Venturing Into New Territories

BOARD OF QUANTITY SURVEYORS MALAYSIA
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The second half of 2011 has witnessed many significant events as captured in the President’s message.

QS - Link would like to applaud the appointment of Sr Ong See Lian as the 130th global President of RICS and the first non-British to hold that post. We hope Sr Ong will capitalise on this golden opportunity to promote the existence of Board of Quantity Surveyors Malaysia to the world at large.

This issue includes interesting articles on Head Office and Profit Claim and Public Procurement Strategies - The Malaysian Approach.

We are also proud to expose our outstanding Quantity Surveyors, now venturing beyond the traditional basic QS services; namely Nor Azman Bin Zaini practicing under SuaZ Consultancy and Solutions, Sr Dr. Mohd Mazlan Che Mat, a pioneer in Value Management services under MCM Associates Sdn Bhd and Sr Saravanan Subramaniam of SG Contract Services with special focus on Civil Engineering works locally and overseas.

Lesson learnt is a reminder to registered Quantity Surveyors to be cautious when being appointed as Consulting Quantity Surveyors and avoid being involved in dual capacity for the same project.

On that note, we pray that 2012 will be a better year for all readers of QS-Link.

Dato’ Sr Haji Nik Farid bin Kamil
Chief Editor (December 2011)
With 2011 winding down and 2012 just over the horizon, I thought it might be appropriate to highlight some of our achievements in 2011 and also current issues from the Board of Quantity Surveyors.

The quantity surveying profession in Malaysia has reached a new height when our own Quantity Surveyor, Sr Ong See Lian had been appointed as the 130th Global President of the Royal Institution of Chartered Surveyors. The installation ceremony was held on 4 July 2011 at the RICS office in London. It was a historic event that should become as a delighted moment to all Malaysian Quantity Surveyors as before this, never a non-British being appointed as RICS Global President.

I wish to congratulate the success of the QS International Convention (QSIC) 2011 that was held on 11 – 12 October 2011 co-organized by the Board of Quantity Surveyors Malaysia, Royal Institution of Surveyors Malaysia, Jabatan Kerja Raya and Universiti Sains Malaysia. The event serves as a challenge not only to the organizer (it was the 1st time QSIC was held outside Kuala Lumpur!) but to all Quantity Surveyors to better themselves, to change from being passive to pro-active, to transform the image of a contented and mild-mannered professional to an aggressive and intense one, perpetually striving for excellence and involvement. It was well synchronized with the theme of the convention itself, ‘Rockin’ Transformation’. The Board also wished to record our appreciation to the Deputy Minister, YB Yong Khoon Seng for delivering the Minister’s speech and also to Tan Sri Rafidah Aziz for giving a very inspiring Keynote address.

Another international event within the QS fraternity that had taken place was the 15th Pacific Association of Quantity Surveyors (PAQS) Congress held in Colombo, Sri Lanka on 25 – 27 July 2011. It was an impressive turnout by the Malaysian delegates as I understand there were 21 Malaysian quantity surveyors from both the private and public sectors who attended the congress. I hope delegates have taken this golden opportunity to exchange knowledge and do networking with other fellow members of the Pacific Association of Quantity Surveyors.

I would also like to take this opportunity to highlight on the draft amendments to the QS Act due to be tabled at the next parliamentary session. The citizenship clause will be repealed and we will now accord equal treatment to both local and overseas applicants for registration purposes. At this point, I wish to again remind my fellow Quantity Surveyors with regards to capacity building and professionalism with the emphasis on premium quality documentation, both technical and contractual in nature, enabling better and effective communication, as the nation embarked upon the impending globalization of the professional services by the year 2012.

In September 2011, BQSM has moved further in enhancing its IT by integrating ReQsys with MyCPD making it a more interactive web based system. With this on-going enhancement, I hope it will further reduce BQSM administrative operation and resources and thus improve BQSM efficiency in managing its processes for renewal. I would like to announce by the year 2013, all renewals shall be based on self declaration. Failure to renew by 31 December of the particular year and making false declaration during renewal, will result in one’s membership to be automatically terminated.

In line with this, I would like to remind again or perhaps urged qualified graduate members to get themselves registered as “Registered Quantity Surveyor” through the “Special Route programme” which will end in 2013. In 2011, I realize only 19 out of 214 graduate members (who have reached their 8 years of working experience) made their registration through this programme and the number received is very small and far below my expectation.

We have come this far, and as a professional Quantity Surveyor, we shall never sit on the side lines anymore. We must be the catalyst for the economic growth and to be reckoned with for professionalism and integrity. We can start creating the future by working on it today!

Y. B.HG. DATO’ SRABDULL MANAF BIN HASHIM
PRESIDENT
BOARD OF QUANTITY SURVEYORS MALAYSIA
December 2011

Malaysians Need To Be Able To Think Creatively And Innovatively So They Can Adapt Themselves And Be Ready To Face Globalisation Which Is Unavoidable

Tan Sri Muhyiddin Yassin
Deputy Prime Minister

aggressive and intense one, perpetually striving for excellence and involvement. It was well synchronized with the theme of the convention itself, ‘Rockin’ Transformation’. The Board also wished to record our appreciation to the Deputy Minister, YB Yong Khoon Seng for delivering the Minister’s speech and also to Tan Sri Rafidah Aziz for giving a very inspiring Keynote address.

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Public Works Procurement Strategies – The Malaysian Approach

Procurement Strategies for the Public Sector conference with the theme “Optimising Benefits and Minimising Risks to Ensure the Efficiency of Public Sector Procurement Processes” was held in Beach Road, Singapore from 12-13 July 2011, organized by IQPC Worldwide Pte. Ltd. Singapore. A total of 50 participants comprising public and private sector representatives from 10 countries attended the 2-day conference. The aim of the conference was to create a platform for key decision makers from public sector agencies across the globe to discuss and deliberate the future of public sector procurement through knowledge sharing and case studies on successful procurement strategies and models to ensure integrity, accountability, quality, efficiency and optimum risk management.

INTRODUCTION

Presenting a paper on “Public Works Procurement Strategies – The Malaysian Approach”, Director of Contracts and Quantity Surveying Branch, Public Works Department, Malaysia, Sr Fadzilah Binti Abdul Samad explained on the Malaysian Government policies and in particular the Public Works Department’s approach and strategies in order to support the Government Transformation Programme and enhance the Malaysian procurement systems and strategies for the Public Sector. Among the key issues highlighted were:

INTEGRITY AND TRANSPARENCY

Corruption is a major issue in procurement in many countries. As such, the Malaysian Government is dedicated to enhance integrity and transparency as part of the procurement strategies for the public sector. The implementation of Integrity Pact in Government Procurements and introducing a clause on corruption in the Conditions of Contract is one of the initiatives in fighting corruption under the National Key Result Areas (NKRA). A web-based procurement process called ‘National e-Tendering Initiative (NeTI)” is also being implemented in parallel with the current objective method of tender evaluation as another step towards enhancing integrity and transparency and turning the industry into a globally competitive market.

ACHIEVING BEST VALUE FOR MONEY

Achieving best value for money involves a comprehensive approach to planning, monitoring and control, means of operation and use of resources in the most economical, efficient and effective way.

