



uOttawa

Université d'Ottawa
Service des immeubles

University of Ottawa
Physical Resources Service

ADMINISTRATIVE DIRECTIVES

1471 – PROJECT

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1471-DEF DEFINITIONS AND ACRONYMS - PROJECT

CDR	Centre de Ressources
CGA	Centre de gestion des affaires
EHSO	Environmental Health and Safety Officer
O&M CR	Operations and Maintenance Clerk Recovery
O&M PO	Operations and Maintenance Purchasing Agents
O&M Trades	Operations and Maintenance Trades
PA	Project Accounting
PL	Project Leader
PM	Project Manager
PMC	Physical Resources Service Project Manager Coordinator (refers to Raymond Michon or Richard Hould) Replaced by PL
Service Providers	Protection Services, Computer & Communications Services, Audio Visual Services
User	Faculty/Services Representative
Vendor	Contractors and Consultants

DIRECTIVES ADMINISTRATIVES – PROJETS

Réf.: 1471-01 PLAN DE COMMUNICATION

NOUVEAU: Le 4 août 2009

DESTINATAIRES: Personnel du Service des immeubles et les contractuels

OBJECTIF

Il est important d’officialiser une méthode pour transmettre nos directives à toutes personnes impliquées de près ou de loin à la gestion de projets afin d’assurer une communication efficace.

LOGISTIQUE

Cette première directive vous explique la logistique supportant les prochaines directives.

- ❖ Toutes les directives seront émises par le Directeur adjoint, Gestion de projets.
- ❖ Tous commentaires ou suggestions de votre part seront communiqués au Directeur adjoint, Gestion de projets, par courriel sous la rubrique « Projets, directives, (sujet) ». Ce dernier les vérifiera et émettra les directives pertinentes le cas échéant.
- ❖ Les directives seront classées dans le répertoire :
G: \APPS\PROJECTS\PROCEDURES\DIRECTIVES
et au réseau universitaire:
http://www.uottawa.ca/services/immeub/fra/projet_capitaux.htm
- ❖ Des clarifications aux directives pourront aussi être émises et seront périodiquement intégrées aux directives de base.

Raymond Michon, Directeur adjoint, Gestion de projets

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref : 1471-02 PROCEDURE TO SUBMIT A PROJECT REPORT
REQUESTED BY THE CLIENT

NEW: September 25, 2009

REVISED: December 15th, 2009

TO: External and Internal Projects Management

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE To make sure the client receives accurate information. This procedure insures that the client requests the project report from a single source.

External Project Management

1. The External Project Manager (PM) will request an up-to-date project report from Project Accounting (PA).
2. The PM will then submit a revised project report along with the Monthly Report to PL and PA. The PM must identify that the Client requested a financial update.
3. PA enters the revised project estimate in the report. The revised project report is emailed to external PM within 3 to 5 days.
4. The PM will then send a PDF copy of the project report to the Client and the PL.

Internal Project Management

1. The PM revises the project estimate using the G:/PROJECTS and submits the revised estimate to PA. This report may replace the scheduled monthly report.
2. PA enters the PM's revised project estimate in the report. The revised project report is posted in the G:/PROJECTS within 3 to 5 days.
3. The PM then sends a PDF copy of the project report to the Client and the PL.

Note: If the project is closed and archived in the completed project files, PA will send a PDF copy of the project report directly to the client without the assistance of the PM.

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref : 1471-03 PROCEDURE TO REQUEST A NEW PROJECT NUMBER

NEW: September 25, 2009

REVISED: December 15th, 2009

TO: Leaders and Project Initiators

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE: To formalize each initiative undertaken by the Service. It is in fact an essential deliverable of stage 1 of the project delivery method

1. The requester will submit a Project Identification form (<G:/PROJECTS/FORMS/Project ID.xlsc>) for a new project number to PRS-PA@uottawa.ca
2. Project Accounting will reply by email with the new project number
3. PA will create a project file in G:/PROJECTS/BUDGET_REPORTS/ACTIVE with project ID
4. The Project ID date will be the start date (stage 1) in the active project list

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref 1471-04 Distribution of Capital Project Vendor Invoices Directly Sent to Project Managers Once Received by Physical Resources Services

