



## QUALITY POLICY

We at SFE, involved in Erection, Overhauling and Maintenance of Pulp & Paper machineries and Auxiliary Plants are committed to providing Quality, Ethical and Timely services ensuring continual improvement of effectiveness of Process and Management systems and compliance to relevant regulatory requirements through:

- Efficient Planning
- Use of suitable, upgraded Technologies and Equipment.
- Standardization of practices.
- Skills up gradation and team work with employee motivation schemes.
- Enhancement of client satisfaction & intensive client interaction.
- Strictest adherence to Safety Manual.

SFE aspires to be the Market Leader in the field.

**Vinod Sharma**

**(Managing Director)**

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## **CORPORATE QUALITY OBJECTIVES**


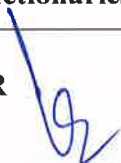
1. To achieve 8% sustainable business growth rate every year in India and secure minimum one foreign project per annum.
2. To control the average Project cost overrun within 2% and Time overrun within 5% for reasons attributable to SFE.
3. To commit minimum 5% of Profit value towards employee facilities at Project sites.
4. Ensure involvement of all through motivation, competency enhancement & limit the employee attrition to 5%.
5. To maintain high standards of work and achieve an average of 90% client satisfaction with 1 % improvement every year over previous year's level.
6. To achieve 0% accident rate at work sites.



**Vinod Sharma**  
**(Managing Director)**

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## RESPONSIBILITIES AND AUTHORITIES

### Managing Director:

He is the over all Head and Chief Executive of the Organization. He Chairs the Board meetings which provides the policy direction to the organization & sets organizational goals.

He provides the leadership for business enhancement, customer focus, corporate image, organisational growth and sound financial health of the company. He, through the channels of designated organisation, ensures control, monitoring and review of various activities, functions and services of the organisation. He provides the apex level focus for Quality of service and customer satisfaction in the organization and allocates necessary resources for achievement of Quality initiatives.


For Quality management system, he has issued the quality policy for SFE which has been implemented throughout the organization & necessary objectives, procedures & plans are formed. He along with other key functionaries conducts Management Reviews to evaluate the Quality Management System (QMS) & provide directions for its continual improvement.

He exercises full authority for necessary actions required to implement the policy decisions as per the powers delegated to him.

He is also designated as Director for day to day operations.

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### **President**



President reports to DIRECTOR (also designated as MD). As head of all Finance & Accounts functions he provides policy directions on all financial and accounts functions and ensures management level control for sound financial health for the organisation. Through designated organisation under him. He reviews and controls financial soundness & performance of SFE. Additionally, some sites also report to him for regular technical progress and the senior executives have to report to him on all issues, identified during monitoring of activities at site & H.O.

He is required to advise the DIRECTOR/ Managing Director and the Board of Directors in the formulation of sound policies relating to finance and account affairs and to direct, coordinate and management, so as to achieve effective and optimum deployment and utilisation of financial.

The functional control, coordination and monitoring of finance and accounting functions of the projects and filed works held by SFE also vest with him.

As a part of apex management, he participates in management review of Quality management system and is involved in key decisions for improvement. He exercises authority for necessary actions to implement financial policies as per the powers delegated to him.



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### **Vice President (Process & Operation)**

He is overall in-charge of projects for issues pertaining to operations and process. He is responsible for meeting the targets on these issues. He co-ordinates with other Departments and Head of the projects for formulation and compliance of issues. He controls these as part of sites through regular review of site performance, which is assessed through site performance reports, site visits of senior officials and site review meetings.

He reviews the resource requirements/ constraints at site during interaction with site in-charges and ensures availability of sufficient resources for effective execution of projects. As needed, he interacts with client to obtain feed back & improve the implemented systems.

He co-ordinates for issuance of Quality control based requirements and approvals of competent authorities. Also coordinates for the project related to Process and Operation of the plant. He takes approvals at higher levels including Board level for the successful completion of work.

### **Vice President (Projects) & MR**


He is the overall in-charge of projects. He is responsible for meeting the targets. He co-ordinate with all the Departments and Head of the projects for formulation and compliance of all the issues.

He reviews the resource requirements/ constraints at site during interaction with site in-charges and ensures availability of sufficient resources for effective execution of projects. As needed, he interacts with client to obtain feed back & improve the implemented systems.

He co-ordinates for issuance of Quality control based requirements and approvals of competent authorities. He coordinates the project related to overhauling, erection maintenance and commissioning of the plant. He takes approvals at higher levels including Board level for the successful completion of work.

