

BCA ID 89.7.1

5 Aug 2003

Dear Sir/Madam

NOMINATION FOR CONSTRUCTION 21 BEST PRACTICE AWARD 2004

We are pleased to inform you that the Construction 21 Best Practice Award (C21BPA) 2004 is now open for nominations from all players in the construction industry including consultants, contractors, developers, construction materials manufacturers and suppliers, public agencies, tertiary institutions and professional associations/institutions. The best practice submitted can be a system, technique, process or programme and it should be implemented for a reasonable period of time in Singapore.

2. The C21BPA award is to recognise companies and organisations who demonstrate leadership, innovation and sustained efforts in adopting best practices that exemplify the paradigm shift and strategic changes recommended by the C21 Report. The award will help to establish benchmarks and standards for other organisations to emulate.

3. Award winners will be presented with an exclusively designed trophy and commemorative certificate during the annual BCA Awards Ceremony. The closing date for the year 2004 awards is **31 October 2003**. You would need to submit the Award Nomination Form together with a Nomination Report by the closing date.

4. For preparation of the Nomination Report, you may refer to the Award Guidebook, which is posted on the BCA website at <http://www.bca.gov.sg> by following the path, Industry Programmes → Awards → Construction 21 Best Practice Awards → Nomination Forms.

5. If you have any queries, please contact the following:
Mr. Erh Seah at 63255085 or Email: Erh_Seah@bca.gov.sg; or
Mr. Lee Ting Sung at 63255914 or Email: Lee_Ting_Sung@bca.gov.sg.

6. We look forward to your nominations.

Yours sincerely

[Signed]
ERH SEAH
AWARDS SECRETARY
CONSTRUCTION 21 BEST PRACTICE AWARD
BUILDING AND CONSTRUCTION AUTHORITY

**RECOMMENDATION FORM
FOR CONSTRUCTION 21 BEST PRACTICE AWARD 2004**

=====
If you know of any good practices implemented by other companies, we would like you to provide more information or recommend them for the award. BCA will follow-up with the company for further information. **Please complete the form and fax to BCA at Fax No. 6225 9225 (Attention: Mr. Erh Seah) by 15 Aug 2003.**

(A) DETAILS OF COMPANY RECOMMENDED

Company Name: _____

Company Address: _____

Contact Person Name: _____

Contact Tel: _____

Brief Description of Practice: _____

Why do you think this is a good practice?

=====
(B) DETAILS OF YOUR COMPANY

Your Company Name: _____

Contact Person Name: _____

Contact Tel: _____

***** THANK YOU *****



NOMINATION FORM

FOR YEAR 2004 AWARDS

NOMINATION FORM

This form is to be completed by organisations nominating their "Best Practices" for C21BPA 2004. It shall be returned not later than **31 October 2003** together with the **Nomination Report** to the Awards Secretary, C21BPA Assessment Committee, Building and Construction Authority, 5 Maxwell Road, #16-00 Tower Block, MND Complex, Singapore 069110. (Attn: Mr. ERH Seah)

Details of Organisation

Name of Organisation	
Business Address	
Tel	Fax
Email	
Name of Top Management Representative	
Designation	
Date of Establishment of Organisation	Ownership of Organisation
Annual Turnover	
Business Scope	
<i>If organisation is a subsidiary of another corporation, please furnish the following information:</i>	
Name of Holding Company	
Business Address	
Tel	Fax

Details of “Best Practice”

Title of “Best Practice”
State one C21 Strategic Thrust that the Practice best addressed. (Please refer to Awards Guidebook for details on the C21 strategic thrusts)
Date of Implementation of “Best Practice”

Official Contact For Correspondence

Name		
Designation		
Division/Department		
Tel	Handphone/Pager	Fax
Email		

Affirmation

<i>We declare that all information given is accurate, to the best of our knowledge.</i>	
Name of Top Management Representative	
Designation	
Signature of Top Management Rep. / Date	Organisation's Stamp

For any queries, please contact the following officers:

Mr Erh Seah Tel: 6325 5085 Email: ERH_Seah@bca.gov.sg
 Mr Lee Ting Sung Tel: 6325 5914 Email: LEE_Ting_Sung@bca.gov.sg
 Fax: 6225 9225 BCA website <http://www.bca.gov.sg>

Background

The C21 Report, launched in May 2000, recommended that the recognition of good performance and practices be made more widespread. Creativity, innovation and quality should be promoted and recognised through existing and new awards. This is to help develop a more progressive construction industry which is able to realise its vision for the 21st century: To be a World Class Builder in the Knowledge Age.

C21BPA

The C21BPA will be given annually to individual companies and organisations. It aims to give recognition to organisations who demonstrate leadership, innovativeness and sustained efforts in adopting best practices that exemplify the paradigm shift and strategic changes recommended by the C21 report.

C21 Best Practices

“C21 Best Practices” is defined as innovative and outstanding achievements by an organisation in implementing techniques, processes or programmes in any one or combination of the following C21 strategic thrusts. The awards given out will be an achievement in the relevant areas(s).

- Strategic Thrust 1: Enhancing the Professionalism of the Industry, which focuses on raising the image, professionalism and capabilities of the industry players at the individual, professional body/trade group, and organisational level.
- Strategic Thrust 2: Raising the Skills Level, which focuses on building a workforce that is skilled, productive and take pride in their jobs.
- Strategic Thrust 3: Improving Industry Practices and Techniques, which focuses on enhancing quality, productivity, maintainability, as well as breakthroughs in technological innovations.
- Strategic Thrust 4: An Integrated Approach to Construction, which focuses on integrating the activities of the various industry players to achieve synergy and attain productivity breakthroughs.
- Strategic Thrust 5: Developing an External Wing, which focuses on export of construction services (for local firms).