NEW: December 15th, 2009

TO: Project Leaders and Managers

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE: Project Managers' review and approval of invoices prior to PRS processing them will simplify and accelerate the payments

It is the responsibility of the leader and/or managers to:

1. Ensure that the vendor's invoice is billed to the University of Ottawa.
2. Inform Vendors that they will send invoices directly to PM for approval.
3. Ensure that proper work order is issued prior to forwarding any invoices to PA once approved.
4. When an architect is involved, vendor shall send the invoices directly to the architect and he/she will forward the payment certificate with invoice to the project manager for approval.
5. Once PM approves invoices they should be sent to PA for payment. (exception: all PM invoices shall be approved by the Leader).
6. Invoices that are not 100% payable within 30 days should be returned to the vendor with explanation.
7. All questions from Vendors regarding outstanding invoices shall be answered by the PM.

NOTE 1: For more information on PRS internal procedures please refer to APPENDIX A

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref 1471-05 Procedures for (2222) Maximo Work Requests in Projects

NEW: June 9, 2011

TO: Projects Managers, Operations & Maintenance Trades

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE: To ensure that all Internal and External Project Managers understand and follow the same 2222 Maximo Work Request Process

1. What is a (2222) Maximo Work Request:

Maximo is a proprietary, campus wide computerized system put in place to filter and assign all maintenance and operations requests to proper in-house Operations and Maintenance Trades (O&M Trades). This system is managed by Physical Resources Service (2222) Maximo Call Centre. The (2222) refers to their telephone extension number; everyone on campus knows and uses this service.

2. Source of Requests

Requests are either Project Related or Non-Project Related. This Administrative Directive focuses on the Project Related Requests.

3. Limitations:

The O&M Trades' primary duties are Operations and Maintenance of all the campus buildings, facilities grounds and property. You cannot request to have the O & M Trades perform work which can be performed by the General Contractor, Sub-contractor or other Contractors, etc.

4. When to make Work Request:

Whenever assistance is needed from the O & M Trades in helping to understand existing building systems, to execute building system shut-downs, etc... (See attached Table). Work Request can be a multi-trade request.

5. Who makes the Work Request:

The Maximo Work Request is made by the Project Manager. If the request is made by the client (with prior approval from PM), please remind them to include the project # for tracking purposes. The client should also send a copy of their request to the PM.

6. Who cannot make a Work Request:

General Contractors, sub-trades, Project Architects and/or Engineers cannot make Work Requests.

1. If the Design Architect or Engineer requires site investigation assistance they must make their request to the PM.
2. When a General Contractor or his sub-trades requires a shutdown he/she must make their request to the PM.

7. How to make a Work Request:

1. Internal PM Staff:
 - Using the computerized Maximo program
 - and, the method listed for the External PM's
 - Fax (not recommended)
2. External PMs:
 - E-mail:sdiprs@uottawa.ca – this is the preferred method for all PMs
 - Phone(613) 562-5800 ext.: 2222
 - In Person:141 Louis Pasteur room 120A

8. What information is needed to complete a Work Request:

1. Project Title
2. Project Number
3. Building, Floor, Room number(s)
4. Trades needed – electrical, plumbing, mechanical, maintenance or other
5. Brief description of the work and the reason
6. Date, time, duration, frequency (can be reoccurring activity for duration of project)
7. Meeting place if necessary
8. PM's contact information name & cell phone number
9. General Contractor's contact information, name & cell phone number
10. If applicable, Sub-contractors contact information, name & cell phone number
11. Other project specifics

9. Minimum advance notice times:

Attached listing identifies minimum time notice by trade requests. Note that time is when PM makes the request to 2222 and not from when the General Contractor makes the request to the PM.

10. Cost to Project

All work requested via Maximo work request are no longer charged back to the project therefore the line ITEM #555 in the project is no longer required.

