3.12 Programme and Project Roles and Responsibilities

3.13 Introduction
The following sections contain a list of known and usual project roles and their key associated responsibilities. The information is provided as a starting point for Project Sponsors and Programme and Project Managers to assist with development of their own specific project roles and responsibilities.

Please note that not all roles are required for all projects.

Further project roles for Committees and functions (and other specialist functions and roles) are listed below:

- Board makes decisions on programmes and projects based on Approval & Prioritisation recommendations from EOG/CRG
- Executive Officers Group (EOG) makes decisions and recommendations on projects based on information and recommendations provided by CRG
- Finance Committee advises Board on the financial aspects of Capital Projects the total value of which will exceed €3m (in conjunction with the Estates Committee)
- Estates Committee reviews progress and expenditure on all major development projects from their inception to the settlement of final accounts in the context of the approved briefs, budgets and programmes (in conjunction with the Finance Committee)
- Library and Information Policy (LIPC) Committee has a policy role in identifying information systems implications in relation to overall College developments and an oversight/advisory role in advising Board on significant resource issues in relation to Library and Information Systems
- Space Allocation Sub-Committee provides decisions on space for Capital Projects
- PMO and Satellite project offices
3.14 Sponsor
The Sponsor has overall accountability for delivering the project within the agreed scope, timeline, quality and budget and is accountable for gaining project financial approval and for demonstrating project benefits in order to make the case for approval & prioritisation of the project. The Sponsor develops the Business Case and approves/accepts key project deliverables.

Responsibilities include:

Financial Management
- Accountable for ensuring financial approval for the project (project costs, on-going operational costs and benefits realisation).
- Accountable for ensuring approval to draw down on the project budget at each Stage Gate or as agreed in the Business Case or at project approval.
- Accountable for Financials Planning of project, and initiate corrective action where necessary within the constraints lay down by the project.

Communication, Direction and Enablement
- Responsible for forming/assembling the Steering Committee.
- Chairing Steering or nominating/selecting an independent Chair.
- Acting as advocate for the project and gain commitment from other key stakeholders.
- Single point of contact for project communications external to the project team.
- Interface with Steering/CRG/EOG/Board and key Business Stakeholders pro-actively delivering key project messages.
- Liasing with College strategic planning, Finance Committee and Estates Committee to confirm that the proposed project is aligned with College Strategy (Strategic and Operational).
- Engaging with other internal and external senior resources / stakeholders, as required.
- Ensuring project priority is achieved and maintained within College, and proactively and visibly sponsoring the project within the organisation.
- Providing strategic direction and guidance to the project.
- Enabling appropriate resource commitment within College.
- Mobilising resources to effectively support the project activities.
- Facilitating problem solving.
- Communicating on behalf of the project, particularly with other stakeholder groups in senior management. The Sponsor also communicates his or her personal commitment to the project’s success and is visibly seen as its champion.

Project Management and Governance
- Overall accountability for delivering the project within the required scope, timeline, quality and to the agreed budget, as agreed in the Business Case.
- Ensuring that the project management Monitoring and Control processes (to include financial, resource, scope, timeline and quality) are planned and executed effectively.
- Accountable for the progress of the programme/project and use of resources.
- Accountable for recommending the move of the project through Stage Gates.
- Responsible for mediation and resolution of priority conflicts or other issues escalated by the Programme/Project Manager.
- Responsible for escalating Risk and Issue items that cannot be resolved to Steering,
- Supporting the Programme/Project Manager in preparing appropriate recommendations / corrective actions for any deviations from schedule/cost/quality, and in the preparation of appropriate execution plans.
- Supporting the Programme/Project Manager and providing mentoring and leadership when dealing with academic and operational matters.
Secure availability and timely assignment of the key resources required for successful delivery.
- Attend all Steering meetings or arrange appropriate delegate.
- Communicating unforeseen issues (priority) to relevant stakeholders/committees.

