QUALITY MANAGEMENT SYSTEM MANUAL

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# FOREWORD

This manual describes the Quality Management System established and being implemented by VBHC based on the requirements of ISO 9001:2008.

The various clauses of this manual define the way in which the organisation meets the requirements of each clause of the standard.

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# CORPORATE PROFILE

VBHC has been a pioneer and professionally managed company in Real Estate Industry in India Since 2008, with the concept of building quality homes that are great on design and easy on the wallet.

VBHC has had an enunciated quality policy. The company has established and is implementing Quality Management System (ISO 9001: 2008), to effectively address all the requirements of Quality norms and Customer focus.

These established management systems is aimed at transforming the organization into a customer-focused organization and enabling it to demonstrate the organization‟s social responsibility.

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## SCOPE AND PURPOSE:

Scope: The scope of Quality Management System is: Design, Construction & Marketing for Residential Complexes

This is applicable for all operations at Corporate Office & All Project Sites Purpose: The purpose of the VBHC‟s Quality Management System is:

* + To establish, describe and maintain an effective Quality Management System, which supports the implementation of the management‟s policy; to demonstrate the Company‟s commitment to compliance with statutory/regulatory requirements and facilitate continual improvement in its performance.
  + To determine, and provide a guide to the procedures and instructions which ensure that the Quality Management System is operated correctly
  + To ensure products and services of VBHC are adequately planned and executed in a well-defined and controlled manner and satisfy customer requirements.
  + To harmonize policies and practices across all departments
  + To create stability and minimize variance
  + To focus attention on quality

## GENERAL:

The quality manual outlines the policies, procedures and requirements of the Quality Management System. The system is structured to comply with the conditions set forth in the International Standard ISO 9001.

This Manual is the central source of general management operating policies and the assignment of authority and responsibilities for the implementation of those polices.

VBHC management has established a customer-oriented system,

* + 1. By adopting systems and process approach to the functions for establishing, clearly understanding, implementing, controlling and continually improving the effectiveness and efficiency of the operations involved.
    2. By adopting suitable methods for measuring, monitoring, analyzing and thereby determining the performance of VBHC for customer satisfaction.

## APPLICATION:

The requirements of quality management system manual are intended to be applicable to all departments and projects of VBHC regardless of type, size and product provided.

Clause 7.3.1 is not applicable in case of structural design and development as this part of design work is outsourced by VBHC.

## REFERENCE DOCUMENTS

The Referenced documents listed in Annexure – 1 are indispensable for the application of this manual. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

## TERMS AND DEFINITIONS

For the purposes of this manual, the terms and definitions given in ISO 9001 apply.

Throughout the text in this manual, wherever the term “product” occurs, it can also mean “service”.

## QUALITY MANAGEMENT SYSTEM

* 1. **GENERAL REQUIREMENTS**

VBHC shall establish, document, implement, maintain and continually improve the effectiveness of a quality management system in accordance with the requirements of ISO 9001.

VBHC shall:

* + - Determine the processes needed for the quality management system and its application throughout the organization (see 1.2)
    - Determine the sequence and interaction of these processes
    - Determine criteria and methods needed to ensure that both the operation and control of these processes are effective
    - Ensure the availability of resources and information necessary to support the operation and monitoring of these processes
    - Monitor, measure (where applicable) and analyze these processes, and
    - Implement actions necessary to achieve planned, results and continual improvement of these processes.

These processes shall be managed by VBHC in accordance with the requirements of ISO 9001.

Where VBHC chooses to outsource any process (refer NOTE 2) that affects product conformity to requirements, VBHC shall ensure control over such processes. The type and extent of control to be applied to these outsourced processes shall be defined within the QMS (refer NOTE 3).

NOTE 1: Processes needed for the quality management system referred to above include the processes for:

1. Management activities, These processes include:
   * VBHC/QMS/P/01 - ISO 9001 MRM
   * VBHC/QMS/P/02 - Internal Audits
   * VBHC/TOP/P/01 - Internal and external communication
   * VBHC/TOP/P/02 - Change Management
   * VBHC/TOP/P/03 - Setting Corporate Objectives
2. Provision of resources, These processes include:
   * VBHC/HR/P/01 – Recruitment
   * VBHC/PMC/P/01 - Project Master Schedule
   * VBHC/PMC/P/02 - Pre-con HR planning
   * VBHC/P&C/P/01 - Procure Materials
3. Product realization (refer clause 7.1)
4. Measurement, analysis and improvement. These processes include:
   * VBHC/QMS/P/05 - Corrective and Preventive Action
   * VBHC/QMS/P/06 - Control of Non Conforming Product
   * VBHC/QMS/P/07 - Obtain Customer Feedback
   * VBHC/QMS/P/02 - Internal Audits
   * VBHC/PMC/P/06 - Post Handover maintenance
   * VBHC/PMC/P/03 - Preconstruction and Construction Monitoring
   * VBHC/HR/P/06 - Competency mapping
   * VBHC/P&C/P/04 - Vendor Assessment contractor evaluation
   * VBHC/OPE/P/02 - Daily construction management
   * VBHC/EST/P/03 - Budget Tracking Cost control and revisions

NOTE 2: An “outsourced process” is a process that the organisation needs for its quality management system and which the organisation chooses to have performed by an external party.

The following are the processes outsourced by VBHC:

1. Quality Inspection before and during construction period for all projects.
2. Structural designing
3. Part of construction activities (Lift installation & commissioning, UPVC and RMC)

NOTE 3: VBHC shall ensure that provisions for the cited controlled conditions for outsourced processes are addressed in the following documented procedures:

* + VBHC/QUA/P/02 - Method Statement and Checklist
  + VBHC/QUA/P/03 - ITP Methodology
  + VBHC/PMC/P/06 - Post Handover maintenance
  + VBHC/PMC/P/03 - Preconstruction and Construction Monitoring
  + VBHC/DES/P/03 - Appointment of Consultants

## DOCUMENTATION REQUIREMENTS

* + 1. **General**

This QMS documentation shall include:

* + - * Documented statements of a quality policy and quality objectives
      * VBHC Quality Management System Manual
      * Documented Procedures and records required as per ISO 9001 (refer Appendix –1 for list of Procedures)

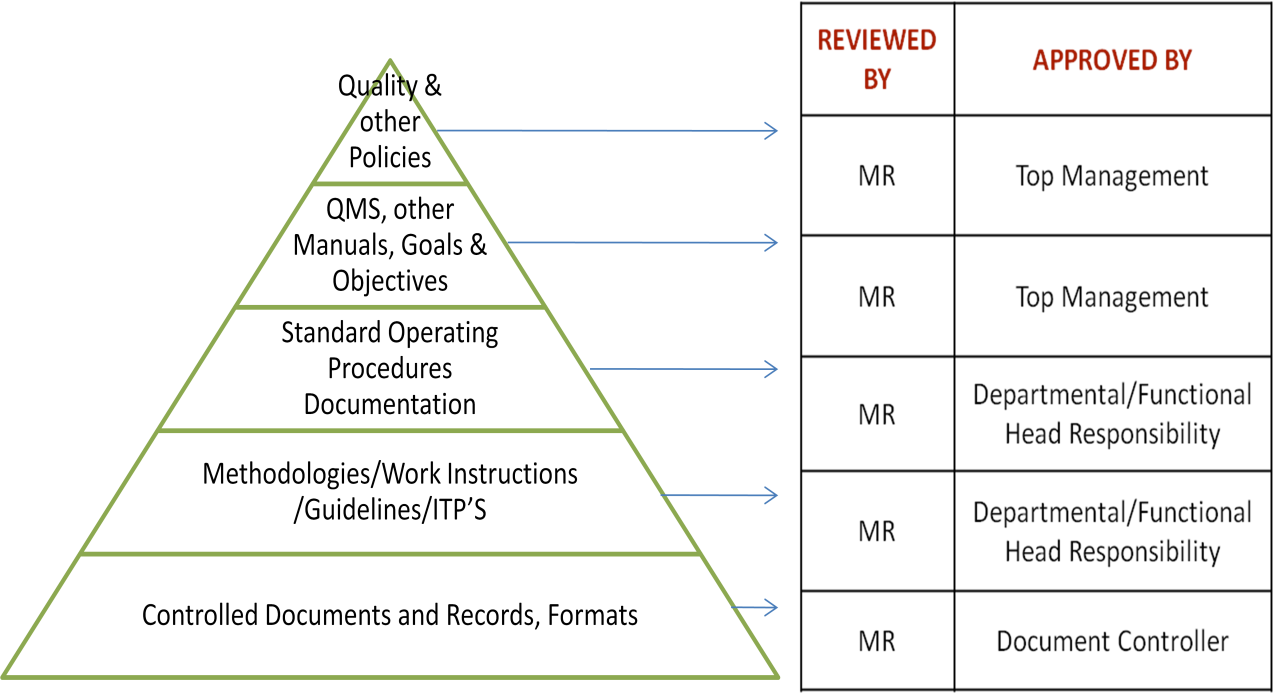
NOTE 1: Where the term “documented procedure” appears within this manual, this means that the procedure is established, documented, implemented and maintained.

* + 1. **Quality manual**

VBHC shall establish and maintain a quality manual that includes the following:

* + - * The scope of the quality management system, including details of and justification for any exclusions (see 1.2);
      * The documented procedures established for the quality management system, or reference to them, and
      * A description of the interaction between the processes of the quality management system (refer Appendix – 3)

## The structure of the Quality Manual



* + 1. **Control of documents**

The following steps outline the established document control system at VBHC:

Concerned process user shall identify the specific process documentation requirements, i.e. manuals, procedures, guidelines, work instructions, plans, specifications, drawings and formats etc. as necessary for effective operation, control and improvement of processes. In order to provide documentation to satisfy the needs and expectations of all interested parties, the concerned process user shall consider the

following requirements. The procedure for document control is elaborated in the document procedure VBHC/QMS/P/04 - Document Control to cater to these requirements.

* + - * Need for describing various activities involved in processes and their interaction & interrelation for consistent operation, use as a basis for training new employees, demonstrate customer confidence based on documented system, and provide a basis for auditing the management system.
      * Contractual requirements stated by the customer and other interested parties, relevant statutory and regulatory requirements.
      * VBHC management system requirements specified in the management system manual, policies and objectives and specific requirements of Quality.

A companywide unique documentation structure, codification system has been established, to identify the origin of the documents from various functional departments and project sites.

The responsible personnel for document preparation, review, approval, issue and distribution control has been laid down.

The following controls shall be exercised to ensure effective control of documents and records generated at all sources in VBHC.

* + - * All documents are prepared, reviewed for adequacy and approved from concerned authorities as defined.
      * All documents are reviewed periodically for its adequacy and changes if any are incorporated as necessary, and re-approved by concerned authorities prior to re-issue.
      * Changes made in documents are clearly identified in the concerned documents.
      * It is ensured that current documents are available at work places and superseded documents are withdrawn /or suitably identified to prevent their unintended use.
      * It is also ensured that all system and process documents including records are legible and identifiable.
      * Documents of external origin are clearly identified and responsible document controller controls its distribution.
      * It is ensured that records generated at various operational areas are legible, readily identifiable, and retrievable. Retention period of each record is defined and followed.

Established VBHC documentation structure and list of documents referred in various chapters of the manual is furnished in Appendix –1.

The purpose of „control of manual‟ is to define the procedure, responsibilities for preparation, review for adequacy, approval, issue, distribution control and authorization of revisions for VBHC Management System Manual.