The achievements should be quantifiable as far as possible and the best practices can be used as “lessons learned” and replicated by other organisations in the industry to improve the overall industry performance.

Eligibility

The C21BPA is open to all local and overseas contractors, consultants, developers and suppliers as well as public agencies, tertiary institutions and professional bodies. The “best practice” for consideration should be carried out in operations or projects in Singapore.



GUIDEBOOK
FOR YEAR 2004 AWARDS

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The Award

THE CONSTRUCTION 21 BEST PRACTICE AWARD (C21BPA)

The Construction 21 Best Practice Award (C21BPA) was launched in year 2000 to recognise companies and organisations who demonstrate leadership, innovativeness and sustained efforts in adopting best practices that exemplify the paradigm shift and strategic changes recommended by the C21 Report. The C21BPA is to be given out annually to individual companies and organisations.

Creativity, innovation and quality can be promoted and recognised through C21BPA. This is to help develop a more progressive construction industry, which is able to realise its vision for the 21st century: To Be A World Class Builder in the Knowledge Age.

The C21BPA is administered by the Building and Construction Authority (BCA).

The Award

BENEFITS TO ORGANISATIONS

C21BPA will accord the most prestigious recognition to firms in the construction industry who are proactive in creating and implementing best practices in their area of work. Each award winner will be presented with a specially designed trophy and commemorative certificate during the prestigious annual BCA Awards Event.

Award winners are also accorded the use of the exclusive C21BPA mark in their publicity and corporate materials. The mark signifies the winners as outstanding organisations that adopt best practices in line with strategic directions chartered by the C21 Report.

The C21BPA will help to establish benchmarks and standards for other organisations to share their experiences and follow suit. The award will help to promote continuing awareness, sustain the industry's interests and motivate organisations to achieve the targets set in the C21 blueprint.

Award Framework

ADMINISTRATIVE STRUCTURE

The award will be judged by an Assessment Committee appointed by the BCA Board. The Assessment Committee will be chaired by a BCA Board member and comprises senior Board officials, senior representatives from professional associations, tertiary institutions, government departments and senior representatives from other industries.

Members:

Key representatives from:

- BCA Board & Senior Management
- Professional Associations
- Government Organisations
- Tertiary Institutions

Prominent figures from industry players such as:

- Consultants
- Contractors
- Developers

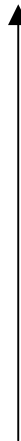
Key representatives from other economic sectors

Members:

Senior BCA officers



The Committee evaluates award applications, reviews award criteria/scoring system/assessment guidelines and approves awards



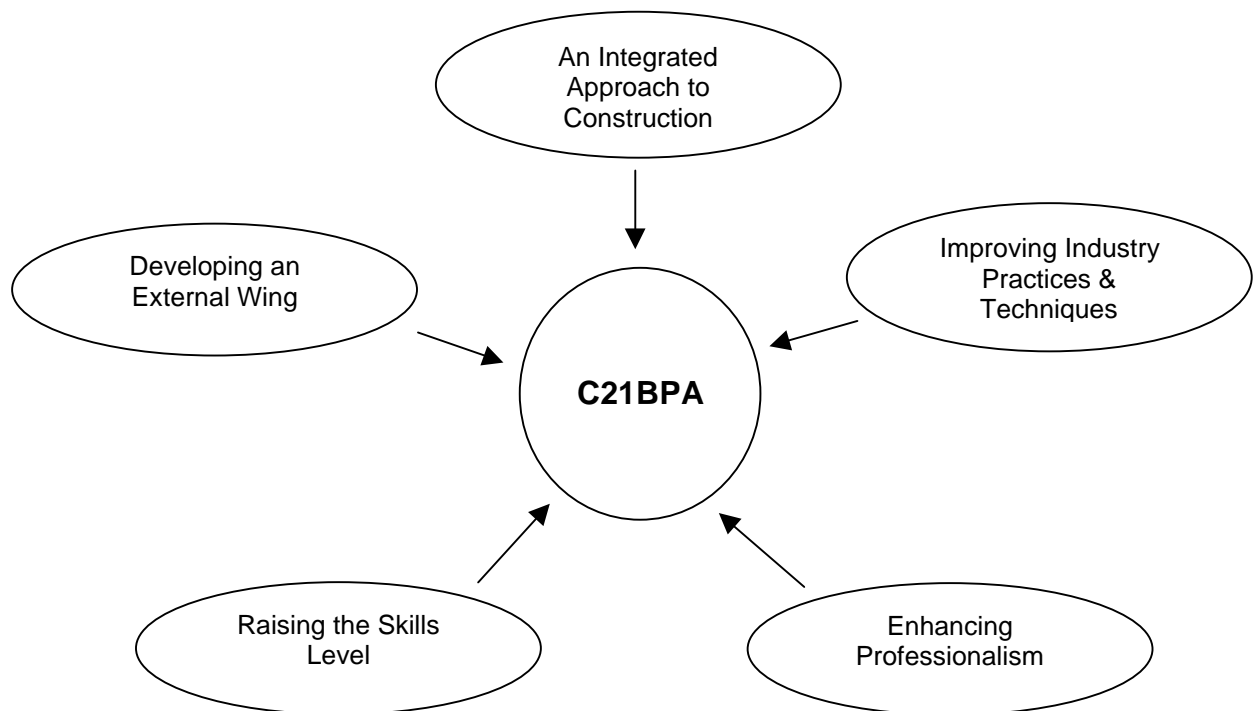
The Committee proposes award criteria, scoring system and assessment guidelines

Award Framework

NOMINATIONS

“C21 Best Practices” is defined as innovative and outstanding achievements by an organisation in implementing techniques, processes or systems in any one or combination of the C21 strategic thrusts.