Project Deliverables
- Responsible for development and presentation of the Business Case and related ongoing deliverables including financial model.
- Proposing/approving/accepting overall project solution and key project deliverables.
- Passing back to steering the key deliverables that have been completed and approved.
- Accountable for producing required management (including financial) reporting.
- Attending key project decision making meetings as required.
- Maintaining project alignment with business and cultural goals.
- Responsible for delivering the benefits that underpin the achievements of the programme’s Business Case.
- Building durability for the project’s outputs so that they will be sustained by the people and processes in place once the project completes its handover.
- Developing the facilities management plan (in Construction projects).
- Accountable for occupation of the building (in Construction projects).
- Review and close out of project Stage Gates
- Conduct review of project once completed
- Arrange audit by College internal auditor, external auditors, external auditors from State Departments and other agencies.
- Confirmation of project benefits on completion.
- Post-project monitoring to ensure benefits achieved in successful handover to business as usual.
3.15 Steering Committee and Members

Project Steering Committees are required for all projects with a budget of €500k or more. If the project budget is less than €500k, CRG may request, during the approval and prioritisation process, a programme or project to form a Steering Committee if CRG believe the project requires one due to the level of risk.

The Programme/Project Steering Committee member’s role is to ensure that project priority and resource commitment is achieved and maintained within their department/area and to approve/accept key project deliverables as presented by the programme/project team.

Responsibilities include:

- Ensuring compliance with Capital Project Governance under which the programme/project operates.
- Monitoring and controlling the project scope and containing it to what is formally defined and approved in the Business Case.
- Ensuring that all changes are formally approved via the Change Request process.
- Reviewing and accepting key programme/project deliverables as required.
- Ensuring project priority is achieved and maintained within their department / area.
- Enabling appropriate resource commitment within their department / area.
- Proactively and visibly sponsoring the project within their department / area.
- Delivering key project messages to staff within their department / area.
- Reviewing, approving or rejecting Change Requests falling within the approved project baseline. Approving or rejecting Change Requests to project scope, timeline or budget.
- Acting as the ultimate escalation point for issues that cannot be resolved by the Sponsor/Programme/Project Manager.
- Escalating Change Requests which fall outside of the project baseline through the required approvals governance.
- Making strategic decisions on items raised by the project, to support delivery of the project’s overall objectives and purpose.
- Resolving Risk, Issue and Dependency items escalated through the Risk and Issue Review Management process.
- Attending key project meetings as requested.
- Challenging or testing that project benefits continue to be valid throughout the programme/project lifecycle.
- In the event of a conflict between the Chair and Sponsor which cannot be resolved at Steering, Chair has the responsibility of escalating to EOG for resolution.

Specific roles within Steering

The Steering Chair’s role is to ensure that Steering meetings are run as effectively as possible and support the successful delivery of the project objectives, goals and vision. The Chair holds the Sponsor, Steering, Project Team and stakeholders to account for decisions and project delivery and ensures that Steering members act in the best interests of the overall project objectives, goals and vision, and not their own specific department / area.

Responsibilities include:

- Ensuring information being presented to Steering and through Governance is complete and accurate, and effectively represents the project’s delivery status.
- Supporting and advising the Sponsor throughout the delivery.
- Holding the Sponsor, Steering Committee, Project Team and key stakeholders to account for decisions and project delivery.
- Ensuring that the Steering members act in the best interests of the overall project objectives, goals and vision, and not their own specific department / area.
- Ensuring that all Steering members engage to the appropriate level in the discussions and decisions of the committee.
- Ensuring the meetings are organised, managed and executed in an effective and efficient manner to maximise the Steering Committee members’ investment of time and effort.

Steering may also include other specific roles including the following. Specific representatives – dependent on project type who may not be in every Steering Committee – may include:

- **Dean of Research**: ensuring alignment with College innovation and entrepreneurship strategy.
- **Advisory Board Representative**: manages the relationship with school or other advisory boards.
- **Representative of Trinity Foundation**: managing the relationship with the donor community.
- **Advisor to Sponsor**: for advice on specialist areas including architecture.
- **Finance representative**: holds the Sponsor, Steering, Project team and key stakeholders to account for financial decisions and project finances. Owns the financial model for the project and is responsible for monitoring and reporting performance against it.
- **Estates and Facilities representative**: ensures that building/construction fits with College facilities management systems and processes and that there is a good fit with the overall College amenities. Ensures timely and effective communications between the programme/project and College infrastructure services.
- **External consultant** such as Construction Project Manager: ensuring delivery of specific services e.g. construction project management within approved scope, timeline, budget and quality constraints.
3.16 Programme Manager

The Programme Manager’s role is to ensure that the full programme of works is delivered to approved scope, timeline, budget and quality. The Programme Manager reports to the Sponsor of the programme and attends Steering reporting on programme performance, but does not have voting or decision rights on the committee. This role is the Single Point of Contact from the programme delivery perspective and manages the internal and external programme team members and sub-projects to deliver overall programme objectives while managing and influencing the expectations of all the programme stakeholders.