Activities involved in development, review, approval, issue and control of management system manual are briefed here:

* + - * Management Representative (MR) prepares reviews and finalizes the structure of the manual in consultation with top management and all concerned processes / functional departments for providing necessary and relevant inputs for the manual.
      * The contribution includes process/functional objectives, system, processes and activities to be performed to achieve the objectives. This task is carried out by identified core cross-functional team. They interact with MR and finalize the respective contents of the manual.
      * MR thoroughly reviews the contents of the manual for its adequacy to meet the corporate mission, organizational policies, objectives of the organization, and also specific requirement of Quality Management System – ISO 9001: 2000.
      * Consequent to final adequacy review by MR and cross-functional team, and incorporation of any changes recommended, the manual is finally approved for issue and implementation by Chairman and Managing Director (CMD).
      * MR issues the controlled copy of management system manual as per document control procedure referred at the end of this chapter.
      * Revisions, wherever necessary from time to time, are initiated by core cross- functional team and communicated to MR with a revision request.
      * After review of this request, the same is authorized by MR and incorporated in the manual.
      * Revision particulars are listed in the history of revisions page.
      * Revised pages/contents of the manual are issued to all recipients of the manual.
    1. **Control of Records**

Records are established and maintained to provide evidence of conformity to requirements of processes and effective operation of VBHC management system. A document procedure for control of records (VBHC/QMS/P/03 - Record Control) has been established to describe the controls needed for the identification, storage, protection, retrieval, retention time and disposal of records. The established system ensures that all the records are legible, readily identifiable and retrievable.

All quality records have one thing in common: they describe the results of activities, the results of inspections, tests, reviews, audits, assessments, calculations etc. These are a number of records that shall be created and maintained:

* + - * Management review records
      * Design review records
      * Process/product change implementation records
      * Qualified personnel records
      * Inspection and test records
      * Calibration records
      * Non - conformance records
      * Non - conformance investigation records
      * Audit result records
      * Follow-up audit records
      * Training records

In addition the following records shall be maintained:

* + - * Procedure change records
      * Customer complaints
      * Snag analysis reports

## MANAGEMENT RESPONSIBILITY

* 1. **MANAGEMENT COMMITMENT**

VBHC‟s top management shall provide evidence of its commitment to the development and implementation of the quality management system and continually improving its effectiveness by:

* + 1. Communicating to throughout VBHC the importance of meeting customer as well as statutory and regulatory requirements. This is elaborated in the following processes:
       - VBHC/TOP/P/02 - Change Management
       - VBHC/TOP/P/03 - Setting Corporate Objectives
       - VBHC/FIN/P/06 - Financial Reporting for Corp and SPV's
       - VBHC/FIN/P/07 - Corporate Level Compliances
       - VBHC/FIN/P/08 - Corporate Budget
       - VBHC/LEG/P/04 - Allotment and transfer of shares and ESOPs
       - VBHC/LEG/P/05 - Approvals, Resolutions and Filing with ROC
    2. Establishing the quality policy and quality objectives
    3. Conducting management reviews and
    4. Ensuring the availability of resources

## CUSTOMER FOCUS

VBHC‟s top management ensures that customer requirements are determined and are met with the aim of enhancing customer satisfaction.

The requirements of customer and interested parties, i.e. owners, employees, suppliers, business partners, statutory & regulatory authorities, society and community are addressed in the management system manual. The procedure for enhancing customer satisfaction by taking customer feedback is elaborated in the documented procedure VBHC/QMS/P/07 - Obtain Customer Feedback. The following are the commitments of management which demonstrate the customer focus:

* We understand that customers are the final arbiters of product and service quality.
* We understand that customer loyalty; retention and market share gain is maximized through a clear focus on the needs and expectations of both existing and potential customers.
* We strive to become customers‟ most preferred choice by attaining excellence in quality and timely completion of projects.
* We anticipate customers‟ future needs and expectations and act proactively in order to meet and where possible exceed them.
* We continually monitor measure and analyze perceptions of our customers in order to enhance their satisfaction and where things go wrong we respond quickly and effectively.
* We build effective channels to communicate the customer needs and expectations throughout the organization.

These have been elaborated in the following documents:

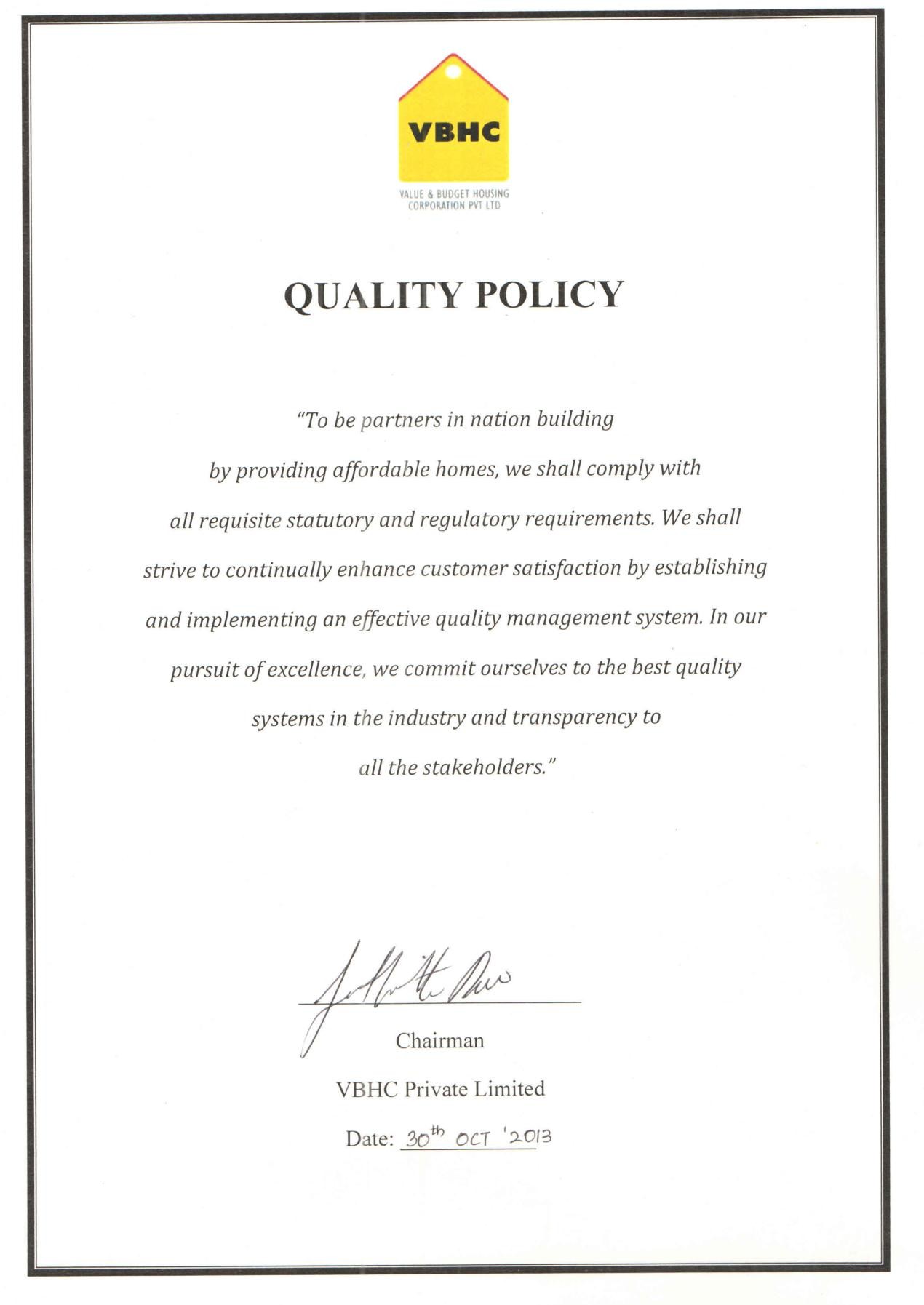
* + VBHC/LEG/P/03 - Formation of RWA and Handover Project
  + VBHC/S&M/P/05 - Maintaining and update website
  + VBHC/S&M/P/04 - Branding and Marketing
  + VBHC/S&M/P/02 - Sales planning and launch
  + VBHC/S&M/P/01 - Identify and assess customer needs
  + VBHC/CRM/P/02 - Welcome call and agreement signing
  + VBHC/CRM/P/06 - Property Registration
  + VBHC/OPE/P/06 - Handover to customers
  + VBHC/PMC/P/06 - Post Handover maintenance
  + VBHC/QMS/P/07 - Obtain Customer Feedback

## QUALITY POLICY

VBHC‟s top management shall ensure that the quality policy

* Is appropriate to the purpose of organisation
* Includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system.
* Provides a framework for establishing and reviewing quality objectives,
* Is communicated and understood within organisation, and
* Is reviewed for continuing suitability.

## Quality policy



* 1. **PLANNING**

## Quality objectives

Top management of VBHC ensures that quality objectives, including those needed to meet requirements for product are established at relevant functions and levels within the organization. The quality objectives are measurable and consistent with the quality policy.

The following Quality Objectives have been established and are maintained, which ensures the specification of Quality objectives and the targets which follow from them at all relevant levels:

1. feedback:
   1. To collect customer feedback for all new sales in following projects
      * Palghar H, B,
      * Vasind 1
      * Bhiwadi Apartments,
      * Kengeri Phase 1
      * Anekal
   2. Feedback to be particularly improved in following areas to reduce the negative feedback to less than 10%
      * VBHC Booking Process (last survey results Unacceptable + unsatisfied=10%)
      * Home Loan Facilitation (last survey results Unacceptable + unsatisfied=16%)
      * Call back promptness. (Last survey results Unacceptable + unsatisfied=16%)
      * To collect customer feed for apartment delivered for E&F blocks
2. Processes to be checked for improvement by measuring and analyzing effectiveness and efficiency
   1. Design : RFI from site
   2. CRM : Milestone billing and collection for Kengeri
   3. P & C : Procure material: Palghar
   4. Sales Planning and Launch: Bhiwadi and Palghar
3. Snag Analysis for ABCD in Anekal
   1. To particularly reduce snags in Tiling and Paining by 30%

The Quality Policy and Objectives are periodically reviewed and revised in order to reflect the company‟s current philosophy, principles and practices.

## Quality management system planning

VBHC‟s top management shall ensure that:

* The planning of the quality management system is carried out in order to meet the requirements given in clause 4.1 as well as the quality objectives (see clause 5.4.1), and
* The integrity of the quality management system is maintained when changes to the quality management system are planned and implemented. Control of quality manual is elaborated in the clause 4.2.3

## RESPONSIBILITY, AUTHORITY AND COMMUNICATION

* + 1. **Responsibility and authority:**

VBHC‟s top management shall ensure that the responsibilities and authorities are defined and communicated within the organisation in order to implement and maintain an effective and efficient management system. These defined responsibilities and authorities are communicated throughout the organization by documented procedures for every department and RASI matrix (refer Annexure 2)

The roles, responsibilities and authorities of personnel at project site are to be defined by concerned project manager, by referring roles/responsibilities & authorities specified in functional documents and project management manual, and documented in relevant project specific quality, environmental and safety plans.

## Management representative

VBHC‟s Top management shall appoint a member of the organisation‟s management as MR who, irrespective of other responsibilities, shall have responsibility and authority that includes:

* Ensuring that policies, objectives, systems, processes and activities needed for the quality management system are established, implemented and maintained.
* Reporting to top management on the performance of the quality management system and any need for improvement.
* Ensuring the promotion of awareness of customer requirements throughout the organization.
* Internal audit planning, scheduling, conducting throughout the organization.
* Conducting periodic management review meetings to evaluate the effectiveness and efficiency of established VBHC management system and initiate, discuss the opportunities for improvement.
* To liaise with external certification bodies, statutory bodies and other interested parties in connection with management system implementation.

The roles of MR are elaborated in the following documented procedures:

* VBHC/QMS/P/01 - ISO 9001 MRM
* VBHC/QMS/P/02 - Internal Audits
* VBHC/QMS/P/06 - Control of Non Conforming Product
* VBHC/QMS/P/05 - Corrective and Preventive Action
* VBHC/QMS/P/03 - Record Control
* VBHC/QMS/P/04 - Document Control

## Internal communication:

VBHC‟s top management shall ensure that appropriate communication processes are established within the organisation and that communication takes place regarding the effectiveness of the quality management.

