## QMP 3.1.1 - Work Breakdown & Subcontractor Post-Award Tracking – 2022-11-03

 Inspection Checklists for Subtrade Management WM (the checklist below) is preferred for this Subtrade Mgt WM checklist.

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| QMP 3.1.1, Work Breakdown & Subcontractor Post-Award Tracking. | **QMP used by:** **Tier1-2 Developer - GC****Tier1-3 Developer-Subs****Tier2-3 GC procuring Subs.** | This version is useful for those hiring and managing Subtrades. It is also provides for those making use of split columns for better data entry regarding whether Work Methods are required for any given subcontractor. |
| 3.1.1 Sub Pre-and Post Award phase | **Copy this template at initiation of WBS, identify work scopes. Use this to manage subcontractor status – bidding, mini-scheduling, and QMPs they signed on to.**  | **At prime contract award, copy 3.1.1 and create implementation subcontractor controls.** |  |  |
| **Introduction**  | **Proj #:** | Project Name**:**   | Project Location |   |  |  |
|  |  | Project Type**: Example:**  | DeveloperMulti- Family |  |  |  | Project Mgr |  |  |  |
| **Date:**  | **2022-** | Project office**:**  |  |  |  |  |  |   |   |   |   |  |  |  |  |
| **A** | **B** | **C**  | **D** | **E** | **F** | **G** | **H**  | **I** | **J** | **K** | **L** | **M** | **N** | **O** |  |
|  | **Work Break-down Activities** |  |   | **Scheduling Activities** |   | **Submittal Process Activities, See QMP 3.1.2 - Submittal Checklist Flowchart** |  | **QMP tracking** |  |  |  |  |
|  **Cost Code No.****Or Div #****Or Master Municipal****#** | **Item Description This column is populated first at the time of Prime Contract RFP**  | **Sub-contractedorSelf Performed** |  **"Sub-contract signed" - Target Signing date - set at 28 d prior to Column F (for submittal process).** | **Target Date for Quality Checklist Completion - set at 14 days prior to the Column F, (for revise and resubmit and WM Review Mtg - training)** | **Target start date (on site) for activity** | **Material or sample submittal requested by GC and provided by Sub-supplier?** | **Submittal****Quality Checklist - Flowchart (see process below)** | **Submittal****Work Method Req Y/N? - Written by Sub or GC? (PM & QMgr decision) WM Optional**  | **Submittal****Quality Plan per QMP 2.5 Required, not optional.Submittal date?**  | **QMP 3.2 Pre-Award Meeting: Agenda and minutes**  | **QMP 4.1a Pre-Mobilization Meeting, Agenda and Minutes** | **QMP 4.2 WM Review Mtg: Agenda minutes WM or checklist revised?** | **QMP 4.3 Initial Inspection Agenda minutes CL or WM revisions?** | **WM and/or Quality Checklist - Approval Date** | **Comments** |
|  |  |  | **Post-Award:** These columns track actuals | **These columns below are split in half.** **Pre-Award: Left columns** are for recording that the element or QMP was required or not by RFP or RFQ.**Post-Award: Right columns** record actual dates when Contractor or Subcontractor performed the element |
| 00 00 10 | Procurement and Contracting Requirements  | n/a |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 02 00 00 | Existing Conditions | self-perform | n/a |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 31 00 00 | Earthwork  | sub 1 | July 20  | Aug 7 | August 20 | Y | May 25 | Y | June 1 | Y | June 1 | Y | June 1 | Y | July 1 | Y | Aug 1 | Y | Aug 20 | Y | Aug 21 |  |  |  |  |
| 01 45 23 | Testing Services | sub 2 |  |  |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y | Sept 10 | Y | Sept 13 |  |  |  |  |
| 03 00 00 | Concrete - supply | sub 3 |  |  |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  |  |  |  |  |
|  03 11 00 | Concrete - forming | sub 4 |  |  |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  |  |  |  |  |
| 03 21 00 | Rebar | sub 4 |  |  |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  |  |  |  |  |
| 03 35 00 | Concrete - slab finish  | sub 4 |  |  |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  |  |  |  |  |
| 03 37 00 | Concrete - pumping and placing | sub 4 |  |  |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  |  |  |  |  |
| 03 39 00 | Concrete - curing | sub 4 |  |  |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  | Y |  |  |  |  |  |

Above table from QMP 3.1.1, Work Breakdown & Subcontractor Post-Award Tracking.

**Subtrade risk should be an element of subtrade management. Some trades – subcontractors will be low-risk (worked with them before and they did well), (low-risk trade), etc. Other trades will be medium or high-risk (have not worked with them) (medium or high-risk trade.)**

**It follows that those hiring trades may decide to require less in terms of quality management requirements to low-risk contractors. It may also be true that the quality management requirements of A) inspection checklist, B) Work Method, and C) Quality Plan Short Form per QMP 2.5 are not onerous and are helpful even with low-risk trades to get it “right the first time”. This should be discussed in *QMP 2.1 Subcontractor RFQ quality process meeting and agenda.***