INCREASING EFFICIENCY

PWD itself has taken initiatives to increase the efficiency of project delivery for the public sector by implementing an effective Project Management System such as Project Acquisition Categorization (ACAT), PWD Quality Management System (QMS) and on-line Project Monitoring System (SKALA).

Another way of increasing efficiency is by adopting best practices such as standardisation of procedures, contract forms, schedule of rates, industrialised building systems (IBS) and using pre-approved plans and modular designs.

The Malaysian Government is also promoting efficiency and transparency by leveraging on ICT. Among the systems developed are e-Procurement (for supply of goods and services), NetI (for procurement of works) and e-Perunding, an online system for procurement of consultancy services from registration of consultants to appointment and evaluation of performances. Supporting these systems is MyProcurement, a one-stop information Portal for Government procurement which contains advertisements, tender results, circulars and guidelines for ease of reference.

ENCOURAGING INNOVATIONS

As the issues on eco-friendliness and green technology are steadily mounting globally and across industries, Malaysian Government has taken its steps to implement the National Green Technology Policy and established the National Green Technology Council chaired by the Malaysian Prime Minister Datuk Seri Najib
Tun Razak. Furthermore, Malaysian Government will lead the example by adopting green technology in government facilities in its national strategy to promote better quality of life and become conscious to nature’s well-being. Designers in PWD are encouraged to develop innovative designs which are cost effective and promoting green technology, efficient use of energy, water and other resources, as well as reducing waste, pollution and environmental degradation.

DEVELOPING COMPETENCY

The fact that some projects fail due to the incompetence of contractors, the Construction Industry Development Board (CIDB) is intently conducting training courses for contractors to develop their skills, standards, competency, quality and productivity. PWD as well has its own continuous development programme by conducting seminars and workshops to enhance the knowledge of contractors.

To ensure the success of a project, both consultants and contractors are selected through Quality-Based Selection (QBS) systems which evaluate their technical and financial capabilities based on their project management competency, business performance, professional staffing, proposed methodology, quality assurance (ISO certification) and other criteria. Through this system, only the most capable, reputable and competent consultants and contractors will be selected to carry out the Government projects.

FUTURE DIRECTION

Like elsewhere, Malaysia also sees the need to reform the traditional procurement systems. Thus, in meeting the substantial increase in number of projects, Malaysia has also adopted new procurement systems and taken initiatives to enhance the effectiveness of procurement systems as part of the procurement strategies for the public sector. By improvising the e-procurement system and introducing the new government procurement strategy known as Relational Contracting (RC), it strategically aligns the contracting parties, by creating and developing a value-based relationship between the contracting parties built upon trust, respect, transparency and open communication. Types of RC currently in use in the public sector are:

- Public Private Partnership (PPP) – a contracted value-based relationship between the public and private sector which optimizes the allocation of responsibilities, rights, risks and rewards between the parties, so as to maximize the efficiency and value of public service delivery.
- Partnering – Governance in alliance where the Client, the implementing agency, the contractor and the whole supply chain act as an integrated team to collectively identify and resolve problems in order to achieve a common objective.

CONCLUSION

From the whole discussions, it can be said that like other developed or developing countries, Malaysian Government is also concerned and making a move on reforming its inherited public procurement system. Many public sector projects have suffered due to critical problems such as late project completion, cost overruns, low quality and low clients satisfaction. There are also issues pertaining to public accountability, fair dealing, conflict of interest situations, lack of transparency, lack of ethics and corruption. As such, in parallel with the Government Transformation Programme, the Government has taken various initiatives and affirmative actions to support and enhance the strategies and practices for public sector procurement in order to improve the effectiveness of the Government’s service delivery system and be accountable for the outcomes that matter most to the people.

Reported By: Norafazarul Ani Nordin

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**The Present**

“The Gift that Makes You Happy And Successful at Work and in Life”

THREE WAYS TO USE YOUR PRESENT MOMENTS

**BE IN THE PRESENT**

**WHEN YOU WANT TO BE HAPPY AND SUCCESSFUL**

Focus On What Is Right Now. Use Your Purpose To Respond To What Is Important Now.

**LEARN FROM THE PAST**

**WHEN YOU WANT TO MAKE THE PRESENT BETTER THAN THE PAST**

Look At What Happened In The Past. Learn Something Valuable From It. Do Things Differently In The Present.

**PLAN FOR THE FUTURE**

**WHEN YOU WANT TO MAKE THE FUTURE BETTER THAN THE PRESENT**


By …. Spencer Johnson…..
MANAGING KNOWLEDGE IN PROJECTS

This paper was presented by Sr Roznita Othman from PWD during the 15th PAQS Congress held at the Grand Cinnamon Hotel, Colombo, Sri Lanka.

Introduction

Knowledge has become an invaluable asset and processes need to be put in place to acquire, produce and integrate it in the project environment. However, the question is who should be doing this? Team members are often interested in getting the job done. Whatever they have learnt from the projects is securely kept in their minds. Usually, most of the experience gained from previous projects were just a waste because it is not documented and stored properly. Therefore, the skill is no longer accessible to others for reuse. Thus, when they encounter the same situation later, those lessons learnt can only be applied if they can recall the skills. Systematic and effective sharing of project learning within and across project teams could lead to higher success in project implementation.

Understanding knowledge

Generally, there are two (2) types of knowledge – tacit and explicit knowledge (Polanyi, 1962). Tacit knowledge resides in people’s head and is difficult to express or to be transferred to others. Explicit knowledge refers to knowledge that can be transferred easily to others and take the form of intellectual artefacts such as reports, books, documents, manuals, databases, including all kinds of information and data that are presented visually, like tables, graphs, etc.

Managing Knowledge in the Project Environment

Three (3) types of knowledge that need to be managed at various stages of the project life cycle are:

1) knowledge within projects
2) knowledge from and between different projects.
3) knowledge about projects.

Several tools and techniques that are commonly used to promote project learning are as follows:

i. Peer Assist (PA) - learning from others at the outset of a project by inviting a number of people with relevant knowledge and experience to help provide valuable input at the start of the design or define stage.

ii. After Action Review (AAR) - capturing useful operational knowledge and provide input to make corrections in the next day’s operation through a short meeting held after a certain task.

iii. Retrospect/Post Implementation Review (PIR) - capturing lessons learnt as soon as the project is completed by conducting a Lessons Learnt workshop where team members are given an opportunity to present their view points and insights that result from the roles they played in the project.

iv. Knowledge Harvesting – conducting an interview to capture knowledge from an individual who is leaving, or has become an expert in certain knowledge areas that others require. The interview digs up successes or failures experienced, identifies factors and challenges, and summarises the main lessons. It is also useful if the key reference documents and contacts are compiled.

v. Knowledge Exchange - sharing operational knowledge with other teams through a meeting or dialogue session with a group of experienced people, with a focus on key issues and to validate existing knowledge.

vi. Knowledge Visits - transferring practical knowledge from a person or a team by conducting visits to exchange ideas.

Challenges in Managing Knowledge in projects

There are many challenges in managing knowledge especially in construction projects.