The nominations for the C21BPA submitted by organisations should be based on any one or a combination of the C21 strategic thrusts as illustrated below:

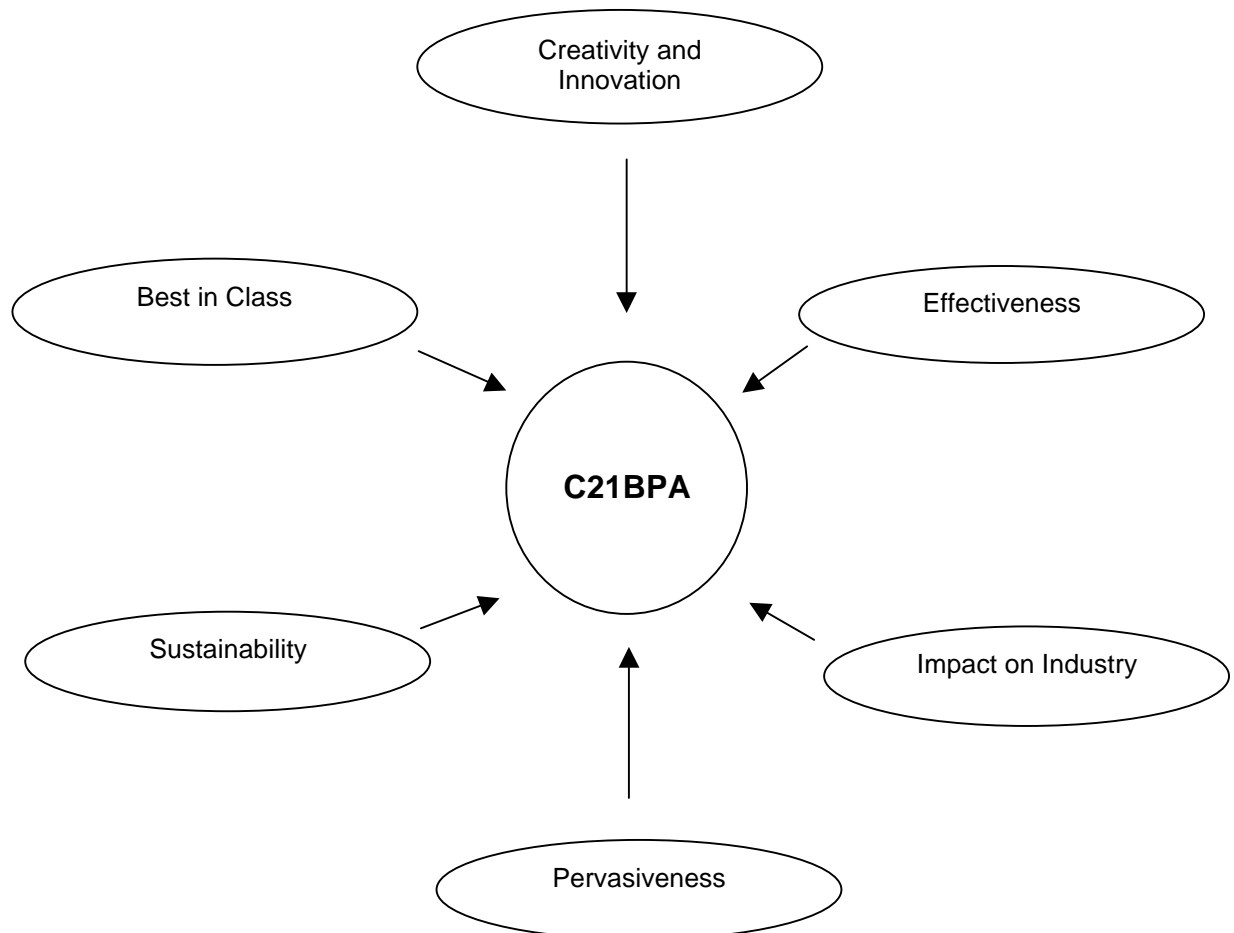


Details of the C21 strategic thrusts are described on pages 7 – 12.

Award Framework

ASSESSMENT CRITERIA STRUCTURE

The C21BPA will be assessed based on 6 criteria, as illustrated below:



Scores will be given based on the six (6) assessment criteria. Details of the criteria are described on pages 13 – 21.

Construction 21 (C21) Strategic Thrusts

The C21 Blueprint is underpinned by a strategic vision for the construction industry which is – “To be a World Class Builder in the Knowledge Age”. To realise this vision, there is a need for a paradigm shift in the image, processes and purpose of the construction industry. The industry must transform itself into a knowledge and high-value added industry that is able to generate wealth for players in the industry and for Singapore as a whole.

The C21 Blueprint aims to transform the industry from a Dirty, Demanding and Dangerous (3D) industry to a Professional, Productive and Progressive (3P) industry. The industry will need to have a Knowledge Workforce in order to drive the industry to be progressive and professional. Superior Capabilities through Synergistic Partnerships can be achieved if the players across the whole chain are able to work in a new spirit of co-operation. This will result in an Integrated Process for High Buildability where buildings will be aesthetically pleasing and yet safe and easy to construct. It is also important for the industry to be a Generator of Wealth through Cost Competitiveness where productivity improvements and efficiency gains will translate into cost effective solutions for all. Finally, the industry can position its construction expertise as an export industry.

