



NORSTA SUBCONTRACTOR QUALITY ASSURANCE MANUAL



OCTOBER 2025 EDITION

Document Approvals

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<i>This document is reviewed and updated quarterly to ensure the information remains accurate and relevant.</i>			
Version No.	Date	Description of Changes	Sections/Pages Affected
1.0	January 2025	Initial Issue	All
2.0	October 2025	Removed Defence Information, Updated OQE process in relation to Monday, Updated Scheduling information, Included Isolations Bookings	All

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Table of Contents

1. INTRODUCTION.....	5
Values & Behaviours	5
Supply Chain Management.....	6
2. SCOPE	6
3. SAFETY & SECURITY.....	6
Site Access	7
Inductions	7
Parking	7
4. QUALITY ASSURANCE.....	7
Auditing.....	7
Performance evaluations.....	8
OQE.....	8
5. FINANCE.....	9
Purchase Orders	9
Invoicing.....	9
6. WORKFLOW MANAGEMENT	9
Monday.com.....	9
7. SCHEDULING	10
Draft Schedules.....	10
Schedule Dates	10
Schedules Updates.....	10
8. MAINTENANCE.....	10
Reporting Growth Work	11
Booking Isolations.....	11
9. RAISING A PIR	11
What is a PIR and how can it be used?	11
What process needs to be followed to raise a PIR?	11
10. PARTS.....	11
11. FEEDBACK	12

List of Annexures

Annex A	Acronyms and Abbreviations
Annex B	Definitions
Annex C	OQE Examples
	C.1 Flexible Hose Inspections
	C.1.1 NORSTA OQE Template for Hose Inspections
	C.1.2 Flexible Hose Inspection Test Certificate
	C.1.3 OQE Required for Hose Inspection
Annex D	Invoicing Critical Information
Annex F	Monday.com Workflow Management Definitions
Annex G	Monday.com Tips
Annex H	Workflow Process for Work Order assigned in Monday.com
Annex I	EMP
Annex J	NORSTA Subcontractor Requirements for URDEFs with NAVY MATCON
Annex K	Problem Identification Report Form
Annex L	Isolations Booking Request

1. INTRODUCTION

The purpose of this manual is to provide all subcontractors with clear information on:

- Pricing;
- Health, Safety, Environment and Security;
- Delivery of Products and Services;
- Customer Service;
- Quality of goods/services and Objective Quality Evidence (OQE) where required;
- Governance and Compliance, and;
- Capability and Capacity including any certifications for example, diving operations, etc.

Refer Annex A: Acronyms and Abbreviations

Refer Annex B: Definitions

Values & Behaviours

NORSTA North has a strong foundation of organisational values. These values guide the behaviour, decisions, and performance of every team member, subcontractor, and stakeholder involved in our projects.

Subcontractors are expected to understand, adopt, and reflect these values in all aspects of their work, from communication and workmanship to ethical conduct and respect for people, systems, and environments.

By embedding these values into everyday operations, we foster a culture where quality is not just a result, but a standard.

These values are as follows;

- **Safety:** Prioritising the well-being and protection of self and all individuals, assets, and the environment.

- **Quality:** Embraces best practice by delivering high standards of work with uncompromised accuracy and quality.
- **Unity:** Contributes to a positive team spirit by fostering a sense of collaboration and a shared purpose.
- **Integrity:** Builds trust by consistently demonstrating reliability, authenticity, trustworthiness, and adherence to ethical standards in all actions and decisions.
- **Responsibility:** Is accountable for oneself, considers the impact on others, fulfills commitments and manages resources effectively to proactively address challenges.
- **Excellence:** Striving for outstanding results through continuous improvement, actively seeking feedback, and making necessary adjustments to achieve outstanding results.
- **Sovereign regional focus:** Maintaining an independent focus on regional needs.

The following behaviours were designed and developed to enable NORSTA's personnel and subcontractors to incorporate the values into their everyday lives.

- People
 - Collaborate and be team focused
 - Be inclusive and value others
- Performance
 - Be adaptable, innovative and agile
 - Reflect, learn and improve
- Professionalism
 - Act with purpose
 - Be accountable and trustworthy

Supply Chain Management

The Regional Maintenance Provider - North (RMP-N) Supply Chain key objective is to support the sustainment of the RAN's vessels. This is done by ensuring:

- adequate planning is conducted to anticipate RAN demand;
- appropriate sources of supply are established to meet that demand, and;
- goods and services are delivered as required at a quality and cost that meets expectations.

NORSTA engages with the Commonwealth to develop an Annual Regional Work Plan and Five-Year Regional Work Plan. These important tools are used to establish supply requirements for materials and resources. In satisfying the demand for the existing vessels, the local Supply Chain, will continue to demonstrate the stability and agility needed to meet the RAN's needs in Northern Australia.

NORSTA's objective is to establish and sustain a stable and predictable Supply Chain to meet the RMP-N maintenance demands and support the Seaworthiness and operational availability of RAN vessels. This is achieved by:

- ensuring that adequate planning is conducted to anticipate RAN demand;
- establishing appropriate sources of supply to meet that demand;
- providing goods and services that meet the technical integrity, capability, and economic needs of the Commonwealth;
- facilitating integration of Small to Medium Enterprises (SMEs) into the defence maritime industry; and
- exploring opportunities to meet the goals of the Commonwealth and develop Australian Industry Capability (AIC).