He co-ordinates with the client. He updates the Director of the projects status.



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#### **Vice President (Engg.)**

He is the overall in-charge of the project for Engg. He is responsible for meeting the targets on these issues. He co-ordinates with other Departments and Head of the projects for formulation and compliance of the execution requirements.



He co-ordinates for issuance of Quality control based requirements and approvals of competent authorities. Also coordinates for the project related to Engg. of the plant. He takes approvals at higher levels including Board level for the successful completion of work.

#### **Vice President (Mktg.)**

He is the overall in-charge of the project for Mktg. He is responsible for meeting the targets for these issues. He co-ordinates with other Departments and Head of the projects for formulation and compliance of issues on these matters.

He along with the Director does the business development and involved in the process of securing business for SFE. He interacts with the client regarding any clarifications on the contract/ order conditions and for any changes to contracts.



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### **G.M. (Projects)**

He is responsible for the projects taken up by SFE. All the department heads report to him. He is responsible and authorized to co-ordinate, control and review the performance of the project site to ensure efficient functioning of the sites to laid down the business & Quality objectives and targets related.

He updates the Vice president/ Director for the status of the project sites.

### **G.M. (Mktg.)**

He is responsible for securing the new projects. He keeps a close watch on the market & explores possibilities of new projects.. He co-ordinate with the client for their requirement.

### **Senior Manager (Finance & Accounts)**

He is responsible for Finance & Accounts functions. He co-ordinates for policy formulation and implementation in respect to the respective functions. He is responsible for general accounts function including balance sheet and coordinating statutory, and regulatory audits. He also co-ordinates for all statutory and regulatory compliances by SFE on all relevant financial issues.



### **HR Manager**

The HR Manager is overall in-charge of all functions within the organization. He develops & maintains the HR policy and ensures its companywide implementation.

Having current information of the employment market, levels of packages offered, timely recruitment, induction in the company, setting probation period goals, identifying training needs, employee retention etc. are his key responsibilities.

He reports to the President on his activities and takes directions from him on the company policies.



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### **Asst. Manager HR**

The Asst. Manager HR helps in day-to-day compliance of HR policies & assist the HR Manager.

Manpower planning for various sites, interaction, managing performance data, interacting with site in-charges on after probation period activities, preparation of appointment letters, leave management of C.O. & H.O. staff etc. are part of his job.

He reports to the HR Manager & updates him with the activities of his role.

### **Departmental Heads**

As executive heads of the respective areas, all Departmental Heads are responsible and authorized to co-ordinate, control and review the performance of the activities under them to ensure efficient functioning of the work and compliance to laid down documented system meeting the objectives and targets related to them.

They provide necessary support, policy interpretation and guidance to the offices under them as needed. All senior managers are construed to be department heads when they hold the independent charge.


### **Site In-charges**

He is the highest SFE authority at site and interact with the client & site personnel for effective site management. He ensures availability of necessary resources at site, monitors the regular daily progress at site and gives instructions for site control.

He prepares & forwards the site performance reports to CO and acts on the advice of CO. He ensures the client satisfaction through regular meetings with client and implementation of the actions decided.

He is the site coordinator & controller for the implemented ISO 9001 at the site.



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## MR

Currently Vice President (Projects) has been nominated as MR. He ensures documentation, implementation and monitoring of the Quality Management System in SFE.

He also interacts with the external organization including the certification body, on all matters relevant to QMS of SFE.

He controls the process of Document control, Record management, internal quality audit, Management review and customer feedback analysis. He ensures the corrective & Preventive actions are also reviewed in MRM.

## MR Coordinator

MR Coordinator is responsible for day-to-day management of the QMS in the organization.



Interaction with the site in-charges, getting & managing proper storage of the records, scheduling trainings, management reviews, audit planning and any other function required shall be the responsibility of MR Coordinator.

He will report to the MR on required frequency basis and taken directions from him for effective QMS implementation.

## Engineer

He is the in-charge of his area. He gives his resources requirement to the site in-charge. He discusses the performance and difficulties with site in-charge of his area. He plans for work allocation of his area for daily basis. He reviews the work progress of his area with site in-charge. He is also responsible for implementation of QMS to his area.




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### Foreman

He allocates the workmen as per the work executed by Engineer. He gives the feedback of the work given to him on daily basis in the evening.



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## I. PURPOSE & SCOPE:

This chapter outlines the scope & coverage of Quality Management System in SFE relevant to its services, processes, QMS Documentation and controls over documents & records.