Consultation channels play a vital role in effectively communicating the intent of management in regard with organizational policies, objectives, targets, systems and processes. The process of internal and external communication is elaborated in the documented procedure VBHC/TOP/P/01 - Internal and external communication

The following internal and external communication, consultation channels are provided to ensure the effective two-way communication, consultation process and exchange of information among various zonal & project offices and corporate office:

* E-mail, Intranet services are provided at all establishments as required and HO for effective two-way communication between HO and offices & projects.
* Organizational policies, objectives, systems and processes are documented in various forms such as functional manuals, procedures, plans, guidelines, work instructions, specifications and communicated to all.
* Review meetings at periodic intervals at corporate level, relevant function level and project level are held for effective communication of information, and consultation among cross-functional teams, resolving issues if any and to enhance the coordination system. Broadly the internal communication and consultation takes place pertaining to
  + Resources‟ status, additional needs
  + Quality, safety and environmental performance
  + Customer complaints, resolution status
  + Internal audit findings, corrective and preventive actions
  + Nonconforming processes, products
  + Needs for process improvements, changes in work methods that affect quality, safety and environment.

External communication process includes the following:

* Communication with external interested parties, i.e. statutory and regulatory authorities with regard to significant environmental aspects, where it is decided, and
* Receiving, documenting and responding to complaints, issues if any from external interested parties, i.e. general public, regulatory bodies, society and community.

## MANAGEMENT REVIEW

* + 1. **General**

VBHC‟s top management shall review the organisation‟s quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness.

The process of Management Review Meeting is elaborated in VBHC/QMS/P/01 - ISO 9001 MRM**.** The objectives of management review of VBHC Management System at periodic intervals are:

* To review effectiveness and efficiency of established Management System to meet the overall objectives and goals of the organization.
* To review the status of achievement of established objectives and targets.
* To review the Audit findings and effectiveness of corrective, preventive actions.
* To review the customer feedback with an aim of enhancing customer satisfaction.
* To review the control on process and product nonconformities.
* To review the status of compliance to legal requirements, safety and environmental issues.
* To review the performance of suppliers and subcontractors and recommended corrective actions.
* To identify opportunities for improvement.
* To review the adequacy of current systems and processes to meet the current objectives and goals of the organization.

To recommend suitable action plans with time frame and responsible personnel for various improvement areas identified as a review output. Records from management reviews shall be maintained (see 4.2.4)

## Review inputs

The inputs to management review meeting shall include information on:

* Overall Audit findings, Nonconformities, Corrective actions status and opportunities for Preventive actions.
* Customer feedback review and Customer Complaints.
* Status of achievement of VBHC Management System Objectives and their effectiveness, improvement actions.
* Process performance and product conformity.
* Changes that could affect the quality management system.
* Status of performance of various projects against planned budgets targets and schedules.
* Follow up actions from previous Management Reviews, implementation of actions initiated in previous MR meetings and their effectiveness.

## Review output

The output of review meeting includes the following,

* Improvement of the effectiveness of the VBHC management system and its processes
* Improvement of product related to customer requirements
* Resources needs, and
* Recommended actions with responsibilities and timeframe.

## RESOURCES MANAGEMENT

* 1. **PROVISION OF RESOURCES**

VBHC shall determine and provide the resources needed

* + 1. To implement and maintain the quality management system and continually improve its effectiveness, and
    2. To enhance customer satisfaction

While determining the resources required for effective and efficient management of processes the following considerations are given:

* Timely provisioning of effective and efficient resources.
* Planning of future resource needs considering the nature of business, expansion.
* Resources and mechanism needed to encourage innovative continual improvement.
* Development of competence of personnel, leadership quality.
* Management of information and technology.

These are elaborated in the following documented procedures:

* VBHC/PMC/P/01 - Project Master Schedule
* VBHC/PMC/P/04 - Update construction schedule
* VBHC/HR/P/06 - Competency mapping
* VBHC/PMC/P/02 - Pre-con HR planning
* VBHC/P&C/P/01 - Procure Materials

## HUMAN RESOURCE

* + 1. **General**

Personnel performing work affecting product conformity to the product requirements shall be competent on the basis of appropriate education, training, skills and experience. The boundaries of competence only extend to individuals who impact product conformity to defined requirements.

VBHC shall:

* Determine the necessary competence for personnel performing work affecting product quality elaborated in the documented procedure: VBHC/HR/P/06 - Competency mapping
* Provides training or taken other actions to satisfy these needs
* Ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives and
* Maintain appropriate records of education, training, skills and experience elaborated in documented procedure: VBHC/HR/P/05 - Training and development

VBHC shall establish and maintain documented procedures for identifying training needs elaborated in VBHC/HR/P/05, Personnel performing specific assigned tasks are qualified, as required, with particular attention to the satisfaction of customer requirements.

## Competency, training and awareness

* + - 1. **Determination of competency:**

VBHC shall determine the necessary competence for personnel performing work affecting conformity to product requirements.

Competency determination and review process is elaborated the documented procedure: VBHC/HR/P/06 - Competency to ensure that the necessary competence is available for the effective and efficient operations of the organization.

This process includes analysis of both the present and expected competence needs as compared to the competence already existing in the organization.

Required competencies of personnel are determined on the basis of:

* + - * + Overall policies and objectives of the organization
        + Needs and expectation of customers and interested parties
        + Changes to the organization‟s processes, tools and equipment
        + Applicable statutory and regulatory requirements and standards.
        + Initiatives for Continual improvement and innovation.

According to required competency, job description is prepared for all the positions considering the education, training, skill and experience required for personnel to perform assigned job. Assessment and deployment of personnel is carried out as per job specification to ensure that the personnel are competent to perform the job.

## Awareness and Training:

VBHC shall (where applicable), provide training or take other actions to achieve the necessary competence.

Primarily the training needs are identified through evaluation of the performance of the individual and considering the organizational change and stages of development of people.

The process of training and development is elaborated in the documented procedure: VBHC/HR/P/05 - Training and development. For identification of training needs in new business areas, analysis of both the present and expected competence as compared to the competence already existing in VBHC are done. The overall training plan is developed considering the following factors:

* + - * + Experience of people.
        + Tacit and explicit knowledge.
        + Requirement of skill as per Job specification.
        + The significant Environmental Aspects, actual or potential.
        + Leadership and management skills.
        + Teambuilding, Problem solving, communication skills etc.

Accordingly the training calendar is developed considering all the needs. Then the training is imparted at all required levels to satisfy the needs identified, to inculcate an environment of continuous learning and to leverage the learning in enhancing the performance of VBHC as per the documented procedures referred to at the end of this chapter.

Specific awareness programme is conducted to ensure that employees working at various functional levels, project sites are aware of:

* + - * + Their contribution to-wards achievement of quality objectives.
        + Importance of conformance to the QMS policy and procedures and QMS.
        + Their work, which can create a significant impact upon the environment and necessary measures to be adopted for keeping the work clean and green.

## Evaluation of effectiveness of Training Imparted:

The effectiveness of training is assessed by taking feedback from the participants, their superiors, and functional heads regarding their performance which is elaborated in the documented procedure: VBHC/HR/P/05 - Training and development. This is used as an important input for deciding the corrective actions that need to be taken for improving existing training programmes and designing the future ones.

## Performance Evaluation:

Periodical appraisal of the employees is done in order to form a basis for recognition and rewards for their contribution towards the achievement of functional objectives. The rewards realized on the basis of the appraisal are such that it motivates the employees towards fulfilment of their functional and corporate targets. The process for performance management is elaborated in the documented procedure: VBHC/HR/P/03 - Performance Management system

## Maintaining personal records of employees:

Records of individual employees are maintained in Human Resource Management system (HRMS). This record includes data of education, training, skills and experience of the employees.

VBHC also emphasizes human resource management in the following documented procedures:

* + - * + VBHC/HR/P/02 - Organization Structure
        + VBHC/HR/P/04 - Salary and wage administration
        + VBHC/HR/P/07 - Employee Engagement Process
        + VBHC/HR/P/08 - Perks and other facilities
        + VBHC/HR/P/09 - Employee Separation

## INFRASTRUCTURE

VBHC shall determine, provide and maintain the infrastructure needed to achieve conformity to product requirements which are elaborated in following documented procedures:

* VBHC/PMC/P/01 - Project Master Schedule
* VBHC/IT/P/01 - Project IT - Infra setup
* VBHC/IT/P/03 - Software and hardware inventory management
* VBHC/ADM/P/03 - Transportation
* VBHC/ADM/P/07 - Phone
* VBHC/ADM/P/06 - Travel
* VBHC/ADM/P/01 - Security
* VBHC/ADM/P/02 - Labour Camp
* VBHC/HR/P/10 - Property Insurance
* VBHC/OPE/P/01 - Pre-con site preliminaries

Infrastructure includes, as applicable:

* Buildings, workspace and associated utilities
* Process equipment (both hardware and software) and
* Supporting services (example; transport or communication)
* Databases and information technology

VBHC uses a multidisciplinary approach for developing plant, facility and equipment plans. Plant layouts will optimize material travel, handling and value-added use of floor space, and will facilitate synchronous material flow.

## WORK ENVIRONMENT

VBHC shall determine and manage the conditions of the work environment needed to achieve conformity to product requirements.

Work Environment has a positive influence on motivation, satisfaction and performance of people in order to enhance the performance of the organization. Work Environment management implemented by VBHC is elaborated in the following documented procedures:

* VBHC/HR/P/07 - Employee Engagement Process
* VBHC/HR/P/03 - Performance Management system
* VBHC/HR/P/08 - Perks and other facilities
* VBHC/HES/P/01 - Health and safety management
* VBHC/TOP/P/01 - Internal and external communication
* VBHC/ADM/P/07 - Phone
* VBHC/ADM/P/06 - Travel
* VBHC/ADM/P/01 - Security
* VBHC/QUA/P/02 - Method Statement and Checklist
* VBHC/QUA/P/03 - ITP Methodology
* VBHC/IT/P/02 - Procure, implement and maintain software
* VBHC/IT/P/04 - User and access management

In establishment of relevant work environment management processes the following factors are considered:

* creating work methods for greater involvement to realize the potential of people
* safety rules and guidance, use of personal protective equipment
* ergonomics
* workplace location
* social interaction,
* facilities for people in the organization,
* hygiene, cleanliness, noise, heat, humidity, light, airflow and
* environmental pollution

## PRODUCT REALIZATION

* 1. **Planning of product realization**

VBHC shall plan and develop the processes needed for product realization. Planning of product realization shall be consistent with the requirements of the other processes of the quality management system (see clause 4.1)

In planning product realization, VBHC shall determine the following, as appropriate:

* + 1. Quality objectives (see clause 5.4.1) and requirement of the product
    2. The need to establish processes and documents, and to provide resources specific to the product.
    3. Required verification, validation, monitoring, measurement inspection and test activities specific to product acceptance;
    4. Record needed to provide evidence that the realization processes and resulting product meet requirements (see clause 4.2.4)

All VBHC projects shall be controlled and managed by a project team, which is headed by a Project Head. To ensure the proper execution of a project, from the product concept to the finished product, the Project Head shall comply with requirement as documented in the contract documents.

