

Don Gazzard.

(10)

Urban Systems Corporation Pty Ltd

RESPONSIBILITY MANUAL

URBAN SYSTEMS CORPORATION PTY LTD

SYDNEY

RESPONSIBILITY MANUAL

Desired Basis

1970 - 71

Contents

- . Executive Committee
- . Planning Director
- . Architectural Director
- . Operations Manager
- . Regional Directors
- . Branch Managers
- . Project Managers
- . Drawing Office Managers
- . Office Manager (H. O.)
- . Book-Keeper (H. O.)
- . Librarian (H. O.)

May 25, 1970

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

1970 - 1971

This manual was prepared after a decision was taken by the U.S.C. Executive Committee to adopt the inter-related responsibilities defined as a 'desired basis' to cover the calendar years 1970 and 1971.

The Responsibilities shown are those which it was considered should be worked to in order that U.S.C. Corporate objectives could best be defined and achieved in a relatively short period of time.

Strong emphasis is placed on the positions of Operations Manager and Regional Directors as subordinate to Planning and Architectural Directors and the Executive Committee.

It will also be observed that the Responsibilities allow for the introduction of ordered managerial practice embracing defined policy and procedures, planned corporate objectives, budgetary control and reporting and frequent comparison of operational achievements with planned or budgetted results.

Alterations will be found necessary as time goes on to suit changing conditions and it is hoped that after some time it will be possible to consider the individual use of this manual at a meeting of Head-Office and Regional staff.

May 25, 1970.

I. R. Arnold
Operations Manager

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

EXECUTIVE COMMITTEE

A. ORGANISATION and PERSONNEL SERVICES

1. Policies

Responsible for approving new policies and changes to existing policies, to be incorporated in Policy Manual (See A2 Operations Manager.

2. Corporate Structure

To approve changes and reviews of the executive structure for the corporation when submitted by the Operations Manager. To approve evaluated proposals for Regional Offices and subsequent expansion into Branch Offices. (NB: An Organisation Manual will be in existence showing the up to date structures of the Corporation on a regional, functional and subsidiary basis).

3. Staff and Employee Relations

Approves professional and clerical staff hours and conditions.
Approves Personnel Practices Manual and changes to it.

4. (A6) Objectives and Targets

Responsible for setting Total USC Objectives.
Approves Subsidiary Company objectives.
Approves Regional objectives.

5. (A7) Salary Administration

Provides Direction on Salary Administration policy.
Provides Direction on obtaining Salary Surveys and Salary Market data.

6. (A8) Training

Provides direction for Training Budget.

- Approves formal outside Training Courses.

Responsible for Selecting Staff for Executive Development.

Responsible for evaluating requests for special leave.

Approves programmes for Staff Rotation.

7. (A9) Staff Selection

Approves staff selection policies and procedures.

Approves methods of placing recruitment advertising.

Approves prepared job and man specifications prior to advertising.

8. (A10) Staff Planning and Records

Approves long-term Staff plan and subsequent reviews.

Responsible for evaluating staff turnover statistics.

B. ADMINISTRATION AND ACCOUNTING SERVICES

1. Financial Policy

Responsible for setting up and reviewing financial policies.

Approves financial procedures.

Responsible for briefing regions on financial policies.

2. (B3) Standard Practices

Approves new and revised procedures.

Approves distribution of revised procedures.

3. (B4) Budgeting

Approves production of USC Master Budget.

Approves USC Marketing Budget.

Approves USC Operating Cost Budget.

Approves Indirect/Services Budget.

Approves Regional Budgets.

Approves Subsidiary Company Budgets.

4. (B5) Accounting

Approves Monthly Trading Report.

5. (B7) Regional Reporting

Approves format and content of Regional Reports.

6. (B8) Cost Reduction

Approves proposals for new Capital Equipment.

7. (B12) Legal

Approves Legal aspects of USC formation.

Approves property leases.

8. (B13) Insurance

Approves changes to Insurance Cover.

9. (B15) Library and Information

Provides direction on maintaining technical data bank.

C. PROJECT OPERATION

1. (C2) Assigning Project Staff

Approves re-assignment and re-scheduling of staff as recommended by the Operations Manager.

2. (C4) Project Administration

Responsible for assigning job priorities.

Responsible for up-dating procedures on Project Reporting.

Responsible for action on Project/Cost/Expense reporting.