**We are also exploring digital checklists. Details to come.**

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| **Overview and introduction of this QMP 3.1.1 Work Breakdown RFP, and Subcontractor Post-Award Tracking.** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| **Purpose: Quality Checklist, WM, Q Plan: - agreement to write, submit, and implement** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| **Orange Section: Work Breakdown Activities - all are listed** |   |   |   |   |   |   |   |   |   |   |   |   |   |
|  **Columns A & B Master Format (or Cost Code) number and name for the activity; entered first as Work Breakdown.** |   |   |   |   |   |   |   |   |   |   |   |
|  **Cost Code alternative #s may be added and set-up**  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|  **Column C indicates self-performed or subcontracted work.** |   |   |   |   |   |   |   |   |   |   |   |   |   |
| **Blue Section: Scheduling the Quality Checklist and WM. Note that this is to aid all to provide "timely" submittal for review.** |   |   |   |   |   |   |   |   |   |
|  **Columns D, E, and F show Scheduling Activities in blue:**  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|  **D - Subcontractor contract signed (Target date)** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|  **E - Quality Checklist and WM edit Completion (Target date)** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|  **F - Sub start on site (Target date). Note that this would be the first schedule date to input. The other two can be calculated from this one.** |   |   |   |   |   |   |   |   |   |   |
| **Beige Section: Submittal Activities - Materials and Quality requirements** |   |   |   |   |   |   |   |   |   |   |   |   |
|  **Columns G, H, I, J provide Submittal Processes that may be required by the GC (or Developer-GC) for each subcontractor.**  |   |   |   |   |   |   |   |   |   |   |   |
|  **G - Material or sample submittal. (This is the current standard of the industry)**  |   |   |   |   |   |   |   |   |   |   |   |   |
|  **H - Submittal of checklist, WM, and Q Plan flowchart. (See QMP 3.1.2 Submittal Checklist Flowchart.) This flow chart describes the submittal process.** |   |   |   |   |   |   |   |   |   |   |
|  **I - Work Method submittal. WM is the step beyond a quality checklist describing "how" the sub does their work. GC decides if WM is required.** |   |   |   |   |   |   |   |   |   |   |
|  **J - Quality Plan Req from Sub per QMP 2.5 - with QMP 2.5 short-form, the quality plan is not difficult so the Quality Plan per QMP 2.5 is now required.**  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|  **For each sub, PM or QMgr indicates sub requirement "Y" or "N" in the cells of this sheet. When sub is signed, decided, place the DATE to indicate complete.** |   |   |   |   |   |   |   |   |   |   |   |   |
|  **(It is important that our team agree which subs require a quality checklist only, or WM. Discuss at QMP 2.1 meeting.** |   |   |   |   |   |   |   |   |   |   |   |
|  **It is likely that multiple subs for each trade may be included in RFQ and that all of these subs can be tracked by this sheet until Subcontractor Award.** |   |   |   |   |   |   |   |   |   |   |
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| **Yellow: Columns for tracking of Post Award Sub quality mgt activities:** |   |   |   |   |   |   |   |   |   |   |   |   |
|  K - QMP 3.2 Pre-Award Meeting with Subs, agenda edited from QMP and minutes kept. |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  L - QMP 4.1a Pre-Mobilization Meeting With Subs, Agenda and Minutes |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  M - QMP 4.2 WM Review Mtg, Agenda organized from the QMP, record of attendees proof of training, minutes kept. WM or checklist revised? |   |   |   |   |   |   |   |   |   |   |   |
|  N - QMP 4.3 Initial Inspection, Agenda organized from the QMP, record of attendees proof of training, minutes kept. WM or checklist revised? |   |   |   |   |   |   |   |   |   |   |   |
| **WM and/or Quality Check-list - Approval Date** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|  **The intent of this item is to provide evidence of accountability by input of most recent transaction date or completion date.** |   |   |   |   |   |   |   |   |   |   |   |
|  **By virtue of seeing transaction or completion dates, progress can be tracked by the PM.** |   |   |   |   |   |   |   |   |   |   |   |   |
|  | Note: Quality Submittal Checklist Process refers to the items below. See Submittal Checklist Flowchart |
|  | 70 d prior to Column F, PM sends RFQ packages to contractors for proposal and quote. [Note: If this QMP was utilized for procurement of subcontractors instead of a large contract, the time lines could be revised to shorter durations. 42 days might be sufficient for a subcontractor] Pre-award meetings to explain the Quality Plan and/or WM and other requirements 40 d prior to Column F, Quotations will be received from contractors [less time required if price is from subcontractors]CM selects one of the contractors [or subcontractors] with acceptable quality management capabilities and acceptable price.Pre-award meeting with (preferred) contractor [or subcontractor]30 days prior to start date, sign the contract with the preferred contractor [or 28 days for a subcontractor].WM, Checklists, and Specs revised, back and forth, between Organization and contractorReview Meeting between Organization, contractor, and crew.Then put into action by contractor including self-checking prior to Organization checking.**See also QMP 3.1.1 for the Subcontractor RFP Status Report that is intent on following ongoing status.** |

**QMP 3.1.1 – Subcontractor Status Report (a contributing element to QMP 8.7 Quality Monthly Report):** added **2021-11-05**

PMs or Superintendents (whoever is keeping this document) should update it and send it on a fixed day each month (say last work day in the month) to the direct report. This document should be reviewed and reported up to the Quality Manager. Of interest will be the most recent date entered into the sheet for every subtrade row. Typically the last date entered in the row will be indicative of the most recent activity for that subtrade.

The whole sheet will tell the story of the details that go into quality management for each subtrade or subcontractor of a project.

Once QMP 3.1.1 is updated for the month, PM should be encouraged to comment on the successes of some subs and the lack of success and the needed improvement for other subs.

Subcontractor reporting is thought to be an in-house document, not intended to report to the Owner’s Rep.

**End of QMP 3.1.1, Work Breakdown Subcontractor Post-Award Tracking.**