The Project Manager shall establish a Project Quality Plan, in consultation with the COO and Business Head which shall include:

* Responsibilities & Organization
* Project Schedules
* Project Document Control
* List of Project Files
* Inspection & Testing
* List of Other Non-Standard Forms
* Others as required

The above points are elaborated in the following documented processes:

* VBHC/PMC/P/01 - Project Master Schedule
* VBHC/PMC/P/02 - Pre-con HR planning
* VBHC/PMC/P/03 - Preconstruction and Construction Monitoring
* VBHC/PMC/P/04 - Update construction schedule
* VBHC/OPE/P/06 - Site coordination
* VBHC/DES/P/05 - Sanction Drawings
* VBHC/DES/P/07 - GFC Generation
* VBHC/DES/P/04 - Master Planning
* VBHC/DES/P/01 - Prelim Tech due diligence
* VBHC/DES/P/02 - Detailed tech due diligence
* VBHC/DES/P/03 - Appointment of Consultants
* VBHC/DES/P/06 - RFI from site
* VBHC/EST/P/05 - Financials for Land Purchase
* VBHC/EST/P/01 - R1 budget
* VBHC/EST/P/02 - R2 budget
* VBHC/EST/P/03 - Budget Tracking Cost control and revisions
* VBHC/P&C/P/01 - Procure Materials
* VBHC/P&C/P/02 - Appoint Contractors
* VBHC/P&C/P/03 - Contract Management
* VBHC/OPE/P/01 - Pre-con site preliminaries
* VBHC/OPE/P/02 - Daily construction management
* VBHC/OPE/P/03 - Receive material and maintain inventory at site
* VBHC/OPE/P/04 - Demobilize and closure report
* VBHC/OPE/P/05 - Measurement, certification and payment
* VBHC/QUA/P/01 - Workman Training
* VBHC/QUA/P/02 - Method Statement and Checklist
* VBHC/QUA/P/03 - ITP Methodology
* VBHC/QUA/P/04 - Internal Pre-Delivery Inspections
* VBHC/LAN/P/01 - Acquire land or JD agreement
* VBHC/LAN/P/02 - Obtain Pre con approvals
* VBHC/LAN/P/03 - Obtain Pre occupancy approvals
* VBHC/FIN/P/01 - R1 Business Plan
* VBHC/FIN/P/02 - Securing funds for land purchase
* VBHC/FIN/P/03 - Securing Project Finance
* VBHC/FIN/P/04 - Pay out equity
* VBHC/FIN/P/05 - Project Finance Closure
* VBHC/LEG/P/01 - Legal Due Diligence
* VBHC/LEG/P/02 - Project Specific Legal Compliance

## CUSTOMER-RELATED PROCESSES

* + 1. **Determination of requirements related to the product**

VBHC shall determine:

Requirements specified by the customer, including the requirements for delivery and post – delivery activities.

* + - 1. Requirements not stated by the customer but necessary for specified or intended use, where known,
      2. Any additional requirements considered necessary by the organisation.

The above points are elaborated in the following documented procedures:

* VBHC/S&M/P/01 - Identify and assess customer needs
* VBHC/S&M/P/04 - Branding and Marketing

## Review of requirements related to the product

VBHC shall review the requirements related to product. This review shall be conducted prior to handover of product to customer and shall ensure that:

* + - 1. Product requirements are defined,
      2. Contract or order requirements differing from those expressed are resolved and
      3. The organisation has the ability to meet the defined requirements.

The above points are elaborated in the following documented procedures:

* VBHC/S&M/P/01 - Identify and assess customer needs
* VBHC/CRM/P/02 – Welcome call and agreement signing
* VBHC/CRM/P/01 – Booking Approval

Records of the results of the review and actions arising from the review shall be maintained.

Where product requirements are changed, VBHC‟s shall ensure that relevant documents are amended and the relevant personnel are made aware of the changed requirements.

## Customer communication

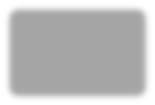
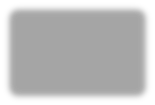
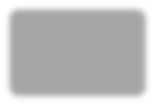
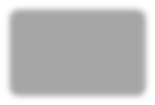
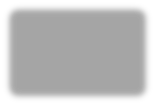
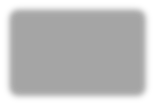
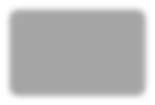
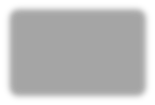
VBHC shall determine and implement effective arrangements for communicating with customers in relation to:

* Product information in customer-specific language and format (e.g. computer- aided design data, electronic data exchange).
* enquiries, contracts or order handling, including amendments, and
* customer feedback, including customer complaints

During the span of the project any change or errors in the technical drawings have to be clarified with the customers and all amendments made shall be transmitted to all relevant parties. VBHC shall ensure that communicating with customers in conformity to above requirements is carried out through following documented procedures:

* VBHC/QMS/P/07 - Obtain Customer Feedback
* VBHC/TOP/P/01 - Internal and external communication
* VBHC/OPE/P/06 - Handover to customers
* VBHC/HL/P/02 - Obtain Home loan approval for customer
* VBHC/CRM/P/01 - Booking Approval
* VBHC/CRM/P/02 – Welcome call and agreement signing
* VBHC/CRM/P/04 - Cancellation of Sales
* VBHC/CRM/P/05 - Change of Apartment
* VBHC/CRM/P/03 - Milestone billing and collection
* VBHC/CRM/P/06 - Property Registration
* VBHC/S&M/P/01 - Identify and assess customer needs

## DESIGN AND DEVELOPMENT



**Design**

**Unit & Block**

**Plan Creation**

**Land**

**Feasibility Anaysis**

**Master**

**Planning**

**Sanction**

**Drawings**

**Marketing**

**Collaterals**

**GFC**

**Generation**

**RFIs from Site**

* + 1. **Design and Development Planning**

The VBHC senior management identifies a new City / Region for development. Once the region is identified the Regional Business Head gets a copy of Bye laws and sample sanction drawings and passes onto the Design team for developing Unit and Block plans. This is elaborated in the documented procedure: VBHC/DES/P/08 - Unit and Block Plan.

The Business Head also assists in identifying and establishing communication between the Design team and a local architect from the selected region. Market and cultural inputs are identified by the marketing team through a local survey, a design brief is created, which is passed onto the design team. This is elaborated in the documented procedure: VBHC/ P/ 001/11/ 1105 – Identify and Assess Customer needs.

With all inputs in place Design team checks if any existing prototype meets the specified requirements. New unit and block plans are designed only if none of the existing prototypes can be reused.

Once the Architectural designs of Unit and Block plans are finalized, it is refined further with inputs on services and Form Modularity from BIM team. They help to create the master plan after studying the land feasibility, later on the sanction drawings and GFCs are generated. This is described in the following processes:

* + - 1. VBHC/DES/P/07 - GFC Generation
      2. VBHC/DES/P/05 - Sanction Drawings
      3. VBHC/DES/P/04 - Master Planning

The following should be checked by the respective teams for feasibility.

* Structural Feasibility – should be mitigated by having the structural consultant review the Block
* Market acceptance of the unit plan – should be mitigated by having the Marketing team review and whet the unit plan
* Business feasibility of the unit plan – can be partially mitigated by getting a tentative business-brief from the business head
* Service feasibility of the unit/block plan – should be mitigated by having the Services team review the unit & block plan and provide feedback

During the design and development planning, VBHC determines:

* The design and development stages
* The review (for VBHC to evaluate if the design can meet requirements and to see if any changes need to be made), verification (where VBHC has ensured that requirements have been met) and validation (where VBHC proves that the design can perform as required) that are appropriate to each design and development stage, and
* The responsibilities and authorities for design and development

VBHC manages the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility. Planning output is updated, as appropriate, as the design and development progresses.

## Design and Development Input

Inputs relating to product requirements shall be determined and records shall be maintained.

VBHC identifies documents and reviews the design inputs requirements, including the following:

* Functional and performance requirements
* Applicable statutory and regulatory requirements
* Where ever applicable, information derived from previous similar designs : VBHC will have a process to deploy information gained from previous design projects, competitor analysis, customer feedback, internal input, field data, and other relevant sources, for current and future projects of a similar nature
* Customer requirements ( from design brief )
* Targets for product quality, life reliability, durability, maintainability, timing and cost
* Experience from previous developments
* Site information and survey records from technical due diligence.
* Specifications, relevant codes of practice and engineering standards
* Safety, health and environmental regulations
* Technical reports of specified materials.
* Other requirements essential for design and development

The design inputs are reviewed for adequacy. Requirements shall be complete, unambiguous and not in conflict with each other.

The inputs and processes are described in the following processes

* + - 1. VBHC/DES/P/01 - Prelim Tech due diligence
      2. VBHC/DES/P/02 - Detailed tech due diligence
      3. VBHC/S&M/P/01 - Identify and assess customer needs

## Design and Development Output

The outputs of design and development are provided in a form that enables verification against the design and development input and will be approved prior to release.

The design and development outputs shall:

* Meet the input requirements for design and development
* Provide appropriate information for purchasing, production and service provision
* Contain or reference product acceptance criteria and
* Specify the characteristics of the product that are essential for essential for its safe and proper use

Design and development outputs include:

* Drawing and details
* Engineering details and calculations
* Specifications
* Technical Reports
* Shop Drawings for specialist works
* Schedule of Drawings and documents for construction The above shall be reviewed at the Design Review Meetings. The processes that refer to output generation are as listed below:
  + - 1. VBHC/DES/P/07 - GFC Generation
      2. VBHC/DES/P/05 - Sanction Drawings
      3. VBHC/S&M/P/01 - Identify and assess customer needs

## Design and Development Review

At suitable stages, systematic reviews of design and development shall be performed in accordance with planned arrangements.

This is carried out

* To evaluate the ability of the results of design and development to meet requirements and
* To identify any problems and purpose necessary actions

Participants in such reviews include representatives of functions concerned with the design and development stages being reviewed.. Records of the results of the reviews and any necessary actions shall be maintained.

## Design and Development Verification

Verification shall be performed in accordance with planned arrangements to ensure that the design and development outputs have met the design and development inputs. Records of the results of the verification and any necessary actions shall be maintained.

## Design and Development Validation

Design validation is conducted during the construction stage by the site supervisors together with the client's representative/project consultant. Design and development validation is performed in accordance with planned arrangements to ensure that the final output is capable of meeting the requirements for the specified application or intended use, where known. Wherever practicable, validation is completed prior to the delivery or implementation of the product. Records of the results of validation and any necessary actions are maintained.

## Control of Design and Development Changes

Design and development changes are identified and records maintained. When a design change is noticed, an RFI from site is raised; the design team will identify the reason of the need to change the design, whether the issue is arising due to site conditions or whether due to technical conditions. The changes shall be reviewed, verified and validated, as appropriate, and approved before implementation. The review of design and development changes shall include evaluation of the effect of the changes on constituent parts and product already delivered. Once the change is reviewed and approved the design team will publish the change to be done along with the impact of the change if carried out.

Records of the results of the review of changes and any necessary actions shall be maintained. This process is elaborated in the documented procedure: VBHC/DES/P/06 - RFI from site

## PURCHASING

* + 1. **Purchasing process**

VBHC shall ensure that:

* Purchased product conforms to specified purchase requirements.
* The purchased products and services satisfy organization‟s needs and requirements as well as those of interested parties,
* The suppliers products and services are evaluated and selected on the basis of their ability to provide the required product and service effectively and efficiently and within time schedule, and
* The purchased products and services are verified to demonstrate their conformity to the specified requirements.

VBHC shall evaluate and select suppliers based on consideration of quality, cost and delivery parameters in accordance with organisation‟s requirements (refer VBHC/P&C/P/04 - Vendor Assessment contractor evaluation). Criteria for selection and evaluation is established and elaborated in the documented procedure: VBHC/P&C/P/02 - Appoint Contractors.

## Purchasing information

Purchasing information shall describe the product to be purchased, including were appropriate

* + - 1. Requirements for approval of product, procedures, processes, and equipment,
      2. Requirements for qualification of personnel, and
      3. Quality management system requirements.