3. (C5) Project Cost Control

Approves levels of man hour cost rates.

Approves project cost budgets.

D. MARKETING1. Policy

Responsible for introducing and amending Marketing Policies (Policy Manual).

Approves changes to Marketing Procedures.

Approves Marketing Budget.

2. Prospecting

Approves Market Research programmes submitted by Operations Manager and provides direction on these.

3. (D4) Product Review

Responsible for reviewing current fee structure.

Responsible for evaluating USC Regional Representation.

4. (D5) Advertising and PR

Responsible for establishing USC image.

Responsible for using and briefing PR Consultants.

Responsible for making releases to the press.

E. RESEARCH AND DEVELOPMENT

1. R and D Policy

Must be responsible for R and D policy formulation.

2. Research Control

Responsible for commercial evaluation of proposed R and D Control.

3. Systems and Development

Provides direction on use of E.D.P. for project and internal control.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

PLANNING DIRECTOR

A. ORGANISATION and PERSONNEL
SERVICES

1. Corporate Structure

Must be consulted on evaluations for proposed Regional Offices.

2. Responsibility Charts

Must be consulted on progressing action statements to achieve desired basis of responsibilities.

3. Performance Review and
Counselling

Must be consulted on scheduling annual reviews for staff.

4. Salary Administration

Must be consulted on maintaining scheduled allowable fringe benefits.

Responsible for determining junior Professional salaries in consultation with Operations Manager.

5. Training

Must be consulted on preparing training budget.

Must be consulted on proposing formal outside training courses.

Must be consulted on arrangements for internal seminars.

6. Staff Selection

Responsible for hiring Senior Professional staff.

Provides direction on hiring Junior Professional staff.

7. Staff Planning and Records

Must be consulted by Operations Manager in updating long term staff plan.

Must be consulted by Operations Manager in planning short term staff needs.

B. ADMINISTRATION AND ACCOUNTING
SERVICES

1. Budgetting

Must be consulted on all forms of budgetting, i.e. Master, Marketing, Operating Costs, Services, Regional and Subsidiary budgets.

Must be consulted on paying major accounts.

Approves payments of outside Consultants' fees.

Must be consulted on invoice follow-up for non-payment of fees.

2. Legal

Must be consulted on legal aspects of USC formation.

3. Library and Information

Must approve purchases of books and journals.

4. Printing Services

Provides direction for maintaining Drawing register.

C. PROJECT OPERATION

1. Proposals and Fee Setting

Responsible for evaluating job profit potential.

Must be consulted on job breakdown for costing/ planning.

Must approve job and fee for major jobs. (Must be notified of client terms of reference by Project Managers).

2. Assigning Project Staff

Responsible for assigning Project Managers.

Responsible for assigning Deputy Project Managers.

Must be consulted on assigning project staff by Project Managers.

3. Staff Control

Must be consulted on controlling work of assigned staff, by Regional Managers and Project Managers.

Must be consulted by Operations Manager and Regional Directors on forward scheduling staff availability.

4. Project Administration

Responsible for Professional and Technical work standards.

Responsible for providing Professional assistance.

5. Project Follow Up

Responsible for planning follow up sales calls.

Responsible for obtaining testimonial letters and other PR work.

D. MARKETING

1. Prospecting

Responsible for initiating new business.

Provides direction for maintaining client files.

Provides direction for marketing searches.

2. Sales Practices

Responsible for selecting/briefing sales teams.

Responsible for reviewing sales aids and presentations.

Responsible for deciding use of nil cost job survey.

Responsible for analysing sales contact reports.

3. Product Review

Must be consulted on analysing nature and profit of past assignments.

4. Advertising and PR

Must approve standardisation of recruitment advertisements.

Responsible for ordering of operating reports for promotion.

E. RESEARCH AND DEVELOPMENT

1. Research Control

Provides direction on R and D work quality.

Must be consulted on preparation of R and D budgets.

2. Systems and Development

Must be consulted on evaluation of EDP use in project operations.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

ARCHITECTURAL DIRECTOR

A. ORGANISATION and PERSONNEL
SERVICES

1. Corporate Structure

Must be consulted on evaluations for proposed Regional Offices.

2. Responsibility Charts

Must be consulted on progressing action statements to achieve desired basis of responsibilities.

3. Performance Review and
Counselling

Must be consulted on scheduling annual reviews for staff.