• People involved in projects do not only have diverse backgrounds, but are also organisationally and most of the time, geographically dispersed.
• Knowledge created or gained during day to day interactions at various project phases or stages are not systematically captured and managed.
• Members tend to avoid admitting mistakes for fear of negative effects and they do not see the benefits of opening up the “can of worms” to document lessons learnt.
• Although ICT is being widely used, it is mainly used for preparing and storing project documents. The context and processes behind those documents are often not captured, leading to little understanding of what happened and why.
• The use of disparate systems with the lack of proper procedures and tools for transferring knowledge from one project to other projects lead to information errors and obsolescence.
Knowledge stored in the repository become transformed into explicit knowledge and shared but there is still a lot more that cannot be codified due to its tacit nature.

**Conclusion**

Knowledge management can be addressed before the start of the project, during its implementation and after its completion. Transferring knowledge and experience between projects can avoid “reinventing the wheel”, making same mistakes, and cut down cost of training. Project managers need to ensure that team members “learn before doing, learn while doing and learn after doing” through the use of appropriate KM tools and techniques like PA, AAR, PIR, etc.

ICT technologies provide valuable support for managing knowledge and are particularly effective in knowledge sharing activities and in integration of knowledge within and across project teams. However, they should only be seen as an enabler and not as the driver of KM initiatives.

Organisational culture plays a key role in KM. Successful KM is dependent on the willingness of staff to share knowledge and participate in KM activities. Management itself need to model knowledge sharing behaviours and find suitable incentives that can motivate people to contribute to the knowledge base and apply the knowledge in their jobs.

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Constructing Excellence. 2004. Putting People First in Knowledge Management. *Case Study*. Ref No. 236


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“Success is to be measured not so much by the position that one has reached in life as by the obstacles which have been overcome while trying to succeed.”

Booker T. Washington
CRITICAL SUCCESS FACTORS: LESSONS LEARNT IN KL INTERNATIONAL AIRPORT PROJECT

This paper was presented by Prof. Sr Dr. Wan Maimun Wan Abdullah during the 15th PAQS Congress held at the Grand Cinnamon Hotel, Colombo, Sri Lanka.

The importance of the construction industry to nation building and its vital link to the national gross development product necessitates that projects are successfully implemented. However, studies and evidence have shown that there is a low probability in consistently achieving this. For more than a century, researchers have been grappling with the concept of project critical success factors (CSF) that would lead to project success. The findings of a study (Wan Abdullah, 2010) define project success as “Achieving the project criteria of Stakeholder appreciation, Quality, Time and Cost through the critical success factors of human management, process, contract and technical, and organization”. The framework is shown in the diagram below:

![Project Success Framework identifying the Critical Success Factors (Wan Abdullah, 2010)](image)

This paper intends to provide lessons learnt in the successful implementation of the mega project, KL International Airport that cost approx RM11 billion (which was initially estimated to cost RM20 billion) and correlate these lessons learnt with the findings of the study. It reveals an insight on the CSF of the project and could be summarized as follows:

a) SUCCESS CRITERIA: It is important to prioritize “WHAT” are to be achieved since attempting to achieve all the criteria is near impossible due to the demanding and conflicting constraint of all the success criteria. For KLIA project, it is clear that the success criteria are “Time” and “Stakeholders’ appreciation”.

b) CRITICAL SUCCESS FACTORS: In achieving these prioritized criteria, the “HOW” are then put in place. The CSF are:

- Human management factor group – providing a cohesive team and leadership; stakeholder management that include stakeholder buy-in, good human relation and project definition; and establishing a comprehensive communication management plan.
- Process factor group – Planning to establish a comprehensive Master Plan, a schedule that comprises all the contract packages in a Master Implementation Program, and a Quality Management System that includes the approval committees (for design, materials, claims and variations) which will result in effective and efficient monitoring control procedures.
- Contract and technical factor group – having an effective procurement strategy that include strategic contract packaging, managing interfacing works, pre-qualification tender and procurement system that was a combination of fast track, design and build, conventional and privatisation and a bespoke forms for conditions of contract that supported the strategy and government policies.

“Operation keeps the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward “...

quoted by Joy Gumz
Once it has been announced as the venue for the 2012 Olympic and Paralympic Games in 2005, London has geared vigorously and set to be the most memorable Olympic Games ever held. The Stadium is located at Marshgate Lane in Stratford in the lower Lea Valley. As “seeing is believing”, 8 members representing the Board Of Quantity Surveyors Malaysia, went for a technical visit to the Olympic Park on the 8th of July 2011. The members were amazed by the rapid progress and transformation of the Olympic Park and how it has changed east London skyline’s view.

Some interesting points of the progress that can be highlighted are:-

- **Plan** - creative design and innovation lies at the heart of the project.
- **Well planned** - everything is done according to the schedule (time / day).
- **Area** - Located in an area of about 2.5sq km that is equivalent to 357nos. of football field!
- **Space** - 800,000 tonnes of soil were taken away before construction begins which is enough to fill the Royal Albert Hall nine times over.
- **Height** - The height of the stadium is half size of the London’s Eye and it is equivalent to the central span of Tower Bridge which is 62.7m height.
- **Seating space** - The seats lined side by side and the size is equivalent to 50 km.
- **Roof** - can support for about 34 unloaded double-decker London buses.
- **Seating** - The wrap increases the spectators’ comfort and create the theatrical black space before entering the drama in the seating bowl.
- **Raw Material** - A visual testament to London 2012: Adapting the “Reduce, reuse, recycle” approach, steel structure was built 75% lighter in terms of steel use. For concrete structures, they use low - carbon concrete (made from industrial waste containing 40% less embodied carbon than usual). The top ring of the stadium was built using surplus gas pipes. The usage of steel and concrete were further reduced by designing the lower section of the stadium to sit within a bowl.
- **Arrangement** - Each structure was designed to create a ‘legacy’ of its own.
- **Progress** - Allowing local and foreign visitors to ‘the site’ from an early stage of development so that the ‘world’ is aware of the progress and future plans of the Olympic Site.

The construction started in May 2008 and is now ready to be used for the Olympic Games which is scheduled to be in July 2012.
If you are a contractor and having a delayed project (presumably not solely caused by you), Head Office Overheads Contributions may be in your list for Loss and Expense claims. It is common for contractors to adopt the simplest and so called ‘accepted’ method of calculating such expenses, hoping that the other side will accept it too.

So, the Hudson’s, Eichley or Emden’s formula will be the choice to choose. Among these 3 formulae, I found out from experience that the Hudson’s is the all time favourite!

Why choose Hudson’s? There are 2 other alternatives normally discussed in textbooks i.e. Eichley & Emden. Not only that there are many more formulae available such as the Ernstrom Formula, Manshul Formula, Carteret Formula, Allegheny Formula to name the few and all these formulae were created from various Court cases. I have no answer to this, but it seems like our industry is comfortable using it and maybe there were success stories behind it that passed from one generation to the other.

However, recently I found that many attempts to use Hudson’s formula failed and been rejected outright! Many Contractors expressed their dissatisfaction over this matter and blaming Employers for being unreasonable, inconsiderate, and not professional in their conduct. Some cases resort to arbitration or litigation with significant claims for head office & overheads.

Now having practiced as a Claim Consultant for more than 15 years, I found that there is lack of understanding on what needs to be demonstrated first before any claim of this kind can survive and also the premise of when Hudson’s formula can be used. Mere application and misused of the formula will surely result to rejection as it does not comply with business common sense!

So, let’s be clear now that the subject we are discussing now is the claim for overheads and profit contribution that is expected from a particular contract to the contractor’s head office. This is different from a pure prolongation cost, where the contractor suffered delay due to the Employer.