Responsibilities include:

Project Management Deliverables

- Delivering the programme/project deliverables within the required scope, timeline, quality and to the agreed budget.
- Managing programme planning including programme milestone schedule, progress tracking, resource planning, status reporting, and programme risk, assumption, issue and dependency (RAID) management.
- Agreeing Project Delivery Plan with the Sponsor / Steering Committee.
- Passing back to the Sponsor / Steering key deliverables that have been completed and approved in line with the agreed requirements.
- Resolving priority conflicts or other internal programme related issues that may arise.
- Preparing and gaining approval of programme documentation, including Communications, Resourcing, Training and Testing Plans (as appropriate or required).
- Assisting with selection of project team members.
- Ensuring that the Project Managers act in the best interests of the overall project objectives, goals and vision, and not their own specific project area.
- Attend all Steering meetings or arrange appropriate delegate.
- Communicating all critical changes to timeline and project cost to Sponsor.

Financial Management

- Financials Planning of the programme (and all sub-projects), and initiating corrective action where necessary within the constraints as laid down by the programme.
- Monitoring and controlling all financial aspects of the programme, in compliance with the financial governance processes.
- Supporting the Sponsor in obtaining financial approval for the project (project costs, ongoing operational costs and benefits realisation).
- Supporting the Sponsor in getting approval to draw down on the project budget at the end of each Stage Gate.

Governance

- Ensuring that the programme and all related project activities comply with best practices/College policy and by those agreed to by the project.
- Supporting the Sponsor and Steering Committee in the preparation and delivery of key communication messages to internal and external resources, key stakeholders and College committees to ensure delivery within scope, schedule, budget, and quality.
- Producing required management reporting and presenting to Sponsor/Steering/other as required.
- Progressing the programme’s work and use of resources, and initiating corrective action where necessary within the constraints as lay down by the programme.
- Reporting to Sponsor on completion of Stage Gates.

Risk and Issue Management
- Raising Risk, Assumption, Issue and Dependency (RAID) items and proactively managing programme RAID Logs.
- Escalating RAID items that cannot be resolved by the team to the Sponsor.
- Advising the Sponsor of any deviations from schedule, recommending corrective action, and helping prepare any appropriate execution plans.
- Identifying and advising the Sponsor of any risks associated with a delivery / milestone.
- Ensuring information being presented to the Sponsor and Steering Committee is complete and accurate, and effectively represents the project’s delivery status.
- Supporting and advising the Sponsor and Steering on project delivery matters throughout delivery.
- Holding Project Managers and the Project Team to account for decisions and project delivery.
- Ensuring that Project Managers act in the best interests of the overall project objectives, goals and vision, and not just their own specific project area.
- Ensuring the project and programme meetings are organised, managed and executed in an effective and efficient manner to maximise project team members’ investment of time and effort.
3.17 Project Manager
The Project Manager is responsible for delivery of the project to approved scope, timeline, budget and quality. The Project Manager reports to the Sponsor or to the Programme Manager if a project is part of a programme. If the project does not form part of a programme, the Project Manager attends Steering reporting on project performance, but does not have voting or decision rights on the committee. This role is the Single Point of Contact from the project delivery perspective and manages the internal and external project team members to deliver overall project objectives while managing and influencing the expectations of all the project stakeholders.