4. Salary Administration

Must be consulted on maintaining scheduled allowable fringe benefits.

Responsible for determining junior Professional salaries in consultation with Operations Manager.

5. Training

Must be consulted on preparing training budget.

Must be consulted on proposing formal outside training courses.

Must be consulted on arrangements for internal seminars.

.. 6. Staff Selection

Responsible for hiring Senior Professional staff.

Provides direction on hiring Junior Professional staff.

7. Staff Planning and Records

Must be consulted by Operations Manager in updating long term staff plan.

Must be consulted by Operations Manager in planning short term staff needs.

B. ADMINISTRATION AND ACCOUNTING
SERVICES

1. Budgetting

Must be consulted on all forms of budgetting, i.e.
Master, Marketing, Operating Costs, Services,
Regional and Subsidiary budgets.

Must be consulted on paying major accounts.

Approves payments of outside Consultants' fees.

Must be consulted on invoice follow-up for non-payment
of fees.

2. Legal

Must be consulted on legal aspects of USC formation.

3. Library and Information

Must approve purchases of books and journals.

4. Printing Services

Provides direction for maintaining Drawing register.

C. PROJECT OPERATION

1. Proposals and Fee Setting

Responsible for evaluating job profit potential.

Must be consulted on job breakdown for costing/
planning.

Must approve job and fee for major jobs. (Must be notified of client terms of reference by Project Managers).

2. Assigning Project Staff

Responsible for assigning Project Managers.

Responsible for assigning Deputy Project Managers.

Must be consulted on assigning project staff by Project Managers.

3. Staff Control

Must be consulted on controlling work of assigned staff, by Regional Managers and Project Managers.

Must be consulted by Operations Manager and Regional Directors on forward scheduling staff availability.

4. Project Administration

Responsible for Professional and Technical work standards.

Responsible for providing Professional assistance.

5. Project Follow Up

Responsible for planning follow up sales calls.

Responsible for obtaining testimonial letters and other PR work.

D. MARKETING

1. Prospecting

Responsible for initiating new business.

Provides direction for maintaining client files.

Provides direction for marketing searches.

2. Sales Practices

Responsible for selecting/briefing sales teams.

Responsible for reviewing sales aids and presentations.

Responsible for deciding use of nil cost job survey.

Responsible for analysing sales contact reports.

3. Product Review

Must be consulted on analysing nature and profit of past assignments.

4. Advertising and PR

Must approve standardisation of recruitment advertisements.

Responsible for ordering of operating reports for promotion.

E. RESEARCH AND DEVELOPMENT

1. Research Control

Provides direction on R and D work quality.

Must be consulted on preparation of R and D budgets.

2. Systems and Development

Must be consulted on evaluation of EDP use in project operations.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

OPERATIONS MANAGER

A. ORGANISATION and PERSONNEL SERVICES

1. Corporate Structure

Responsible for changing and reviewing executive structure.

Provides direction to Office Manager in maintaining current Organisation Charts.

Responsible for evaluating proposed Regional Offices.

2. Employee Relations

Responsible for reviewing staff hours and conditions.

Approves reviews of clerical hours and conditions by the Office Manager.

Responsible for maintaining an employee suggestion scheme.

Responsible for reviewing and updating Personnel practices (Procedures) Manual.

Provides direction to Librarian for producing a company newsletter.

3. Responsibility Charts

Provides direction to Office Manager for maintaining charts up to date.

Responsible for training USC staff in chart use.

Responsible for progressing action statements to 'desired' basis.

4. Performance Review and
Counselling

Responsible for scheduling annual reviews for staff.

Responsible for evaluating review reports.

Responsible for continuous training for PR and counselling.

5. Objectives and Targets

Responsible for setting total USC objectives.

Responsible for setting objectives for subsidiaries.

Provides direction for setting Regional objectives, by Regional Directors.

Provides direction in setting personal objectives for Regional Directors and Managers.

6. Salary Administration

Responsible for reviewing salary administration policy.

Provides direction to bookkeeper in maintaining scheduled allowable fringe benefits.

Responsible for obtaining salary surveys and market data.

Responsible for determining clerical salaries.

Must be consulted on determining junior professional salaries and senior professional salaries.

7. Training

Responsible for preparing a training budget.

Responsible for proposing formal outside training courses.

Responsible for arranging internal seminars.

Responsible for programming staff job rotation.