The C21 Report has identified 6 strategic thrusts to fulfil the vision “To be a World Class Builder in the Knowledge Age” and to attain the desired outcomes. For C21BPA, applicant firms can look at 5 strategic thrusts which are applicable to the industry.

- a) Enhancing the Professionalism of the Industry;
- b) Raising the Skills Level;
- c) Improving Industry Practices and Techniques;
- d) An Integrated Approach to Construction;
- e) Developing an External Wing, and
- f) A Collective Championing Effort for the Construction Industry (not applicable for C21BPA)

Construction 21 (C21) Strategic Thrusts

1.0 STRATEGIC THRUST 1: ENHANCING THE PROFESSIONALISM OF THE INDUSTRY

The first strategy is to raise the level of professionalism and standard of performance of major players and to redefine the image of the industry from Dirty, Demanding and Dangerous to an industry which is Professional, Productive and Progressive.

Higher professionalism in the industry will mean players who are not confined to traditional ways of undertaking construction but able to harness new technology to bring about value-added changes to the construction chain. Individuals in the industry need to develop an inquisitive work etiquette to allow them to continuously move forward.

Enhancing the professionalism of the industry can be undertaken at three levels –

- 1) the individual;
- 2) the professional body or trade group;
- 3) the industry.

C21 BPA Achievements under this thrust can include:

- Training of new entrants into the industry who are equipped with the knowledge, initiative and desire to contribute to the industry
- Raising industry professionalism such that a career in the industry can attract the best minds and seen as a key contributor to national economic development.
- Continuing development for professionals in the industry to be in tune with latest technologies and who are quick to adopt them for industry and work improvements.

Construction 21 (C21) Strategic Thrusts

2.0 STRATEGIC THRUST 2: RAISING THE SKILLS LEVEL

The C21 Report recognised that the industry will continue to rely on foreign workers. Hence, the challenge under this strategic thrust is for the industry to innovate and adopt best practices which are able to raise the skills of the workforce.

It is important to build up a core pool of skilled construction workers, both by encouraging locals to take up higher skilled jobs in the industry, and retaining foreign skilled workers, especially those with multiple skills. Higher skills will allow the workforce to be more productive and players in the industry to adopt more technologically advanced methods.

C21BPA Achievements under this thrust can include:

- Reduction of number of unskilled foreign workers and raising skills level in all project sites
- Adoption of more productive practices in all project sites
- Nurturing a core pool of local skilled construction workers

Construction 21 (C21) Strategic Thrusts

3.0 STRATEGIC THRUST 3: IMPROVING INDUSTRY PRACTICES AND TECHNIQUES

One of the key thrusts for upgrading the industry is to improve the existing industry techniques and practices. A number of such practices have been identified to help the industry attain higher productivity and cost efficiency. These include enhancing buildability through the legislation of minimum buildable scores for building plan approval, and the promotion of the use of prefabricated, modular and standardised building components.

However, many other industry practices and techniques can be further enhanced. Efforts by players in the industry to apply new technologies and revise traditional work methods are encouraged.

C21BPA Achievements under this thrust can include:

- Enhancing buildability, quality and safety of projects in the industry
- Enhancing maintainability of buildings
- Breakthroughs in research and development
- Improvements in construction management, workers management & tendering practices
- Reduction of wastages in the industry

Construction 21 (C21) Strategic Thrusts

4.0 STRATEGIC THRUST 4: AN INTEGRATED APPROACH TO CONSTRUCTION

The C21 Report highlighted the need to integrate the activities of the various industry players to achieve synergy and attain productivity breakthroughs. The Design and Build (D&B) process is identified as one of the more progressive procurement methods that can integrate the processes and roles of the various players.

The industry is encouraged to work towards greater integration of the various activities in the construction value chain - design, construction and materials. This can include formation of multi-disciplinary firms with expertise in D&B.

C21BPA Achievements under this thrust can include:

- Successful Design & Build practices and models of operations
- Effective integration of activities across the construction value chain
- Harnessing technology to integrate multi-disciplinary processes and operations

Construction 21 (C21) Strategic Thrusts

5.0 STRATEGIC THRUST 5: DEVELOPING AN EXTERNAL WING

Certain sectors in Singapore's construction value chain can be exported and become generators of wealth for the economy. This is already happening in some local companies with niche expertise.

When the industry as a whole has achieved a good level of performance, local companies can be encouraged to venture abroad and compete in the international market. Developing an external wing will be the natural next step of a transformed construction industry. Under this thrust, players in the industry are challenged to develop an export niche in the competitive international arena.

