1.0 Purpose

The purpose of this procedure is to define a system for monitoring and measurement of key elements of IMS to facilitate management for determining opportunities for improvement, through the management review process.

2.0 Application

This procedure is applicable to all the processes of KSPHC’s integrated management system established and documented in the IMS manual and other system documents referred therein.

2.0 Responsibility

Concerned HODs as defined in the procedure

3.0 Terms and definitions

None

4.0 Procedures

The performance of quality and the environmental management systems are critical to the achievement of organization/s policy, mission and vision. The top management of KSPHC recognizes the fact that:

- a) People perform the process
- b) Process produce a product / service
- c) Product / service produce profit (both tangible and intangible)

Hence, the following are critical to determine the performance level of IMS:

1) Product conformity
2) Process measures
3) Project performance
Performance measurement and monitoring

Concerned HODs / personnel as described in Table 1 through Table 3, shall collate data, analyze and determine the performance level at prescribed periodicity. They shall submit the summary of these data / data analysis in the MRM to facilitate the top management to provide further direction to achieve improvement.

Table 1 – Product conformity

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Product parameter</th>
<th>Details required</th>
<th>Responsibility to provide details</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Adherence to design specifications</td>
<td>Deviation from specifications, its reasons, acceptance obtained / authorized by details</td>
<td>EE and AEE of concerned division(s) executing the project</td>
<td>Quarterly</td>
</tr>
<tr>
<td>2</td>
<td>Adherence to design specifications</td>
<td>Inspection reports of CE, SE and EE(QC)</td>
<td>CE, SE and EE(QC)</td>
<td>Quarterly</td>
</tr>
<tr>
<td>3</td>
<td>Cost of nonconformity</td>
<td>Time and cost involved in resolving nonconformities related to product (construction activity)</td>
<td>EE and AEE of concerned division(s) executing the project</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

Table 2 – Process performance

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Process</th>
<th>Process performance indicators</th>
<th>Responsibility to provide details</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management responsibility</td>
<td>Number of actions pending crossing target date</td>
<td>MR and CC-QMS</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of improvement recommendations</td>
<td>MR and CC-QMS</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Progress made in objective achievement</td>
<td>MR and CC-QMS</td>
<td>Half yearly</td>
</tr>
<tr>
<td>2</td>
<td>Training</td>
<td>Number of trainings conducted</td>
<td>AAO</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of topics covered</td>
<td>AAO</td>
<td>Half yearly</td>
</tr>
</tbody>
</table>
### Performance measurement and monitoring

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Process</th>
<th>Process performance indicators</th>
<th>Responsibility to provide details</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Number of personnel benefited</td>
<td>AAO</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Summary of effectiveness of training, if available</td>
<td>AAO</td>
<td>Half yearly</td>
</tr>
<tr>
<td>3</td>
<td>Finance management</td>
<td>Number of payments not made on time (for accepted bills)</td>
<td>CAO</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of noncompliance related to statutory requirements</td>
<td>CAO</td>
<td>Half yearly</td>
</tr>
<tr>
<td>4</td>
<td>Customer related processes</td>
<td>Number of concessions requested in relation to initially proposed and agreed layout and product features (Project-concept development stage)</td>
<td>SE-Designs and EE of concerned project</td>
<td>Half yearly</td>
</tr>
<tr>
<td>5</td>
<td>Design and development</td>
<td>Incorporation of technical advances in construction, eco-friendly measures adopted</td>
<td>SE-Designs</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comparative statement on cost-effectiveness achieved (in relations to previous similar projects)</td>
<td>SE-Designs / EE of concerned project</td>
<td>Half yearly</td>
</tr>
<tr>
<td>6</td>
<td>Purchasing –General</td>
<td>Supplier performance with regard to quality and timely delivery</td>
<td>AAO</td>
<td>Half-yearly</td>
</tr>
<tr>
<td>7</td>
<td>Purchasing – Construction contracts</td>
<td>Supplier performance with regard to quality and timely delivery</td>
<td>EE(QC) / EE in charge of respective projects</td>
<td>Half yearly</td>
</tr>
<tr>
<td>8</td>
<td>Construction Management</td>
<td>Number of deviations identified after completion of an activity / stage of construction</td>
<td>EE, AEE and AE and JE of respective projects</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nonconformities identified by QC – related to constructions</td>
<td>EE (QC)and AEE-QC</td>
<td>Half yearly</td>
</tr>
<tr>
<td>9</td>
<td>Project monitoring</td>
<td>System down time (monitored on weekly basis)</td>
<td>AEE-PM</td>
<td>Half yearly</td>
</tr>
</tbody>
</table>
## Performance measurement and monitoring

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Process</th>
<th>Process performance indicators</th>
<th>Responsibility to provide details</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Delay in communication of monthly Project-status summary to the top management (target – 5th of every month)</td>
<td>EE-PM</td>
<td>Half yearly</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Customer satisfaction</td>
<td>Number of valid customer complaints</td>
<td>PRO / EE (QC) / EE (Division)</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of complaints pending for resolution</td>
<td>PRO / EE (QC) / EE (Division)</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of positive feedbacks received</td>
<td>PRO</td>
<td>Half yearly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of negative feedbacks received and accepted for initiating actions</td>
<td>PRO / EE (QC) / EE (Division)</td>
<td>Half yearly</td>
</tr>
<tr>
<td>12</td>
<td>Quality management system (assessed through internal audits)</td>
<td>Number of nonconformities – Clause wise and function wise</td>
<td>MR and CC-QMS</td>
<td>Half yearly</td>
</tr>
<tr>
<td>13</td>
<td>Management of environmental aspects</td>
<td>Number of environmental incidents</td>
<td>Site In-charge</td>
<td>Quarterly</td>
</tr>
<tr>
<td>14</td>
<td>Improvements in environmental management</td>
<td>Degree to which environmental objectives adopted in construction projects</td>
<td>Site In-charge</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

### Table 3 – Progress evaluation of project objectives

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Project name</th>
<th>Project objectives</th>
<th>Responsibility to provide details</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Mention the project name)</td>
<td>(Mention the objective set for the project with regard to cost, time, features and others along with details required for review)</td>
<td>Designated project personnel</td>
<td>Half Yearly</td>
</tr>
</tbody>
</table>
5.0 Records

Concerned HODs shall maintain records / data as described in procedural part and submit during MRM. These data / records shall be retained by respective HODs at least for a minimum period of one year.

6.0 Reference

a) ISO 9001: 2008 Clause Number 8.2.3
b) ISO 14001: 2004 Clause number 4.5.1
c) IMS Manual Clause Number 9

7.0 Associated Documents

1) Procedure for control of records IMSP 02
2) Procedure for management review IMSP 28

8.0 Revision details

This document is an additional document; it is designated as IMSP 17 and the revision status is set to “0”.

Approved by : Chairman and Managing Director