. 8. Staff Selection

Responsible for reviewing and amending staff selection procedures.

Must be consulted on hiring senior and junior professional staff.

Provides direction for hiring clerical staff by Regional Directors and part time technical and clerical staff.

Responsible for placing recruitment advertising.

Responsible for preparing job and man specifications.

Provides direction in applying professional and clerical induction programmes.

9. Staff Planning and Records

Responsible for updating long term staff plan.

Responsible for planning short term staff needs.

Provides direction to Office Manager in updating general personnel files.

Responsible for updating executive personnel files.

Provides direction to Office Manager for preparing labour turnover statistics.

B. ADMINISTRATION AND ACCOUNTING SERVICES

1. Financial Policy

Must be consulted on reviewing and updating financial policy.

Responsible for setting and updating procedures for financial control.

Must be consulted on briefing regions on financial policy.

2. Board Matters

Responsible for scheduling Board Meetings.

Responsible for distributing Agenda and Minutes.

3. Standard Practices

Responsible for issuing new standard practices.

Responsible for devising and distributing new procedures.

4. Budgeting

Responsible for determining cost and profit centres.

Responsible for production of USC Master Budget.

Responsible for preparing USC Marketing budget.

Responsible for preparing USC operating cost budget.

Responsible for preparing indirects and services budget.

Responsible for preparing regional budgets.

Responsible for preparing subsidiary company budgets.

5. Accounting

Provides direction to bookkeeper for maintaining books for USC subsidiaries.

Provides direction to bookkeeper for producing monthly trading reports.

Provides direction to bookkeeper for weekly reconciliation of books.

Provides direction to bookkeeper for preparation of annual report.

6. Cash Control - Banking

Provides direction to bookkeeper and Regional Directors for banking, cash and maintaining records.

Provides direction to bookkeeper and Regional Directors for maintaining subsidiaries in bank credit.

Provides direction to bookkeeper and Regional Directors for preparing Regional float cheques.

Provides direction to bookkeeper and Regional Directors for maintaining petty cash records.

7. Regional Reporting

Responsible for determining regional reporting format and procedures.

Provides direction to Regional Directors and bookkeeper for preparing actual to budget income reports.

Provides direction to Regional Directors and bookkeeper for preparing actual to budget expense reports.

Provides direction to Project Managers for supplying raw data for project control reporting.

8. Cost Reduction

Provides direction to Chief Executive of subsidiaries, Regional Directors, Branch Managers and bookkeeper for reviewing current internal systems.

Responsible for evaluating new capital equipment.

Provides direction on maintaining professional, technical, and drawing office utilisation indices.

Provides direction to Office Manager for reviewing clerical staff and work load.

9. Payroll and Records

Provides direction to bookkeeper for preparing statutory pay returns.

Provides direction to bookkeeper for recording payroll and tax details.

Must approve preparation and distribution of salary cheques.

Provides direction to bookkeeper for paying superannuation premiums.

10. Purchasing and Stores

Provides direction for head office staff member in

- (a) Purchasing office materials (consumable)
- (b) Purchasing office equipment
- (c) Interviewing office supply salesmen
- (d) Interviewing building supply salesmen
- (e) Stores control and records.

11. Payments and Billings

Provides direction to bookkeeper for

- (a) Paying major accounts
- (b) Paying outside consultant fees
- (c) Paying minor local accounts
- (d) Producing billing progress reports
- (e) Initiating invoicing procedure
- (f) Preparing invoice draft

Responsible for follow-up of non-payment of billings.

12. Legal

Responsible for legal aspects of USC formation.

Responsible for reviewing of premises leases.

13. Insurance

Responsible for reviewing current insurance cover.

Provides direction to bookkeeper on renewal payment of policies.

Provides direction to bookkeeper on maintaining schedule of policies.

14. Maintenance and Security

Provides direction to all Regional Directors and Office Manager for

- (a) Office security and key register
- (b) Maintenance of office equipment
- (c) Maintenance of drawing office equipment
- (d) Reviewing of cleaning contract
- (e) Negotiating PMG and communications
- (f) Security of files and records

15. Library and Records

Provides direction to librarian for

- (a) Making information searches
- (b) Preparing reference lists
- (c) Maintaining library records
- (d) Editing/distributing news clippings
- (e) Updating distribution lists
- (f) Purchasing books and journals

16. Printing and Services

Provides direction to Regional Directors, Office Manager and bookkeeper for

- (a) Placing printing outside company
- (b) Maintaining printing costs to budget
- (c) Recoverable printing expenses
- (d) Print and copying machine operation

Responsible for distribution of reports.

