are provided with induction and training to the site and the work phase involved, and steps are taken to ensure that the requirements imposed by each work phase are known, and that the work is carried out accordingly.**
Induction forms complete with signatures (induction to the site and work phases, documented qualifications and work permits); up-to-date list of personnel.
- U4.5L Project communications and up-to-date documentation, including the risks and opportunities associated with the project, are duly managed.**
Monitoring the progress made in implementing the plans by way of meeting and review procedures: entries made in the records at weekly meetings, contractor meetings and site meetings. Management of contracts, design documents, baseline data, minutes and timetables; handover documentation. Management of risks and opportunities.
- U4.6L Project finances are duly managed.**
Financial information (e.g. reports by the financial administration and instalments under the payment programme).
- U4.7L Alterations related to the project are duly managed.**
Any needs for additional work and alterations have been documented and promptly presented to the client for approval.
- U4.8L On-site safety, the condition of the equipment used on the site and the accuracy of the measuring instruments are monitored and maintained.**
Equipment commissioning inspections; findings of measurements related to civil engineering works, building construction, crushing operations or asphalt paving; response to failure reports, flaws and anomalies; servicing and maintenance procedures. Monitoring of the accuracy of machine control based on the procedure description in the ERP system.
- U4.9L Subcontracting operations and procurement of materials for the project are duly managed.**
Up-to-date procurement schedule; designated material suppliers and subcontractors. Supplier selection criteria are complied with, any previous supplier feedback is taken into account. Logistics performance. Waste sorting; waste shipping documents and verification that the carrier is duly entered in the waste management register; verification of the validity of the waste recipient's environmental permit.
- U4.10L Quality assurance during the construction project is carried out in accordance with the quality assurance plan.**
Compliance with the quality requirements is verified through handover-to-self checks and acceptance inspections of subcontractors' work performance. Any anomalies are reported. Financial settlements as appropriate.

Completion and continuous improvement

- U4.11L Preparations are made for project handover by holding a review of the general contractor's handover-to-self inspection and compiling the handover documentation. Inviting project feedback from the client and other stakeholders.**
Contract-specified handover documentation to the client (e.g. handover-to-self document, servicing manual) and operator training, if appropriate. Documented project feedback.
- U4.12L Information accumulated during the project is used continual improvement.**
The internal project wrap-up meeting assesses successes and areas where improvements are called for; the materialisation of risks and opportunities; customer satisfaction, anomalies and complaints.