Responsibilities include:

Project Management Deliverables
- Assisting the Sponsor/Programme Manager in preparation of programme documents.
- Delivering the project within the required scope, timeline, quality and to the agreed budget.
- Managing the project stakeholders with clear communication of progress and managing expectations.
- Building the project team ethos by ensuring that everyone on the team knows and executes assigned roles and by further ensuring that they are empowered and supported.
- Proactively managing and controlling the resources assigned to the project.
- Assisting with selection of project team members.
- Agreeing criteria for team selection.
- Defining detail of assignments and services.
- Agreeing terms and conditions of team engagement.
- Managing the Project Initiation Document and production of statement of requirements
- Producing required management reporting for Programme Manager/Sponsor.
- Advising the Programme Manager/Sponsor of any deviations from schedule, recommend corrective action, and help prepare any appropriate execution plans.
- Progressing the project’s work, use of resources, and all remedial actions to address resource issues, initiating corrective action where necessary within the constraints laid down by the project.
- Ensuring appropriate level of supervision is applied to all project activities.
- Setting up and holding all project team meetings.
- Anticipating and monitoring impending change requests to the project and ensuring its effects on quality, cost, programme and compliance are adequately quantified. Assess effects before such change requests submitted for approval via the Change Control process are approved and keep Programme Manager/Sponsor informed at all times.
- Managing project detailed planning including schedule, progress tracking, resource planning, status reporting, and risk, assumption, issue and dependency (RAID) management.
- Agreeing Project Delivery Plan with Programme Manager / Sponsor.
- Passing back to the Sponsor/Programme Manager key deliverables that have been completed and approved in line with the agreed requirements.
- Producing the Status Report and Steering Pack to inform Stakeholders (timeline, costs, risks, issues, benefits tracking, change requests, resource allocation etc.).
- Identifying changes to project scope and costing of changes
- Adherence to all College policies e.g. procurement, retention of documents.

Financial Management
- Financial/Resource planning of the project within scope, and proposing and initiating corrective action where necessary within the constraints laid down by project governance.
- Providing regular updates on project financial performance.
- Monitoring and controlling all financial and resourcing aspects of the project, in compliance with governance processes.
- Supporting the Sponsor/Programme Manager in obtaining financial approval for the project (project and on-going operational costs and benefits realisation).
- Supporting the Sponsor/Programme Manager in getting approval to draw down on the project budget at the end of each stage (gate).
- Resolving priority conflicts or other internal project related issues that may arise within the project.

**Governance**

- Applying PMO methodologies, processes, templates and standards.
- Preparing and maintaining a comprehensive set of project procedures to be used as a framework to establish common policy, procedures and standards across all parties on the project.
- Establishing and managing project documentation repository. Ensuring that proper and accurate records are maintained including all instructions and information to all project parties.
- Acting as the agent of the Sponsor/Programme Manager within the remit of delegated authority to achieve progress on project tasks.
- Providing advice to College on project implementation.
- Ensuring establishment of roles and responsibilities within the project and related lines of communication.
- Liaising with internal and external resources to ensure delivery within scope, schedule, budget, quality.
- Taking tactical decisions based on the direction of the Sponsor and Steering.
- Ensuring compliance with the Governance (including the Stage Gate lifecycle) under which the project operates.
- Ensuring compliance with College procurement policies and procedures.
- Establishing and coordinating control systems for cost, quality and timescale.
- Coordinating approval of payments within agreed timelines.
- Coordinate audits and reviews of the project including post-completion.

**Risk and Issue Management**

- Managing the risks and issues associated with the project, budget, plan and dependencies in a controlled and effective manner.
- Raising Risk, Assumption, Issue and Dependency (RAID) items and proactively managing project RAID Logs.
- Escalating RAID items that cannot be resolved by the team to the Programme Manager/Sponsor.
- Identifying and advising the Sponsor of any risks associated with a delivery or milestone.

The Project Manager will fully comply with College procurement, publicity and retention of documents policies and procedures. It is the Project Manager’s responsibility to report that all procurement of services and products has been carried out in accordance with College policy.

**CONSTRUCTION-SPECIFIC RESPONSIBILITIES BY MAJOR PHASES**

The additional responsibilities listed below are specifically for the Project Manager on Construction projects.