C. PROJECT OPERATION

1. Proposal and Fee Setting

Must be consulted by Project Managers on job breakdown for costing and planning.

Must be consulted on agreeing job and fee on major jobs.

2. Assigning Project Staff

Must be consulted by Planning Director, Architectural Director and Regional Directors on assigning Project Managers and Deputy Project Managers.

Approves assignment of operating staff.

Responsible for re-assigning and re-scheduling staff.

Provides direction on assigning Drafting staff.

3. Staff Control

Must be consulted on managing unassigned drawing office staff.

Responsible for managing unassigned professional staff.

Provides direction to managing unassigned clerical staff to Regional Directors and Office Manager (head office).

Responsible for forward scheduling staff availability.

4. Project Administration

Must be consulted on professional and work standards by Planning Director, Architectural Director and Regional Directors.

Provides direction to bookkeeper for providing cost/expense project reports.

Provides direction to Executive Committee, Regional Directors and Project Managers for acting on project/cost/expense reports.

5. Project Cost Control

Responsible for setting man hour cost rates.

Provides direction to Regional Directors and Project Managers for -

- (a) Preparing project cost budgets
- (b) Work completed progress reports
- (c) Achieving planned project profits
- (d) Achieving project to schedule

D. MARKETING

1. Policy

Must be consulted by Executive Committee on reviewing and amending marketing policies.

Responsible for updating marketing procedures.

Responsible for writing marketing budget.

2. Prospecting

Responsible for market research programmes.

Responsible for costing value of "clippings" and other information sources.

3. Sales Practices

Responsible for credit checking procedures.

4. Advertising and PR

Responsible for standardising recruitment advertisements.

E. RESEARCH AND DEVELOPMENT

1. Research Control

Responsible for commercial evaluation of proposed R and D projects.

Provides direction to Project Managers for attaining time and cost schedules.

Responsible for preparing R and D budgets.

2. Systems and Development

Must be consulted by Regional Directors and Project Managers on evaluation of EDP use in Project operations.

Responsible for evaluation of EDP use for internal control.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

REGIONAL DIRECTORS

A. ORGANISATION and PERSONNEL
SERVICES

1. Objectives and Targets

Responsible for setting Regional Objectives.

2. Salary Administration

Responsible for recommending Senior Professional Salaries to the Operations Manager.

Responsible for determining clerical salaries.

Responsible for determining junior clerical salaries.

3. Staff Selection

Responsible for hiring junior Professional staff.

Responsible for hiring clerical staff.

Responsible for hiring part-time technical and clerical staff.

Responsible for placing recruitment advertising.

Responsible for applying professional induction programmes for all staff.

Responsible for applying clerical induction programmes.

B. ADMINISTRATION and ACCOUNTING

1. Cash Control

Responsible for maintaining petty cash records.

2. Regional Reporting

Responsible for preparing actual/budget income reports.

Responsible for preparing actual/budget expense report.

Responsible for preparing operations report.

3. Cost Reduction

Responsible for reviewing current internal systems.

4. Purchasing and Stores

Responsible for purchasing office materials (consumable).

5. Payments and Billing

Responsible for arranging payment of local minor creditors.

6. Maintenance and Security

Responsible for security and key register.

Responsible for maintenance of office equipment.

Responsible for renewing cleaning contract.

Responsible for negotiating PMG and communications.

Responsible for security of files and records.

7. Printing Services

Responsible for placing printing outside company.

C. PROJECT OPERATION

1. Proposal and Fee Setting

Responsible for evaluating job profit potential.

Responsible for agreeing to jobs and fees - minor jobs.

2. Assigning Project Staff

Responsible for assigning Project Manager.

Responsible for assigning Deputy Project Manager.

Responsible for re-assigning and re-scheduling staff.

3. Staff Control

Responsible for controlling work of assigned staff.

Responsible for managing unassigned Drawing Office Staff.

Responsible for managing unassigned professional staff.

Responsible for Managing unassigned clerical staff.

Responsible for completing forward planning reports.

Responsible for forward-scheduling staff availability.

4. Project Administration

Responsible for Professional/Technical Work Standards.

Responsible for acting on project/cost/expense reports.

