

SINCLAIR KNIGHT MERZ

SKM

delivery

achieve remarkable success



Project Delivery



Ensuring
our clients
achieve
remarkable
success comes
from our drive to
make it happen.

our commitment to clients

SINCLAIR KNIGHT MERZ provides its valued clients with tailored solutions to help them successfully deliver projects across all industries and with a range of delivery methods including EPCM, design and construct, alliancing and joint ventures.



PAUL DOUGAS | CEO

SKM and Project Delivery:

Our philosophy for project delivery is simple - understand your clients' needs from the outset and deliver on your promises.

For many years, and on projects across the globe, Sinclair Knight Merz (SKM) teams have provided tailored solutions to help clients achieve their goals. We aim to deliver projects safely, on time and as agreed to achieve sustainable valued outcomes for our clients.

Our project delivery team offers professional expertise in project management, construction management, safety management, estimating, project controls, procurement, project management software systems, risk management, industrial relations and human resources.

We have undertaken extensive research with our clients to ensure we understand their business-critical project delivery needs and have formed a team to best meet these requirements. With our in-depth understanding of our clients' businesses and operating environments we then systematically apply our best people, excellent local knowledge and leading expertise to tailor solutions that meet their needs.

Our highly experienced project and construction managers work with our major study and design professionals to deliver projects that create real and lasting benefits for our communities.

SAFETY MANAGEMENT



Safety is critical to a project's success. SKM now assists companies of all sizes and stages of development to manage their Occupational Health and Safety (OHS) obligations. We regularly provide specialist advice and support systems designed to suit the specific needs of different organisations in both the public and private sectors.

Our professional safety practitioners are passionate about safety and about helping clients work towards workplaces that are free of injury and disease.

Our support services are designed to best fit with client needs - irrespective of the size of the organisation, nature of the business, or the current status of safety management. If you have a commitment to improving safety in the workplace, we can help you to achieve your goals.

OUR SERVICES

- Project safety planning and safety systems development
- Project OHS risk assessments
- Contractor selection and management
- Implementation of a project Safety Behavioural Program
- A full range of OHS education and training, including project induction, safety systems and competency training
- Emergency management
- OHS inspection and audits
- Incident investigation
- Change management

PROJECT MANAGEMENT



SKM professionals manage projects within a range of delivery methods, including:

- Engineering, Procurement and Construction Management (EPCM)
- Design and Construct (D&C)
- Alliancing
- Joint Venture

SKM provides project delivery expertise at all stages of the project life cycle.

Our project management methodology is founded on proven and internationally accepted standards and processes. It is fully documented and revised on a periodic basis to take into account relevant company experience and best international practice.

The fundamental premise of our project management approach is that all project activities are planned. The project plan is documented, approved and then implemented. Once the implementation process has commenced, we monitor and control the project plan using a well established change management process.

OUR SERVICES

- Project management across all delivery methods, including EPCM, D&C, joint ventures, and alliancing
- Proven project management methodology
- Leading edge approach

CONSTRUCTION MANAGEMENT



SKM complements its project management services with expertise in construction management, including full on-site representation.

We have a proactive approach to construction management to ensure we thoroughly understand our clients' requirements and obligations and that construction is safely delivered as agreed.

SKM also takes the time to foster open communication and a collaborative working environment among the project stakeholders to minimise risk and maximise project successes.



OUR SERVICES

- Effective management of project scope, budget and time along with agreed specifications, design and quality requirements
- Safety and risk management, meeting current environment, health and safety regulations and legislation and working towards zero harm on the work site
- Manage all changes to the work
- Management of the commissioning phase including clients' witness of final testing of equipment

FROM LEFT

- SKM's proactive communication approach to clients and stakeholders was vital in this Alliance-based project to upgrade Sydney's Bondi Wastewater Treatment Plant.
- SKM's construction management skills have been of paramount importance in the significant Mt Arthur North coal project in New South Wales.
- Remedial works on Western Australia's Churchman Brook Dam.