C21BPA Achievements under this thrust can include:

- Harnessing technological resources to penetrate international markets
- Formation of successful consortia and strategic alliances
- Developing of expertise in niche areas

The Award Criteria

KEY CHARACTERISTICS OF AWARD CRITERIA

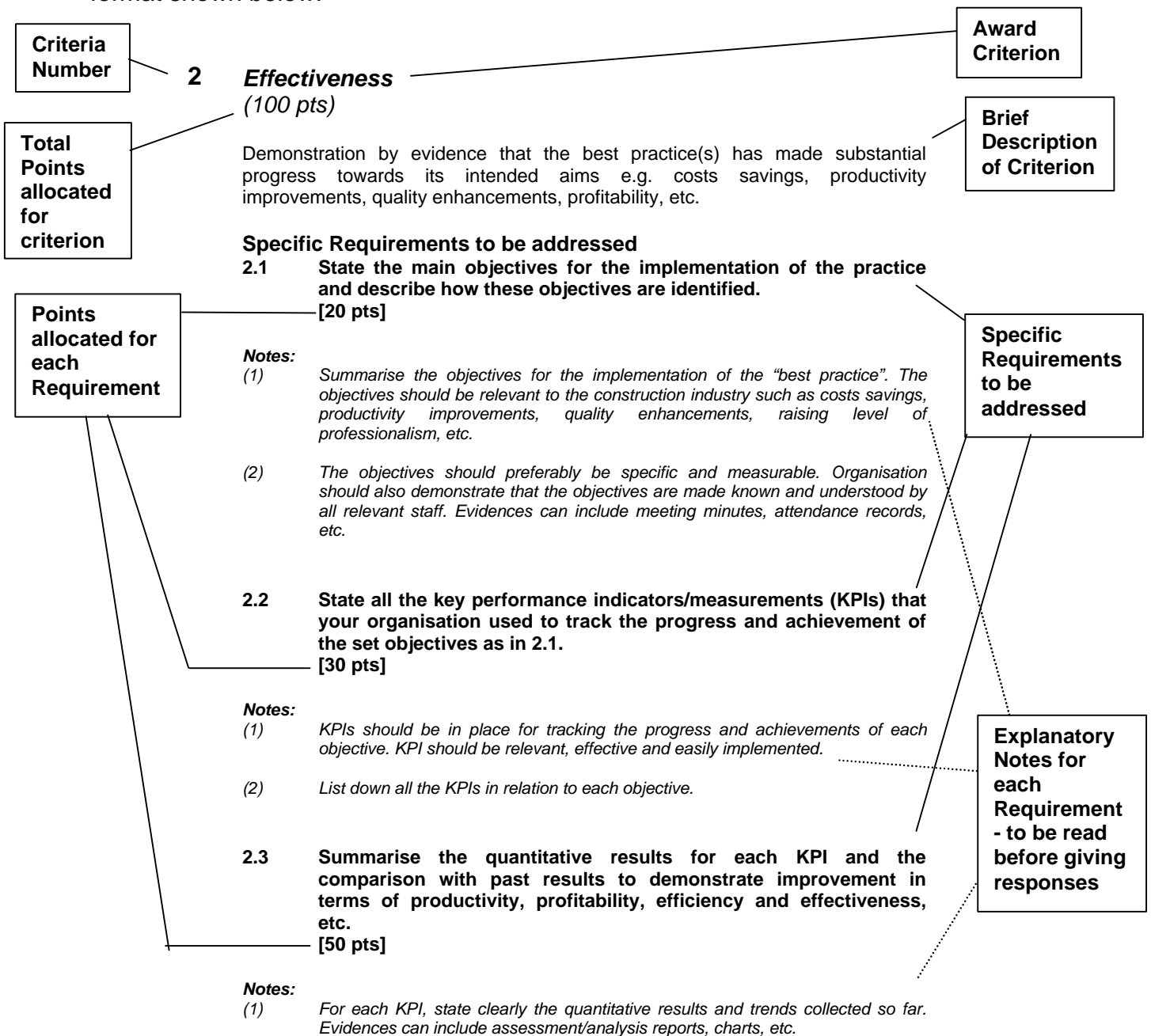
The Award Criteria are made up of result-oriented requirements. Criteria are structured on a question format. Organisations will have to demonstrate the merits of their best practices by answering the questions. The focuses of the questions are in 3 main areas:

- (1) Demonstrate the creativity, innovation and uniqueness of the best practice
- (2) The “Best Practice” has achieved qualitative and quantitative results
- (3) The “Best Practice” has the potential to be further developed and be implemented on an industry-wide basis.

The Award Criteria

CRITERIA FORMAT

All the six award criteria are classified according to the type of information and/or data which applicants are expected to furnish. Specific requirements under each criterion are structured in a simple-to-understand questioning style. Each criterion and specific requirements to be addressed by the applicants are presented in the format shown below:



The Award Criteria

AWARD CRITERIA WEIGHTAGE

	Criteria / Specific Requirements	Points Allocated	Max Points
1	Creativity and Innovation		
1.1	State whether the practice is first of its kind or among the first few to be applied in the construction industry in Singapore or the region. On what basis does your organisation justify this claim?	60	100
1.2	State the extent to which the development of the practice is driven by your own organisation or through some collaborations with external parties. Describe the developmental process leading to the implementation of this practice.	40	
2	Effectiveness		
2.1	State the main objectives for the implementation of the practice and describe how these objectives are identified.	20	100
2.2	State all the key performance indicators/measurements (KPIs) that your organisation used to track the progress and achievement of the set objectives as in 2.1.	30	
2.3	Summarise the quantitative results for each KPI and the comparison with past results to demonstrate improvement in terms of productivity, profitability, efficiency and effectiveness, etc.	50	
3	Impact on Industry		
3.1	Describe the positive impact that the practice has on the industry so far. Also describe the ease of adaptation of the practice by other firms in the industry.	75	150
3.2	Describe how the practice has addressed the major pressing issues in the industry as identified in the Construction 21 Report.	75	
4	Pervasiveness		
4.1	List down all the projects/departments/areas/functions within your organisation where the practice is being adopted. Describe the plans laid down by your organisation to further adopt this practice to the other projects/departments/areas/functions.	40	100
4.2	State the competency level, number and percentage of relevant staff that your organisation has trained to implement or use the practice. Describe the plans set up by your organisation to increase the adoption of the practice by more staff.	30	
4.3	Describe how external parties e.g. clients, partners, subcontractors, suppliers that deal directly with your organisation have benefited from the practice.	30	
5	Sustainability		
5.1	State how long the practice has been implemented. Describe how your organisation monitors the trend and results arising from the implementation of the practice.	30	100
5.2	Describe the cost-benefit analysis carried out for the practice.	40	
5.3	Describe your organisation's plans for the long-term sustainability of the practice.	30	
6	Best in Class		
6.1	Describe why and how your organisation considered the practice as outstanding and ranked top among similar local/overseas organisations. Please provide names of organisations compared.	100	150
6.2	List down any local or international award(s) or recognition that have been conferred to your organisation for the practice implemented.	50	
	Total Points	700	