2222 MAXIMO
Work Orders for Projects
Commande de travail pour les projets

Department / Département		Min notice / Préavis min.	PM to contract out / PM doit donner à contrat
Mechanical Sectors & Power Plant / Secteurs Mécanique et Centrale Thermique			
A	Technical assistance to help understand existing systems / Appuis technique pour aider à comprendre systèmes existant	48 hrs	Never / Jamais
B	Shutdown of entire building's ventilation, heating or cooling system / Fermeture en entier du bâtiment du système de ventilation, chauffage ou refroidissement	2 weeks / 2 semaines	Never / Jamais
C	Isolate portions of the ventilation, heating or cooling system / Isoler une portion du système de ventilation, chauffage, ou de refroidissement	48 hrs	Never / Jamais
D	Air filtre replacement / Remplacement de filtres à air	Never / Jamais	Always / Toujours
Plumbing / Plomberie			
A	Technical assistance to help understand existing systems / Appuis technique pour aider à comprendre systèmes existant	48 hrs	Never / Jamais
B	Shutdown of entire building's water systems / Fermeture en entier du système d'eau du bâtiment	2 weeks / 2 semaines	Never / Jamais
C	Isolate zones or sections of domestic water systems / Isoler zones ou sections de l'alimentation d'eau domestique	48 hrs	Never / Jamais
D	Isolate or shut down of specialty water systems (labs) / Isoler ou fermeture de systèmes d'eau spécialisée (labos)	72 hrs	Never / Jamais
Electrical / Electrique			
A	Technical assistance to understand existing systems / Appuis technique pour aider à comprendre systèmes existant	48 hrs	n/a
B	Shutdown of entire building's power systems / Fermeture en entier du système électrique du bâtiment	2 weeks / 2 semaines	Never / Jamais
C	Isolate zones or sections of a building's power system / Isoler zones ou sections de bâtiments de l'alimentation électrique	72 hrs	Never / Jamais
D	Isolate fire alarm zones / Isoler zone alarmes d'incendie	48 hrs	Never / Jamais
E	Isolate fire alarm system for audible dB level tests / Isoler alarmes d'incendie pour test sonore de niveau dB	1 week / 1 semaine	Never / Jamais

Department / Département		Min notice / Préavis min.	PM to contract out / PM doit donner à contrat
Environmental Controls and Instrumentation / Instrumentations et Contrôles Environnemental			
A	Technical assistance to understand existing systems / Appuis technique pour aider à comprendre systèmes existant	48 hrs	n/a
B	Controls Systems / Systèmes de contrôle	<i>Info to come</i>	<i>Info to come</i>
C	Balancing old HVAC system and related equipment, hoods, DDC / Balancer les vieux système de CVAC et l'équipement relié, hottes, DDC	<i>Info to come</i>	<i>Info to come</i>
D	Balancing new HVAC installations and systems / Balancer les nouvelles installation et systèmes de CVAC	Never / Jamais	Always / Toujours
Housekeeping / Entretien Ménager			
A	General cleaning – pre or post construction - under 5 rooms / Nettoyage général – avant ou après construction - moins de 5 pièces	48 hrs	optional
B	Constructions' final cleaning, dusting, waxing floors, washing windows / Nettoyage final de la construction, époussetage, cirage de plancher, lavage de fenêtre	Never / Jamais	Using PRS's recommended contractors / Utilisant les entrepreneurs recommandés du SDI
Architectural Trades / Métiers d' architecture			
A	U of O standard metal wire shelving (gables) - less than 30 / Tablettes métalliques standard de l'U d' O (gables) - moins de 30	2 weeks / 2 semaines	n/a
B	U of O standard metal wire shelving (gables) - 30 and over / Tablettes métalliques standard de l'U d' O (gables) - 30 et plus	4 weeks / 4 semaines	Installed by GC / Installer par l'EG

Department / Département		Min notice / Préavis min.	PM to contract out / PM doit donner à contrat
C	U of O standard coat racks-less than 30 / Porte-manteaux standard de l'U d' O - moins de 30	2 weeks/ 2 semaines	n/a
D	U of O standard coat racks - 30 and over / Porte-manteaux standard de l'U d' O - 30 et plus	4 weeks / 4 semaines	Installed by GC / Installer par l'EG
E	Door hardware - 5 and under / Quincaillerie pour porte- 5 et moins	2 weeks / 2 semaines	Installed by GC / Installer par l'EG
F	Door hardware – 5 and over / Quincaillerie pour porte- 5 et plus	Never / Jamais	Always / Toujours
G	Door cylinders and keys - under 50 / Barrillets et clefs – moins de 50	2 weeks / 2 semaines	n/a
H	Door cylinders and keys - 50 and over / Barrillets et clefs – 50 et plus	n/a	Always, using keying PRS schedule standards / Toujours, en utilisant le système standard de codification SDI
I	Ceiling tiles / Tuiles de plafond	Never / Jamais	Always / Toujours
Transport / Transport			
A	<i>Info to come</i>	<i>Info to come</i>	<i>Info to come</i>
B			
Grounds / Terrains			
A	<i>Info to come</i>	<i>Info to come</i>	<i>Info to come</i>
B			