The above points are elaborated in the following procurement procedures:

* VBHC/P&C/P/01 - Procure Materials
* VBHC/P&C/P/04 - Vendor Assessment contractor evaluation
* VBHC/OPE/P/03 - Receive material and maintain inventory at site

VBHC shall ensure that the adequacy of specified purchase requirements prior to their communication to the supplier by ensuring following considerations:

* Timely, effective and accurate identification of needs and purchased product specifications,
* Logistic requirements
* Documentation, including records
* Control of purchased product which deviates from requirements
* Product delivery, installation or application history
* Performance of suppliers
* Evaluation of supplier‟s capability to provide the required products effectively and efficiently and within schedule.

## Verification of purchased product:

VBHC shall establish and implement the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements.

The process of verification of purchased product starts subsequent to placing purchasing order on suppliers for delivery of particular products. It is the responsibility of concerned user of the purchased product(s) to verify the purchased product whether the product met the specified requirements or not. The following activities are involved in verification of purchased products that are elaborated in the documented procedure: VBHC/OPE/P/03 - Receive material and maintain inventory at site.

* Receiving of purchased products/materials at stores of concerned site with relevant Test certificates etc.
* Communication to relevant authorized inspection authorities for necessary inspection of incoming materials by Stores/Procurement personnel.
* Inspection/testing of incoming products/materials by relevant inspection authorities and collecting relevant test certificates /or making relevant test/inspection reports as applicable.
* Rejection of products/materials by inspection authorities if found not complying with specified requirements i.e., Codes/Standards/Specifications etc.

Rejected materials are returned to concern Suppliers by Stores/Procurement department for replacement/sending new products etc. as the case may be. Rejected materials are kept at distinguished location for disposal and display board is kept to prevent mix up with accepted materials. **Materials awaited for Inspection** and **Rejected Materials** areas are clearly marked at Stores premises. Accepted materials are shifted inside the store and kept at identified bins for issue of the same. The document to be referred is VBHC/P&C/P/04 - Vendor Assessment contractor evaluation.

## PRODUCT AND SERVICE PROVISION

* + 1. **Control of product and service provision**

Control of production and service provision, in other words control of project realization and operational control processes, means ensuring all the planned processes and activities are carried out under predefined **‘controlled conditions’** so that consistent results can be achieved and processes can be continually improved.

VBHC shall plan and carry out production and service provision under controlled conditions. Controlled conditions at VBHC include the following:

* The availability of information that describes the characteristics of the process and product
* The availability of procedures, work instructions, operational control criteria, as applicable
* The use of suitable equipment
* The availability and use of monitoring and measuring devices
* The implementation of monitoring and measurement, and
* The implementation of release, delivery and post-delivery activities

Provisions for the cited controlled conditions are addressed in the following Procedures:

* VBHC/QUA/P/02 - Method Statement and Checklist
* VBHC/QUA/P/03 - ITP Methodology
* VBHC/PMC/P/06 - Post Handover maintenance
* VBHC/PMC/P/03 - Preconstruction and Construction Monitoring

Operational/Engineering control processes specific to particular project shall be described in the relevant project Quality, Environmental and Safety management plans. The outlines and features of those plans are described below:

**Project Quality Assurance Plan (PQAP)** - outlines the systems and processes of quality management system, product realization processes and the resources to be applied to specific project. This is an apex level document at project site, intended to address all the requirements of customers and other interested parties specific to

project with reference to other 2nd and 3rd level documents developed specific to project requirements. The document to be referred: VBHC/QUA/N/01 – Quality Assurance Plan

**Inspection and test plan (ITP) -** ITP is a document that addresses all the inspection and testing to be performed for each construction process/activity as a part of process/product monitoring and measurement. Defined controlled conditions are verified for its conformance and monitoring and measurement results are recorded in relevant forms referred in ITPs. This process is elaborated in the documented procedure: VBHC/QUA/P/03 - ITP Methodology

Broadly the following is included in process wise inspection & test plans:

* Description of inspection and/or test
* Reference to relevant procedure for inspection and test
* Relevant acceptance criteria as per codes/standards or contract specifications
* Frequency of inspection and/or test
* Reference to inspection and/or test forms, where results are recorded
* Type of inspection and/or test, i.e. hold point, witness, review, random verification.

**Project Safety Management Plan (PSMP):**

All the three stages of the construction activity (pre construction, construction and post construction) have safety hazards. The plan has been elaborated in the document

VBHC/Q/ 001/17/1701 – Safety Management Plan

## Validation of processes for production and service provision

VBHC shall validate the any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement and as a consequence, deficiencies become apparent only after the product is in use or the service has been delivered, validation shall demonstrate the ability of these processes to achieve planned results. The processes validated are:

* + - 1. Concreting, and
      2. Water proofing

VBHC shall establish arrangements for these processes including, as applicable

1. Defined criteria for review and approval of the processes,
2. Approval of equipment and quantification of personnel,
3. Use of specific method and procedures,
4. Requirements of records, and
5. Re – validation

Above points are elaborated in the following procedures:

* VBHC/QUA/P/02 - Method Statement and Checklist
* VBHC/QUA/P/03 - ITP Methodology
* VBHC/QMS/P/03 - Record Control

## Identification and traceability

VBHC shall identify, where appropriate, the product requirements by identifying and assessing customer needs during product realization.

VBHC shall identify the product status with respect to monitoring and measurement requirements throughout product realization.

VBHC shall control and record the variations and progress of the product in compliance with the planned schedule and shall take appropriate measures, where appropriate.

The above points are elaborated in the following documented procedures:

* VBHC/PMC/P/03 – Preconstruction and Construction Monitoring
* VBHC/PMC/P/04 – Update construction schedule
* VBHC/QUA/P/04 - Internal Pre-Delivery Inspections
* VBHC/S&M/P/01 - Identify and assess customer needs

## Customer property

VBHC shall exercise care with customer property (Apartment) while it is under the organization‟s control or being used by the organization (i.e. until post-handover maintenance).

VBHC shall identify, verify, protect and safeguard customer property (Intellectual

property/ Personal data) provided for use or incorporation into the product.

If any customer property is lost, damaged or otherwise found to be unsuitable for use, VBHC shall report this to the respective customer and maintain records.

The above points are elaborated in the following documented procedures:

* VBHC/PMC/P/06 - Post Handover maintenance
* VBHC/OPE/P/06 - Handover to customers
* VBHC/CRM/P/01 - Booking Approval
* VBHC/CRM/P/02 - Welcome call and agreement signing
* VBHC/CRM/P/03 - Milestone billing and collection
* VBHC/CRM/P/04 - Cancellation of Sales
* VBHC/CRM/P/05 - Change of Apartment
* VBHC/CRM/P/06 - Property Registration

Note: customer property can include intellectual property and personal data.

## Preservation of product

VBHC shall preserve the product until handover of the product to the customer in order to maintain conformity to requirements. This preservation shall include:

* VBHC/PMC/P/03 – Preconstruction and Construction Monitoring,
* VBHC/QUA/P/04 - Internal Pre-Delivery Inspections and
* VBHC/PMC/P/06 - Post Handover maintenance.

Preservation shall also apply to the consistent parts of a product.

## Control of monitoring and measuring equipment

VBHC shall determine the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of product to determine requirements. List of equipments calibrated, standards followed and results are defined in detail in Quality Assurance Plan - VBHC/QUA/N/01

In the Quality Assurance Plan, for equipments where necessary to ensure valid results are listed out and the measuring equipment shall:

* + - 1. Be calibrated or verified, or both, at specified intervals or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded.
      2. Be adjusted or re–adjusted as necessary
      3. Have identification in order to determine its calibration status;
      4. Be safeguarded from adjustments that world invalidate the measurement results.
      5. Be protected from damage and deterioration during handling, maintenance and storage.

In addition VBHC shall assess and record the validity of previous measuring results when the equipment is found not to confirm to requirements. VBHC shall take appropriate action on the equipment and any product affected. Records of the results of calibration and verification shall be maintained.

## MEASUREMENT, ANALYSIS AND IMPROVEMENT

* 1. **GENERAL**

VBHC has planned and implemented the monitoring, measurement, analysis and improvement processes needed to ensure conformity to product requirements, Quality Management System and to continually improve the effectiveness of the QMS processes listed in Annexure – 1

The following documented procedures are implemented for monitoring, measurement, analysis and improvement of QMS:

* VBHC/PMC/P/06 - Post Handover maintenance
* VBHC/PMC/P/03 - Preconstruction and Construction Monitoring
* VBHC/QMS/P/01 - ISO 9001 MRM
* VBHC/QMS/P/02 - Internal Audits
* VBHC/QMS/P/07 - Obtain Customer Feedback
* VBHC/OPE/P/05 - Measurement, certification and payment

## MONITORING AND MEASUREMENT

* + 1. **Customer satisfaction**

VBHC shall monitor information relating to customer perception as to whether organisation has met customer requirements by conducting customer surveys annually and monitoring and analysing client complaints received. Based on the feedback received, the Company shall take appropriate actions to ensure client satisfaction.

A process is established to collect, analyze and use this information for measuring the customer satisfaction elaborated in the documented procedure: VBHC/QMS/P/07 - Obtain Customer Feedback in order to enhance the customer satisfaction.

The following activities are involved in monitoring and measuring customer satisfaction:

* Customer complaints register shall be maintained at project site to record the complaints, concerns or suggestions for improvements etc.
* All customer complaints shall be resolved with an aim of enhancing customer satisfaction and action (s) initiated and implemented shall be recorded in the registers.
* In review meetings, customer complaints and suggestions for improvement shall be discussed and appropriate time-bound action plans shall be made for implementation.
* Prompt and immediate response to customer queries shall be ensured.
* A standard questionnaire, framed in such a manner to seek the customer opinion/ perception objectively in terms of VBHC‟s capability in delivering the products and services that will continually meet the customer specified requirements.
* Feedback from customer shall be thoroughly analyzed and rating shall be given as per established procedure referred at the end of this chapter.
* Customer rating shall be reviewed in quarterly top management review meeting; action plans shall be implemented to enhance the customer rating.

## Internal audit

VBHC shall conduct internal audits quarterly to determine whether the quality management system

* + - 1. Conforms to the planned arrangements (see clause 7.1), to the requirements of ISO 9001 and to the quality management system established by the organisation, and
      2. Is effectively implemented and maintained.

A documented procedure for VBHC/QMS/P/02 - Internal Audits is established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.

Records of the audits and their results shall be maintained (see clause 4.2.4)

NOTE 1: See ISO 19011 for guidance

## Monitoring and measurement of processes

VBHC shall apply suitable methods, efficiency and effectiveness measures mentioned in the documented procedures of quality management system (Refer Annexure – 1), where applicable, for monitoring and measurement of these processes. These methods & measures shall demonstrate the ability of the processes to achieve planned results, Implementation of these measures are verified during Internal audits by VBHC certified internal auditors (refer Annexure – 6), if any non compliances are observed, appropriate corrective and preventive actions shall be taken.

In quality objectives a few documented procedures shall be selected every quarter to analyse the effectiveness and efficiency of those processes (see clause 5.4.1 for quality objectives For Q4 FY 14).

The analysis results shall be discussed in MRM, corrective and preventive actions shall be taken, as appropriate.

Provisions for the above cited controlled conditions are addressed in the following Procedures:

* VBHC/QMS/P/05 - Corrective and Preventive Action
* VBHC/QMS/P/01 - ISO 9001 MRM
* VBHC/QMS/P/02 - Internal Audits

## Monitoring and measurement of product

VBHC shall monitor and measure the characteristics (construction activities) of the product to verify that product requirements are met. This shall be carried out at appropriate construction stages of the product realization process in accordance with the planned arrangements and evidence of conformity with the acceptance shall be maintained.

Monitoring and recording of evidences in conformity with the acceptance at pre construction and construction stages is elaborated in the following documented procedures:

* VBHC/OPE/P/02 - Daily construction management
* VBHC/PMC/P/03 - Preconstruction and Construction Monitoring
* VBHC/PMC/P/04 - Update construction schedule
* VBHC/OPE/P/06 - Site coordination

## CONTROL OF NONCONFORMING PRODUCT

VBHC shall ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. A documented procedure for Control of Non Conforming Product – VBHC/QMS/P/06 has been established to define the controls and related responsibilities and authorities for dealing with nonconforming product.