## II. POLICY

### 1. SCOPE, COVERAGE AND BASIS OF QUALITY MANAGEMENT SYSTEM AT SFE

- 1.1** Quality Management System of SFE as defined by this Quality Manual covers Project management activities related to Maintenance & Erection of Paper & Pulp Plants, provided by it through efficient control of its all internal processes.  
The scope of certification shall be as follows:



“The dismantling, overhauling, erection & commissioning of Pulp & Paper Mills”.

- 1.2** The Quality Management System at SFE has been designed in line with ISO 9001:2008. All elements and sub-elements of the standards are covered under the QMS of SFE as a whole except:

- As the plant design is not being undertaken by the SFE, requirements of clause 7.3 of ISO 9001:2008 are not applicable.

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## 2. **QUALITY MANAGEMENT SYSTEM PROCESSES** (*Clause 4.1 of ISO 9001 : 2008*)

- 2.1 The various processes covered under Quality Management System (QMS) of SFE have been determined, their sequence and interactions have been determined and based on the same Process Flow Chart of overall operations of SFE has been laid out as depicted in Annexure A.
- 2.2 The criteria and methods needed to ensure the effective operation and control of various processes shall be determined and where necessary documented in various Quality System Procedures.
- 2.3 Necessary resources and information required to support the operation and monitoring of these processes shall be provided and are regularly reviewed, upgraded as necessary.
- 2.4 It shall be ensured that processes are monitored, measured and analysed at appropriate levels for smooth operations, fulfillment of their laid down criteria and meeting client's requirements.
- 2.5 Continual improvement is an important part of QMS at SFE, and it shall be achieved through improvement of resources, processes and systems along with customer focus.
- 2.6 All-important processes which are carried out utilizing external experts organizations for providing Tubing & Ducting, (ref. Doc No. P/Projects-/17 & P/Projects-/18 respectively) etc shall be subjected to laid down systems to ensure effective control.



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### 3. **QUALITY MANAGEMENT SYSTEM DOCUMENTATION** *(Clause 4.2.1 of ISO 9001: 2008)*

**3.1** The QMS at SFE shall be documented through the following levels of documents:


- a) Quality Manual
- b) Quality Policy, Quality Objectives with Deployment Plans
- c) Quality System Procedures as per Annexure B
- d) Additional documents needed for effective planning, operation and control of processes; (i) internal documents such as Operational Guidelines/ Circulars, Check Lists, Record Formats, Work Instructions etc. (ii) external such as IS / ISO standards, applicable Legal / Statutory requirements, etc.
- e) Records as required under QMS

### 4. **QUALITY MANUAL** *(Clause 4.2.2 of ISO 9001: 2008)*

**4.1** The Quality Manual has been established to provide an outline of Quality Management System at SFE and covers the following:

- a) Introduction to SFE and its services and overall process flow chart indicating interaction of various processes;
- b) Scope, Coverage & Basis of Quality Management System at SFE for the complete range of Services provided;
- c) List of Quality System Procedures, of SFE;



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- d) Role of Management in effective implementation of Quality Management System at SFE;
- e) Resource Management;
- f) Outline of Service Realization Processes at SFE; and
- g) Measurement, Analysis and Improvement of QMS at SFE

## 5. CONTROL OF DOCUMENTS *(Clause 4.2.3 of ISO 9001: 2008)*

- 5.1 Corporate MR along with other Deptt. Heads heading various functional areas in H.O. and Site In-charges shall be responsible for control of all documents in line with a documented procedure on the subject.
- 5.2 All documents of internal origin shall be reviewed for their accuracy and adequacy prior to issue by specified authorities as given in the relevant procedure. The documents shall be reviewed and approved for adequacy by appropriate authority as prescribed.
- 5.3 Document control mechanism shall ensure that:
  - a) The relevant versions of applicable documents shall be available at all locations where operations essential for effective functioning of quality management system are performed.
  - b) All documents shall be legible and identifiable.
  - c) Obsolete/non operational documents shall be promptly removed from all points of issue or use.
  - d) Any obsolete document(s) maintained for archival / future reference purpose shall be identified by stamping accordingly & appropriately stored