Claims for loss on contribution to head office overheads are frequently contested in principle and continue to be the subject of much debate. Despite this, such claims have found in favour with the courts.

The case of J F Finnegan V Sheffield City Council (1988) 43 BLR 124 is one instance. Sir William Stabb QC sitting as Official Referee stated:

“...It is generally accepted that, on principle, a contractor who is delayed in completing a contract due to the default of his employer; may properly have a claim for head office or offsite overheads during the period of delay, on the basis that the workforce, but for the delay, might have had the opportunity of being employed on other contract which would have had the effect of funding the overheads during the overrun period.” [Emphasis Added]

On this point Sir William Stabb QC also referred to the unreported case of Whittal Builders Company Limited V Chester-le-Street District Council (1985). Mr Recorder Percival QC in passing judgement said: “...I come to overheads and profit. What has to be calculated here is the contribution to offsite overheads and profit which the contractor might reasonably have expected to earn with these resources if not deprived of them.” [Emphasis Added]

“Quantity Surveying profession need to ‘move up to greater heights’ and ‘become more accountable’. This can only be possible if Quantity Surveyors continue to expand their scope of services by being more innovative, more pro-active and more mobile to adapt to the changing needs of the clients.”
The ability to convert ideas to things is the secret of outward success.

Henry Ward Beecher

Now let's look at the formula. The Hudson formula, is expressed as follows:

H.O. profit percentage/100 x contract sum / contract period (weeks) x delay (weeks)

The head office/profit percentage applied is that percentage to cover both head office overheads and profit as built into the tender.

Let's look at few points that will explain why it failed most of the time:

1. First and foremost, most contractors failed to clearly demonstrate causes of delay and determine who is responsible for it. This applies to all cases when the cost of the claim relates to the delayed contract. In most cases, delays were caused by both parties. So, if a project has been delayed for four months, the party that attributed to the delay must be analysed. Without proper and systematic delay analysis, one will not be able to identify critical delays affecting the completion date and who is responsible for it. Concurrency issue will also be a plausible defence for the Employer if it was not being analysed properly. Look at it this way, when both parties attributed to the delay and the contractor is not able to show who caused it and how long the delay was caused by the respective parties, it’s unlikely that any Employer will consider paying him for the extra time taken. Time equals money for both parties!

2. The Hudson's formula evolved during the 60's at the time of high economic activity and assume the existence of a favourable market, where certain percentage overhead and profit can reasonably be earned in most contracts. Another contract will be easily secured after completion of the other with more or less the same percentage for overhead and profit. Just consider our construction industry market currently since the fall in mid 90's. It's not favourable at all. Projects were given to big companies (on the assumption that they are able to sustain and finance the project) with small profit margin or none at all. Subcontractor's prices were pressed so low that many overhead, especially when subcontracting system is the norm nowadays. Profit level also varies significantly and commonly dealt separately from overheads.

3. The Hudson's formula integrates head office overheads and profit and assumes that both are inseparable. The formula assumes that the contractor will price for his overhead and profit by this way which are not true in practice. The head office expenses bear no direct relation with the contract sum. A huge contract sum does not necessarily result in proportionally huge overhead, especially when subcontracting system is the norm nowadays. Profit level also varies significantly and commonly dealt separately from overheads.

4. The Hudson's formula assumes that the percentage allowed in the tender for overheads and profit will be automatically applied irrespective whether such percentage allowed and can be achieved in reality or otherwise. There are some elements of uncertainty here, where in reality it can be a negative percentage, zero percentage or the full 15 percent earned. Why should the Employer agree to any percentage?

5. The Hudson's formula also assumes that all the contractor's resources will be prolonged and utilised in a particular contract and he will not be able to undertake work elsewhere until he is released from this delayed contract. This is not in line with the current industry practice where most companies will manage its financial risk by discharging un-utilised and under utilised resources. Not only that, if this assumption is allowed, it is against the principle of law requiring the party to mitigate his losses.

6. Further to point no. 5 above, it is against common sense and business sense for companies to claim that they had to decline works just because of limited resources (human, plant, machineries and equipments) as pools of resources are available during this time ie when the economy is not so good.

7. When claiming for loss of contribution based on the Hudson's formula and at the same time prolongation cost is claimed, duplication must be avoided. Most contractors failed to proof a clean claim has been submitted, and in this situation will lead the Employer to believe that duplication has not been dealt properly.

8. In essence, most contractors failed to show that they could have obtained other profitable works, and they were unable to do so because their resources were tied up on the delayed contract.

So, how do we deal with this? We know that the contractor has incurred some cost and there are no simple methods to evaluate. To end this article, a simple suggestion is to be fair in any method, perhaps one of the way out is to pre-agree an approach and a formula (not necessarily Hudsons, Eichleay, etc.) to be used, if such cases occurred.

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The QS International Convention with a theme of ‘Rockin Transformation’ was held at Hard Rock Hotel, Penang on 11th - 12th October 2011. It was jointly organised by Board of Quantity Surveyors Malaysia (BQSM), Universiti Sains Malaysia (USM), Royal Institution of Surveyors Malaysia (RISM), Public Works Department Malaysia (PWD) and supported by Construction Industry Development Board (CIDB). A total of 300 local and international participants attended the two (2) days convention. The Opening Ceremony was officiated by the Honourable Deputy minister of Works, Y. Bhg. Dato’ Yong Khoon Seng and keynote address by Y.B. Dato’ Seri Rafidah Aziz, Chairman of Air Asia-X.

Twelve (12) papers were presented during the convention. The summary of the papers presented were as follows:

**Session 1: Entrepreneurship**

**Speaker**: Sr Loo Ming Chee  
**Topic**: How to Sell Your QS Firm for 100M or More - Trends in Mergers & Acquisitions.  
**Summary**: The paper highlighted the advantages of M&A as it provides capital and synergy. The fundamental is getting the valuation right and knowing what is the level of sustainable profit for the firms. But based on findings, the rules of M&A may not be suitable to QS practitioners thus it was suggested that small QS firm should merge with multi-disciplinary firm.

**Session 2: New Market**

**Speaker**: Prof. Roger Flanagan  
**Topic**: International Trends.  
**Summary**: The paper sent a message for us to transform by following international trends. We need to reassess our core competency, re-engineering, do differently, diversify, integrated project delivery without silo mentality, learn from others and to seek new market areas such as logistic planning and leverage technology to create opportunities and to drive down cost.

**Speaker**: Sr Chua Siow Leng  
**Topic**: Future Requirements for QS Registration.  
**Summary**: The paper was with regards to the proposed amendments to QS Act which introducing two-tier registration and special route programme for application as full member. This future requirement is to facilitate the registration of all local and foreign Quantity Surveyors at the 1st tier called Professional QS and for a further 2nd tier – for Consulting QS.

**Speaker**: Eugene Seah  
**Topic**: Building Information Modelling (BIM) for QS.  
**Summary**: The paper highlighted on how BIM affect QS practices as it improves current practices of working, giving greater accuracy with the ability to test and estimates design permutations. It had been a successful trend in Singapore construction industry in using BIM with the support of the Singapore Government.

**Speaker**: Sr Jailani Jasmani  
**Topic**: R&D Key to QS Transformation.  
**Summary**: The paper talked about transforming ourselves through R&D by the collaboration between academia & industry as it combines expertise, knowledge sharing and resolving practical issues.