The Award Criteria

AWARD CRITERIA DESCRIPTION

1 Creativity and Innovation (100 pts)

The degree to which the best practice(s) demonstrates a stroke of ingenuity and originality.

Specific Requirements to be addressed

- 1.1 State whether the practice is first of its kind or among the first few to be applied in the construction industry in Singapore or the region. On what basis does your organisation justify this claim? [60 pts]**

Notes:

- (1) *Organisation should highlight the uniqueness of the practice and provide evidence to support the claim that the practice is considered first of its kind or among the first few to be applied in Singapore and regionally. Evidence can include market survey/comparisons, reports, analysis data/results, etc.*

- 1.2 State the extent to which the development of the practice is driven by your own organisation or through some collaborations with external parties. Describe the developmental process leading to the implementation of this practice. [40 pts]**

Notes:

- (1) *Development of “best practice” within own organisation can be evolved from R&D efforts, staff suggestion, or any other initiatives/schemes. Describe the developmental process leading to the implementation of this “best practice”. Evidences can include R&D progress reports, suggestion reports, etc.*
- (2) *Development in collaboration with other external parties can include R&D efforts or any form of joint-collaboration. Evidences can include collaboration agreement, meeting minutes, progress reports, etc.*
- (3) *Adaptation from elsewhere can be referred to the modification of processes, software, hardware or knowledge from other organisations or other sources to suit the organisation’s needs. Describe the extent and type of changes done to the original software, hardware or knowledge and state clearly the basis for such changes. Also state the original source of this practice.*

The Award Criteria

2 Effectiveness (100 pts)

Demonstration by evidence that the best practice(s) has made substantial progress towards its intended aims e.g. costs savings, productivity improvements, quality enhancements, profitability, etc.

Specific Requirements to be addressed

2.1 State the main objectives for the implementation of the practice and describe how these objectives are identified. [20 pts]

Notes:

- (2) Summarise the objectives for the implementation of the “best practice”. The objectives should be relevant to the construction industry such as costs savings, productivity improvements, quality enhancements, raising level of professionalism, etc.
- (2) The objectives should preferably be specific and measurable. Organisation should also demonstrate that the objectives are made known and understood by all relevant staff. Evidences can include meeting minutes, attendance records, etc.

2.2 State all the key performance indicators/measurements (KPIs) that your organisation used to track the progress and achievement of the set objectives as in 2.1. [30 pts]

Notes:

- (1) KPIs should be in place for tracking the progress and achievements of each objective. KPI should be relevant, effective and easily implemented.
- (2) List down all the KPIs in relation to each objective.

2.3 Summarise the quantitative results for each KPI and the comparison with past results to demonstrate improvement in terms of productivity, profitability, efficiency and effectiveness, etc. [50 pts]

Notes:

- (2) For each KPI, state clearly the quantitative results and trends collected so far. Evidences can include assessment/analysis reports, charts, etc.

The Award Criteria

3 Impact on Industry (150 pts)

The potential industry-wide impacts that the best practice(s) can have, in terms of replicability and benefits.

Specific Requirements to be addressed

- 3.1 Describe the positive impact that the practice has on the industry so far. Also describe the ease of adaptation of the practice by other firms in the industry. [75 pts]**

Notes:

- (1) *State if the “best practice” can be easily adapted by firms in the industry and any possible restrictions. If possible, highlight the names of firms that have done so. Evidences of impact can include surveys, performance data, etc.*

- 3.2 Describe how the practice has addressed the major pressing issues in the industry as identified in the Construction 21 Report. [75 pts]**

Notes:

- (1) *Key industry issues identified by Construction 21 Report include low productivity and quality level, heavy reliance on unskilled foreign workers, lack of labour-saving construction methods, common existence of multi-layered subcontracting system, poor management in smaller companies, common practice of segregation of activities, high accident frequency rates, etc*
- (2) *State clearly the pressing industry issues and the extent that the “best practice” directly addresses any of them.*

The Award Criteria

4 Pervasiveness (100 pts)

How extensive has the best practice been adopted at all levels of staff in the organisation for its major processes and projects or extended to its business partners.