5. Project Cost Control

Responsible for preparing project cost budget.

Responsible for achieving planned project profits.

Responsible for achieving project to schedule.

6. Project Follow Up

Responsible for planning follow-up sales calls.

D. MARKETING

1. Prospecting

Responsible for initiating new business.

Responsible for marketing search-journals and papers.

2. Sales Practices

Responsible for deciding use of nil cost job survey.

Responsible for analysing sales contact reports.

E. RESEARCH AND DEVELOPMENT

1. Systems and Development

Responsible for evaluation of E.D.P. use in project operations.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

BRANCH MANAGER

A. ORGANISATION and PERSONNEL
SERVICES

1. Objectives and Targets

Responsible for setting Regional Objectives.

2. Salary Administration

Responsible for recommending Senior Professional Salaries to the Operations Manager.

Responsible for determining clerical salaries.

Responsible for determining junior clerical salaries.

3. Staff Selection

Responsible for hiring junior Professional staff.

Responsible for hiring clerical staff.

Responsible for hiring part-time technical and clerical staff.

Responsible for placing recruitment advertising.

Responsible for applying professional induction programmes for all staff.

Responsible for applying clerical induction programmes.

B. ADMINISTRATION and ACCOUNTING

1. Cash Control

Responsible for maintaining petty cash records.

2. Regional Reporting

Responsible for preparing actual/budget income reports.

Responsible for preparing actual/budget expense report.

Responsible for preparing operations report.

3. Cost Reduction

Responsible for reviewing current internal systems.

4. Purchasing and Stores

Responsible for purchasing office materials (consumable).

5. Payments and Billing

Responsible for arranging payment of local minor creditors.

6. Maintenance and Security

Responsible for security and key register.

Responsible for maintenance of office equipment.

Responsible for renewing cleaning contract.

Responsible for negotiating PMG and communications.

Responsible for security of files and records.

7. Printing Services

Responsible for placing printing outside company.

C. PROJECT OPERATION

1. Proposal and Fee Setting

Responsible for evaluating job profit potential.

Responsible for agreeing to jobs and fees - minor jobs.

2. Assigning Project Staff

Responsible for assigning Project Manager.

Responsible for assigning Deputy Project Manager.

Responsible for re-assigning and re-scheduling staff.

3. Staff Control

Responsible for controlling work of assigned staff.

Responsible for managing unassigned Drawing Office Staff.

Responsible for managing unassigned professional staff.

Responsible for Managing unassigned clerical staff.

Responsible for completing forward planning reports.

Responsible for forward-scheduling staff availability.

4. Project Administration

Responsible for Professional/Technical Work Standards.

Responsible for acting on project/cost/expense reports.

5. Project Cost Control

Responsible for preparing project cost budget.

Responsible for achieving planned project profits.

Responsible for achieving project to schedule.

6. Project Follow Up

Responsible for planning follow-up sales calls.

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D. MARKETING1. Prospecting

Responsible for initiating new business.

Responsible for marketing search-journals and papers.

2. Sales Practices

Responsible for deciding use of nil cost job survey.

Responsible for analysing sales contact reports.

E. RESEARCH AND DEVELOPMENT1. Systems and Development

Responsible for evaluation of E.D.P. use in project operations.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

PROJECT MANAGER

A. ORGANISATION and PERSONNEL
SERVICES

1. Objectives and Targets

Must be consulted on setting Total USC Objectives.

2. Training

Must be consulted on proposing formal outside
Training Courses.

Must be consulted on arranging internal seminars.
Must be consulted on programming staff job rotation.

3. Staff Selection

Must be consulted on reviewing and amending staff
selection procedures.

Responsible for hiring Junior Professional staff.

Responsible for hiring part-time technical and
clerical staff.

Responsible for applying professional induction
programmes.

4. Staff Planning and Records

Must be consulted on planning short-term staff needs.

B. ADMINISTRATION AND ACCOUNTING SERVICES

1. Financial Policy

Must be consulted on briefing regions on financial policy.

2. Regional Reporting

Responsible for supplying raw data for project control reporting.

3. Purchasing and Stores

Must be consulted on purchasing office materials (consumables).

4. Payments and Billing

Must be consulted on paying major accounts and paying outside consultants fees.

Responsible for initiating Invoicing procedure.

Responsible for preparing draft invoices.

Must be consulted on invoice follow-up for non-payment of fees.

