QUALITY ASSURANCE DIVISION
CORPORATE MR

NO: RITES/QA/Corp.MR/6000
Dt: 7th November, 2014

Sub: Minutes of 16th Corporate MRM for approval

16th Corporate Management Review Meeting (MRM) was held on 9th October, 2014. The enclosed minutes of the MRM may kindly be approved.

(Mukesh Sinha)
GM(QA) & Corporate MR

~~ED (QA)~~ 3/11/14

CMD 10/11/14

ED(QA) 10/11

GM/QA (MS)

MINUTES OF 16th CORPOPRATE MANAGEMENT REVIEW MEETING HELD ON 09th October, 2014

Chaired by: CMD **Attended by: List at Annex I**

ED(QA) welcomed the CMD, Director(F), EDs and other senior officers to the 16th Corporate Management Review Meeting of Quality Management System. Before undertaking the agenda issues, **CMD** addressed the meeting and emphasized that the overall performance of Quality Management System (**QMS**) should be further improved through involvement & efforts of all. He further emphasized on enhancement of performance & standardization of activities for improvement of RITES image Globally. He reminded that next QMS Surveillance audit by the external Auditors would include the verification of compliance of ISO 9001:2008 requirements at project site offices as well & the project sites of SBUs should be ready in all respects for ensuring full compliance to the requirements.

Corporate Management Representative took up the agenda points for discussions / review by the committee. While making the presentation on the various issues as brought out in the agenda, following was discussed:

1) Status of QMS

GM(QA) & Corporate MR informed of RITES journey of achievement and maintenance of ISO 9001:2008 certification since 1998, Management Review Committee Composition and status of Renewal audit by NVTQC for further three years i.e 31st May 2017. In addition, he also informed about the key QMS activities undertaken in the last one year which included Corporate Internal Audit, SBU MRs Meeting, Internal Auditors training & introduction of weightage (in terms of marks) in the APARs of the officers upto the level of AGM, towards assessing their contribution for QMS implementation in respective SBUs. CMD added that the APARs of *GMs/GGMs & Divisional Heads should also include atleast one parameter on their contribution to QMS Implementation & Improvement as a KPA.* ***Reporting officer may ensure the same.***

CMR also informed about the development of QMS performance reporting system by SBUs under ERP. For its implementation, all the SBUs MRs have to feed data on various activities like internal audits, SBU MRMs, review of documents, customer feedback etc for which ERP access is required to be provided to SBU MRs. The E-Mail list of MRs has been provided to ERP Cell for providing Licenses for MRs of each SBUs.

Following was decided:

ERP Team to make the reporting system effective for implementation.

Responsibility: ERP TEAM
(Target: 31st December 2014)

Thereafter, till the time ERP licenced access is given to SBU MRs, the SBU MRs should feed in the data through the access provided to respective SBU Heads. **Additionally,** *It was desired by CMD that routine Site progress status should be reported to SBU Head through ERP.*

2) SBU Performance of QMS

It was informed by CMR that one cycle of internal Quality Audit has been completed by all SBUs except RCED, RPO North & Electrical. However MCS, S&T,GT, UE, PO Kolkata, CR, ER, Expo, Highways, O&M, RW&IE, IT, PM have reported open NCRs / Observations(Corporate Audit & Internal Audit). NCRs of NVTQC Surveillance audit were still to be closed by IT.

It was decided *that the completion of internal audits and closure of NCRs/ OFIs should be expedited by all SBUs.*

Responsibility (conducting internal Audit): RCED, RPO North & Electrical

Responsibility (closure of NCRs/Obs. of internal Audit): MCS, S&T, GT, UE, PO Kolkata, CR, ER, Expo, Highways, O&M, R&IE, IT, PM

(Target: 30th November 2014)

The presented status of ratings of SBUs based on Corporate Internal Quality Audit and the performance data sheets for the SBUs was reviewed by the Committee which was observed to be Satisfactory.

It was decided *that after the completion of Corporate Audit, the SBU Rating Sheet should be duly signed both by the Audit Team Leader and the respective SBU Head. The originals of SBU Rating sheet and NCRs/Observations/OFIs of the audits should be forwarded to Corporate MR and the copies may be retained by the concerned SBU.*

Responsibility: All Audit Team Leaders & All SBU Heads
(Target: immediate)

No Project delay on RITES account was reported by any SBU.

3) Corporate Internal Audit

Details of the Corporate Internal Audit conducted within RITES and NCRs / OFIs raised by NVTQC were presented along with action taken status. GGMs/ GMs are nominated as Team Leaders for the Corporate Internal Audits. Corporate MR raised concerns on low involvement of senior auditors (GGM / GMs) during conduct of Corporate internal audits. ED (CS) supported the concern needing attention and emphasized on fulfillment of responsibility entrusted on the Team Leaders for ensuring the effectiveness of Corporate internal audits.