Specific Requirements to be addressed

- 4.1 List down all the projects/ departments/ areas/ functions within your organisation where the practice is being adopted. Describe the plans laid down by your organisation to further adopt this practice to the other projects/departments /areas/ functions. [40 pts]**

Notes:

- (1) *List down all the relevant projects / departments / areas where the “best practice” has been and can be applied. Evidences should demonstrate implementation in areas / projects / departments stated, and include effectiveness of implementation.*

- 4.2 State the competency level, number and percentage of relevant staff that your organisation has trained to implement or use the practice. Describe the plans set up by your organisation to increase the adoption of the practice by more staff. [30 pts]**

Notes:

- (1) *List down the category or level of staff that is relevant or needed for the implementation of the “best practice”. State the names and designation of staff that have been trained. Describe the type of training provided (external, in-house, etc). Evidences needed include training records, certificates, attendance records, etc.*

- 4.3 Describe how external parties e.g. clients, partners, subcontractors, suppliers that deal directly with your organisation have benefited from the practice. [30 pts]**

Notes:

- (1) *State clearly the qualitative and/or quantitative benefits for external parties. Organisation can also highlight how they have communicated the best practice to external parties.*

- (2) *If possible, list down the names and contact of all such external parties.*

The Award Criteria

5 Sustainability (100 pts)

Demonstration by evidence, that it is not a one-time achievement but can be repeated and adopted by all staff in every project to achieve quality results consistently over a period of time.

Specific Requirements to be addressed

5.1 State how long the practice has been implemented. Describe how your organisation monitors the trends and results arising from the implementation of the practice. [30 pts]

Notes:

- (1) *Organisation has to indicate the period of implementation for the practice and provide necessary evidences.*
- (2) *Trends and results from the implementation of the practice should be closely monitored by the organisation. Describe the type of monitoring done to track the trends and results arising from the implementation of the "best practice". Evidences can include progress charts, status reports, etc.*

5.2 Describe the cost-benefit analysis carried out for the practice. [40 pts]

Notes:

- (1) *Ideally, the practice can be highly sustainable if very minimal resources are needed to reap high returns or benefits. However, this may not be possible for some practices. The organisation can address this requirement by stating the returns/benefits gained against the type and amount of resources needed to implement this practice.*
- (2) *List down all the returns and benefits and the related type and amount of resources needed. Evidences can include training budget allocated, amount of cost savings, and other sources.*

5.3 Describe your organisation's plans for the long-term sustainability of the practice. [30 pts]

Notes:

- (1) *Organisation should provide details on its action plans aim at sustaining the practice over the long-term. This can include plans for continual improvement or development of the practice, allocation of financial and human resources, etc.*

The Award Criteria

6 Best in Class (150 pts)

The process, technique or programme should be rated the best among similar firms or organisations in Singapore's construction industry.

Specific Requirements to be addressed

- 6.1 Describe why and how your organisation considered the practice as outstanding and ranked top among similar local/overseas organisations. Please provide names of organisations compared. [100 pts]**

Notes:

- (1) *Based on the results of the "best practice", compare it with common or existing industry practices or standards and rank it accordingly (locally and/or regionally). Provide names of organisations and the type of practices or standards compared. Evidences can include market survey reports, benchmarking of key performance indicators, etc.*
- (2) *Organisation can also indicate if the "best practice" has been used as a benchmark by other organisations.*

- 6.2 List down any local or international award(s) or recognition that have been conferred to your organisation for the practice implemented. [50 pts]**

Notes:

- (1) *Awards can be accorded by any local, regional or international associations or organisations. Recognition can also be in the form of media reports, invitation to present on the "best practice" at seminars, visits by industry players, etc. Provide names and details of such awards and/or recognition received. Evidences can include certificates, invitation letters, media reports, presentation papers, etc.*

Application Procedures

ELIGIBILITY GUIDELINES

The C21BPA is open to all local and overseas contractors, consultants, developers, suppliers, public agencies, tertiary institutions and professional bodies. The 'best practice' for consideration should be carried out in operations or projects in Singapore. The submitted practice should already be implemented for a reasonable period of time and there should be sufficient results and evidences to back up the submissions.

APPLICATION SUBMISSION

Requirements

All participating organisations are required to submit the following:

- **Nomination Form**
- **Nomination Report**
- Company Brochure (if any)
- Annual Report (if any)
- Any other supporting documents/papers (if necessary)

Five (5) sets of the above documents are to be submitted.

The Award Secretariat reserves the right to terminate the processing of an application due to incomplete or insufficient information in the Nomination Form or Nomination Report.

Closing date

The latest date for the submission of the Nomination Form and Nomination Report is **31 October 2003**.

Application Procedures

ASSESSMENT PROCESS

Organisations will be scored and evaluated according to the assessment criteria for the award. Shortlisted organisations will be invited to make a presentation to the C21BPA Assessment Committee. Site visits may be arranged for verification purposes.

NOMINATION REPORT

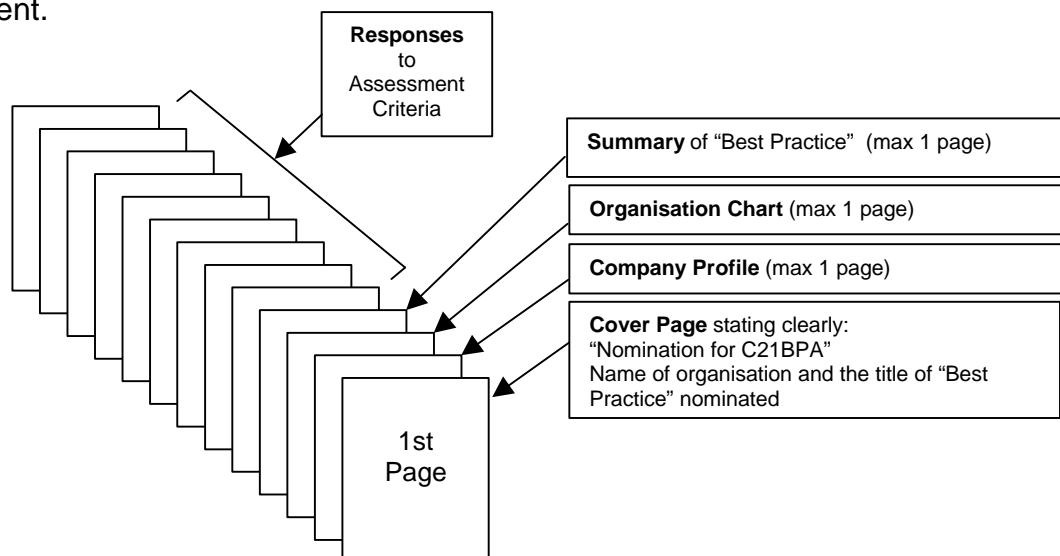
The objective of the Nomination Report is to allow applicants to provide information on the “best practice(s)” that they have submitted for consideration.