NORSTA has consciously designed its service delivery organisation to enable a holistic and proactive approach to support the RMP-N work delivery objectives. NORSTA will achieve this through:

- the development of clearly articulated supply chain contracting strategies;
- a purpose designed suite of supply chain health and performance metrics; and
- long term strategic subcontractor relationships wherever possible.

2. SCOPE

This document describes the requirements that subcontractors need to meet at a minimum to work with NORSTA.

NORSTA only utilises subcontractors from the NORSTA Supply Chain Register, this assures the subcontractor has been reviewed and approved to conform with NORSTA subcontractor/vendor requirements.

Should you as a subcontractor wish to work with us, an Expression of Interest (EOI) online form is required to be completed, this can be found [here](#).

NORSTA will review the EOI and if assessed as a potential subcontractor, you will be sent a link to complete the NORSTA New Supplier Assessment Online Form.

3. SAFETY & SECURITY

The Safety and Security information below is a snapshot of information in accordance with the relevant Site Health and Safety Management Plan. Please note that any Site Safety Management Plan takes precedence over this document.

Site Access

Access to HMAS Coonawarra requires all personnel to obtain a Defence Common Access Card (DCAC). Once obtained they must be clearly displayed on the person as primary means of identification when at HMAS Coonawarra.

NORSTA can provide information on the application process once a subcontractor has been reviewed and approved by the NORSTA Team during the EOI process.

Inductions

All personnel conducting work during the External Maintenance Period (EMP) must have completed:

- NORSTA North Induction on HammerTech System within the last 24 months;
- National Defence Base Induction within the last 12 months (link below); and
- HMAS Coonawarra Induction within the last 2 years.

[National base induction form | About | Defence](#)

Site Operations Management

NORSTA uses HammerTech to manage site operations including:

- Online Inductions and Registration;
- Injury and incident management;
- Employee training and competency;
- high-risk work licences;
- Plant and equipment management;
- Company Insurances;
- HSEQ Inspections;
- Pre-Start Records;
- SWMS;
- Bulletin;

- Site Diary;
- Permits;
- Meetings; and
- SDS

The subcontractor company is required to nominate an employee who will be responsible for managing their company's employer and employee information in HammerTech.

Parking

Parking of subcontractor light vehicles is permitted and shall be kept to a minimum to perform the services or as agreed upon by NORSTA in consultation with HMAS Coonawarra and Fleet Support Unit-Navy (FSU-N).

It is the responsibility of the subcontractor to coordinate and confirm where suitable parking is available.

4. QUALITY ASSURANCE

This section is to give clear Quality direction and information for subcontractor to understand what to expect when working with NORSTA.

Auditing

Periodically our Quality Assurance team will conduct an in-depth audit of our subcontractor business processes that could have a direct impact on the quality, safety or compliance of supplied services, items, or systems.

The audit process is designed to be collaborative with a view to creating a trusting and open environment to support continual improvement.

Subcontractors are supported to ensure robust improvement activities are planned and completed to close the gaps identified during the audit process.

Subcontractors are required to demonstrate adherence to ISO9001:2015, whilst there is no requirement to hold accreditation.

Subcontractors will be given reasonable advance notice of a pending audit. An agenda will be communicated by the NORSTA Quality Assurance team detailing the audit focus areas and guidance is available to ensure the audit process is of mutual benefit to both parties.

Some instances in which an audit may be required.

- New Supplier Evaluation or re-qualification;
- Introduction of a new process or change of location;
- Poor performance;
- After a major incident; and
- Risk based profile.

NORSTA reserve the right to perform subcontractor audits whenever it is deemed necessary.

Performance evaluations

A subcontractor “Quality Performance Program” will be introduced in 2025 and complement the Subcontractor Audit program based on a twelve-month cycle. This will provide an opportunity to mentor and give coaching to our subcontractors.

OQE

OQE serves as verifiable proof that tasks or processes have been completed in accordance with work instructions, industry standards, and regulatory requirements and forms the basis of certification for the completion of all maintenance tasks/activities.

Adherence to process and the delivery of associated OQE plays a critical role in delivering a vessel that meets Defence Seaworthiness

Regulations. All vessels supported by the RMP-N have the potential to routinely operate in a high-risk environment, where the safety of the crew and technical integrity of the vessel are paramount in meeting the operational requirements. Delivery of the necessary maintenance activity OQE is essential to provide demonstrable assurance to the Commonwealth that the vessels can achieve this.

All OQE is to be submitted in two (2) working days from date of task completion.

Work Instructions (WI) are task-specific documents that provide step-by-step guidance on how to perform a particular process or activity. Depending on the nature of the task, the required level of OQE may vary. For example, high-risk tasks or critical processes may require extensive and verifiable OQE, such as test reports, inspection records, or certification documents. Comparatively, less critical tasks may have lower OQE requirements, such as simple checklists, visual inspections, or operational logs.

Upon completion of a task, NORSTA and its subcontractors shall deliver a completed Job Control Sheet (JCS) signed by contractor and a suitably qualified Commonwealth Representative and OQE to support the completion of the task. OQE may contain where applicable the following documentation.

- Problem Identification Reports (PIR);
- Root Cause Assessment;
- Opening Report;
- Work Instruction;
- Technical Repair Specification for corrective Maintenance tasks;
- Hazard Risk Analysis;
- Test and inspection records;
- Maintenance Certificates;
- Test Certificate;

- Calibration Certificate;
- Certificate of Conformity;
- Job Control Sheet, and;
- Closing Report.