**Speaker**: Assoc. Prof. Sr Azlan Raofuddin Nuruddin  
**Topic**: Transforming the Work Ethics.  
**Summary**: The paper proposed working from home to provide quality life. Though there may be some concerns pertaining to issues and attitude which need to be changed when working from home.
Session 3: Specialization, Green and Sustainability

Speaker: Y. Bhg Dato’ Sr K. Sri Kandan
Topic: “Partnering” for Sustainability: A Perspective.
Summary: The paper talked about partnering experience that had demonstrated good project outcomes in terms of time, cost and quality. Partnering has been used as an innovative approach to procurement and management of construction services.

Speaker: Lim Chui Ping
Summary: Ms. Lim Chui Ping sent a message that dilapidated buildings does not mean useless buildings. With proper care and restoration, these buildings can provide beauty and historical heritage.

Speaker: Mohideen Kadir
Topic: Moving Towards Sustainable Cities.
Summary: Mr. Mohideen Kadir stressed that the construction industry need to ensure that cities are sustainably planned. University courses are advised to incorporate traditional values and practices in architecture and city planning.

Speaker: Sr Ida Zuraida Mohd Yusof
Topic: The Seven Habits of A Successful Contractor.
Summary: Sr Ida Zuraida’s paper highlighted the rating system for profiling contractors benchmarked at international standards. Seven (7) parameters will be evaluated—business performance, financial, technical, procurement management, project management, best practices and management capabilities.

Speaker: Prof. Rvelamila
Topic: Quantity Surveying Firms as Living Companies - Addressing Twin Challenges.
Summary: The paper highlighted that for QS firms to be successful and sustainable, they must address the following challenges, i.e. (i) re-organize as fully fledged project oriented organizations (POO) (ii) understand how to compete for the future as it is different from the present. This includes changing from old ways, having culture change and paradigm shift.

Speaker: Dr. Andrew Ross
Topic: A Blended Learning Approach In Supporting Professional Development In Sustainable Education.
Summary: The paper reported on the effort to increase higher skill level in workforce. He also highlighted on an innovative postgraduate Continuous Professional Development (CPD) program in the area of sustainability and approaches to consider the blended and web based approaches to CPD education.

Seven (7) Resolutions of QSIC 2011 were proposed as follows:

1. To approach the Government namely MOF, JKR and CIDB to support the development of BIM for Malaysian construction industry.
2. To pledge our support for the RISM's BIM technical committee which must be supported by the academia and industry.
3. QS fraternity need to understand the importance of responding to academic questionnaires as it will provide relevant information to develop the industry.
4. Partnering should be encouraged in Malaysian construction industry.
5. Universities are continuously advised to include in their curriculum with regards to sustainability and also historical heritage.
6. To support CIDB score rating for contractors.
7. The common message from majority of the papers – think out of box, do things differently as the challenges of the future may not be resolved by present solutions.
Best Practice Corner

Lesson Learnt

Reference:
Hearing held at the Board in December 2011
Charges against a Registered QS:

A complaint was submitted by Company (X) and a Government Department against a Registered QS (A) who was then appointed by a joint-venture company formed by X and another company (Y) for a certain project. At the same time, a Registered QS (A) was also appointed as the consultant for the same project.

QS (A) has therefore committed an offence under Section 15(1)(g) of the QS Act 1967 (amended 2002) for acting in a dual capacity for the same project and thus will give rise to conflict of interest and also reflex unprofessional conduct, and shall be punishable under Section 15(1A)(a)(b)(c) and/or (d) of the same act.

Submission by QS (A)’s Counsel

- Meeting attended by QS (A) was a coordination meeting and not as Board of Directors’ meeting.
- Giving independent advice cannot be considered as an appointee of the project.
- The complaint has been withdrawn by company X.
- Counsel concluded that based on the above development, the complaint against QS (A) should be dismissed.

Decision by the Hearing Committee (Board)

In view of QS (A)’s attendance at the Hearing and the mitigating factors forwarded by the Counsel, the Board decided to reprimand and to issue a letter of warning to Registered QS (A) so that the offence is not repeated in future.

Lesson Learnt

As the QS (A) is already in the disputing Board of Directors, he should disqualify himself from the proceeding in order to avoid the conflicting of interest principles.

Emerging Roles of Quantity Surveyors

- Civil Engineering Services • Oil and gas services • Investment appraisal for development
- Estimating and bidding methods – cost prediction and reliability • Whole life cycle costing • Expert systems – qualitative reasoning to support expert decision making • Resource control • Advice on taxation and capital allowances • Construction accountants • PFI Consultancy • Advice on cost limits and budgets • Dispute resolution and legal judgment experts – arbitrators, litigators, adjudicators, etc • Value Management • Risk Analysis • Insolvency services • Subcontract administration • Environmental services measurement and costing • Technical auditing • Planning and supervision • Valuation of insurances • Project management • Facilities management • Administrating of maintenance • Advice on contractual disputes • Planning supervisors • Employers’ agent • Rehabilitation works • Computer aided design – relating to design database to the QS function • Integrated databases – designing the database for fast retrieval of information • Computer – aided Procurement systems, etc

Big thinkers are specialists in creating positive, forward-looking, optimistic pictures in their own minds and in the minds of others.

- David J. Schwartz
Amongst the people who are closely associated to Value Management (VM), Value Engineering (VE) and Life Cycle Costing (LCC) is none other than Sr Dr. Mohd. Mazlan Che Mat. Born on a very conspicuous date, 31st August 1959, he was first introduced to these terms way back in the early 80’s. When he was with Petronas, he already foresee VM to be his permanent career path. After obtaining his Degree in Quantity Surveying in 1986, he shifted his focus into the academic arena by joining UTM in 1986 where he met Professor Roy Barton during a 3-day basic course in Value Management. This is what he called his 1986 conviction as the beginning of his career route. The three-month visit to Japan under the Japan Scholarship Study in 1986, has further opened up his mind and heart to embrace and set his chosen career path in Value Management, Strategic and Systems Thinking.

Prior to his MBA studies in 1989 -1990 in Stirling University, he submitted a paper to the Commonwealth Science Council for a grant to undertake a research in Value Management in Australia. In his proposal, his vision was that one fine day, Value Management will be the future trend in Malaysia. Dr. Mohd. Mazlan was given the golden opportunity to explore Value Management at Canberra University, where he once again met Dr. Roy Barton. During his 6 months as a visiting Fellow to Canberra University, he underwent a dedicated programme specifically created for him, He gorged himself with the most maximum exposure and absorbing his wide experiences in Value Management. Dr. Mohd. Mazlan was the first non Australian to be accepted as a member of Institute of Value Engineers Australia.

In 1993, he founded MCM Associates Sdn. Bhd. At this point of time, Dr. Mohd. Mazlan has already started giving services in Value Management. However, these services were done via Biro Innovasi & Perundingan UTM. His perseverance had paid off in 1993, when Jabatan Ukur Bahan, Fakulti Alam Bina UTM, finally recognised and introduced Value Management as a mandatory subject in their degree syllabus.