PROJECT SERVICES - PROJECT CONTROLS



SKM's project controls methodology is founded on a well-developed Work Breakdown Structure (WBS). A matrix of WBS and OBS (Organisation Breakdown Structure) breaks down large projects into manageable components and assigns responsibility to each component for effective management of the project. Our project controls team uses Earned Value Management (EVM) to monitor and trend deviations from a client approved baseline schedule and budget to highlight possible issues ahead of time with suggestions for remedial action.

Reporting provides our clients with appropriate information for monitoring and decision making in a timely and user-friendly way. For major projects, SKM will customise its standard reports to suit the reporting needs of the project.

The SKM methodology to assess project progress measures a project's earned value and its physical percent complete. Although the method of progress measurement may vary from phase to phase, the concept of earned value prevails at the WBS level as well as at the consolidated project level.

We use an integrated project management system to manage cost, time and resources of the project from concept to commissioning, and handover.

OUR SERVICES

- Planning and scheduling
- Budget and cost control
- Management of contingency
- Cost control for hours worked
- Cost, time and resource data analysis for provision of remedial action
- Forecast for cost, time and resource requirement
- Change management

PROJECT SERVICES - CAPITAL COST ESTIMATING



A key determinant to the delivery of a successful project is a well prepared and considered estimate. This determines the viability of a project and represents the culmination of concept development, market and risk analysis and applied financial modelling.

SKM brings to its clients' projects proven expertise across the full spectrum of estimating services including:

- Concept estimates
- Definitive estimates
- Scope change estimates
- Maintenance estimates
- Maintenance and planned operational closures

In addition to delivering capital cost estimates, our estimators can assist our clients to value their capital assets and undertake due diligence of estimates prepared by others.

OUR SERVICES

- Prepare, maintain and develop detailed estimates and options
- Develop a complete understanding of the Scope of Works
- Understand constructability in design and estimates
- Economic evaluations
- Closure planning
- Coordination with SKM Risk Management for project cost contingencies
- Value management participation
- Develop appropriate risk and contingency plans

FROM LEFT

- Showcase projects like Melbourne's Docklands development display SKM's sound cost estimation practices.
- SKM's versatile project management systems can adapt to any challenge. Even on projects in remote parts of the world.
- SKM assisted in the delivery of the new "Stadium of Light" for Portugal's Benfica Football Club.

PROJECT SERVICES - PROJECT MANAGEMENT SYSTEMS



PROJECT MANAGEMENT SYSTEMS

One of the important aspects of running a project is having the right software systems that provide the ability to effectively store and, more importantly, retrieve information critical to the project team's decision making process. Recognising this, SKM provides specialist support in delivering the most effective software systems on its capital projects.

Our project management systems professionals possess technical system development skills in latest available technologies and also have a practical knowledge of project delivery processes. Their mix of skills is invaluable in producing effective software tools for project delivery.

SKM's project management systems are comprised of a mix of latest proprietary and in-house developed systems that offer great flexibility and can accommodate varying project requirements.

OUR SERVICES

- Delivering highly flexible and proven application software
- Providing data integration services with client or own systems
- Implementing and configuring the project management software to the needs of the project using highly skilled systems support staff
- Training SKM and client staff in the use of project management systems

PROCUREMENT



Implementing an effective procurement strategy is crucial to the success of any project. SKM is committed to working closely with our clients to develop suitable purchasing and contracting acquisition strategies and plans for their projects.

With our clients, we develop strategies to guide orderly, effective, sustainable and innovative purchasing and contracting support services for their projects.

We provide professional advice for our clients' projects in joint ventures or in our capacity as an EPCM contractor.

The collective experience of our people in differing methods of procurement means we can provide flexible and professional support to the array of projects our clients need to deliver. This ranges from lump sum procurement for highly detailed scopes and design, to fast track strategies such as cost reimbursable contracts for risk allocation and alliance methods.



OUR SERVICES

- Procurement strategies
- Developing concept documentation
- Preliminary contractor/supplier pre-qualifications
- Plans and procedures
- Lifecycle costs and a business case to support a client's understanding of strategies
- Materials management

FROM LEFT

- SKM's procurement expertise was put to good use on this award winning water and sanitation project in the Philippines.
- Rio Tinto's West Angelas Iron Ore project in Western Australia's Pilbara region is an excellent demonstration of SKM's EPCM capabilities.