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- 5.4 Documents shall be revised and updated as per the organisational needs. Any changes to the documents of internal origin shall be reviewed and approved by the same authority who was responsible for initial approval. For external documents determined changes shall be based on the changes made by the agencies responsible for their issue. Necessary controls to ensure availability of external documents at pertinent locations, as per the need shall also be in place.
- 5.5 In case of changes in document, the nature of change(s) shall be identified and indicated.
- 5.6 All data maintained on electronic media with respect to services provided shall be kept secured and under control with pre – determined access control, as per need.
- 6. CONTROL OF RECORDS** *(Clause 4.2.4 of ISO 9001: 2008)*
- 6.1 The responsibilities to control the records shall be as per the documented procedure on the subject.
- 6.2 Records established to provide evidence of conformity to requirements and of the effective operation of the Quality Management System shall be controlled. SFE shall establish a documented procedure to define the controls needed for the identification, storage, protection, retrieval, retention and disposition of records.
- 6.3 Records shall remain legible, readily identifiable and retrievable.
- 6.4 Minimum retention period of records shall be fixed depending on user department / SFE requirements. It shall be ensured that records are not disposed off before the minimum retention period and, whenever disposed, to be done as per the laid down procedure.



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## I. PURPOSE & SCOPE

This chapter describes the role of the top management in planning, implementing, reviewing and improving Quality Management System (QMS) in SFE.

## II. POLICY




### 1. MANAGEMENT COMMITMENT (*Clause 5.1 of ISO 9001 : 2008*)

**1.1** The top management team of SFE headed by the Director, Deputt. heads along with Site In-charges, is committed to development, implementation and continual improvement of Quality Management System in the organization and shall provide leadership to:

- a) Consistently provide services that meet customer, as well as statutory regulatory and other applicable requirements.
- b) Continually enhance internal effectiveness and efficiency of the organization for satisfaction of stake holders including customers.
- c) Create and maintain a conducive working environment of the organization for meeting the organizational goals and commitments.

**1.2** The top management shall play a leading role in establishing the quality culture in organisation by creating a sensitivity and focus for the customer, establishing mechanism for understanding & catering to customers' needs in the dynamic market environment, along with applicable statutory and regulatory requirements and communicating them to relevant levels of the organisation so that services, fully meeting customer requirements & complying with regulatory framework, could be provided.



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**1.3** Policy of SFE, has been established by the top management providing direction to all concerned

**1.4** Establishing Quality Objectives along with Objective Deployment Plans towards deployment of the Quality Policy.

**1.5** Top Management shall review the efficacy of Quality Management System periodically to examine the performance of QMS and achievements of objectives throughout the organization and identify improvements needed.

**1.6** Top management shall ensure that an effective system exists for resource planning and provisioning as per the requirements of the organization to meet the existing/upcoming requirements while keeping in view optimum utilization of resources.

**1.7** All echelons of management should be sensitized to quality aspects as a way of life ensuring that quality at the level of direct customer interface is given paramount importance and top management policies and directions are implemented at operational level.

## **2. CUSTOMER FOCUS (Clause 5.2 of ISO 9001 : 2008)**

**2.1** SFE, as an organisation, is committed to develop and provide services meeting the requirements of its customers so as to achieve their full satisfaction while also taking into consideration the benefits to the and society at large.

The top management shall play a leading role in creating organization wide focus for the customer. Systems have been created to ensure that customer requirements are determined and services and products are developed taking into consideration features/requirements specific to the sector and fulfilled at each applicable function and level with the aim of achieving and continually enhancing their satisfaction.

**2.2** Necessary actions shall be taken to determine existing and upcoming requirements of customer, create necessary efficient processes, infrastructure and

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other resources to meet these requirements and create awareness, concern and systems for continuously meeting these requirements.

### **3. QUALITY POLICY (Clause 5.3 of ISO 9001: 2008)**



- 3.1** Quality Policy of SFE has been approved by Director, SFE.
- 3.2** The Quality Policy reinforces the Organization's commitment to comply with the requirements and continually improve the effectiveness of the Quality Management System.
- 3.3** Based on the Quality Policy, Corporate Quality Objectives for the organisation relevant to SFE Services have been established. All sites deploy the relevant corporate quality objectives with their own quality objectives.
- 3.4** Quality Policy shall be widely communicated, understood and adjusted throughout the Organisation.
- 3.5** Quality Policy is a dynamic document, which shall be regularly reviewed and updated on need basis, based on changing business environment, management priorities and focus.

### **4. PLANNING – QUALITY OBJECTIVES (Clause 5.4.1 of ISO 9001 : 2008)**

- 4.1** Corporate Quality Objectives have been developed to implement the Quality Policy addressing overall organizational focus and services. These have been further documented at different functional levels to bring out focus specific to the function concerned.
- 4.2** Quality Objectives shall be measured for achievement through the determination of specific milestones/targets brought out by Deployment plans. Quality Objectives shall be reviewed and revised as per their status of achievement, changing organizational focus and priorities.