In April 1999, Dr. Mohd. Mazlan left UTM to concentrate in providing Value Management services to compliment with his QS services. In May 2000, he founded Institute of Value Management Malaysia (IVMM) and he was then the President for ten (10) years. Currently he is the Advisor of the IVMM and also the Chairman of the Value Management Academy.

In 1999, Tun Daim Zainuddin who was the former Finance Minister of Malaysia strongly requested the industry to take up Value Management due to its benefits. On 9th March 2010, during Majlis Perdana Perkhidmatan Awami (MAPPA), the Prime Minister officially declared that Value Management is to be used as a management tool to achieve ‘value for money’ for the Government and also as a tool for Project Planning and Assessment.

Dr. Mohd. Mazlan has introduced Value Management in many projects and his clients include JPS, JKR, TNB, MAHB, and Prasarana Bhd. Where there is optimism, there are bound to be plenty of challenges. Being belittled by others who challenged the methodology, or in making people understand the concept of value management and recently, the budding of pseudo-practitioners who compromise on value management concept, he finally overcome these challenges by being positive, persistent, hold strongly in his belief, committed, seek knowledge, persevere, and always being passionate.

A knowledge seeker by nature, he never waived his 1986 conviction by being truthful to himself, always reading and finding new solutions and manners in doing things. He stood by his principle that is to have good and clear intentions and always be persistent in whatever you are doing. This is his recipe on how he managed to achieve his current position in the industry. He can be considered as a trendsetter, and perhaps a persistent trendsetter. That is how he sees himself. With various acknowledgement letters under his belt, who are we to argue the fact........?

Venturing into new territories...

Quantity Surveying practice in Malaysia is long associated with offering services in construction industry. In this issue we feature Sr Dr. Mohd. Mazlan Che Mat, Nor Azman bin Zaini and Sr Saravanan Subramaniam who have bravely ventured into non-traditional services offered by Quantity Surveyors....

Interviewed by Wan Mas Ruhi Wan Addnan and Khairil Nisaak Osman
Sr Saravanan Subramaniam talks to us about what keeps him venturing into civil engineering market and how he manages to make a difference.

Sr Saravanan Subramaniam humbly says that he has not achieved his goals yet, but his journey has just begun. He started his career with JUBM Sdn Bhd, Johor Bahru branch in 1996 upon graduation from Universiti Teknologi Malaysia (UTM) in Quantity Surveying. When the world was engulfed in economic crisis and jobs were limited, he did his post graduate studies in Construction Management at UTM on part time basis. Indeed, he knew that it was a blessing in disguise. He admits that the knowledge gained during his post graduate studies, has now significantly help him in delivering his services successfully. In addition, the knowledge that he acquired gave him confident to accept the offer to venture in civil engineering works. His company was engaged by a Japanese contractor who was responsible for the construction of a 20km downstream channel complete with related infrastructure works. The work was part of the Nam Theun 2 Hydro Electric Project, Lao PDR. This project was collaboration between Thailand and Lao PDR. Once completed, it enables the transfer of 3300 MW of energy from Laos to Thailand. In this project, Sr Saravanan manages the contractual matters and financial issues.

Sr Saravanan chose Sungai Petani, Kedah to operate his consultancy firm, SG Contract Services. It was established in 2005 and still remains strong. He fully utilizes technology advancement which enables him to export (locally and internationally) his services competently. “In case of Nam Ngiap, all design drawings and project requirements were transmitted from contractor’s office in Japan via emails”. In addition to that, new media like Yahoo messenger has been subsequently become a medium to communicate as it provides cheaper voice call especially when they are dealing with counterparts in Japan and Laos.

He had opportunities to broaden his ventures with other civil engineering projects but with different types of services namely the preparation of Bill of Quantities and pricing for hydro power electric project in Pakse, Laos and also highway project in Algeria.

He admits that the decision of accepting the offer in providing post contract services for dam construction works in Laos was basically due to company survival. He further attributed his success to his wife’s strong support, “your spouse is your backbone to your success”. He shares his experiences with regards to departing from the comfort zone. “People have tendency to apply the same modus operandi that they use in Malaysia when doing work overseas”, he added. “Some may succeed but there are times when you need to adapt and do things according to common practices of the host country”. His suggestion is to have a smart partnership with local firm because it can provide useful insight and information when doing business in local context.

He believes that we must be accommodative when dealing with clients. Instead of finding mistakes on jobs due to lack of information, and etc; one should mention the assumptions in deriving the cost estimates. He shares the fact that the MALTRADE library in Jalan Duta, Kuala Lumpur has many literature reviews and is a great place to get market research and to gather useful business information.

He advises the young Quantity Surveyors to seek for knowledge and to interact with senior Quantity Surveyors. “These experienced professionals are ever ready to impart their knowledge but the initiative must come from the greenhorns”.

The industry must also find ways to encourage and develop the new generation of Quantity Surveyors. They need to be more open to changes and willing to implement new initiatives to ensure the future of the profession.”
By combining two names of Nor Azman bin Zaini and spouse Suhana binti Abd. Rahman Sateri, a consultancy firm has been formed in 2010 by the name of SuaZ Consultancy & Solutions. This firm specializes in non-traditional Quantity Surveying services that are normally offered by other QS firms. Mr Azman once mentioned that he provides wide range of services with the aim in minimizing client’s risk, and at the same time give some added on values. Although his firm can be considered as “too young”, the firm however, can claim a string of impressive clients from GLC’s to well known construction companies in Malaysia.

His consultancy firm offers non-traditional services vary from initial project development stage to post project completion. These include project procurement strategies, negotiation strategy and terms, preparation and negotiation of claims and support for arbitration or litigation processes for road works, building works, oil and gas projects, railway projects, ports, energy and power plant, and mining among others.

He obtained Diploma in Quantity Surveying from MARA University of Technology (UiTM), and graduated from Glasgow Caledonian University (previously known as Glasgow Polytechnic) in United Kingdom with a degree in Quantity Surveying in 1995. While studying abroad, he was exposed to the ideas of Tony Bingham, Roger Knowles and Vincent Powell-Smith and some others. Mr Nor Azman realized that construction laws and claims are important in developing the industry. Due to this, he decided to pursue his Law studies in UiTM. He is currently a member of the Chartered Institute of Arbitrators, United Kingdom and also a panel of Arbitrators with the Kuala Lumpur Regional Centre for Arbitration.

Mr Nor Azman mentions that choosing Quantity Surveying as a profession was the right decision because of the job versatility and options to diversify. He stresses that to be good; one must first have a good basic QS knowledge and skills. He said that: “Don’t take for granted the non-core subjects when studying like laws, project management, computer studies and statistics because these will make you better QS and will assist you greatly in venturing into new areas later”.

Nor Azman develops his branding by improvise the people who works behind it. He thinks that the industry appreciate individuals who work with them rather than relying on the firm itself. “We develop the company brand by adopting the most basic principle by providing excellent services and strive to become as our clients’ trusted advisor”.

Martin Luther King Jr once said “The true measure of a man is not how he behaves in moments of comfort and convenience but how he stands at times of controversy and challenges”. As for Nor Azman, his challenges include how to promote SuaZ in the new market, how to gain trust from the potential clients and how to compete with other claims consultancy firms which are mostly foreign-owned company with bigger set up and capital as compared to his firm.

He believes that a Quantity Surveyor must equipped themselves with good technical, legal and communication skills in order to compete in new territories or new market. He shares his success in order to inspire other QS companies and he always mentioned that in order to succeed, “decide what you want to do, then strategise your move and be focus in what you do”.