Subcontractors must ensure that all work required by the WI is:

- complete;
- all specified OQE is present and legible;
- the Inspection Test Plan (ITP) has required signatures, and;

NOTE:

- Safety documentation including Job Safety and Environment Analysis (JSEA) and Safe Work Method Statement (SWMS) uploaded to HammerTech are not required to be attached to OQE.
- Flexible Hose Inspection OQE Template is only required for Work Order ILM00347-Flexible Hose Inspection 1Y

Refer Annex C: Examples of OQE

5. FINANCE

Purchase Orders

Purchase Orders (POs) are critical in the subcontractor/vendor process as they ensure:

1) Authorisation and Compliance

Work is authorised by the correct level of delegation with NORSTA and aligns with budget requirements.

A PO serves as a legal document between NORSTA North Pty Ltd and the subcontractor/vendor. Without a PO, the subcontractor/vendor has no agreement in place to guarantee payment for work completed.

2) Accurate Coding and Notification

Work is correctly coded to the appropriate project, vessel, maintenance period, or work order.

The relevant NORSTA employees are notified of any subsequent correspondence received by NORSTA accounts.

3) Streamlined Invoice Handling

Once the work is completed, the handling of the invoice can be streamlined to ensure quick processing and payment.

Invoicing

Upon completion of the work specified in the PO, and after lodging the necessary documents including OQE through the Monday.com upload, it is imperative that the submitted invoice includes the following information list in Annex D to proceed with payment:

NOTE:

- All Invoices must be sent to naccounts@norsta.com.au; and
- All Invoices are paid as per agreed Trading Terms.

Refer Annex D: Invoicing Critical Information

Refer 0: Invoicing Tips

6. WORKFLOW MANAGEMENT

Monday.com

NORSTA's workflow management is Monday.com and is used as our maintenance management tool to track work progress.

NORSTA subcontractors are provided access to the online tool to allow them to update work order status and assist with uploading OQE as an efficient method of consolidating work order requirements prior to payment of invoices.

NORSTA subcontractors will receive an invitation for an initial onboarding session for Monday.com. This will be conducted in person where possible or via MS Teams. Points of contact will be emailed with a request for any other relevant personnel (Directors, Supervisors, Finance/Administration) to attend the meeting.

NORSTA subcontractors will only see tasks that have been assigned to them by the project teams. This is typically done at the stage a PO would be issued.

NOTE:

If you are expecting work orders or missing associated PO's, please reach out to the relevant Planned Maintenance Manager of the EMP.

Refer Annex F: Monday.com Workflow Management Definitions

Refer Annex G: Monday.com tips

Refer Annex H: Workflow process for work orders assigned in Monday.com

7. SCHEDULING

This section provides information on the requirements NORSTA subcontractors need to be aware of when receiving and reviewing Maintenance Schedules.

Draft Schedules

Draft schedules will be emailed to subcontractors during the planning period, prior to commencement of an EMP. This provides subcontractors the opportunity to review and give feedback on scheduled dates, if no feedback is received by NORSTA's Scheduling team, the draft schedule will be deemed suitable by the subcontractor.

Schedule Dates

Once the Draft Schedule has been baselined, a Final Schedule is sent to all subcontractors. It is important that subcontractors abide by the schedule dates.

Should subcontractor personnel be unable to attend on the scheduled dates, the subcontractor is required to advise in writing to the Planned Maintenance Manager and Scheduler with an alternate date as soon as possible.

Schedules Updates

Subcontractors with access to Monday.com can see a live schedule and make updates to the Schedule Board (in accordance with the Work Instruction) at any time.

Weekly subcontractor schedule updates are required no later than Monday 12:00pm, a reminder email will be sent every Thursday prior.

An excel workbook will be included in our reminder email to all Subcontractors, which alternatively, can be returned with the relevant schedule updates.

Refer Annex I: EMP Schedule Turnaround Report (STR) Work Instruction

8. MAINTENANCE

This is a small introduction on Maintenance requirements when working with NORSTA.

- Planned Maintenance is made up of planned and corrective tasks that are undertaken when the vessel has returned to shore at planned dates throughout the year for an EMP; and
- In Service Maintenance includes Urgent Defects (URDEF) and other tasks

conducted while vessels are in service
e.g. Not during an EMP.

Refer Annex J: NORSTA Subcontractor requirements for URDEFs with Navy Material Control (MATCON)

Reporting Growth Work

What process needs to be followed to report Growth Work?

- Subcontractors are required to notify NORSTA as soon as practical of any Growth works identified;
- NORSTA will investigate and advise if extra works are to be completed and when.; and
- All Growth works are required to be approved before rectification can be started.

Booking Isolations

NORSTA provides an Isolation Team to assist with the application of safe to work isolations. Follow the process outlined in Annex L: Isolations Booking Request to make a booking with our Isolations Team.

A more detailed breakdown can be provided on request.

Refer to Annex L: Isolations Booking Request

9. RAISING A PIR

What is a PIR and how can it be used?

A PIR is used by the enterprise to seek resolution for a problem which requires, but is not limited to:

- Using non – standard repair methods;
- Deviating from the configuration sign

- Deviating from Government Furnished Data (GFD);
- Incorrectly issued parts; and
- Schedule delays.