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref: 1471-06 Merging of Planning and Project Management at PRS

NEW: December 15th, 2009

TO: Project Managers (copy to Project leaders)

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE: Two sectors at Physical Resources Services (Planning and Project Management) have merged on November 1, 2009

 This directive explains the change and elaborates on your interactions with PRS

1. The main objective of the merging is to provide a single point of contact at PRS from the users' perspective and also from the Project Management Consultants side. This should improve communications. The projects will start and finish with the Project leader (formerly named Project Planner) thus eliminating the transfer from Planning to the Project management sector (coordinators).
2. The team of Project leaders (PL) includes Maguy Eustache, Sylvio Miron, Linda Rheault, Richard Hould, Faizal Sudoollah and Maria Musat.
3. Project leaders will now be your main contact on all issues relating to a specific project. Your interaction with other sectors at PRS (accounting operations and engineering) remains generally unchanged.

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref : 1471-07 Work Order Creation in System

NEW: December 15th, 2009

TO: Project Leaders, Project Managers

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE: To simplify the work order process and to give access to all project Leaders and managers the PRS vendor list.

Procedures to be followed to create a Work Order:

Project leaders and project managers can create draft Work Orders directly in the work orders system. These same drafts will be processed by the project accounting team, and will be converted into a work order that will be sent to vendors. This will eliminate double entry therefore saving time and money. A “how to create a work order” document is available and is a valuable tool for all leaders and managers creating work orders. For all PRS staff the transition begins immediately, the external PMs will proceed with the present method until a user name and a password is sent individually to them for the new system.

Vendors list:

The CGA group manages the PRS vendor list. All project leaders and internal managers have access to view the vendor information.

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref : 1471-08 **Procedure to closeout a project**

NEW: May 17th, 2010

TO: Project Managers and Project Leaders

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE: To establish a clear method to transmit required documentation and to closeout projects promptly

All projects should be closed promptly and will be considered as such once all the documentation listed in the form "Project Closeout Documentation Check List" is transmitted to and accepted by the Project Leader. The closeout documentation is divided into the following four elements:

1. Performance evaluation form.
2. Record documents (technical).
3. Administrative documents.
4. Handover material.

The required documents and materials stated above will be considered deliverables by the PM. So a 5% holdback (minimum \$500) on the PM contract will be retained until the PL approves the closeout documentation (approval to be copied to accounting).

Holdbacks will also be applicable to the consultants in relation to the record documents also considered as deliverables. A 5% holdback (minimum \$500) will be retained from the architect's contract until the PM identifies that "closeout holdback" can be paid on the architect's invoice. PM to identify on work order if closeout holdback is applicable.

The Contractor's holdback towards the record document is stipulated in the GC-general conditions.

ADMINISTRATIVE DIRECTIVES - PROJECT

Ref : 1471-09 **Procedure on estimating (use the estimate sheet)**

NEW: October 20, 2011

TO: Project Managers and Project Leaders

FROM: Raymond Michon, Assistant Director, Project Management

OBJECTIVE: To give a common tool to Project Leaders and Project Managers to estimate project at various stages.

Purpose

Every project must be estimated at different stages. The estimate sheet is also a check list covering budget elements forming a total project estimate.

General

A How-To guide also exists to explain each line item of the estimate sheet. Comments by line item in the estimate sheet itself are also included.

Amount

The initial estimated amount is entered without tax in the estimate sheet. All project financial reports and brief(s) will then only carry the amount including 3.41% of HST. This amount reflects the project cost and therefore the client cost.

Classes

The class estimates (Class D, C, B, A and A Revised) are defined in the Project Delivery Manual. Each class has a different margin identifying the level of cost accuracy. The client should be informed of those margins and expect that their project could reach the class maximum even if they approve a middle margin amount.

Contingencies

Contingencies are put into place to minimize cost fluctuation between estimated and actual costs.