**Pre-Construction**

- Overseeing formalities relating to Professional Indemnity and warranties.
- Evaluating all necessary insurances for both professionals and contractors.
- Leading all contractor and sub-contractor negotiations.
- Liaising with legal advisors on all contractual issues (contract compilation terms and conditions).
- Proactively working with Quantity Surveyor to achieve any potential cost savings.
- Establishing Health and Safety File (Design).
- Addressing all environmental aspects of the project.
- Coordinating local and statutory authorities.
- Submitting recommendation of contractor for approval by Steering.
- Ensuring all documents regarding tax clearance are in place for contractors/sub-contractors.

Construction

- Confirming from Sponsor that all contracts are signed and sealed prior to commencement of works.
- Ensuring all collateral warranties and performance bonds are in place.
- Confirming adequate insurance cover for works.
- Establishing and maintain Health and Safety File (Construction Stage).
- Responsible for contractor’s construction schedule and method statements.
- Establishing and managing mechanisms for dealing with potential claims during the project.
- Maintaining construction progress records, photo and video records from start to completion of the project.
- Coordinating local and statutory authorities to ensure that project time and cost schedule are maintained.
- Ensuring timely site inspections take place.
- Ensuring design information required by contractor is supplied by design team in a timely manner.
- Ensuring contractors resources are adequate and suitable.
- Proactively working with Quantity Surveyor to achieve any potential cost savings.
- Assisting and liaise with Quantity Surveyor on Final Account negotiations.

Post-Construction

- Responsible for all commissioning documentation, maintenance manuals, and all as-built drawings.
- Advising Programme Manager/Sponsor on insurance termination post contract.
- Planning and reporting on with testing and commissioning documentation.
- Ensuring all training regarding facilities is completed in a timely manner.
- Confirming receipt completion certificates from design team.
- Ensuring creation of snag lists by design team.
- Responsible for closure of items on the design team snag lists.
- Establishing the system of defects reporting post-construction.
- Responsible for rectification works.
- Assisting with handover of Health and Safety File (Post-Construction).
- Procuring warranties and guarantees from suppliers.
- Submitting final project close-out report for sign off at end of defects liability period.
- Ensure publicity plaques are in place if required.
- Review final Stage Gate.
- Ensure audits are planned and carried out.
3.18 Independent Construction Validating Agent

The Construction Validating Agent is appointed by and reports to Board to act on their behalf as an independent construction professional reporting on a quarterly basis or as required focusing on construction cost control, project quality and delivery from initiation through to completion and handover. Responsibilities include:

Pre-Construction

- As client representative attending programme meetings/processes to observe, report and act on the selection process of:
  - Design Team members
  - Design team appointment
  - Contractor, subcontractor and supplier interviews, selection and appointments
- Taking Client instructions and report back to Sponsor/Programme Manager/Project Manager.
- Making independent recommendations to Sponsor/Programme Manager/Project Manager.
- Working with client legal advisors on design team appointments and liabilities.
- Making independent recommendations to Sponsor/Programme Manager/Project Manager following legal advice on various project issues.
- Visiting consultant team members to query, interview and make suggestions and recommendations to design team lead and Sponsor/Programme Manager/Project Manager.
- Representing Sponsor/Programme Manager/Project Manager and have authority to issue instructions at design team meetings.
- Making independent recommendations on final approval and sign off at each stage of the construction process.
- Ratifying budgets and cost control procedures.
- Working with Procurement on tender and reporting process.

Construction

- As Client Representative attending where possible all construction and site meetings
  - Verification of change order (Change Request) procedures. As changes occur, the Validating Agent is the direct link between College and the team for verifying reasons for change, to identify who is responsible for change and at what cost.
  - Proactively pursuing design cost savings.
  - Monitoring and independent reporting on design cost additions.
  - Access to all quantities and costs before and during progress of works.
  - Working with Client’s legal advisors on all contractual issues relating to the Business School.
- Access to monthly payment recommendations for certification in order to provide independent, regular reports to Board.
- Participation at any dispute negotiations during the progress of the works and reporting on additional costs should they arise.
- Reporting independently to Board on all progress in relation to cost reports and procedures to highlight any deviations/variation from approved budget and agreed time schedule.
- Reporting to Board on a regular basis on any delay or disruptions on site which may have a cost implication.
- Authority to visit team consultants during the progress of the works to assist with any reporting issues to the board.
- Attending with project team members on compilation of snag lists and verification of snag solutions and liabilities etc.
- Assist with audit and final sign-off at each Stage Gate of the project as Client’s Representative.