CMD also endorsed the view & desired that the team leaders should be available during the audits & should carryout audit of a few important activities themselves. They should also conduct the opening & closing meeting with the SBU head and brief the concerned Divisional Head on concluding all the audits of the SBUs under the Divisional Head.

ED (QA) also emphasized that more auditors should also be rigorously trained. Auditors should focus on the intent of the audit with a prospective of achieving improvements in the SBUs' functioning. The respective SBU Heads should be more involved in this Quality Improvement through ensuring effective implementation of QMS in their SBUs.

DF suggested that the cross SBU audits are more effective for improvement of Quality Management System. SBU Heads should be more involved in review of the non conformities reports for correction and controlling their recurrence.

It was decided ***by*** *CMD that one cross-SBU audit should be conducted within December 2014. Initially, this audit should be conducted in all SBUs rated as B, and 5 more SBUs on sample basis. Based on the findings, the need for further audits may be assessed.*

Responsibility: Corporate MR for the Audit Execution
(Target: 31 December 2014)

4) Implementation of QMS

Corporate MR brought out that the Management System documents of the SBUs are often different from those actually under implementation which leads to the low interest/ involvement of SBU personnel and the observation of NCRs during the audits. It was again desired by CMD that all SBUs should regularly review their documented system to ensure that they are aligned with actual practices & meet the requirements of the standard.

ED(B&A) informed that a few formats of CP have been revised & the issue of updation of CP manual, through inputs of the nominated team, will be finalized after discussion with DP.

CMD Desired that the Corporate Audit Team should assess the quality of records management, housekeeping and upkeep of old records. The check sheet of house-keeping developed by AGM (Estate) may be improvised and used during the Corporate & SBU internal audits.

Responsibility: GGM (A) to provide
improved Check sheet for housekeeping
(Target: 30 November 2014)

5) Customer Satisfaction Index (CSI)

CSI had been reported by the SBUs which ranges from 82.4% to 100% with CSI based on the weighted average being 96.16%. Committee emphasized that to ensure better feedback from clients, more site visits & customer interaction meetings should be undertaken. The enhanced site visits will improve controls at the site during project execution/ monitoring.

Almost all SBUs have started obtaining Customer feedback on the CSI format except GT, P&C. They were advised accordingly.

6) Kick off Meeting, Lessons Learnt Report

It was noted that the lesson learnt Reports on project completion (as per C/P/06) are not being discussed in the SBU MRM and the opportunities for sharing of this information and achieving further improvements are lost. This area needs to be strengthened by the SBUs. This practice should be continued with the implementation and regularly monitored by SBU Heads.

7) Continual Improvement

A number of SBUs have indicated continual improvement initiatives and action undertaken. Efforts made by the SBUs/ Divisions were appreciated by the committee and CMD urges the SBUs to continue their efforts especially in view of the emerging areas of business.

Following key decisions on recommendations for improvement are summarized as under:

Recommendation	Decision
Atleast one SBU MRM to be Chaired by Divisional Head in a Financial Year	***Agreed.*** ***to be communicated to all Divisional & SBU Heads by Corporate MR.***
Corp. MR to meet atleast 1 Divisional Head per quarter. SBUs under the Divisional Head to present status of their QMS implementation during the review meeting.	***Agreed*** ***Schedule to be communicated to concerned SBUs in advance by Corporate MR***
Licensed ERP access to SBU MRs for ERP performance reporting of SBUs Reporting of Action Taken Status on Corp-MRM decisions & QMS performance through ERP- by all SBUs	***Agreed. ERP access to all SBUs Head to be provided within the FY 2014-15.*** ***ERP system to be made effective for implementation by the ERP Team by December 2014.***

Recommendation	Decision
Recirculation of Policy for weeding out of Old records, to all SBUs, for improvement of Record management, Housekeeping & accelerate efforts towards "Swatchh Bharat"	***Agreed.*** ***Circular to be reissued to all SBUs by GGM(Admn.)***
Consolidation of circulars & updation of Old Manuals (eg Construction Manual: 2011, HR Manual: 2004, Telephone Directory: 2007, Finance Manual: 2011)	***Agreed .*** ***Construction Manual :2011-ED(B&A):April 2015*** ***HR Manual:2004-GM(P) : January 2015*** ***Telephone Directory:2007-updating by January 2015' GM(S&T)*** ***Important Telephone Nos: Uploaded on website immediately***
All SBUs to confirm about status of performing/ not performing activities as per Annexure A of ISO/IEC 17020:2012 so that the Type A status of ISO/IEC 17020 accreditation of RITES is clearly defined & is appropriately reflected on the Certificate issued by NABCB	**Agreed.** ***all SBUs should confirm the activities performed by them with reference to the RITES ISO/IEC 17020 accreditation scope & letter of GM(QA)dated 16 September 2014 addressed to all SBUs***

8) Any Other Matter & Conclusion of Meeting

As there was no additional issue for discussion, the meeting ended with thanks to CMD in Chair.