All contingencies percentages can be overridden but it is recommended to use the pre-set percentage

8% Design contingency: only maintain until the general contractor's bid is received

10% Construction contingency: used for general contractor's change orders

10% Project contingency: used for all other unforeseen expenses (5% after stage 4)

2% per year: Escalation provision: considered when work is scheduled in future years

Split Cost

A / M / E / Base / Asbestos Construction Cost

Construction costs are separate for architectural (501), mechanical (502), electrical (503) base building (504) and asbestos abatement (505) for the purpose of budget identification and/or statistical information for future estimating. The general contractor is to supply cost breakdown after tender closing.

Budget Review

The project estimate sheet should be used for all budget reviews. A budget review should be submitted at every stage of a project. A project executive monthly reports accompanied by a revised estimate (Class A revised) reflecting all changes must be submitted by the Project manager to the Leader and the project accounting. Do not carry more than the recommended contingencies in the project. No items should carry a negative balance in the project report. At the closing of stage 4 (construction costs known) or later during stage 5 (implementation), any *substantial surplus must be returned to the funding source.

***Substantial Surplus clarifications for returning funding**

It is not necessary to return funds if the positive variance between the approval and your revised estimate is less than 5% of the projects (and a minimum of \$10,000).

CFI

A complete CFI procedure will be issued in the near future. In the meantime, refer your questions and comments to Maguy Eustache at 613-562-5800 extension 6785.

External Clients

If clients are external to the University, indicate it in the appropriate box to determine the tax percentage. An additional 13% HST is added to the project cost total.

Estimating Tools

The estimate sheet contains a section to the right calculating costs by area and type of expense. This tool will compare unit costs for future use.

APPENDIX A

NEW: December 15th, 2009

TO: CGA (Centre de gestion des affaires)

FROM: Raymond Michon, Assistant Director, Project Management

TITLE: Distribution of vendor invoices received by PRS

OBJECTIVE: To simplify the invoice approval process by the PM receiving them directly.

STEPS TO FOLLOW:

1. Stamp the invoice with today's date
2. Find the work order number on the invoice (ie: 4001WO#####). If there is no work order # identified, return the invoice to the vendor using the appropriate form identifying "Please re-submit invoice with work order number".
3. Open the file <G:/PROJECTS/COMPANIES/SHORTCUT TO ACTIVE JOB/JOB112.xlsx>.
Each work order is identified per line. The column W called "Invoice Approver" identifies the project manager's name that the invoice must be sent to. All internal project managers are identified by their first name and external project managers are identified by company name followed by their initials.
4. Send the stamped invoice to the person identified in column W. For PM's pigeon holes with multiple names, CGA must write the project manager's name on the invoice to make sure it goes to the correct person at the company.

NOTE 1: All statements with the work order numbers starting with 4001WO are to be sent to the PA section pigeon hole. If no Work Order # is identified, the statements are to be returned to the vendor using the appropriate form identified. "Please re-submit statement with work order number".