A PIR does not replace the role or need for a request for a problem resolution (RPR) raised, including a request for variation (RFV).

What process needs to be followed to raise a PIR?

Once a problem has been identified, Complete Section 1 Subcontractor PIR Information of the PIR Form and email the form to the Quality inbox rmpn.quality@norsta.com.au.

A copy of the PIR form can be found in Annex K

A Quality Assurance member will be in contact if insufficient information has been submitted before being sent on for NORSTA approval.

Once a PIR has been moved through the Regional Maintenance Centre-North (RMC-N)/Minor Vessels Systems Program Office (MVSPO) review and approval process, the returned PIR will be issued to NORSTA for actioning.

Refer to 26Annex K: PIR Form

10. PARTS

NORSTA provides consumables for subcontractors to use on site, please use the resources provided by speaking to the Supply Support Team.

All Planned Maintenance Task parts will be available from the NORSTA Staging Area at HMAS Coonawarra prior to EMP start.

Parts for URDEF and Corrective Maintenance Tasks will be staged at HMAS Coonawarra and NORSTA will notify when available for collection.

If incorrect parts are identified, please see section 9 Raising a PIR of this document for process of rectification.

11. FEEDBACK

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Help us make the next edition even better.

If you've got ideas, insights, or suggestions, scan the
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Annex A. Acronyms and Abbreviations

Term	Meaning
AMPS	Asset Maintenance and Planning System
EDD	Estimated Delivery Date
EMP	External Maintenance Period in the context of maintenance
EOI	Expression of Interest
FSU-N	Fleet Support Unit-Navy
GFD	Government Furnished Data
GFM	Government Furnished Material
HSEQ	Health Safety Environment Quality
ITP	Inspection Test Plan
JCS	Job Control Sheet
JSEA	Job Safety and Environment Analysis
LUSI	Lifestyle Upkeep Sustainment Intelligence
MATCON	Material Control
MVSPO	Minor Vessels Systems Program Office
NORSTA	NORSTA North Pty Ltd
PIR	Problem Identification Report
PO	Purchase Order
PPE	Personal Protective Equipment
OQE	Objective Quality Evidence
RAN	Royal Australian Navy
RMC-N	Regional Maintenance Centre North
RMP-N	Regional Maintenance Provider – North
RPR	Request for Problem Resolution
RFQ	Request for Quote
RFV	Request for Variation
SDS	Safety Data Sheets
SME	Small to Medium Enterprises
SS	Ship Staff
STW	Set To Work
SWMS	Safe Work Method Statements
URDEF	Urgent Defect
WI	Work Instructions
WO	Work Order

Annex B. Definitions

Term	Meaning
Agreement	Means the Service Level Agreement between NORSTA North Pty Ltd and the Subcontractor
Enterprise	Means the enterprise consisting of the Commonwealth RMC workforce, the Regional Maintenance Provider and any other parties notified to the Contractor by the Commonwealth or included in the Enterprise in the Approved Joint Relationship Management Plan..
External Maintenance Period	Means a defined period when a ship or submarine is at an extended (i.e. greater than 8 hours) Notice for Sea (NFS) and maintenance activities are planned to be undertaken by resources external to the vessel's organic resources. Maintenance activities for organic resources are also undertaken during EMPs. Maintenance work with an mean time to repair of greater than NFS must not be started.
HammerTech	NORSTA's Site Operations Management software
In Service	Refers to when the vessel is in operation
Monday.com	NORSTA's workflow management is Monday.com and is used as our maintenance management tool to track work progress.
MS Teams	Microsoft Teams
Personnel	In relation to the Subcontractor, means any of its agents, or representatives involved either directly or indirectly in the performance of the Services.
Services	Means the maintenance services or services required for maintenance of Commonwealth vessels provided by the Subcontractor to NORSTA pursuant to the Agreement
Subcontractor	Means any person (not the Commonwealth) that, for the purposes of the Contract, provides items or services directly or indirectly to the Contractor and includes Approved Subcontractors; and 'Subcontract' has a corresponding meaning.
Vessel	Refers to any ship

Annex C. OQE Examples

C.1. Flexible Hose Inspections

C.1.1. NORSTA OQE Template for Hose Inspections only ILM00347-Flexible Hose Inspection 1Y

If the subcontractor conducts Hose Inspections for ILM00347-Flexible Hose Inspection 1Y, the form below is an example of the information that must be completed and submitted with OQE submission.

