

Section 5 – MANAGEMENT RESPONSIBILITY
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5 Management responsibility

5.1 Management commitment

Top management of **KSPHC** is committed to the development and implementation of the Quality Management System and to continually improve its effectiveness. It has established its Vision, Mission (see section 3.1), quality policy (see section 3.0) and objectives, which form the basis for developing, implementing, monitoring and controlling the quality systems and to provide resources for this achievement. For ensuring effectiveness and continual improvements of the QMS, the importance of Quality Policy and objectives, Customer's requirements, applicable statutory and regulatory requirements for the product is communicated within the organisation. The continuing suitability of QMS is assessed through management reviews.

5.2 Strategic process

Top management of **KSPHC** has developed its Quality Management System based on the application of quality management principles.

5.2.1 Customer focus

KSPHC is aware of the fact that its product (buildings) and services contribute to the well being of personnel in their living and work area, which influences public duties performed by them. Secondly, as public money is being spent, **KSPHC**'s performance is accountable to public and the public is the prime interested party in the performance of **KSPHC**. For this reason, **KSPHC** maintains transparency in its activities and provides relevant information to public through its portal (visit www.kspHC.org).

Quality, transparency, cost and time are the permanent objectives of **KSPHC** in all its activities. While determining the balance between time or cost and product (buildings) quality, potential impacts on the project is evaluated, taking into consideration customers' requirements.

5.2.2 Leadership

Top management of **KSPHC** has established unity of purpose and direction of the organisation. **KSPHC** provides and maintains the internal environment in which people can become fully involved in achieving the organisation's objectives.

For each of the project taken by **KSPHC**, Executive Engineer (EE) of a particular division is treated as the Project Manager. The Executive Engineer is vested with the defined responsibility and requisite authority for managing the project.

The top management of **KSPHC** assumes leadership in creating a culture for quality

- By setting the quality policy and identifying the objectives (including the quality objectives) for the project,

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- By providing the infrastructure and resources to ensure achievement of project objectives,
- By providing an organisational structure conducive to meet project objectives,
- By making decisions based on data and factual information,
- By empowering and motivating all project personnel to improve the project processes and product, and
- By planning for future preventive actions.

5.2.3 Involvement of people

People at all levels are the essence of an organisation and their full involvement enables their abilities to be used for the organisation's benefit. The top management of **KSPHC** strives to enhance the involvement of people by encouraging through various means such as recognitions, rewards, suggestion schemes etc.,

At **KSPHC**, personnel have well-defined responsibility and authority for their participation in the projects. The authority delegated to the project participants correspond to their responsibility.

In order to improve the performance, top management of **KSPHC** envisages and provides appropriate tools, techniques and methods to the personnel to enable them to monitor and control the processes.

5.2.4 Process approach

A desired result is achieved more efficiently when activities and related resources are managed as a process.

KSPHC has identified all the processes of its business. The key processes of the Quality Management System, their sequence and interactions are briefly illustrated in Annex A. Further, project processes have been identified and documented (relevant procedures are referenced under product realization processes. The originating organisation (e.g., Govt. of Karnataka, Police department, Prisons department, Forest department) may communicate the experience gained in developing and using its own processes, or those from its other projects to **KSPHC** (the project organisation). **KSPHC** takes into account this experience when establishing the project's processes and exchanges with the user an instrument / document setting forth the parameters and responsibilities and deliverables of the project. In this instrument, **KSPHC** sets over the processes that are unique to the project,

- By identifying the appropriate processes for the project,
- By identifying the inputs, outputs and the objectives for the project's processes,
- By identifying the process owners and establishing their authority and responsibility,

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- By designing the project's processes to anticipate future processes in the life cycle of the project, and

- By defining the interrelations and interactions among the processes.

Process effectiveness and efficiency are assessed through internal (KSPHC) or external review. Where and to the extent possible, assessments are made by benchmarking or evaluating the processes against a maturity scale. Maturity scales typically range in degrees of maturity from "no formal system" to "best-in-class". **KSPHC intends to implement, as a part of continual improvement, appropriate maturity models developed from different applications.**

5.2.5 System approach to management

Identifying, understanding and managing interrelated processes as a system contributes to the organisation's effectiveness and efficiency in achieving its objectives

In general, the system approach to management allows for the coordination and compatibility of an organisation's planned processes and a clear definition of their interfaces.

KSPHC carries out each project as a set of planned, interrelated and interdependent processes. **KSPHC**, the project organisation, defines and links the processes needed, to integrate and manage them as a system aligned with the originating organisation's overall system (where necessary).

KSPHC ensures that appropriate communication processes are defined and that information is exchanged between the project's processes as well as between the project, other relevant projects, and the originating organisation.

5.2.6 Continual Improvement

Continual improvement of the organisation's overall performance is a permanent objective of the organisation. The cycle of continual improvements is based on "Plan-Do-Check-Act" (PDCA) concept.

KSPHC assumes as it's responsibility to continually improve the effectiveness and efficiency of the processes for which it is responsible.

Management of projects are treated as a process rather than an isolated task. The established Quality Management System enables it to record and analyse the information gained during a project, for use in a continual improvement process.

Internal / external audits and assessments are valued as a source to identify opportunities for improvement.

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5.2.7 Factual approach to decision making

Effective decisions are based on analysis of data and information

Information about the project's progress and performance are recorded using web-based project monitoring system. Performance and progress evaluations are carried out in order to assess the project status. The information from performance and progress evaluations are analysed to make effective decisions regarding the project and for revising the project management plan.

Information from project closure reports of previous projects are appropriately analysed and used to support the improvement of current or future projects.