5. Printing Services

Must be consulted on recoverable printing expenses.

C. PROJECT OPERATION

1. Proposal and Fee Setting

Responsible for job breakdown for costing and planning.

Responsible for confirming with client terms of reference.

2. Assigning Project Staff

Must be consulted on assigning project Manager and if necessary Deputy project Manager.

Responsible for assigning operating staff.

Responsible for communicating project staff to client.

Must be consulted on re-assigning and re-scheduling staff.

Must be consulted on assigning Drafting staff.

3. Staff Control

Responsible for controlling work of assigned staff.

Responsible for completing Forward planning reports.

Must be consulted on Forward-Scheduling staff availability.

4. Project Administration

Must be consulted on professional and technical work standards.

Responsible for project administration and correspondence.

Must be consulted on providing (Staff) professional assistance.

Responsible for acting on project/cost/expense reports.

5. Project Cost Control

Must be consulted on setting man hour cost rates.

Responsible for preparing project cost budget.

Responsible for work completed progress reports.

Responsible for achieving planned project profits.

Responsible for achieving project to schedule.

6. Project Follow Up

*Responsible for despatching 'assignment complete' letter.

Responsible for planning follow-up sales calls.

Responsible for advising project staff of completion.

D. MARKETING1. Policy

Must be consulted on writing marketing budget.

2. Prospecting

Must be consulted on marketing research programme.

E. RESEARCH AND DEVELOPMENT

1. Research Control

Responsible for attaining time and cost schedule.
Responsible for Research and Development work quality.

2. Systems and Development

Responsible for evaluation of EDP use in project operations.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

DRAWING OFFICE MANAGER

A. ORGANISATION and PERSONNEL
SERVICES

1. Training

Must be consulted on preparing formal outside
Training Courses.

Must be consulted on programming staff job
rotation.

B. ADMINISTRATION AND ACCOUNTING
SERVICES

1. Budgeting

Must be consulted on preparing Indirects and
Services Budget.

2. Cost Reduction

Must be notified of Technical and Drawing Office
utilisation indices.

3. Purchasing and Stores

Must be consulted on purchasing office materials
(consumable).

Must be consulted on purchasing office equipment.

4. Maintenance and Security

Responsible for maintenance of Drawing Office
equipment.

C. PROJECT OPERATION

1. Assigning Project Staff

Responsible for assigning drafting staff.

2. Staff Control

Responsible for managing unassigned drafting staff.

Responsible for completing Forward planning reports.

3. Project Follow Up

Must be notified of project completion.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

OFFICE MANAGER

A. ORGANISATION and PERSONNEL
SERVICES

1. Corporate Structure

Responsible for maintaining current Organisation Charts.

2. Employee Relations

Responsible for reviewing clerical staff hours and conditions.

3. Responsibility Charts

Responsible for maintaining charts up to date.

4. Training

Must be consulted on proposing formal outside Training Courses.

5. Staff Selection

Responsible for hiring clerical staff.
Responsible for hiring part-time technical and clerical staff.
Responsible for applying clerical induction programmes.

6. Staff Planning and Records

Must be consulted on updating long term staff plan.
Responsible for updating general personnel files.
Responsible for preparing labour turnover statistics.
Must be consulted on evaluating labour turnover statistics.

B. ADMINISTRATION AND ACCOUNTING SERVICES

1. Budgetting

Must be consulted on preparing Indirects and Services Budget.

2. Cost Reduction

Responsible for reviewing current internal systems.
Responsible for reviewing clerical staff and work load.

3. Purchasing and Stores

Must be consulted on purchasing office equipment and office materials (consumable).

4. Insurance

Must be consulted on reviewing current Insurance cover.

5. Maintenance and Security

Responsible for office security and key register.
Responsible for maintenance of office equipment.
Responsible for reviewing of cleaning contract.
Responsible for negotiating PMG and communications.
Responsible for security of files and records.

6. Library and Information

Must be consulted on updating Distribution lists.

7. Printing Services

Responsible for placing printing outside company.
Responsible for maintaining printing costs to budget.
Responsible for print and copying machine operation.

8. Amenities

Responsible for maintaining tea/coffee supplies.

C. PROJECT OPERATION1. Staff Control

Responsible for managing unassigned clerical staff.

2. Project Cost Control

Must be consulted on setting man hour cost rates.

D. MARKETING1. Sales Practices

Must be consulted on credit checking procedures.