REGIONAL MAINTENANCE PROVIDER- NORSTA NORTH					
MTI Number:	ILM00347	Name:	FLEXIBLE HOSE 1Y	Hose Tag Fitted:	Y / N
Vessel Name:		Hose PID Number:		Hose Tag Type:	Brass / Tally Plate
WO Number:		Locations:		Date Inspected:	
OBJECTIVE QUALITY EVIDENCE OQE TEMPLATE					
TALLY PLATE INFORMATION					
Hose ID Number:					
Hose Install Date:					
Cure Date:					
Certificate Number:					
Test Date:					
Test Pressure:					
Hose Part Number:					
PHYSICAL CONDITION OF HOSE					
FAULT PRESENT	YES / NO	FAULT PRESENT	YES / NO	FAULT PRESENT	YES / NO
Fitting Wear	☐ ☐	Sheath Damage	☐ ☐	Damaged Braids	☐ ☐
Fitting Cracks	☐ ☐	External Damage	☐ ☐	Layline Twisting (if applicable)	☐ ☐
Severe Corrosion	☐ ☐	Exposed Wire	☐ ☐	Min. Bend Radius Exceeded	☐ ☐
Leakage	☐ ☐	Abrasion/Rubbing	☐ ☐	Other Issue (comment)	☐ ☐
COMMENTS					
Any comments, Example: hose has no tags					
HOSE PASS/FAIL (CIRCLE)		PASS		FAIL	
PHYSICAL HOSE COVER					
INSTALLED	YES / NO	INSTALLED	YES / NO	INSTALLED	YES / NO
Fire Sleeve/Tape	☐ ☐	Spiral Wrap	☐ ☐	Burst Sleeve	☐ ☐
Denso Tape	☐ ☐	Spray Tape	☐ ☐		
INCLUDE PHOTOS OF HOSE BOTH AND HOSE ENDS, HOSE PID TAG AND ANY PHOTO OF DEFECTS					
HOSE END 1- Insert photos here			HOSE END 2- Insert photos here		
HOSE- Insert photos here			PID NUMBER Insert photos here		
TECHNICIAN NAME:					
POSITION/RANK:					
DATE:					
SIGNATURE:					

Details of the Job

What is on the fitted tags

What did you observe

Must indicate pass or fail

Important note: If the hose fails, an explanation on the reasoning must be noted in the comments.

Photos of each end of the hose

photo of the hose and the tag

Your Details

C.1.2. Flexible Hose Inspection Test Certificate

Please note: If a hose has been TESTED or REPLACED, a test certificate must be provided similar to the example below.

Test Certificate #big number#

Test Object Identification



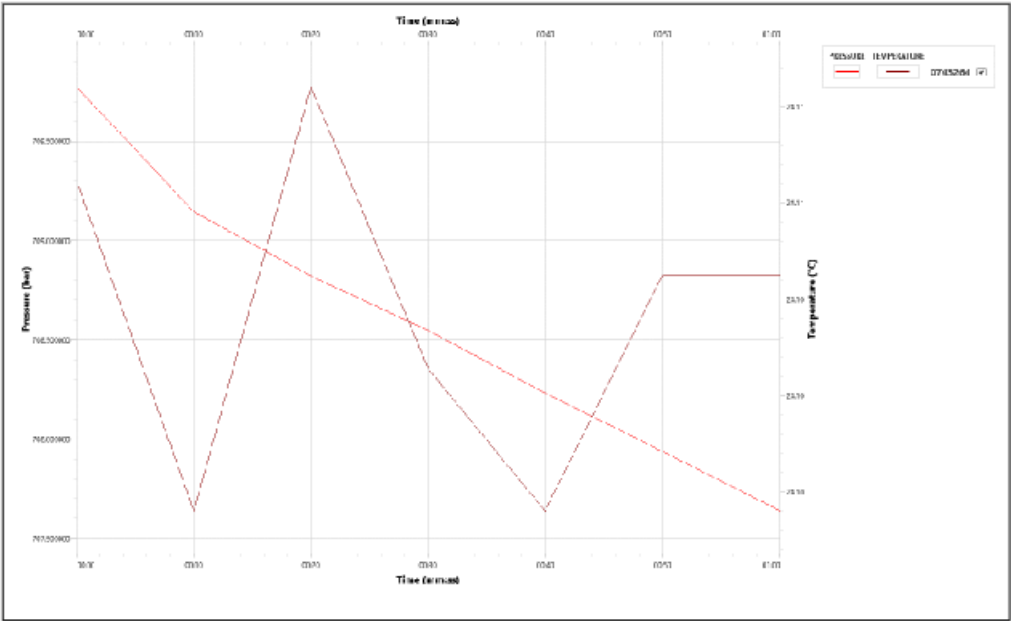
RANDOM FICTIONAL ENGINEERING COMPANY
THAT NEVER EXISTED

VESSEL:	CAPE	CURE DATE:	3Q23
HOSE UID:	813-13448-02	TEST MEDIUM:	WATER
HOSE TYPE:	HIFLEX 1/2" MAX WP 470 BAR	HOSE LENGTH:	500MM OAL
FITTING A:	1/2" BSP F/M STRAIGHT	FITTING B:	M25X1.5 F/M STRAIGHT

TESTED TO 1.5 X MAX WP = 705 BAR & HELD FOR 60 SEC AS PER DNV GL = PASS.

Certification Information

Used Cal. Device:	Pressure Gauge	Cal of Gauge:	November 1, 2023
Serial No:	#another number#	Test Date:	09/10/2024 12:25:09
Manufacturer:	Those with hose Pty Ltd.	Test Engineer:	Olmate Indacorner



NOTE: The above figures is for example purposes only.

C.1.3. OQE Required for Hose Inspection

The example provided below shows the required information and sign off that is expected from a subcontractor WI in relation to a Hose Inspection.

Please note that all Work Instructions have different signoff and information that is required when completing the task, this is also the required OQE. Please check the individual Work Instruction for more information.