Post Construction
- As Client’s Representative:
  - Attendance and participation at final account agreement meetings.
  - Ensure all “As built” drawings and O&M documentation etc. are compiled as works progress.
- Responsible for signing off final account cost report and agreement with Quantity Surveyor.
- Liaising on behalf of the client with construction and decanting projects on handover and occupation procedure. Support smooth handover and ensuring that proactive solutions are considered as the work progresses.

### 3.19 Business Analyst

The Business Analyst establishes the business scope to be addressed by the project team using the information for the project as described by the Sponsor in the Business Case and acts as the main contact into the project for day-to-day users of the end product and, as the customer representative, works with business area SMEs to establish detailed plans.

Responsibilities include:

- Development of business cases for process improvement initiatives.
- Documenting business processes and work with key stakeholders to identify issues impacting existing processes (gather facts, analysis and documentation of work flows including people and business units affected, business and academic cycles, functions to implement and data to collect and use).
- Categorising needs and features, identifying (inter)dependencies and conflicts.
- Analysing existing processes, systems and structures and benchmark existing services levels to identify areas for improvement.
- Working with stakeholders to identify options and solutions for process improvement and build support for process changes ensuring that budget, schedule and quality constraints are explored as part of the process of evaluating options.
- Managing expectations during option evaluation so that all recommendations contain feasible manual and automated procedures.
- Identifying underlying supports required to enable process improvement.
- Actively driving process improvements across College and manage process improvement initiatives through to successful completion.
- Defining project scope for process improvement initiatives, developing project documentation and plans for these projects and managing them to completion.
- Coaching and mentoring as required on process improvement techniques and testing.
- Liaising with other Business Analysts responsible for related projects to ensure constraints and expectations are shared.
- Obtaining sign off on recommended solution.
- Facilitating team processes within the project.
3.20 Subject Matter Expert (SME)

The SME acts as the single point of contact for the business area with the project, representing the business area in identifying both current (As Is) and future (To Be) processes and procedures. Responsibilities include:

- Providing expert knowledge within their field and provide source information to the project team.
- Reviewing and confirming all major deliverables for the project relevant to the area with the Project Manager, Business Analyst and Project Team Members.
- Providing expert knowledge on information collected and used in performing work.
- Providing expert knowledge on when, how and by whom information is used.
- Identifying opportunities to improve effectiveness, efficiency and economy of processes.
- Assisting in identifying and defining issues with existing processes.
- Participating in defining new and amended functional requirements.
- Developing test cases and perform/sign off on acceptance testing.
- Participating as required in any testing activities.

3.21 Legal Advisor

The Legal Adviser provides expert knowledge and guidance on implementing new and/or updated legislation.

Responsibilities include:

- Providing expert legal knowledge within their field and provide source information to the project team.
- Evaluating and reporting on the impact of legislation on the project.
- Drafting information for review by SMEs, Business Analysts and Project Governance and the project team.
- Ensuring compliance with legislation.
- Coordinating all professional/employment contracts to ensure compliance with College procurements policy and procedures.
- Availability for
  - Contractual advice before, during and after progress of works.
  - For legal advice on delays and disruptions if and as these occur.
  - For legal advice on warranties and maintenance issues should they arise.

3.22 Financial Advisor

The Financial Adviser ensures compliance with all College financial standards.

Responsibilities include:

- Acting as Single Point of Contact for FSD.
- Providing expert knowledge and guidance required by the project on financial issues, approaches, etc.
- Providing input into and support of the development of project costs, and ongoing operational costs and benefits.
- Supports the business in the development of the financial model for the project.

### 3.23 Trainer
Responsibilities include:

- Understanding in full the project’s business context, solution and deliverables.
- Developing the project training strategy and detailed plan.
- Developing training guides and content for courses and manuals.
- Establishing and executing appropriate training sessions to support project strategy and deliverables.

### 3.24 Architect
Responsibilities include:

#### Pre-Construction
- Producing Client Brief.
- Producing Initial Design.
- Producing Developed Design.
- Producing Detailed Design.
- Producing Tender Documentation.