Where applicable, VBHC shall deal with nonconforming product by one or more of the following ways:

* + 1. By taking action to eliminate the detected nonconformity;
    2. By authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer;
    3. By taking action to preclude its original intended use or application.
    4. By taking action appropriate to the effects, of the nonconformity when nonconforming product is detected after delivery or use has started.

## ANALYSIS OF DATA

VBHC shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the system, process and to evaluate where continual improvement of the effectiveness of system. The output from the following process is taken as input data for analysis:

* VBHC/QMS/P/02 - Internal Audits
* VBHC/QMS/P/05 - Corrective and Preventive Action
* VBHC/QMS/P/06 - Control of Non Conforming Product
* VBHC/QMS/P/07 - Obtain Customer Feedback
* VBHC/OPE/P/02 - Daily construction management
* VBHC/EST/P/03 - Budget Tracking Cost control and revisions
* VBHC/P&C/P/04 - Vendor Assessment contractor evaluation
* VBHC/LEG/P/02 - Project Specific Legal Compliance
* VBHC/HR/P/06 - Competency mapping The objectives of data analysis are:
* To identify improvements that can be made to established systems, processes to enhance the effectiveness and efficiency thereby achieve the continual improvement.
* To assess the suitability and adequacy of current systems processes to meet the current and future needs of the organization.
* To evaluate feedback of customer and other interested parties in order to enhance their satisfaction by acting on data analysis outcome.

Effective decisions are always related with/and based on the „analysis of data.‟ Analysis of Data can help to determine the root causes of existing or potential problems, and therefore guide decisions about the corrective and preventive actions needed for continual improvement.

The following data are collected and analyzed to consider the potential for continual improvement:

* Audit findings including external and those of suppliers
* Process and Product Non conformities
* Customer feedback, complaints
* Supplier‟s performance.
* Process time cycles (Turn Around Time)
* Competence level of human resource
* Project monitoring information, construction schedules, budget provisions
* Price Variance reports and Material Variance Reports
* Compliance data of Statutory & regulatory requirements
* Accident and incident reports, root cause of accidents

The data furnished is not exhaustive and indicative only for guidance. It is up to process user‟s to decide what data to analyze for getting effective information for system improvement. Results of data analysis should reveal and conclude useful information to initiate subsequent improvement action.

The data is collected by either an individual or a small group so formed (in case the data need to be integrated from various sources). The Individual or small group analyses the data through appropriate statistical methods, if applicable or by applying logical techniques etc. to identify and define the problem through the current status quo. The individual or small group investigates the root causes of the problem and verifies the root cause so identified.

After that the identified root causes are reviewed with concerned process / functional owner to further identify possible solution to eliminate the root causes.

The analysis of data leads to initiation of appropriate corrective and/or preventive actions and the analyzed data is periodically reviewed to check the effectiveness of the corrective and preventive actions initiated to eliminate the root causes, if not completely eliminated, and for continual improvement.

Analysis of data has been described in the documented procedure: VBHC/QMS/P/05

- Corrective and Preventive Action

## IMPROVEMENT

* + 1. **Continual improvement**

VBHC shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management reviews**.**

The following are the established processes envisaged for continual improvement of organizational systems, processes:

* Periodic review of policies, objectives, systems and processes
* Review of audit findings
* Management review meeting
* Analysis of data
* Review of customer feedback, complaints and acting on complaints
* Implementation of corrective, preventive actions
* Review of Environmental and Safety management programs
* Benchmarking and self-evaluation
* Research and development of innovative materials, eco-friendly materials
* Develop, validate and implement state-of-the-art technology in execution of projects
* Engineering innovation

These have been elaborated in the following documents:

* VBHC/QMS/P/02 - Internal Audits
* VBHC/QMS/P/05 - Corrective and Preventive Action
* VBHC/QMS/P/07 - Obtain Customer Feedback
* VBHC/QMS/P/01 - ISO 9001 MRM

## Corrective action

VBHC shall take action to eliminate the causes of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered.

Documented procedure for Corrective and Preventive Action - VBHC/QMS/P/05 is established to define requirements for:

* + - 1. Reviewing nonconformities (including customer complaints)
      2. Determining the causes of non conformities
      3. Evaluating the need for action to ensure that nonconformities do not recur,
      4. Determining and implementing of action taken, and
      5. Reviewing the effectiveness of corrective action taken.

## Preventive action

VBHC shall take action to eliminate the causes of potential nonconformities in order to prevent occurrence. Preventive actions shall be appropriate to the effects of the potential problems.

Documented procedure for Corrective and Preventive Action - VBHC/QMS/P/05 is established to define requirements for:

* + - 1. Determining potential nonconformities and their causes,
      2. Evaluating the need for action to prevent occurrence of nonconformities,
      3. Determining and implementing of action needed,
      4. Records of results of action taken (see 4.2.4), and
      5. Reviewing the effectiveness of preventive action taken

# Annexure – 1

**LIST OF VBHC QUALITY MANAGEMENT SYSTEM DOCUMENTS**

|  |  |  |
| --- | --- | --- |
| **Document control No.** | **Document Title** | **Rev No.** |
| VBHC/QMS/P/01 | ISO 9001 MRM |  |
| VBHC/QMS/P/02 | Internal Audits |  |
| VBHC/QMS/P/03 | Record Control |  |
| VBHC/QMS/P/04 | Document Control |  |
| VBHC/QMS/P/05 | Corrective and Preventive Action |  |
| VBHC/QMS/P/06 | Control of Non Conforming Product |  |
| VBHC/QMS/P/07 | Obtain Customer Feedback |  |
| VBHC/EST/P/01 | R1 budget |  |
| VBHC/EST/P/02 | R2 budget |  |
| VBHC/EST/P/03 | Budget Tracking Cost control and revisions |  |
| VBHC/EST/P/05 | Financials for Land Purchase |  |
| VBHC/ADM/P/01 | Security |  |
| VBHC/ADM/P/02 | Labour Camp |  |
| VBHC/ADM/P/03 | Transportation |  |
| VBHC/OPE/P/06 | Handover to customers |  |
| VBHC/ADM/P/05 | Post Handover maintenance |  |
| VBHC/ADM/P/06 | Travel |  |
| VBHC/ADM/P/07 | Phone |  |
| VBHC/HR/P/10 | Property Insurance |  |
| VBHC/CRM/P/01 | Booking Approval |  |
| VBHC/CRM/P/02 | Welcome call and agreement signing |  |
| VBHC/CRM/P/03 | Milestone billing and collection |  |
| VBHC/CRM/P/04 | Cancellation of Sales |  |
| VBHC/CRM/P/05 | Change of Apartment |  |
| VBHC/CRM/P/06 | Property Registration |  |
| VBHC/CRM/P/07 | Change of Ownership |  |
| VBHC/DES/P/01 | Prelim Tech due diligence |  |
| VBHC/DES/P/02 | Detailed tech due diligence |  |
| VBHC/DES/P/03 | Appointment of Consultants |  |
| VBHC/DES/P/04 | Master Planning |  |
| VBHC/DES/P/05 | Sanction Drawings |  |

|  |  |  |
| --- | --- | --- |
| VBHC/DES/P/06 | RFI from site |  |
| VBHC/DES/P/07 | GFC Generation |  |
| VBHC/DES/P/08 | Unit and Block Plan |  |
| VBHC/FIN/P/01 | R1 Business Plan |  |
| VBHC/FIN/P/02 | Securing funds for land purchase |  |
| VBHC/FIN/P/03 | Securing Project Finance |  |
| VBHC/FIN/P/04 | Pay out equity |  |
| VBHC/FIN/P/05 | Project Finance Closure |  |
| VBHC/FIN/P/06 | Financial Reporting for Corp and SPV's |  |
| VBHC/FIN/P/07 | Corporate Level Compliances |  |
| VBHC/FIN/P/08 | Corporate Budget |  |
| VBHC/HL/P/02 | Obtain Home loan approval for customer |  |
| VBHC/HR/P/01 | Recruitment |  |
| VBHC/HR/P/02 | Organization Structure |  |
| VBHC/HR/P/03 | Performance Management system |  |
| VBHC/HR/P/04 | Salary and wage administration |  |
| VBHC/HR/P/05 | Training and development |  |
| VBHC/HR/P/06 | Competency mapping |  |
| VBHC/HR/P/07 | Employee Engagement Process |  |
| VBHC/HR/P/08 | Perks and other facilities |  |
| VBHC/HR/P/09 | Employee Separation |  |
| VBHC/IT/P/01 | Project IT - Infra setup |  |
| VBHC/IT/P/02 | Procure, implement and maintain software |  |
| VBHC/IT/P/03 | Software and hardware inventory management |  |
| VBHC/IT/P/04 | User and access management |  |
| VBHC/LEG/P/01 | Legal Due Diligence |  |
| VBHC/LEG/P/02 | Project Specific Legal Compliance |  |
| VBHC/LEG/P/03 | Formation of RWA and Handover Project |  |
| VBHC/LEG/P/04 | Allotment and transfer of shares and ESOPs |  |
| VBHC/LEG/P/05 | Approvals, Resolutions and Filing with ROC |  |
| VBHC/LAN/P/01 | Acquire land or JD agreement |  |
| VBHC/LAN/P/02 | Obtain Pre con approvals |  |
| VBHC/LAN/P/03 | Obtain Pre occupancy approvals |  |
| VBHC/OPE/P/01 | Pre-con site preliminaries |  |
| VBHC/OPE/P/02 | Daily construction management |  |
| VBHC/OPE/P/03 | Receive material and maintain inventory at site |  |

|  |  |  |
| --- | --- | --- |
| VBHC/OPE/P/04 | Demobilize and closure report |  |
| VBHC/OPE/P/05 | Measurement, certification and payment |  |
| VBHC/P&C/P/01 | Procure Materials |  |
| VBHC/P&C/P/02 | Appoint Contractors |  |
| VBHC/P&C/P/03 | Contract Management |  |
| VBHC/P&C/P/04 | Vendor Assessment contractor evaluation |  |
| VBHC/PMC/P/01 | Project Master Schedule |  |
| VBHC/PMC/P/02 | Pre-con HR planning |  |
| VBHC/PMC/P/03 | Preconstruction and Construction Monitoring |  |
| VBHC/PMC/P/04 | Update construction schedule |  |
| VBHC/OPE/P/06 | Site coordination |  |
| VBHC/QUA/P/01 | Workman Training |  |
| VBHC/QUA/P/02 | Method Statement and Checklist |  |
| VBHC/QUA/P/03 | ITP Methodology |  |
| VBHC/QUA/P/04 | Internal Pre-Delivery Inspections |  |
| VBHC/S&M/P/01 | Identify and assess customer needs |  |
| VBHC/S&M/P/02 | Sales planning and launch |  |
| VBHC/S&M/P/04 | Branding and Marketing |  |
| VBHC/S&M/P/05 | Maintaining and update website |  |
| VBHC/TOP/P/01 | Internal and external communication |  |
| VBHC/TOP/P/02 | Change Management |  |
| VBHC/TOP/P/03 | Setting Corporate Objectives |  |
| VBHC/QUA/N/01 | Quality Assurance Plan |  |