Created: Sep 3, 2024 6:04:51 AM

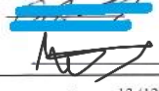
Work Done:
Hose installed IAW WI

Inspection Note:

Defects Found:
Hose Passed

Hours to Complete: 2
Start Date: 30/10/24
Completion Date: 30/10/24

Signed As Complete:

Contractor Sign off		Client Representative Acceptance Sign Off		RMP Acceptance Sign Off	
Name	Max Rebo	Name	Dexter Jettster	Name	Mace Windu
Position/Rank	Fitter	Position/Rank	Doni	Position/Rank	PM
Date	30/11/24	Date	30/11/24	Date	29 NOV 24
Signature		Signature		Signature	

Report: Work Tasks

Page 12 (12)

NOTE: The above figures is for example purposes only

C.2. Certified Item OQE Example

Example below is of a certified item OQE, provided by a subcontractor showing the Tally Plate FIXED to the item which is critical for the OQE to be accepted.

Tally plate fitted	Pass	
 Photo 1		
Relief valve unique ID as per tally plate.	813-05550-02	
 Photo 2		
Relief valve make.	Hansen	
Relief valve Model	HA2BK-13SPEC	
Relief valve set pressure	15 bar	
Test date	18.10.2024	
Calibration Certificate No	FCS241036	
Calibration certificate company	Fuel Calibration Services	
Pass or Fail	Pass	
Clear photo of relief valve		
    Photo 3 Photo 4 Photo 5 Photo 6	certified items MUST include clear photos of the tally plate FIXED to the item AND the details must be recorded on the OQE	
Clear photo of relief valve tally plate.		
 Photo 7		
Test Report / Certificate received	Yes	

NOTE: The above figures is for example purposes only.

Annex D. Invoicing Critical Information

Detail	Comment
Supplier Details	Name, ABN, address, and contact information are clearly displayed.
Buyer Details	NORSTA North Pty Ltd is clearly identified as the buyer.
Purchase Order Number (#)	NORSTA PO-xxxxxx
Work Order Number (#)	XXXXX
Vessel Information (if applicable).	Vehicle / Vessel name i.e CAP EMP i.e MP 3-24
Tax Invoice Label	"Tax Invoice", ABN, Full Subcontractor / Vendor Company Name: i.e NORSTA North Pty Ltd
Invoice Date	The date the invoice was issued.
Item Description	A description of the items or services sold, including quantities (if applicable) and the price. Quantity; Unit of Measure; Unit cost; Totals; Due Date
GST Information	The GST amount (if any) payable, either shown separately or, if the GST amount is exactly one-eleventh of the total price, a statement indicating "Total price includes GST."
Banking Details	Banking details from invoice will be matched to NORSTA North Vendor card and via EFTSure Bank verification. Any payments that do not match or are not verified by EFTSure will be rejected and returned. NOTE: Changes to Vendors Banking Details: Subcontractors/Vendors must notify NORSTA North Pty Ltd by updating their banking details directly in EFTSure, if they are registered within EFTSure. Otherwise NORSTA North Pty Ltd will need to be notified via email. NORSTA North Pty Ltd will then send an EFTSure invitation to the Subcontractor/Vendor to verify their information directly through EFTSure.

Annex E. Invoicing Tips

Do:

- Ensure that all minimum requirements listed above are recorded on the supplier invoice to facilitate prompt processing.
- Send all invoices via email in PDF format to naccounts@norsta.com.au
- Include the original invoice number on any Credit Note or Credit Memo to ensure accurate reconciliation.
- Provide written, verified notification of updated information i.e. Banking

Don't:

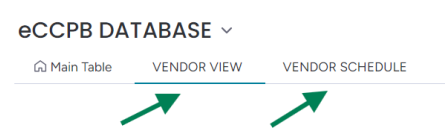
- Submit an invoice containing multiple POs.
NOTE: However, a single PO can be associated with multiple invoices, particularly if the PO includes multiple components that can be invoiced regularly as the work progresses.
- Change the payment terms stated on the invoice without prior approval from NORSTA North.
- Include multiple Work Orders in a single invoice if not all OQE have been submitted for each Work Order, as this will delay payment of the entire invoice.
- Send invoices in any format other than PDF, as this will delay processing.
- Do not backdate or forward date any invoices
- Email invoices to any address other than naccounts@norsta.com.au