#### Construction
- Carrying out Site Inspections and Visits.
- Providing Contract Administration.
- Providing Payment Certification.
- Monitoring and signing-off scope change.
- Monitoring extensions of time.
- Attendance at all relevant meetings.
- Compilation of snag lists.
- Supervising completion of snag lists.
- Dealing with disputes on site should they arise.

#### Post-Construction
- Producing Certificate of practical completion
- Producing Final Payment Certification
- Providing opinion on compliances with planning and building regulations.
- Providing as-built drawings.

### 3.25 Cost Management and Quantity Surveyor
Responsibilities include:

#### Pre-Construction
- Preparing a preliminary cost study based on the Concept Design.
- Preparing and implementing cost estimating and control procedures for the Project, to be approved by College.
- Preparing and implementing change control procedures for the Project, to be approved by College.
- Reviewing of and input to, as appropriate, all Project reports and studies.
- Preparing feasibility cost estimates for all alternative design solutions proposed by the Design Team.
- Attending all project and specific discipline meetings as required.
- Preparing and establish a Definitive Estimate or Budget for the Project as part of the completion of Preliminary Engineering.
- Preparing a detailed cost plan for the Project and advising on financial effects of construction phasing.
- Completing Value Engineering reviews at all major stages of design development.
- Providing full Quantity Surveying services to the Project including preparation of Bills of Quantities for all Works Contracts (including any enabling works contracts required).
- Providing Bills of Quantities for M&E elements of the work.
- Regularly reviewing design development to ensure compliance with cost plan or recommending action to mitigate impending overruns.
- Consulting and liaising with all Project Parties in a supportive and co-operative manner to ensure overall Project objectives are met.
- Ensuring PM Team and College are advised of any circumstances arising that might cause cost or schedule overrun.
- Advising on tendering procedures and contract documents in respect of all construction contracts, and prepare the appropriate documents as required.
- Reviewing and analysing all construction bids, as appropriate and attending clarification and negotiation meetings with Bidders.

Construction

- Providing comprehensive cost and cash flow reports for the Project on a monthly basis.
- Carry out all responsibilities and activities efficiently and in accordance with the programme.
- Attending site meetings as necessary.
- Monitoring actual cash flow against forecast.
- Approving invoices for payment and ensure payment by College.
- Ensuring contractor compliance with all insurance requirements. Secure certificates for safekeeping.

Post-Construction

- Negotiating and agreeing final account with main contractor and all sub-contractors.
- Providing final cost report for College.

### 3.26 Structural Engineer

Responsibilities include:

Pre-Construction

- Liaising with design team on programme for completion of design.
- Liaising with design team on programme for construction of works.
- Development of design proposal for works.
- Preparing representative sketches/drawings/specifications to assist with planning permission/cost plan.
- Consulting with local authorities.
- Developing detailed design.
- Preparing final calculations to comply with building regulations.
- Assisting Quantity Surveyor with estimates of reinforcement, final specifications etc. for Bill of Quantities.
- Assisting Architect in communication to client over technical suitability of works.
- Advising on the need for any special conditions of contract relevant to the works.
- Advising the Client/Architect on the likely necessity for appointing supervisory site staff.
Assisting Architect with merits of tenders, prices and estimates received.
Providing submissions of drawings for the works to Architect.
Co-ordinating and integrating within the overall design of the works.

Construction
- Advising on preparation of formal contract documents relating to accepted tenders for carrying out the works or any part of them.
- Advising the Client/Architect in relation to the need for special inspections or tests arising during the construction of the Project.
- Reporting to Architect on the necessity of appointment of supervisory site staff.
- Assisting the Architect in examining the Contractors proposals where required by the building contract documents.
- Attending for duration of the structural works, all relevant site meetings.
- Advising the Architect on certificates for payment to the contractor.
- Performing any services which the Consulting Engineer may be required to carry out under any contract for the execution of the works.
- Assisting the Architect in settling any dispute or difference relating to the works.

Post-Construction
- Delivering copies of the drawings supplied to the Contractor for the project upon completion of the works.

3.27 Mechanical, Electrical, Public Health Services Consultant (MEP)
Responsibilities include:

Pre-Construction
- Preparation of mechanical and electrical services drawings.
- Preparation of mechanical and electrical services specifications.
- Preparing budgets and obtaining costs from nominated contractors.
- Negotiating Fixed Price on receipt of costs (if applicable).