RISK MANAGEMENT



Risk management for our clients is a major project delivery focus for SKM. We have built leading in-house expertise and procedures to encompass the risk management hierarchy - from top-level business risk assessment through to specific plant and item risk assessments

Our collaborative approach allows for design input to the preparation of detailed risk management plans and strategies. Other outcomes include a detailed cross-disciplinary understanding of the project risks and the criticality of required controls.

SKM has experienced risk assessment facilitators who can provide industry-leading insight to the risk management process, procedures and outcomes. This includes quantitative and semi-quantitative operational, design, maintenance, environmental, project and engineering risks.

All risk assessments are documented and reviewed by peers as part of our professional approach to risk management. Importantly, we ensure our clients are actively involved in the risk management process, participating in facilitated sessions and in completing risk management reports.

OUR SERVICES

- Full scope risk management and control
- Safety in Design risk assessments
- Risk-based project cost contingencies assessment
- Specialist risk services for dangerous goods
- Leading in-house expertise and procedures
- Collaborative approach to risk management with active client involvement
- Peer-reviewed risk assessments

INDUSTRIAL RELATIONS AND HUMAN RESOURCES



The SKM approach to industrial relations is to proactively manage employee relations to ensure a productive, cooperative relationship exists among all project stakeholders and no time is lost due to misunderstanding or disputation.

SKM has an impressive industrial relations track record, offering our clients professional expertise fully conversant in industrial relations law and methods to avoid disputes. Our teams have access to additional specialist industrial relations advice and advisors.

We also offer our clients access to leading human resources professionals who have skills to manage situations arising from management of contracts of employment, training, fitness for duty, site security and accommodation.

OUR SERVICES

- Proactive employee relations and ongoing monitoring
- Commitment to safety
- Proactive communications
- Full understanding of project agreements and awards
- Extensive training
- Good working conditions
- Access and security

FROM LEFT

- SKM's continuous site presence and attention to quality helped deliver the complex Perlis Power Plant in Malaysia.
- SKM helped its client to optimise the efficiency and maximise the cost effectiveness of the Tarong Power Station in Queensland.

PROJECT QUALITY



SKM ensures project quality for our clients because we have experienced project delivery professionals who are supported by an effective and integrated project delivery system.

Our system encompasses bid process, project registration, risk and contracts, project management and client service targets. It is complemented by tools and databases to maximise knowledge management.

The system is particularly well suited to a style of project with a high intellectual property component, such as accommodating the individual components required for an EPCM contract.

For major projects, we develop and coordinate a suite of project management guidelines, or templates, for each of the required quality components that will fit within the Project Execution Plan.

We also ensure quality assurance with a well-planned set of audits, inspections, tests, reviews and checks to demonstrate that project delivery is occurring as agreed.

OUR SERVICES

- Project quality components are managed using an integrated project delivery system
- Develop project management guidelines for all quality components
- Prepare an integrated project plan that meets all requirements and client needs
- Plan and manage quality audits, inspections, tests, reviews and checks



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With Sinclair Knight Merz



SINCLAIR KNIGHT MERZ

WHERE TO FIND US:

With offices across Australia, Europe, Middle East, New Zealand, the Pacific, South America and South East Asia our aim is to deliver our leading skills across the globe.

Sinclair Knight Merz employs several thousand staff and our professionals enjoy excellent relationships with business and government contacts in regions where we operate.

We have extensive experience working with the leading financial institutions, aid agencies and other non-government organisations.

CONTACT:

For further information on our range of services and office locations visit our website or contact:

Australia: +61 2 9928 2100

New Zealand: +64 9 913 8900

Europe: +44 161 833 4883

Middle East: +971 4 294 4142

Asia: +60 3 6204 6688

South America: +56 2 231 8064

E M A I L : information@skmconsulting.com

WEB | www.skmconsulting.com

Design: SKM Graphics