# Annexure – 2

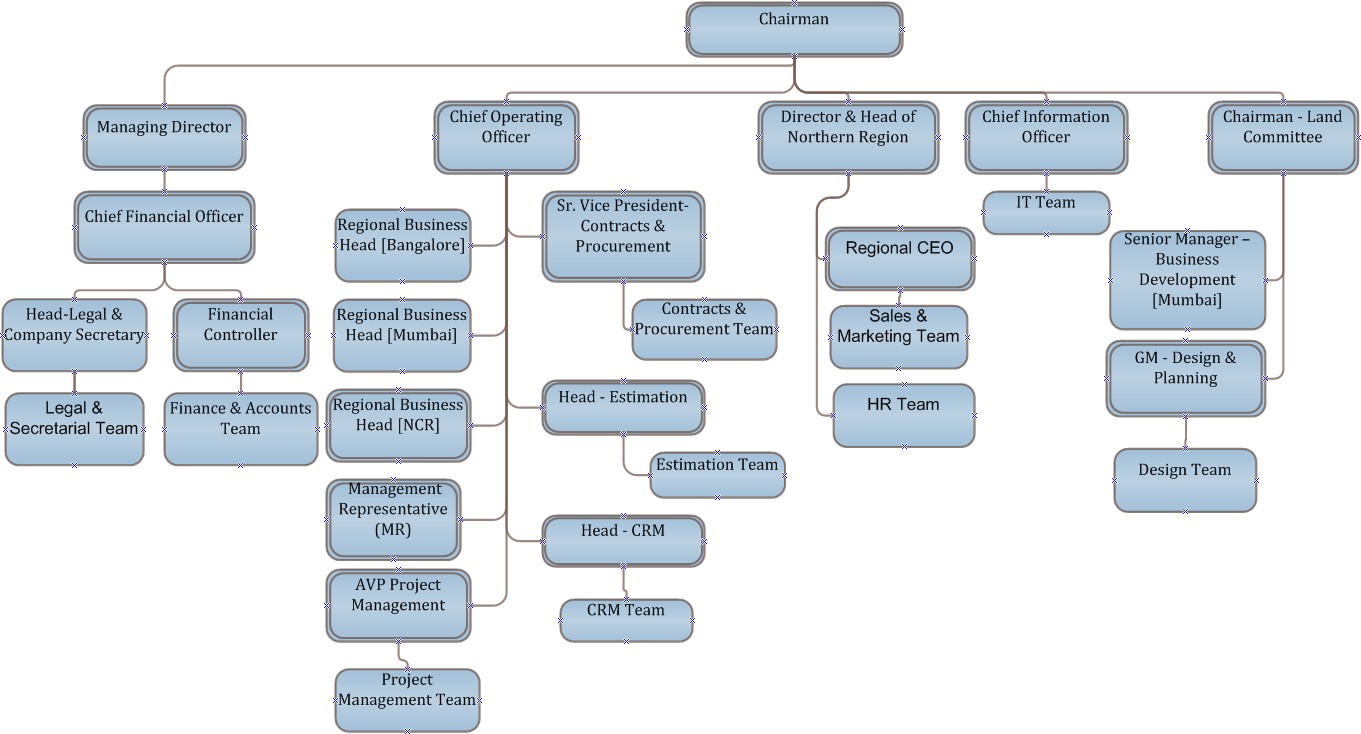
**RASI MATRIX: FOR ROLES AND RESPONSIBILITIES**

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| **Departments Functions/Activities** | **TM** | **BH** | **PMC** | **DESIGN** | **EST** | **C & P** | **OP** | **MR/ QUALITY** | **LAND**  **& APPR OVAL** | **FIN** | **LEGAL** | **SM** | **CR M** | **IT** | **HR** | **Admin** | **HOME LOANS** |
| **PMC :** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare construction and Project Master Schedule | A |  | R | S | S | I | S | I |  | I |  | S | I | I | I | I |  |
| Revise Master Schedule | A |  | R | S | S | I | S | I |  | I |  | I | I | I | I | I |  |
| Monitor Project and prepare progress reports | I |  | R | I | I | I | I | I | I | I |  | I | I | I | I | I |  |
| Coordinate with HO Departments | I |  | R | S | S | S | S | S |  | S |  |  |  | S | S | S |  |
|  | R |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **CONTRACTS AND** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop Procurement strategies | A |  |  | S | S | R | S |  |  |  |  |  |  |  |  |  |  |
| Pre Qualify Vendors and Sub contractors |  |  |  |  |  | A, R |  | S |  |  |  |  |  |  |  |  |  |
| Procure high value materials | A |  |  | S |  | R | I | S |  |  |  |  |  |  |  |  |  |
| Procure low value / local materials |  |  |  |  |  | A, R | I | S |  |  |  |  |  |  |  |  |  |
| Procure equipments High Value | A |  |  |  |  | R | S | S |  |  |  |  |  |  |  |  |  |
| Procure equipments Low Value |  |  |  |  |  | A, R | S | S |  |  |  |  |  |  |  |  |  |
| Procure spares |  |  |  |  |  | A, R | S |  |  |  |  |  |  |  |  |  |  |
| Procure subcontracts of high value | A |  |  |  |  | R | S |  |  |  |  |  |  |  |  |  |  |
| Procure subcontracts of low value |  |  |  |  |  | A, R | S |  |  |  |  |  |  |  |  |  |  |
| Develop vendors & subcontractors |  |  |  |  |  | A, R |  | S |  |  |  |  |  |  |  |  |  |
| Dispose of scrap from site |  |  |  |  |  | A, R | S |  |  |  |  |  |  |  |  |  |  |
| Dispose surplus material or equipment | A |  |  |  |  | R | S |  |  |  |  |  |  |  |  |  |  |
| Evaluation and Assessment of Vendors, |  |  |  |  |  | R | S | S |  |  |  |  |  |  |  |  |  |
| Manage Contracts |  |  |  |  |  | A, R | S |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **HUMAN RESOURCES** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Update Organization Structure (Corp) | A |  |  |  |  |  |  |  |  |  |  |  |  |  | R |  |  |
| Update Organization Structure | I |  | S | S | S | S | S | S | S | S | S | S | S | S | A, | S | S |
| Recruitment, Selection and Transfer |  |  | A, S | A, S | A, S | A, S | A, | A, S | A, S | A, S | A, S | A, S | A, S | A, | A, | A, S | A, S |
| Training & Development |  |  | A, S | A, S | A, S | A, S | A, | A, S | A, S | A, S | A, S | A, S | A, S | A, | A, | A, S | A, S |
| Salary and other HR transaction admin |  |  | S | S | S | S | S | S | S | S | S | S | S | S | R | S | S |
| Employee Engagement | A |  | S | S | S | S | S | S | S | S | S | S | S | S | R | S | S |
| Formulate and Update HR Policies | A |  |  |  |  |  |  |  |  |  |  |  |  |  | R |  |  |
| Ensure HR related Compliance |  |  |  |  |  |  |  |  |  | S | S |  |  |  | A, |  |  |
| Reward & Recognize | A |  | S | S | S | S | S | S | S | S | S | S | S | S | R | S | S |
| Separation Process | I |  | S | S | S | S | S | S | S | S | S | S | S | S | A, | S | S |
| Performance management | A |  | S | S | S | S | S | S | S | S | S | S | S | S | R | S | S |
| Competency mapping | A |  | S | S | S | S | S | S | S | S | S | S | S | S | R | S | S |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **LEGAL DEPARTMENT** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Appointment and cessation of Directors | A |  |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |
| Investment of Company funds | A |  |  |  |  |  |  |  |  | S | R |  |  |  |  |  |  |
| Appointment of Auditors | A |  |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |
| Legal Aspects of Funds Raised from | A |  |  |  |  |  |  |  |  | S | R |  |  |  |  |  |  |
| Legal Aspects of Funds Raised from FI's | A |  |  |  |  |  |  |  |  | S | R |  |  |  |  |  |  |
| Legal Compliances related to ROC | A |  |  |  |  |  |  |  |  | S | R |  |  |  |  |  |  |
| Regular filing forms with ROC/RBI | A |  |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |
| Conduct Board and General Meetings | A |  |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |
| ESOP/ Share allotment or transfer | A |  |  |  |  |  |  |  |  |  | R |  |  |  | S |  |  |
| Appointment of panel lawyers |  |  |  |  |  |  |  |  |  |  | A, R |  |  |  |  |  |  |
| RWA formation | A |  |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **HOME LOAN** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Project Approval with bank |  |  |  |  |  |  | S |  |  |  | S | S |  |  |  |  | A, R |
| Home Loan Sanction |  |  |  |  |  |  |  |  |  |  |  |  | S |  |  |  | A, R |
| Cheque Disbursement |  |  |  |  |  |  |  |  |  |  |  |  | S |  |  |  | A, R |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **FINANCE DEPARTMENT** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare Annual Business Plan | A,S |  |  |  |  |  | S |  | S | R |  | S |  |  |  |  |  |