Like many other company in business, Nor Azman tries to reduce the risk of expanding his consultancy firm in this new market by managing the risk itself. “The only risk that we face is the risk of failure”. He adopts the philosophy of expanding slowly, but surely doing it stage by stage. While he strives to be the best, he balanced his life spiritually by devoting oneself to God and “Insya’Allah” (God Willing) his life path and journey will be easier.

No journey is too great when one finds what he seeks….

- David O. McKay

"Your thoughts are the architects of your destiny."
Monday, the 4th of July was indeed a momentous day for us Malaysians Quantity Surveyors. It was the day for local Quantity Surveyor, Sr Ong See Lian. He was inaugurated as the 130th President of the prestigious Royal Institution of Chartered Surveyors United Kingdom (RICS). However, it is not only Sr Ong See Lian was the first Asian or Malaysian as RICS President but he will be remembered to be the first ever non British President in the 143 years history of RICS. Previously Sr Ong served as Chair of RICS Asia Board from 2005 to 2010. To commemorate this historical event, the Royal Institution of Surveyors Malaysia and Board Of Quantity Surveyors Malaysia sent delegates to become witnesses at the inauguration.

The ceremony commenced at 5 pm with the welcoming speech conducted by the Past President Mr. Robert Peto. He made a special note to mention that it was indeed a momentous day for the Asians when there was a big turnout of delegates from the region followed by a joyous ovation for Sr Ong See Lian as he was appointed as the first ever non British President. He officially announced Sr Ong See Lian to be the 130th RICS President with hopes that the new President will foster better ties and enhanced participation from the RICS Asia. Also present to witness the inauguration was the Excellency Malaysian Ambassador to the United Kingdom, Y. Bhg Dato’ Razak Bin Sulong.

Inaguration Of The First Malaysian RICS President

Reported by Sr Raja Zaiton Bte Raja Adam
The RISM UK Chapter Special Dinner

RISM UK Chapter graciously hosted a dinner on 5th July 2011 at the Holiday Villa Hotel, London to commemorate the first anniversary of RISM UKC and also to celebrate the appointment of Sr Ong See Lian as the 130th RICS president. The dinner was attended by approximately 70 guests, comprising Malaysian surveyors working in United Kingdom, Malaysian delegates from Royal Institution of Surveyors Malaysia, Board of Quantity Surveyors Malaysia and representatives from RICS, a representative from the Malaysian Students Department, Ministry of Higher Education, and senior management of the event sponsors - CB Richard Ellis (CBRE), Network Rail and Haleys. Prior to the dinner, a welcoming reception was held to allow the guests to mingle around and get to know each other. This was followed by a welcoming address by Sr Faizal Ahmad Zaidin, the Chairman of RISM UKC and a keynote address by Assoc. Prof. Sr Dr. Hjh. Wan Maimun Wan Abdullah, Past President of RISM.

The three main event sponsors took turns giving informative and interesting presentations. CBRE enlightened us on the property market outlook, the Network Rail on the Thameslink Blackfriars Bridge Rail project and Haleys on 3-D Cost modelling.

As a tribute to Sr Ong’s appointment as the new RICS president, a video recording of congratulatory messages by RISM councillors was shown, followed by a multimedia presentation of Sr Ong’s personal and career achievements. The event ended with a cake cutting ceremony by four (4) Past Presidents of RISM, Sr. Ong, Sr. Chua, Sr. Wan Maimun and Sr. Dato’ Mani. The decoration of the cake was specially designed to portray four (4) significant achievements in the year 2011 – the first anniversary of RISM UKC, 50th anniversary of RISM, the appointment of Sr Ong as the RICS president and the conferment of royal status to the RISM by His Royal Highness Sultan Selangor. Overall it was a memorable night indeed!

Reported by: Sr Roznita Othman

To succeed, you need to take that gut feeling in what you believe and act on it with all of your heart.

Christy Borgeld

BQSM COMMITTEE UPDATES

MANAGEMENT
- Starting from this issue (2/2011), the Publication Committee will be disseminating QS-Link through e-bulletin to all Graduate Members, Registered Practitioners and Quantity Surveyors who are residing overseas.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

PUBLICATION & IT (PIT)
- Interested authors who have published books on Quantity Surveying are invited to submit their synopsis to the Publication & IT Committee. We will publish it at the Bookshelf Corner in the QS-Link.
The 15th PAQS Congress was held from 23rd to 26th July 2011 at Grand Cinnamon Hotel, Colombo, Sri Lanka.

“Cost Management in a World Emerging from Adversity” was chosen as the theme since mankind has been subjected to natural disasters (tsunamis, floods, droughts, volcanic eruptions) conflicts such as war and economic crisis. These are intertwined with the economy and society and resulted in low growth including in the construction sector. In the aftermath of the global financial crisis, rethinking of new cost management model has become imperative. However, the limited availability of project financing is a vital challenge, which demands effective cost planning and control.

Cost management is a highly demanding function in the world emerging from adversity but beyond these common themes of key challenges faced by the construction industry, there are many challenges specific to certain construction industries from which lessons can be learnt.

The Congress started on Saturday, 23rd July with the PAQS Golf Tournament at Royal Colombo Golf Course followed by The Accreditation & Education Committee Meeting and Research Committee Meeting in the afternoon at the Grand Cinnamon Hotel. The PAQS Board Meeting and ICEC Region 4th Meeting was held on the 24th July.

The Congress was held from 25th to 26th July 2011. Among the topics covered by the speakers were Cost Modelling, Planning and Control, Risk Management, Law and Dispute Resolution, Sustainable Development, Contract and Procurement, IT Applications in Construction, Construction Productivity and Improvements, Cost Management, Learning and Construction Education, Facilities Management and Knowledge Management.

Two of the topics were presented by our fellow Malaysian Quantity Surveyors. The first paper entitled “Critical Success Factors: and Lessons Learnt in KL International Airport Project” was presented by Assoc. Prof. Sr Dr. Wan Maimun Wan Abdullah while Sr Roznita presented “Managing Knowledge in Projects”.

It was observed that Quantity Surveying profession is well being accepted in Sri Lanka. The accreditation given to the University of Moratuwa by the PAQS Accreditation & Education Committee headed by Sr Chua Siow Leng during the Congress is another form of encouragement to our fellow Sri Lankan friends.

The Congress ended with a farewell dinner on 25th July held in Cinnamon Grand Hotel. A group of talented QS gave a short performance by singing the evergreen song, “Rasa Sayang”.

On 26th July, the Delegates for the Congress were taken to the Highland of Kandy and visited the Elephant Orphanage and The Temple of the Sacred Tooth.

The natural beauty of Sri Lanka has earned her the title ‘The Pearl of the Indian Ocean’. Colombo, the capital city is a fascinating place, not only for its blend of the East and West, but also for its cosy mixture of the past and present. The city is clean and the people are friendly although the traffic can be chaotic with the ‘tuk tuk’s ruling the streets!

The 16th PAQS Congress will be in Brunei Darussalam from 7-10 July 2012 with a new theme chosen - “Innovating and Sustaining: Challenges and Opportunities”.