5.2.8 Mutually beneficial supplier relationships

An organisation and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

KSPHC defines its strategies for obtaining external products / services (services of contractors); where required it collaborates with contractors for defining its strategies, especially in the case of project of long duration and of multiple / complex phases.

KSPHC determines suppliers ability to meet its requirements for processes and products, and takes into account the customer's preferred list of suppliers or selection criteria where required.

KSPHC supports its suppliers including contractors technically and financially (with in the limits of company's policy and procedural limitations). For example, training its contractor on usage of web based project monitoring system, usage of electronic mail services, advising about the external laboratory services available for testing and calibration, providing financial advances for those who fulfill the prescribed company's criteria, etc.,

5.3 Quality policy

KSPHC's quality policy (see section 3.0) is appropriate to the purpose of the organisation and is with a vision of organisation's future. It includes a commitment to comply with requirements and continually improve the effectiveness of the Quality Management System. This policy provides a framework for establishing and reviewing quality objectives. The top management ensures that the organisation's quality policy is communicated and understood within the organisation and It also reviews the policy at appropriate times for its continuing suitability.

5.4 Planning

5.4.1 Quality Objectives

With the aim of achieving the quality policy, to achieve continual improvement, Quality objectives are established at relevant functions and levels within the organisation (refer to

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document CMD / QMS / QO / 01). These objectives are measurable and are consistent with the company's quality policy. Quality objectives are time-bound target achievements and hence, document CMD / QMS / QO / 01 is periodically reviewed and revised. The Board reviews annually the records of continual improvement, plan and sets the standards and objectives to be followed in the subsequent years.

5.4.2 Quality management system planning

The Quality Management System planning is carried out considering the required resources that are necessary to provide checks and controls within the processes of the Quality Management System. These are documented in the QMS documentation at various levels and are subjected to periodical review for ascertaining their continued suitability and effectiveness.

The integrity of Quality Management System is maintained whenever changes to the Quality Management System are planned and implemented.

5.5 Responsibility, authority and communication

5.5.1 Responsibility and authority

Process owners responsible for various processes of QMS are given in Annex 3. Organisation Chart, Responsibility and authorities of personnel are further described in relevant QSPs

5.5.2 Management representative

Mr K V Sudarshan has been appointed as Management Representative. He will be assisted by **Senior Quality Manager (SQM), who will officiate as the MR in the absence of MR.** The Assistant Executive Engineer – Contracts, shall be the **Chief Coordinator –QMS (CC-QMS).** MR, SQM and CC-QMS are assigned with the additional responsibility and authority for:

- a) Ensuring that processes needed for the Quality Management System are established, implemented and maintained.
- b) Reporting to top management of the performance of the Quality Management System and any need for improvement, and
- c) Ensuring the promotion of awareness of customer requirements throughout the organisation.

In this endeavor, QMS Coordinators (a core group that consists of representatives from each section / process) will assist MR, SQM & CC-QMS in establishing, implementing and maintaining the Quality Management System.

Mr B Rangappa, AEE (QC) has taken over as the chief coordinator with effect from 1 Aug 2007.

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5.5.3 Internal communication

KSPHC strongly believes that internal communication regarding the effectiveness of the Quality Management System will aid in the organisation's performance improvements and directly involves its people in the achievement of quality objectives. For this one or more of the following methods are used:

- ✓ Management-led communication in work areas, team briefings and other meetings
- ✓ Notice Boards, E-mails, Bulletin boards, Discussion Forum...etc
- ✓ Employee suggestion schemes

5.6 Management Review

5.6.1 General

The CMD / Executive Director ensure review of the Quality Management System **at least once in 6 months** to assess its continuing suitability, adequacy and effectiveness. A report is placed before the Board of Directors annually giving the status and suggestions for improving of quality objectives. The decisions of the Board of Directors are in turn implemented with in the corporation.

CMD, Executive Director, Chief Engineer, Financial Advisor, MR and CC-QMS will evaluate the need for changes to the organisation's Quality Management System, including quality policy and quality objectives. Other personnel appropriate and required for the specific review subject will be invited.

5.6.2 Review input

MR and CC-QMS collect & compile the data from process owners and provide following information as the input for management review which include information on

- a) Follow-up actions from previous management reviews
- b) Results of QMS audits,
- c) Customer feedback,
- d) Process performance and product conformity
- e) Progress evaluations of projects*
- f) Status of preventive and corrective actions,
- g) Changes (proposed) that could affect the Quality Management System,
- h) Recommendations for improvement, and
- i) Progress made in respect of achieving quality policy and quality objectives set at functional levels (depending upon the target time set) and its continuing suitability.

** Progress evaluations (assessment of progress made on achievement of the project objectives) cover all the projects' processes and provide an opportunity to assess the achievement of the project objectives. The outputs from progress evaluations can provide significant information on the performance of the project as an input for management reviews.*

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5.6.3 Review output

MR / CC-QMS will record the management review details and maintain it. MR / CC- QMS will communicate to all concerned about the decisions and actions related to

- a) Improvement of the effectiveness of the QMS and its processes,
- b) Improvement of product related to customer requirements (identified & perceived requirements)
- c) Resource needs.

References:

Quality system procedures for

- 1) **Strategic organisation management QSP 04***
- 2) **Management review QSP 05**

- **Comes in to effect from 1 January 2005.
Strategic organisation management is dealt in 3 parts namely**

- a) **Part 1 – Statutory and other requirements –
Establishment**
- b) **Part 2 – Statutory and other requirements –
Finance**
- c) **Part 3 – Strategic Business Management.**