DATE SENT	1471-DIS DISTRIBUTION LIST
August 04 th , 2009	<p>1471-01 Plan de communication André Forget; Carl Laframboise; Charles De Gagne; Faizal Sudoollah; Jonathan Rausseo; Michael Sparling; Pierre J. De Gagne; Richard Bérubé; Claudio Brun Del Re; Francine Robitaille; Diane Lalonde; France Brazeau; Genevieve Quesnel; Kevin Casey; Linda Rheault; Manon Levesque - Physical Resources Services; Marie-France Cousineau-English; Martin Faubert; Michel Maillet; Nathalie Charron; Paul G. Lagace; Raymond Michon; Richard Hould; Andre Legault; Denis Bisson; Denise Deguire-Prevost; Gilles Tassé; Julie P.Vaillancourt (Service des immeubles); Natalie Watson; Nicole Gendreau; Charles Lalonde; Diane Belanger-Brisson; Dominique Pilon; Elena Pizzo; Maguy Eustache; Maria Musat; Mario Jacob; Pierre-Luc Laferriere; Sylvie Cauthers; Sylvio Miron; Tiana Dargent; Benoit Lecomte; Diane Perreault; Francois Duval; Mario Boileau; Mario Ménard; Philippe St-Pierre</p>
Sept. 25 th , 2009	<p>1471-02 Procedure to submit a project report requested by the client 1471-03 Procedure to request a new project number André Forget; Carl Laframboise; Charles de Gagné; Faizal Sudoollah; Jonathan Rausseo; Mike Sparling; Pierre de Gagné; Richard Bérubé; Andre Legault; Denis Bisson; Denise Deguire-Prevost; Denise Lemieux; Gilles Tassé; Julie P.Vaillancourt; Martine Bourgeois; Natalie Watson; Nicole Gendreau; Claudio Brun del Re; Francine Robitaille; Diane Lalonde; France Brazeau; Geneviève Quesnel; Kevin Casey; Linda Rheault; Manon Levesque; Marie-France Cousineau-English; Martin Faubert; Michel Maillet; Nathalie Charron; Paul G. Lagace; Raymond Michon; Richard Hould; Charles Lalonde; Diane Bélanger-Brisson; Dominique Pilon; Elena Pizzo; Maguy Eustache; Maria Musat; Mario Jacob; Pierre-Luc Laferrière; Sylvie Cauthers; Sylvio Miron ; Tiana Dargent; Benoit Lecomte; Diane Perreault; François Duval; Mario Boileau; Mario Ménard; Philippe St-Pierre</p>
Dec. 21 st , 2009	<p>1471-04 Distribution of Capital Project Vendor Invoices Directly Sent to Project Managers Once Received by Physical Resources Services 1471-05 Procedures for (2222) Maximo Work Requests in Projects 1471-06 Merging of Planning and Project Management at PRS 1471-07 Work Order Creation in System André Forget; Carl Laframboise; Charles de Gagné; Faizal Sudoollah; Jonathan Rausseo; Mike Sparling; Pierre de Gagné; Richard Bérubé; Andre Legault; Denis Bisson; Denise Deguire-Prevost; Denise Lemieux; Gilles Tassé; Julie P.Vaillancourt; Martine Bourgeois; Natalie Watson; Nicole Gendreau; Claudio Brun del Re; Francine Robitaille; Diane Lalonde; France Brazeau; Geneviève Quesnel; Kevin Casey; Linda Rheault; Manon Levesque; Marie-France Cousineau-English; Martin Faubert; Michel Maillet; Nathalie Charron; Paul G. Lagace; Raymond Michon; Richard Hould; Charles Lalonde; Diane Bélanger-Brisson; Dominique Pilon; Elena Pizzo; Maguy Eustache; Maria Musat; Mario Jacob; Pierre-Luc Laferrière; Sylvie Cauthers; Sylvio Miron ; Tiana Dargent; Benoit Lecomte; Diane Perreault; François Duval; Mario Boileau; Mario Ménard; Philippe St-Pierre; Maguy Eustache; Sylvio Miron; Linda Rheault; Richard Hould; Gilbert Carrière; Julie P. Vaillancourt; Natalie Watson; Martine Bourgeois; Maria Musat</p>
May 18 th , 2010	<p>1471-08 Procedure to closeout a project Annie-Claude Sauvé, Diane Lalonde; Dominique Pilon; Elena Pizzo; France Brazeau; Geneviève Quesnel; Nathalie Charron; Paul G. Lagace; Pierre-Luc Laferrière; Tiana Dargent; Manon Levesque; Marie-France Cousineau-English; Martin Faubert; Kevin Casey; Benoit Lecomte; Faizal Sudoollah; Linda Rheault; Maguy Eustache; Maria Musat; Mario Boileau; Michael Sparling; Richard Hould; Sylvio Miron AMSPD; André Leroux; B. Michelle; Bernard Benoit; C. Delisle; D. Gosselin; D. Macdonald; Denis Paquette; F. Safi; France Sigouin; Harbhajan Singh; Herb Dean; J. Bellehumeur; Ray Licari; S. Meremetci; Sarah Rietschlin; Janet Riehm; Pierre J. De Gagne; Richard Berube - Physical Resources Service; Natalie Watson; Julie P.Vaillancourt (Service des immeubles); Mario Jacob; Martine Bourgeois; Charles De Gagné; Claudio Brun Del Re</p>