The Nomination Report should be formatted in the following way:

- Typed on standard A4 size paper, text should be:
 - singled spaced
 - minimum font size of 12 pts
 - preferably Arial, Helvetica, Times Roman, or equivalent font type
- Report should be single-sided
- Bound for easy processing
- Numbering on each page

Format

All nomination reports should be submitted in the following format for ease of assessment.



Application Procedures

Responses to Assessment Criteria should follow the format below:

Example:

2 Effectiveness

2.1 State the main objectives for the implementation of the practice and describe how these objectives are identified.

{
{
{
{ Your responses
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2.2 State all the key performance indicators/measurements (KPIs) that your organisation used to track the progress and achievement of the set objectives as in 2.1.

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{ Your responses
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2.3 Summarise the quantitative results for each KPI and the comparison with past results to demonstrate improvement in terms of productivity, profitability, efficiency and effectiveness, etc.

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Application Procedures

Response to each requirement e.g. 1.1, 1.2, 1.3 should start on a new page with the requirement number (e.g. 1.1, 1.2, 1.3 etc) clearly indicated.

Response can be supported by evidences in the form of graphs, charts, diagrams, pictures, etc. These evidences should be attached to the Nomination Report as Annexes with clear reference to the main report.

Responses need not be wordy and lengthy. It should be clear and concise. All applicants are advised to read the criteria carefully when responding to them.

SITE VISITS

The purpose of the site visits is to allow the organisations to provide insights and information beyond those provided in their Application Reports. It is also for assessors to verify and clarify the information presented in the Application Reports through observations, interviews and document reviews. The assessors will verify data, interview management and non-management staff and tour applicant's facilities and work sites.

Representatives from the Assessment Committee will conduct the site visit. Each site visit is expected to range from half a day to two days depending on the organisation size and complexity & extent of the operations.

Applicants will be notified by the Award Secretariat if they are shortlisted for a site visit.

PRESENTATION TO ASSESSMENT COMMITTEE

Shortlisted organisations will be required to put up a presentation at BCA on the nominated "best practice" at a date to be given by the Board. The slide or video presentation should incorporate a summary of the "best practice" and how it addresses the six award criteria.

Terms and Conditions

Undertakings of Applicant

The applicant shall furnish the Award Secretariat with all relevant information and documentation relating to the award application.

Access to Premises

In submitting an application, the applicant agrees to host a site visit if it is shortlisted. The organisation shall provide all reasonable facilities to the C21BPA Assessment Committee members to verify the information provided in the Nomination Report. The organisation shall ensure the safety of the assessors conducting the site visits at the applicant's premises.

Confidentiality

All information and documents supplied by the applicant will be kept confidential. The Award Secretariat shall not be liable to the applicant for any damages or loss suffered as a result of any breach of its provision other than due to the wilful or negligent act of the assessors.

C21BPA Description

A description of the winning best practice will indicate the field where it has gained C21BPA recognition. For example, "The C21BPA is awarded to _____ in the field of _____."

Terms and Conditions

Use of C21BPA Logo

All award winners are allowed to use the C21BPA logo in accordance with the following provisions:

- The C21BPA logo shall only be used by the organisation and shall always be used in conjunction with the organisation's name and year of the award.
- The C21BPA logo may be used on corporate stationery, in advertisements and materials used for advertising and promotion of the organisation. A copy of the guidelines governing the use of the C21BPA logo shall be provided to all winners.
- The C21BPA logo shall not be directly applied on the organisation's products and its packaging or be associated with the organisation's products in such a way as to imply that the product itself is neither endorsed by the Award Assessment Committee nor the Building and Construction Authority.

Award Recipient's Responsibilities and Contributions

Award recipients are required to share information on their successful performance and best practices with other organisations. This may take the form of presentations during seminars, exhibitions and hosting company visits. This will enable the recipients to serve as role models and provide benchmarks for other organisations. However, recipients are not required to share proprietary information, even if such information was part of their award application.

Limitation of Liability

The Award Secretariat shall not be liable to the applicant for any expenses, loss or damages suffered by the applicant and caused by the applicant's participation in the award.

For any enquiries, please contact the Awards Secretary at:

Building and Construction Authority
5 Maxwell Road #17-00 Tower Block MND Complex Singapore 069110
Tel: 6325 5085 or 6325 5914
Email: ERH_Seah@bca.gov.sg or LEE_Ting_Sung@bca.gov.sg
Fax: 6225 9225

You may also log on to our BCA Website at <http://www.bca.gov.sg> for more details