2. Product Review

Must be consulted on analysing nature and profit of past assignments.

E. RESEARCH AND DEVELOPMENT

1. Systems and Development

Must be consulted on evaluation of EDP use in internal control.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

BOOK-KEEPER

A. ORGANISATION and PERSONNEL
SERVICES

1. Salary Administration

Must be notified after review of Salary Administration Policy.

Responsible for maintaining scheduled allowable fringe benefits.

Must be notified on determination of Professional and clerical salaries.

2. Training

Must be consulted on proposing formal outside Training Courses.

Must be notified of request for special leave.

3. Staff Selection

Must be notified when Senior or Junior Professional staff hired.

4. Staff Planning and Records

Must be notified of short-term staff needs.

Must be consulted on updating general personnel files.

Must be consulted on preparing labour turnover statistics.

B. ADMINISTRATION AND ACCOUNTING SERVICES

1. Financial Policy

Must be consulted on setting and updating financial procedures.

2. Budgeting

Must be consulted on:

- a) determining cost/profit centres.
- b) production of USC master budget.
- c) preparing USC marketing budget.
- e) preparing USC operating cost budget.
- f) preparing Regional budgets.
- g) preparing subsidiary company budgets.

3. Accounting

Responsible for maintaining books for USC subsidiaries.

Responsible for producing monthly trading report.

Responsible for weekly reconciliation of books.

Must be consulted on preparation of annual report.

4. Cash Control Banking

Responsible for banking cash and maintaining records.

Responsible for maintaining subsidiaries in Bank credit.

Responsible for preparing Regional float cheques.

Responsible for maintaining petty cash records.

5. Regional Reporting

Must be notified of reporting procedures.

Responsible for preparing actual/budget income report.

Responsible for preparing actual/budget expense report.

Must be notified of raw data project control reporting.

6. Cost Reduction

Responsible for reviewing current internal Systems.

Must be consulted on evaluating new Capital Equipment.

Responsible for maintaining Professional staff utilisation indices.

Must be consulted on reviewing clerical staff and work load.

7. Payroll and Records

Responsible for preparing statutory pay returns.

Responsible for recording Payroll/Tax details.

Responsible for preparing and distributing salary cheques.

Responsible for paying Superannuation Premiums.

8. Purchasing and Stores

Must be consulted on purchasing office materials (consumable).

9. Payments and Billing

Responsible for paying major accounts.

Responsible for paying outside consultants fees.

Responsible for paying minor local accounts.

Responsible for producing billing progress reports.

Must be notified of Invoicing procedures and Invoice drafts.

Responsible for despatching completed invoice.

10. Insurance

Must be notified of current Insurance cover reviews.

Responsible for renewal payment of policies.

Responsible for maintaining schedule of policies.

11. Maintenance and Security

Responsible for security of files and records.

12. Library and Information

Must be consulted on updating Distribution lists.

13. Printing Services

Responsible for recoverable printing expenses.

C. PROJECT OPERATION

1. Proposal and Fee Setting

Must be consulted on agreeing of job and fee for major jobs.

Must be notified of confirming terms of reference with client.

2. Project Administration

Responsible for providing cost/expense project reports.

3. Project Cost Control

Must be notified of work completed progress reports.

4. Project Follow Up

Must be notified of project completion.

D. MARKETING• 1. Policy

Must be consulted on writing marketing budget.

2. Prospecting

Must be notified of marketing research programme.

E. RESEARCH AND DEVELOPMENT

1. Systems and Development

Must be consulted on evaluation of EDP use for internal control.

URBAN SYSTEMS CORPORATION PTY LTD

RESPONSIBILITY MANUAL

LIBRARIAN

A. ORGANISATION and PERSONNEL
SERVICES

1. Employee Relations

Responsible for producing Company Newsletter.

B. ADMINISTRATION AND ACCOUNTING
SERVICES

1. Maintenance and Security

Responsible for security of files and records.

2. Library and Information

Responsible for making information searches.

Responsible for reference lists.

Responsible for maintaining Technical Data Bank.

Responsible for maintaining library records.

Must be notified of distribution for news clippings.

Responsible for updating distribution lists.

Must be consulted on purchasing books and journals.

D. MARKETING1. Prospecting

Responsible for marketing search - journals
and papers.

Must be consulted on costing value of 'clippings'
and other information sources.