Reported by : Puan Anita Ibrahim

2. Course On 'Project Scheduling With Ms. Project', 14-15 Dec 2011, KL

3. Course On 'Value Management In Construction Projects', 24 Nov 2011, Mandarin Court Hotel, KL


The Board would like to congratulate our Honourable Minister of Works and also the following members for their latest achievements:

1. **YB. Datuk Seri Shaziman Abu Mansor**
on being conferred Pingat Darjah Mulia Seri Melaka (CMSM)
2. **Sr Mohd Najib Mohamad**
on being appointed as Timbalan Ketua Pengarah, Dewan Bandaraya Kuala Lumpur
3. **Prof. Sr Dr. Wan Maimun Wan Abdullah**
completed her PhD in Project Management
4. **Sr Amran bin Mohd Majid**
on being awarded as Tokoh Kerja Raya for year 2011
5. **Anita Ibrahim**
on being conferred Ahli Mahkota Pahang (AMP)

**INVITATION TO PARTICIPATE IN BQSM CPD PROGRAMMES FOR YEAR 2012**

BQSM will be conducting the following CPD programmes for the 2012

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<thead>
<tr>
<th>No.</th>
<th>Topic</th>
<th>Date</th>
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<th>Venue</th>
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<td>1.</td>
<td>Kepentingan Penggunaan Professional Development Planner (PDP)</td>
<td>17.1.2012</td>
<td>Sr Kwan Hock Hai</td>
<td>Kuala Lumpur</td>
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<td>2.</td>
<td>Risk Management in Construction Contracts</td>
<td>16.2.2012</td>
<td>Marina Musa, CKUB</td>
<td>Kuala Lumpur</td>
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<td>• Sr Abdul Shukor Ibrahim</td>
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<td>6.</td>
<td>• SO/PD Roles and Responsibilities</td>
<td>5-6.7.2012</td>
<td>Sr Amran b. Mohd. Majd</td>
<td>Sarawak</td>
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<td></td>
<td>• Contractors' Obligations Under JKR Conditions of Contract</td>
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<td>8.</td>
<td>Insurances In Construction Contract</td>
<td>2-10.2012</td>
<td>Malaysian Institute of Insurances</td>
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<td>• Sr Abdul Shukor Ibrahim</td>
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<td>11.</td>
<td>Termination In Construction Contracts</td>
<td>21-22.11.2012</td>
<td>Sr Norshimah Meon</td>
<td>Kuala Terengganu</td>
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For further details, please contact 03-2610 7999 or visit the BQSM’s website at www.bqsm.gov.my.
Approved Registered Practices July-Dec 2011

NEWLY REGISTERED PRACTICES

1. JA QS CONSULT  - 2011/FS00495
   Sr Chong Moi Pheng

2. JSQ INTERNATIONAL  - 2011/FC00496
   Sr Chai Soon Kwee
   Sr Ngoh Wei Ching

3. PERUNDING PRIMA KOS - 2011/FC00497
   Sr Che Abid Hamid Che Hussin
   PM Sr Azlan Roafuddin Nuruddin

4. PERUNDING NQS SDN. BHD - 2011/FC00498
   Sr Nazli Bin Mohamad
   Sr Woo Siong Tiang

5. VQS PRAKTIS SDN BHD - 2011/FC00499
   Chen Chien
   Chen Chun

6. PERUNDING PINANG SDN. BHD - 2011/FM00013
   Nordin Bin Muhamad
   Mohd Nurulzaman Bin Mohamed @ Ahmad

- Permanent Registration
- Temporary Registration
- Body Corporate (F.C)
- Multi Disciplinary Practice (MDP)
- Sole Proprietorship (F.S)
- Joint Venture / Consortium (JVC)
- Partnership (F.P)

Newly Registered Graduate Quantity Surveyors

1. JA QS CONSULT  - 2011/FS00495
   Nordin Bin Muhamad
   Mohd Nurulzaman Bin Mohamed @ Ahmad

2. JSQ INTERNATIONAL  - 2011/FC00496
   Lee Wee Kiam
   Lim Wee Khiam

3. PERUNDING PRIMA KOS - 2011/FC00497
   Nordin Bin Muhamad
   Mohd Nurulzaman Bin Mohamed @ Ahmad

4. PERUNDING NQS SDN. BHD - 2011/FC00498
   Chen Chien
   Chen Chun

5. VQS PRAKTIS SDN BHD - 2011/FC00499
   Hassnin Binti Kassim
   Masrizal Bin Maskin

6. PERUNDING PINANG SDN. BHD - 2011/FM00013
   Nordin Bin Muhamad
   Mohd Nurulzaman Bin Mohamed @ Ahmad
From the Bookshelf

Book  :  Procurement in the construction industry the impact and cost of alternative market and supply processes.
Author  :  Will Hughes (Ph. D.), Will Hughes, David Greenwood, Patricia Hillebrandt.
Synopsis  :  This book highlights collaborative working and other new procurement routes which carry with them a suggestion that collaborative working is better because it makes good business sense. It is the result of research into this hypothesis, and seeks to test the business case for collaborative working in the construction sector. In order to do this, the differences between procurement methods have been characterized and categorized rigorously for the first time, enabling a proper analysis of collected data to relate the costs of procurement to the procurement methods. It is evidence-based, and the evidence does not provide a clear case for collaborative working. It shows that collaborative working will not necessarily incur extra costs, and yet costs vary enormously. Most importantly, influences exist which are more significant than the way that relationships are organized. In the process of carrying out this research, the team has produced a comprehensive study of procurement methods, and this provides the first such articulation of the relative benefits and costs of different ways of working. This work not only informs practitioners about the complexities of the procurement decision, but also informs theorists about the relevance of some aspects of economic theory to the construction sector.

Book  :  Measurement of Civil Engineering Works Based on the Malaysian CESMM.
Author  :  Assoc. Prof. Sr Hajjah Sabaria Datuk Haji Hassan.
Synopsis  :  The use of Bills of Quantities is a well-established mean of enabling the financial control and management of civil engineering works. The key to the use of Bills of Quantities is a clear understanding by all parties to the contract of what is and is not included, in the measurement. This gives rise to the requirement for clearly defined standard methods of measurement, hence “Measurement of Civil Engineering Works based on the Malaysian CESMM” is created. This book is separated into two parts; methods of how to kick start doing a civil engineering taking off and its explanatory notes on the Malaysian CESMM, and the other part contains worked examples. This format is adopted mainly due to the majority of the practical worked examples inevitably contain several work classes in their construction processes, whereby they could not be readily fitted into any one particular explanatory chapter.
**With Best Compliments**

from

**JUB CENTRAL SDN BHD**
(250855-M)

BQSM Permit No.: 2001/FC00308

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**With Best Compliments**

from

**ECONCOS CONSULTANTS SDN BHD**
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LJBM Permit NO.: 2005/FC00374

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Email: info@econcos.com

In association with:
- A-Z Construction Consultancy in China
- Currie & Brown International Ltd in India & South East Asia
- Campbell Shillinglaw & Partners (Vietnam) Ltd in Vietnam

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**With Best Compliments**

from

**MF Associates Sdn. Bhd.**
(217031-P)

BQSM Permit No.: 1992/FC00071

**Quantity Surveyors, Building Economist & Construction Cost Consultants**

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**With Best Compliments**

from

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BQSM Permit No: 1992/FS00025

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With Best Compliments from

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