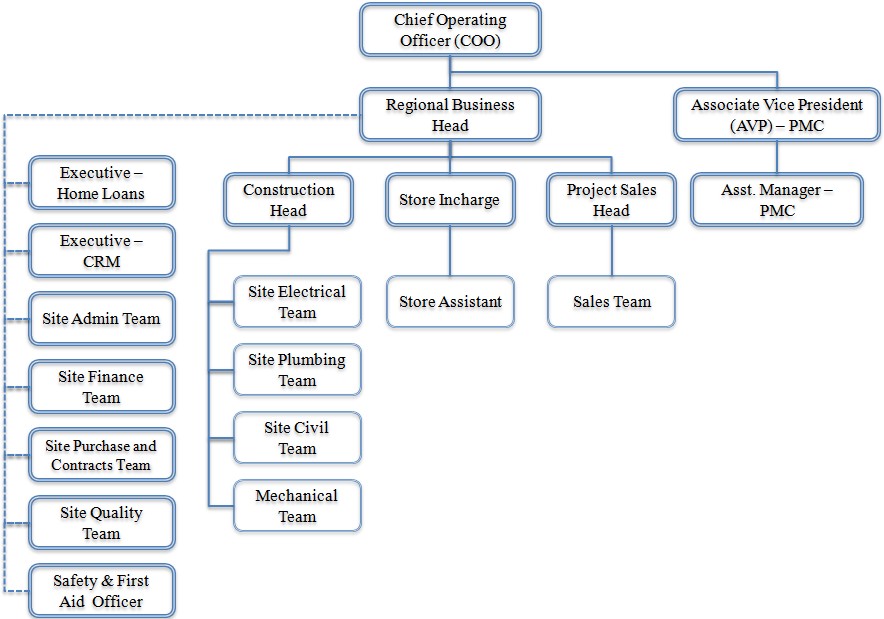
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Prepare Project Business Plan | A |  |  | S | S |  |  |  | S | R | S | S |  |  |  |  |  |
| Secure funds for land purchase | A |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |  |
| Secure Project Finance | A |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |  |
| Prepare and Monitor Corporate Budget | A |  | S | S | S | S | S | S | S | R | S | S | S | S | S | S | S |
| Finalize quarterly and annual financial | A |  | S | S | S | S | S | S | S | R | S | S | S | S | S | S | S |
| Investor, Bank specific monthly |  |  |  |  |  |  |  |  |  | A, R |  |  |  |  |  |  |  |
| Tax Structuring | A |  |  |  |  | S | S |  |  | R |  |  |  |  |  |  |  |
| Equity Payoff | A |  |  |  |  |  |  |  |  | R |  |  |  |  |  |  |  |
| Payment Management |  |  | S | S | S | S | S | S | S | A, R | S | S | S | S | S | S | S |
| Project Finance Closure | A |  | S | S | S | S | S | S | S | R | S | S | S | S | S | S | S |
| Corporate Level Compliances | I |  |  |  |  |  |  |  |  | R | S |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **ADMINSTRATION DEPARTMENT** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Physical Security at Site and Offices | A | S |  |  |  |  |  |  |  | S | S |  |  |  |  | R |  |
| Provision and Maintenance of Labour | A | S |  |  |  | S | S |  |  | S |  |  |  |  |  | R |  |
| Transportation for Site | A | S |  |  |  |  | S |  |  | S | S |  |  |  |  | R |  |
| Facilities Management at site and Office | A | S |  |  |  |  | S |  |  | S | S |  |  |  |  | R |  |
| Travel | A | A, | A, S | A, S | A, S | A, S | A, | A, S | A, S | A, S, | A, S | A, S | A, S | A, | A, | R | A, S |
| Telecommunication | A | A, | A, S | A, S | A, S | A, S | A, | A, S | A, S | A, S, | A, S | A, S | A, S | A, | A, | R | A, S |
| Insurance - Assets | A | S |  |  |  |  |  |  |  | S | S |  |  |  |  | R |  |
| Handover to customers |  |  |  |  |  |  | S |  |  |  |  |  | S |  |  | R |  |
| Post Handover Maintenance | S | S |  |  |  |  |  |  |  | S | S |  |  |  |  | R |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **LAND DEPARTMENT** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Agreement-to-sell | A | S |  |  |  |  |  |  | R |  | S |  |  |  |  |  |  |
| Legal Due Diligence |  | S |  |  |  |  |  |  | S |  | A, R |  |  |  |  |  |  |
| Technical Due Diligence - Preliminary |  | A, |  | R |  |  |  |  | A, S |  |  |  |  |  |  |  |  |
| Land acquisition | A | S |  |  |  |  |  |  | R | S | S |  |  |  |  |  |  |
| Obtaining Pre construction approvals | A, |  |  | S |  |  |  |  | R |  | S |  |  |  |  |  |  |
| Obtaining Post Construction approvals | A |  | S |  |  |  |  | S | R |  | S |  |  |  |  |  |  |
| Facilitate Inspection by Statutory |  |  | S | I |  |  | I | S | R |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **ESTIMATION** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare Budget (R1, R2 ….) | A |  |  | S | R |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare BOQ |  |  |  | S | A, R | S | S |  |  |  |  |  |  |  |  |  |  |
| Analyze Price Variance Report and | I |  | I |  | R | S | S |  |  |  |  |  |  | S |  |  |  |
| Land Purchase Financials | A,S |  |  |  | R,S |  |  |  |  | I | I |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **INFORMATION TECHNOLOGY** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Plan IT - Infra for Projects |  | A, |  |  |  |  |  |  |  |  |  |  |  | A, |  |  |  |
| Procure/Develop and maintain IT - Infra |  | S |  |  |  |  | S | S |  |  |  |  |  | A, |  | S |  |
| Plan IT - Infra for HO | A, | S | S | S | S | S | S | S | S | S | S | S | S | A, | S | S | S |
| Procure/Develop and maintain IT - Infra | S |  | S | S | S | S |  | S | S | S | S | S | S | A, | S | S | S |
| User and Access Management | A, | A, | A, S | A, S | A, S | A, S | A, | A, S | A, S | A, S | A, S | A, S | A, S | A, | A, | A, S | A, S |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **SALES AND MARKETING** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identifying TG and its needs |  |  |  |  |  |  |  |  |  |  |  | R |  |  |  |  |  |
| Planning and Launch Sales | A |  | S | S |  |  |  |  |  |  | S | R | S | S | S | S | S |
| sales and closure | A |  |  |  |  |  |  |  |  |  |  | R |  |  |  |  | S |
| Branding | A |  |  |  |  |  |  |  |  |  |  | R |  |  |  |  |  |
| Update website | I |  | S | S |  |  |  |  |  | S |  | A,R |  | S | S |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **DESIGN TEAM** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Preparation of Unit and Block Plan | A, |  |  | R |  |  |  |  |  |  |  | A, S |  |  |  |  |  |
| Preparation of Concept/Master Plan | A | A |  | R |  |  |  |  | S |  |  | A, S |  |  |  |  |  |
| Appointment of Non - Design |  |  |  | A, S |  | R |  |  |  |  |  |  |  |  |  |  |  |
| Technical Due Diligence - Detailed |  |  |  | A, R |  |  |  |  | S |  |  |  |  |  |  |  |  |
| Prepare Sanction Drawings ( MOEF, |  |  |  | R |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Appointment of Design Consultants | A |  |  | R |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare GFC's |  |  |  | A | S |  | S |  |  |  |  |  |  |  |  |  |  |
| Prepare Design Collaterals for |  |  |  | A, R |  |  |  |  |  |  |  | S |  |  |  |  |  |
| Prepare Product Specifications | A |  |  | A, R | S |  |  |  |  |  |  | A |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **QUALITY** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ensure alignment of product | A |  |  | R |  |  |  | R |  |  |  |  |  |  |  |  |  |
| Developing & Updating Specifications: |  |  |  |  |  |  |  | A, R |  |  |  |  |  |  |  |  |  |
| Incorporating specs & test requirements |  |  |  | S |  | S |  | A, R |  |  |  |  |  |  |  |  |  |
| Developing methodologies/method |  |  |  |  |  |  |  | A, R |  |  |  |  |  |  |  |  |  |
| Testing materials before dispatch |  |  |  |  |  | S |  | A, R |  |  |  |  |  |  |  |  |  |
| Developing methodologies/method |  |  |  |  |  |  |  | A, R |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Approving Concrete mix proportion |  |  |  |  |  |  |  | A, R |  |  |  |  |  |  |  |  |  |
| Workman Training |  |  |  |  |  | S | S | A, R |  |  |  |  |  |  |  |  |  |
| Activity wise Inspection |  |  |  |  |  |  | S | A, R |  |  |  |  |  |  |  |  |  |
| Pre - Delivery Inspections |  |  |  |  |  |  | S | A, R |  |  |  |  | I |  |  |  |  |
| **MR - Quality** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Internal Audits |  |  | S | S | S | S | S | A, R | S | S | S | S | S | S | S | S | S |
| External Audits and Certification | A |  | S | S | S | S | S | R | S | S | S | S | S | S | S | S | S |
| Root cause analysis and Closure of any | R | R | R | R | R | R | R | A | R | R | R | R | R | R | R | R | R |
| Conduct MRM | A | S | S | S | S | S | S | R | S | S | S | S | S | S | S | S | S |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **CRM** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Verify and Confirm Booking |  |  |  |  |  |  |  |  |  | S |  | S | A, R |  |  |  |  |
| Agreement Signing |  |  |  |  |  |  |  |  |  | S | S | I | A, R |  |  |  | I |
| Milestone Billing and Collection, Self | I | A | S |  |  |  |  |  |  | S |  | S | A, R |  |  |  | I |
| Milestone Billing and Collection, Loans | I |  | S |  |  |  |  |  |  | S |  |  | A, R |  |  |  | S |
| Change of Apartment |  | A |  |  |  |  |  |  |  |  | S | A |  |  |  |  |  |
| Property Registration |  |  | S |  |  |  |  | S | S | S | S |  | A, R |  |  |  | S |
| Sales/booking cancellation |  | A |  |  |  |  |  |  |  | S | S | I | R |  |  |  | I |
| Obtain periodic customer feedback | I | I | I | I |  |  |  | S |  |  |  | I | R |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **OPERATIONS DEPT.** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Pre construction site Activities |  |  |  | S | S | S | R |  |  |  |  |  |  |  |  |  |  |
| Inventory management: |  | A, |  |  |  | S | R | S |  |  |  |  |  |  |  |  |  |
| Health and Safety Management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| preparation of monthly plan |  |  | A |  |  |  | A, |  |  |  |  |  |  |  |  |  |  |
| Finalize sequence of activities |  |  |  |  |  |  | A, |  |  |  |  |  |  |  |  |  |  |
| Daily Construction Management |  | A, | S |  |  |  | R | S |  |  |  |  |  |  |  |  |  |
| demobilization and closure report | A | S | S |  |  |  | R |  |  |  |  |  |  | S |  | S |  |
| setup of maintenance office | A |  | S |  |  |  | R |  |  |  |  |  |  |  |  | S |  |
| Processing of R.A bills |  |  |  |  |  |  | A, | S |  | S |  |  |  |  |  |  |  |
| Repair and restore defective work |  |  |  |  |  |  | R | A |  |  |  |  |  |  |  |  |  |

# CORPORATE LEVEL ORGANISATION STRUCTURE



**PROJECT LEVEL ORGANISATION STRUCTURE**



# Annexure – 5 PROCESS FLOW CHART

**Start**



**P1**

**Inputs from Corporate Process for Land Selection**

**N**

**Y**

**P20**

**Land Purchase Financials**

**Do not buy**

**Land N**

**N**

**N**

**P8**

**Unit and Block Plan**

**P7**

**Prelim Tech Due Diligence**

**P15 Y**

**Legal Due Deligence**

**Y**

**P2**

**R1 Business plan and Land Feasibility**

**P13**

**Detailed Tech due diligence**

**P17**

**Aquire Land or JD Agreement**

**P21**

**R1 Budget**

**P3**

**Securing Funds for Land Purchase**

**P9**

**Appointment of Consultants**

**P10**

**Master Planning**

**P4**

**Securing Project Finance**

**P11**

**Sanction Drawings**

**P18**

**Obtain Pre - Con Approvals**

**P5**

**Pay out Equity**

**P6**

**project finance Closure**

**P14**

**Project Specific Legal Compliances**

**P12 GFC**

**Generation**

**P22**

**R2 Budget**

**P32**

**RFI from site**

**P19**

**Obtain Occupancy approvals**

**P16**

**Formation of RWA and Handover Project Maintainance**

**P38**

**Identify and assess customer needs**

**P30**

**Project Master Schedule**

**P31**

**Pre-Con HR Planning**

**P39**

**Sales planning and launch**

**P40**

**Documentatio n of Sales**

**P27**

**Pre-Con & Construction Monitoring**

**P33**

**Pre - Con Site Preliminaries**

**P41**

**Project sales including Closure**

**P28**

**Update Construction Schedule**

**P34**

**Daily Construction Management**

**P35**

**Receive Material, Maintain Inventory @ Site**

**P24**

**Procure Materials**

**P29**

**Site Coordination**

**P23**

**Budget Tracking, Cost Control and Revisions**

**P25**

**Procure Contractors**

**P36**

**Demobilize & Closure Report**

**P26**

**Contract Management**

**P37**

**Measurement, Certification & Payment**

**P42**

**Booking Approval**

**P43**

**Welcome call & Agreement Signing**

**P44**

**Milestone Billing and Collection**

**P45**

**Sales Cancellation Process**

**P46**

**Change of Apartment**

**P47**

**Property Registration**

**P48**

**Project IT - Infra Setup**

**P49**

**Recruitment**

**P50**

**Security**

**P51**

**labour camp**

**P52**

**Transportation**

**P54**

**Post Handover Maintenance**

**P53**

**Handover to Customers**

**P56**

**Obtain Home Loan Approval from Bank**

**P57**

**Home Loan Approval for customer**

**P55**

**Health & Safety Management**



**LAND &**

**HOME LOANS**

**OPERATI ONS**

**ESTIMAT APPROV**

**QUALITY**

**HES**

**ADMIN**

**HR**

**IT**

**CRM**

**S & M**

**PMC**

**P & C**

**LEGAL DESIGN FINANCE**

**ION**

**AL**

**P58**

**Workman Training**

**P59**

**Internal Pre -**

**Delivery Inspections**

**END**



# Annexure – 6

**LIST OF CERTIFIED INTERNAL AUDITORS OF VBHC**

|  |  |  |
| --- | --- | --- |
| **Sl. No** | **INTERNAL AUDITOR** | **CERTIFIED BY** |
| 1 | Abdul Razak Chougley | TQMI (Total Quality Management Institute) |
| 2 | Anubhaw Arunraj | TQMI (Total Quality Management Institute) |
| 3 | Chidananda Y P | TQMI (Total Quality Management Institute) |
| 4 | Juliet Mary Shyla | TQMI (Total Quality Management Institute) |
| 5 | Rajnish Kumar | TQMI (Total Quality Management Institute) |
| 6 | Roshan Tellis | TQMI (Total Quality Management Institute) |
| 7 | Shashikant Lakshminarayan | TQMI (Total Quality Management Institute) |