(Mukesh Sinha)
GM(QA) & Corporate MR

ED(QA) 07/11/14.

CMD 10.11.14

Annex- 1

16th Corporate MRM

QMS (ISO 9001:2008)

Venue: 6th Floor Conference Room, ROC-1 **Dated-09th October 2014**

Sl. No.	Name (In Capital Letter)	Designation /SBU	Contact Number	E-Mail ID	Signature
01	CMD				CHAIRED
02	DF				Chairman Steering committee
03	V. K. JAIN	ED/Expotech	9871004251	vkjain@rites.com	
04	S. K. LUTHRA	ED/Plg & BD	9717745757	exe.dir.bd@rites.com	
05	R. K. Tyagi	ED RI	9415024965	ritesrkt@gmail.com	
06	A. K. Arora	ED/UI	9811601674	akaroraa@rites.com	
07	S. B. Malik	ED/IE	9811504006	sbmalik@rites.com	
08	ADITYA SHARMA	GGM/HSM	8826544611	aditya61@gmail.com	
09	P. K. GUPTA	GGM (T&S)	9910063731	pkgupta@rites.com	
10	Ajay Saxena	GM/S&T	9971997742	ajaysaxena@rites.com	

16th Corporate MRM

QMS (ISO 9001:2008)

Venue: 6th Floor Conference Room, ROC-1 **Dated-09th October 2014**

	Name (In Capital Letter)	Designation /SBU	Contact Number	E-Mail ID	Signature
11	Mukesh Rathore	GGM RWS 2E	9650101226	mukeshrathore@rites1.com	
12	Pradeep Gupta	GGM RSD	9871110332	pradeepgupta@rites.com	
13	Sanjiv Bhutani	GGM/UT	9871112075	sbhutani@rites.com	
14	RAVITA GUPTA	AGM(ERS)	0124 2818396	gupteravita@yahoo.com	
15	VED PARKASH.	GM(P)	98 9933 6652	vedprakash@rites.com	
16	Rita Handa	GM/F	9811981519	Ritahanda@rites.com	
17	N K BHASIN	GM/IT	9971133032	bhasinnk@rites.com	
18	J. R. ATRE	JGM/AP	8800552590	jsatri63@gmail.com	
19	A.N.MISHRA	SDGM/PLWR	9313173120	anmishra2001@yahoo.com	
20	PANKAJ KUMAR	AGM/RPO Dvarka	9871093672	pankaj0212@yahoo.com	

16th Corporate MRM

QMS (ISO 9001:2008)

Venue: 6th Floor Conference Room, ROC-1 **Dated-09th October 2014**

	Name (In Capital Letter)	Designation /SBU	Contact Number	E-Mail ID	Signature
21	Dr. B. R. SINGH	GT	9811820324	bsingh.bs@outlook.com	
22	PAWAN CHOWDHRY	GM/CP	8800164545	pawan@rites.com	
23	H K BALI	ED/F&A	9971087444	hkbali@rites.com	
24	आलोक गर्ग	[illegible]	[illegible]	alokgarg@rites.com	
25	S. C. Singhal	GGM/I/NR	9871277755	subhashsinghal@rites.com	
26	A K M SHARMA	GGM/MC&CC	9810053829	akmsharma@rites.com	
27	S S Gavane	GGM/RES	9818355530	gavane@rites.com	
28	S K BISWAS	GGM/RP	9650101225	skbiswas@rites.com	
29	Bimal Prasad	GGM/EE	9650448434	bimalprasad@rites.com	
30	V. KRISHNAMURTHY	GGM/Hwdp	9871092398	VKRISHNAMURTY@RITES.COM	
31	R. H. Chowdhury	GGM/QA	8800100521	rhchowdhury@rites.com	

16th Corporate MRM

QMS (ISO 9001:2008)

Venue: 6th Floor Conference Room, ROC-1 **Dated-09th October 2014**

Sl. No.	Name (In Capital Letter)	Designation /SBU	Contact Number	E-Mail ID	Signature
32	J.K. Nandanwar	GGM/RCED	8826622335	jknandanwar@rites.com	9/10
33	Rakesh Chopra	GGM/Admn	8527544112	rakeshchopra@rites.com	9/10
34	K.K. Gupta	CEO/RISL	9811627084	—	
35	RAJIV MILIND	ED/CS	9958386644	rajivmilind@rites.com	
36	MUKESH SINHA	GM/QA-ENR	9810522556	mukeshsinha@rites.com	
37	R.L. Prasad.	ED/QA	9871155454	rlprasad@rites.com	
38	R.K. Bariar	ED/RP	8527066011	bariar@gmail.com	09.X.14
39	D.K. Bisht	GM/RES	BB0004738Z	dkbisht@rites.com	
40	Chandrakala M	Mgr/EE	9891223809	Shrechand@yahoo.co.in mChandrakala@rites.com	