Annex F. Monday.com Workflow Management Definitions

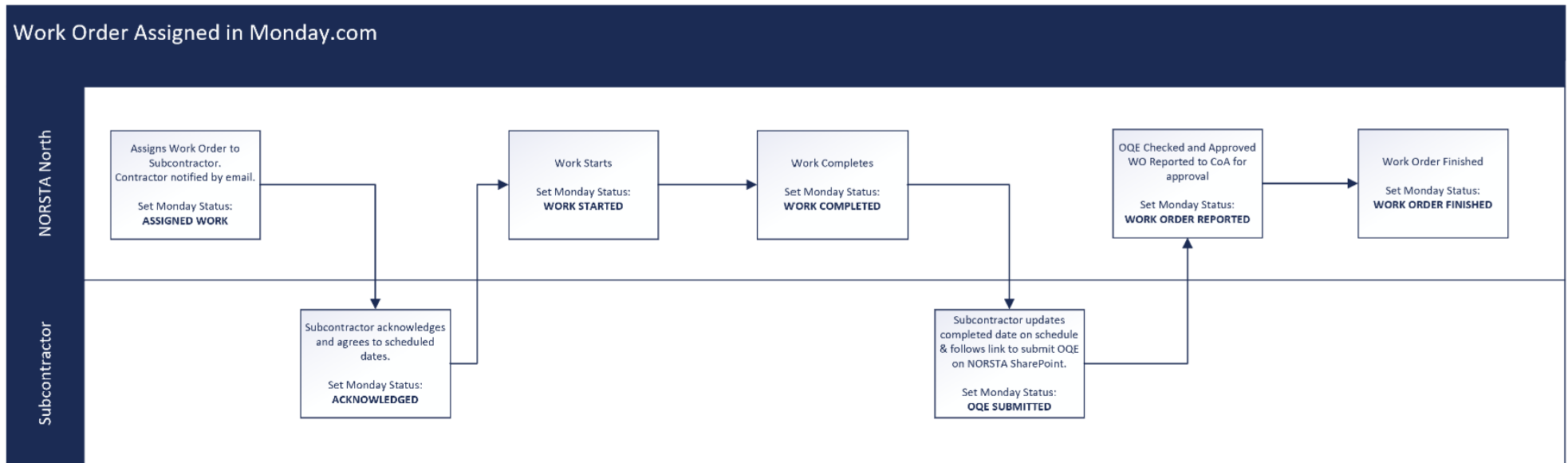
Workflow	Description	Actions
Work Assigned	This is where new work orders will appear.	- Review all work orders as assigned. - Download any JCS, supporting documents and purchase orders. - After, changing the status: '<i>vendor acknowledged</i>' to yes. This is confirming that you are able and willing to perform the work.
Vendor Acknowledged	This lets us know you have received the work order.	- Check the schedule to ensure you are aware of when the work is required. If you cannot attend at the scheduled dates of the drafted Schedule, please email the Planned Maintenance Manager and Scheduler as soon as possible. - No response received will be considered as acceptance of the schedule and the final schedule will be sent.
Work Started	Any work orders that are currently taking place on the boat will be in this group, provided NORSTA North waterfront supervisors have changed the status.	You can update this column by changing the 'actual start date' against the work order.
Work Done	Work orders that are finished will move into here once ' <i>WO status</i> ' has changed to Work Done .	- Upload OQE as soon as possible to NORSTA SharePoint. OQE must be submitted within 2 working days of works being completed. Refer to work instruction for further information. - Update this column by changing the '<i>actual finish date</i>' against the work order.
Vendor OQE Submitted	Any work orders where ' <i>Vendor OQE status</i> ' has been changed to 'Submitted (Vendor)' will flow into this group.	- Upload OQE as soon as you have completed the closing reports. OQE must be submitted within 2 working days of works being completed. - Monday.com contains a link pointing to the relevant OQE folder within NORSTA's SharePoint. You can either follow the link or navigate within NORSTA's SharePoint to the correct folder. - Drag and drop OQE documents into the folder within SharePoint. - Update the Actual Task Start Date & Actual Work Finished Date if these fields are blank.

Workflow	Description	Actions
Reported	Work orders that have had their OQE approved by NORSTA will be submitted to the Commonwealth for review. You will be paid for these work orders determined by the payment terms in the relevant Purchase Order.	- Input the invoice # against all associated work orders. - Detail any changes in task scope in the 'variance commentary' column. This is indicated by the invoiced value being greater or less than the original purchase order. This assists us when we report costs to the Commonwealth. - Send invoices to naccounts@norsta.com.au. - Change the subject line to INVOICE # VENDOR Vessel PO # \$\$ - If your invoices are system generated adjust as close as possible. Having an appropriate subject line will ensure invoices are not lost and processed promptly.

Annex G. Monday.com Tips

You can bulk action items by using shift and left clicking the end check boxes. This is especially useful for acknowledging work orders in bulk.	<SHIFT> 
You can find information regarding each column as the i - icon on the column headers.	
Stay within Main Table, Vendor View & Vendor Schedule. The other views are internal use, you will not see any additional columns but there is a risk you might miss critical information by not operating in either Main Table or VENDOR VIEW and VENDOR SHCEDULE.	

Annex H. Workflow Process for Work Order assigned in Monday.com



Annex I. EMP Schedule Turnaround Report (STR) Work Instruction

Expected Start Date	Expected Finish Date	Expected Duration Hrs
Enter Revised/ Expected Dates and Duration only if different from the Schedule.		

Actual Start Date	Actual Finish Date	Actual Duration Hours
Enter Actual Start and Finish Dates for all tasks. Enter Actual Duration Hours only if task is less than a day.		

Physical Completion	Guide
10%	Inspected/ Parts Ordered
20%	Work Commenced
50%	Work In progress
95%	Work Complete Awaiting Set to Work
100%	Work Complete

Comments Guide
Task status, reason for delay, work required in water or on hard stand, STW during basin trial or sea trial, parts EDD, deferred, descoped, general comments for the Planned Maintenance Manager etc...