Construction
- Attending all site meetings.
- Carrying out site inspections and oversee Mechanical and Electrical Contractor’s work.
- Evaluating interim work in progress for Quantity Surveyor.
- Making payment recommendations, MEP work for Quantity Surveyor.
- Snagging building services and overseeing completion.

Post-Construction
- Preparing final accounts.
- Issuing opinion on compliance in relation to Building regulations.
- Checking ‘as built’ drawings and documents/certified contained in the Mechanical and Electrical operational and maintenance manuals.
- Preparing Health & Safety statement as part of the design process in relation to the services element of the project.

3.28 Fire Consultant
Responsibilities include:

Pre-Construction
- Participating in design team meetings
• Holding preliminary meetings with Fire Officer
• Highlighting fire regulations/precautions
• Engaging with Health & Safety Consultant
• Producing drawings and specification for fire certificate application.
• Signing off with Fire Officer prior to lodgement of fire certificate application.

Construction
• Holding regular meetings with design team
• Liaising with Fire Officer
• Monitoring installation
• Monitoring variations in specification with regard to fire implications.
• Procurement of O&M and specification confirmations with regard to fireproof material.

Post-Construction
• Providing certification and documentation for Fire Officer.

3.29 Health & Safety Consultant
Responsibilities include:

Pre-Construction
• Holding regular meetings with design team.
• Compiling and producing a Safe System of work plan (SSWP).
• Appointing a Project Supervisor, Design Process (PSDP).
• Appointing a Project Supervisor, Construction Stage (PSCS) (Pre-construction).
• Developing the Health & Safety file for the project and make available to PSDP, PSCS and Contractor.
• Communicating and liaising with team as necessary.

Construction
• Holding regular meetings with design team and contractor.
• Monitoring continuous Health & Safety on site.
• Updating and amending the Health & Safety file.
• Liaising with team if necessary.
• Conducting/supervising toolbox talks, safety talks.

Post-Construction
• Making site Health & Safety file available for handover.
• Compiling Health & Safety report post construction.

3.30 Traffic Consultant
Responsibilities include:

Pre-Construction
• Compiling report on traffic implication for new construction.
• Engaging with Health & Safety Consultant.

Construction
• Monitoring traffic control including traffic light coordination, access and egress and liaising with Dublin City Council, traffic department.
• Liaising with An Garda Síochána, if required.
3.31 Fit Out Specialist
Responsibilities include:

Pre-Construction
- Holding regular meetings with design team.
- Acquiring client brief.
- Production of drawings and specification.
- Compilation of budgets and costs for fit out.

Construction
- Monitoring work in progress during fit out.
- Working closely with design and management team on site.
- Dealing with all insurances of fit out staff.
- Engaging with Health & Safety Consultant.
- Supervising installation.
- Signing off of installation on completion.

Post-Construction
- Dealing with all snags and maintenance issues with regard to fit out.
- Acquisition of all O&M manuals.
- Monitoring use of fit out installation until expiration of warrantees etc.

3.32 Sustainable Energy Consultant
Responsibilities include:

Pre-Construction
- Holding regular meetings with design team.
- Engaging with Health & Safety Consultant.
- Compilation and production of report with regard to sustainable energy.
- Signing off on accepted specification for sustainable energy within the design and contract documents.

Construction
- Monitoring sustainable energy materials and installation during the progress of the works.
- Availability to amend design should variations occur.
- Ensuring maintenance of sustainable energy components during the works.
- Signing off of components and fittings upon completion of the works.

Post-Construction
- Monitoring use of sustainable energy components until expiration of warrantees etc.
- Compilation of report on sustainable energy at close-out of project.

3.33 Planner
Responsibilities include:

Pre-Construction
- Holding regular meetings with design team.
- Consultation with Dublin City Council planning department.
- Production of planning report and recommendations.
Assisting design team with planning application lodgement.

3.34 Archaeologist
Responsibilities include:

Pre-Construction
- Holding regular meetings with design team.
- Liaising with Dublin City Council.
- Compilation of report on archaeology aspects of project, if any.