<p>June 30th, 2011</p>	<p>1471-5 Change to directive Charles De Gagne; Claudio Brun Del Re; Faizal Sudoollah; Linda Rheault; Maguy Eustache; Manon Levesque - Physical Resources Service; Maria Musat; Mario Boileau; Mario Jacob; Michael Sparling; Pierre J. De Gagne; Richard Hould; Sylvio Miron; André Leroux (andre.leroux@bbpm.ca); Bernard Benoît ; bmittchell@pivotalprojects.com; Caroline Delisle; Contraex Project Management (jbellehumeur@contraex.com); Daniel Gosselin; Dave MacDonald; Denis Thérien; Donna Pretty (donna.pretty@bbpm.ca); Farshad Safi; Fred Dickinson; Gavin Simone (gsimone@mhpm.com); Gilles Castonguay; Hélène Joly (helene.joly@lvm.ca); Harbhajan Singh; Kathy Plaunt; Lauren MacKay (lauren.mackay@zwgroup.com); Licari, Ray @ CBRE GCS Canada (Ray.Licari@cbre.com); Louis Guilbeault (louis.guilbeault@zwgroup.com); LVM Inc. (opérations); LVM TECHNISOL; Lyndsay Wallis (lyndsay.wallis@zwgroup.com); Marc-André Hogue; Martin Bellehumeur; Meremetci, Serdar (Serdar@MHPM.com); René Frenette; Rock Desjardins; Sarah Patience; ZW Group Inc. (denis.paquette@zwgroup.com); André Forget; Benoit Lecomte; Claire Nadon; Dianne M. C. Lalonde; Elena Pizzo; France Brazeau; Francois Duval; Genevieve Quesnel; Guy Leblanc; Kevin Casey; Marie-France English; Mario Menard; Martin Faubert; Nathalie Charron; Paul G. Lagace; Philippe St-Pierre Cc: Claudio Brun Del Re; Mario Boileau; Gilbert Carrière; Pierre J. De Gagne; Julie P.Vaillancourt (Service des immeubles)</p>
<p>Oct. 19, 2011</p> <p>Nov. 3rd, 2011</p>	<p>1471-09 Procedure on estimating (use the estimate sheet) Charles de Gagné, Claudio Brun del Re, Faizal Sudoollah, Linda Rheault, Maguy Eustache, Manon Lévesque, Maria Musat, Mario Boileau, Mario Jacob, Mike Sparling, Pierre de Gagné, Raymond Michon, Richard Hould, Sylvio Miron cc: Julie Vaillancourt, Natalie Watson, Martine Bourgeois, Denise Lemieux</p> <p>André Leroux (andre.leroux@bbpm.ca); Bernard Benoît ; bmittchell@pivotalprojects.com; Caroline Delisle; Contraex Project Management (jbellehumeur@contraex.com); Daniel Gosselin; Dave MacDonald; Denis Thérien; Donna Pretty (donna.pretty@bbpm.ca); Farshad Safi; Fred Dickinson; Gavin Simone (gsimone@mhpm.com); Gilles Castonguay; Hélène Joly (helene.joly@lvm.ca); Harbhajan Singh; Kathy Plaunt; Lauren MacKay (lauren.mackay@zwgroup.com); Licari, Ray @ CBRE GCS Canada (Ray.Licari@cbre.com); Louis Guilbeault (louis.guilbeault@zwgroup.com); LVM Inc. (opérations); LVM TECHNISOL; Lyndsay Wallis (lyndsay.wallis@zwgroup.com); Marc-André Hogue; Martin Bellehumeur; Meremetci, Serdar (Serdar@MHPM.com); René Frenette; Rock Desjardins; Sarah Patience; ZW Group Inc. (denis.paquette@zwgroup.com); André Forget; Benoit Lecomte; Claire Nadon; Dianne M. C. Lalonde; Elena Pizzo; France Brazeau; Francois Duval; Genevieve Quesnel; Guy Leblanc; Kevin Casey; Marie-France English; Mario Menard; Martin Faubert; Nathalie Charron; Paul G. Lagace; Philippe St-Pierre cc: Julie Vaillancourt, Natalie Watson, Martine Bourgeois, Denise Lemieux</p>

LIST OF VERSIONS			
Date of Version	Reference Number	Changes Made	
		From:	To:
June 9, 2011	1471-05	Billing Maximo work	Eliminating the billing of work done via Maximo request
Oct. 20, 2011	1471-09		New: Estimating procedure