PLEASE NOTE:

- Objective Quality Evidence (OQE) is due for submission within 2 working days of task completion

Annex J. NORSTA Subcontractor Requirements for URDEFs with NAVY MATCON

Activity	Summary
Subcontractor RFQ	- Subcontractor receives email work request from NORSTA via a Request For Quotation (RFQ). - Subcontractor assesses the work requested and advises NORSTA or makes requests of NORSTA such as resource availability for the dates requested.
Repair plan	Subcontractor to provide suggested repair plan in RFQ response
Safe work requirements	- Subcontractor must make NORSTA aware of any high-risk work requirements as soon as possible to ensure the high-risk works can be approved by port services and facilitated by Ship Staff (SS). High-risk work for in-water activities is facilitated by ship staff. - Subcontractor SWMS must be submitted into NORSTA via HammerTech at least 24hrs in advance for review by NORSTA Waterfront Supervisor (WFS) and Health and Safety Environment Officer. - If SS confirm in writing they cannot support high-risk work, NORSTA may consider engaging external safety services to facilitate safe work requirements of in water high-risk tasks with RMC endorsement for costs associated with the work to proceed.
Parts requirements	- Subcontractor is to assess and advise of the parts requirements for each task once the RFQ has been reviewed. Parts required are to be listed in the RFQ response and requested via NORSTA URDEF manager. - URDEF manager liaises with the Supply Support team to confirm EDD for parts required.
Drawings/ Manuals	Any drawings required are to be requested from the URDEF manager associated with the task
Starting Work:	- URDEF manager approves work to proceed (via PO or approval email) and advises of any changes to vessel movements impacting work start date/time. - Inducted Subcontractor are to attend base with associated task documents including JCS for the task and drawing etc. (cleared DCAC required). - Subcontractor collect parts from the NORSTA parts staging area. - Subcontractor are to sign into HammerTech at either of the NORSTA URDEF tablets located in the wharf laundries (Freemantle and Attack Wharves) and sign out at end of the URDEF work DAILY. - Subcontractor must also sign in at the bridge of the vessel associated with the task, complete the ship inductions and liaise with the Senior Technical Officer (STO) on board to review task scope, complete isolations and permits. The STO, or their delegate, will be the key Point of Contact for ongoing maintenance concerns. The STO must be informed immediately, in tandem with RMP-N, of any safety incidents if they occur. - If the STO is not available on vessel, contact is to be made via the responsible RMP-N maintenance manager or their delegate (WFS)
Completion of works	- Once works are completed on vessel and Set to Work (STW) is completed, Subcontractor must complete the JCS on board and seek a signature from the Senior Technical Officer on board to declare the works completed. - Subcontractor to advise NORSTA URDEF manager of any task updates/SITREPS by 1400hrs each day (compulsory for P1 URDEF tasks). - Subcontractor, upon completion of the task, advise NORSTA URDEF manager of completion and sign out of HT at either of the NORSTA URDEF tablets located at the wharf laundries. - Subcontractor to submit formal OQE for each task within 2 working days of task completion – OQE requirements are listed on each Work Instruction. - Task invoices will not be paid until OQE is received.
NOTE: No other work beyond that proposed in the RFQ/JCS is to be conducted on vessel without the specific approval of NORSTA.	

Annex K. Problem Identification Report Form

SECTION 1 SUBCONTRACTOR PIR INFORMATION				
TITLE				
SUBCONTRACTOR PIR #		JOB#	EMP#	
HULL ☐ H811 – Cape Otway ☐ H812 – Cape Peron ☐ H813 – Cape Naturaliste ☐ H815 – Cape Woolamai ☐ H814 – Cape Capricorn ☐ H816 – Cape Pillar ☐ H380 – Cape Fourcroy ☐ H381 – Cape Inscription ☐ H817 – Cape Solander ☐ H818 – Cape Schanck				
FAILED TESTING	WORK INSTRUCTION INCORRECT	LOST TIME	INCORRECT PART SUPPLIED	
FAULTY EQUIPMENT	FAIR / POOR CONDITION	PRICE VARIATION	OTHER	
PROBLEM DESCRIPTION				
PIR DETAILS				
IMAGES OR FILES ATTACHED?		YES	NO	
OPTIONS				
RECOMMENDED COURSE OF ACTION				
RESPONSE DATE		OQE ATTACHED	YES	NO
IMPACT OF DELAYED RESPONSE				
NAME AND POSITION		DATE	PHONE	
EMAIL		DIGITAL SIGNATURE		
		<i>Note: Do not lock this document when adding a signature</i>		

SECTION 2 RMP-N OFFICE USE ONLY				
SAFETY / TECHNICAL INTEGRITY IMPACTED		SCHEDULE / KEY DATES AFFECTED		TASK CHANGE PROPOSAL (TCP) REQUIRED
ON-CONDITION PARTS REQUIRED		CHANGES TO BASELINE		CLASS IMPACT
GFE IS REQUIRED		CFE IS REQUIRED		IMPACT SEA RELEASE
IN SCOPE	COST ESTIMATE	DURATION	OBJECTIVE REFERENCE	RMP-N PIR REF
OUT OF SCOPE				
RPR	RFV	RISK ASSESSMENT	DEFERRAL/DE-SCOPE	
RECOMMENDATIONS				
NAME AND POSITION		DATE	SIGNATURE	
			<i>Note: Do not lock this document when adding a signature</i>	
SECTION 3 RMC-N OFFICE USE ONLY				
RMC-N CONCURRENCE		YES		NO
COMMENTS				
NAME AND POSITION		DATE	SIGNATURE	
			<i>Note: Do not lock this document when adding a signature</i>	

SECTION 4 COMMONWEALTH RESPONSE (MVSP0)		
COMMONWEALTH REPRESENTATIVE (MVSP0) CONCURRENCE	YES	NO
COMMENTS		
WORK ORDER RAISED	YES	NO
NAME AND POSITION	DATE	SIGNATURE
		<i>Note: Do not lock this document when adding a signature</i>

Annex L. Isolations Booking Request