### **5. QUALITY MANAGEMENT SYSTEM PLANNING (Clause 5.4.2 of ISO 9001 : 2008)**



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Planning exists for Quality Management System and execution of Processes at Corporate as well as Site level. This is depicted through Quality Manual, Procedures, Guidelines/ checklists etc.

QMS planning shall be reviewed and revised from time to time in line of emerging requirements of customers, sectors and market dynamics. Restructuring and need for continual improvement. Integrity of Quality Management System shall be maintained when changes to QMS are planned and implemented.

#### **6. RESPONSIBILITY & AUTHORITY (Clause 5.5.1 of ISO 9001 : 2008)**

Corporate Organisation Structure of SFE comprising of functional areas of HO, site details setups have been defined in Annex C. Organizational structure with the details of control of site set up shall also be separately maintained.

The Responsibilities and Authorities of main functionaries of SFE have been documented as given in Annexure D. The Responsibilities and Authorities at the respective site level have also been documented and are available at respective sites.


The Responsibilities and Authorities shall be widely communicated & are available in the respective offices throughout the organisation.

#### **7. MANAGEMENT REPRESENTATIVE (Clause 5.5.2 of ISO 9001: 2008)**

**7.1** Nominated Vice President shall function as the Corporate Management Representative (CMR) of the Corporation, who in addition to his other responsibilities shall have authority for:

- a) Ensuring that processes needed for quality management system are established, implemented and maintained in accordance with ISO 9001 in the organisation.



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- b) Reporting on performance of the quality management system to the top management for review which forms the basis of improvement of the quality system.
- c) Ensuring the promotion of customer requirements throughout the organization.
- d) Liaison with certifying body and other external agencies on matters relating to Quality Management System.

**7.2** In addition, at the level of each site, Site In-charges, have been nominated as ISO coordinators, who shall carry out the functions of Management Representative, as given above, at their respective levels, in addition to overseeing and effective implementation of QMS in their respective sites. They have been nominated as Nodal Officers/site/Management Representatives.

**7.3.1** An ISO Steering Committee has been constituted to steer/control the process of QMS development, its enhancement and implementation under the overall guidance of Director.


## **8. INTERNAL COMMUNICATION** *(Clause 5.5.3 of ISO 9001: 2008)*

Internal communication within the organization exists through various forms such as Meetings, internal circulars, e-mails, telephones interactions and various forms of consultation and information sharing such as Review meetings, MIS etc. which shall also be utilized for communication regarding the effectiveness of QMS.

It shall be ensured that communication on all matters relating to QMS, customer satisfaction and quality of service are effective and on time to bring out best possible response. Process efficiency norms for key processes at HO & site have been made and monitored.

## **9. MANAGEMENT REVIEW** *(Clause 5.6 of ISO 9001 : 2008)*



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- 9.1** A Corporate Management Review Committee has been constituted to review the operation and effectiveness of quality management system. The committee consists of :

**DIRECTORS, SFE**

Heads of Departments - Members



Corporate Management Representative - Coordinator.

Corporate level Management Review shall be conducted at a frequency of about once in six months or earlier, to ensure continuing suitability and effectiveness of quality system in meeting quality policy & objectives. Management review shall be carried out in line with a documented procedure and shall be coordinated by MR. Minutes of Management Review meetings shall be recorded and circulated for improvement of QMS and corrective / preventive actions.

In addition to corporate level reviews, Management reviews of QMS at site offices, Level shall take place at the level of respective Site In-charges. Results of these Management Reviews shall provide a source of information to determine the overall status of QMS within the Organisation. Regional/Deptt. MRs Coordinate with the Corporate MR on all issues related to the implemented QMS.

- 9.2** Many other forms exist for review of SFE performance, such as Informal, Business Review Meetings, Periodical Performance Review through which SFE's performance on various relevant aspects including financial performance, physical performance are reviewed to provide directions for improvements. Timely actions on decisions taken shall be ensured and followed up at suitable levels.



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## I. PURPOSE & SCOPE

This chapter provides the policy with respect to management of resources for operation of Quality Management System (QMS) at SFE. It covers management of Financial Resources, Human Resources, Physical Resources and work environment required for quality execution of works and services and the various processes.

## II. POLICY



### 1. PROVISION OF RESOURCES *(Clause 6.1 of ISO 9001: 2008)*

#### a) Resource Planning:

Resource planning shall be carried out in view of the projected work requirements, project targets and expansion plans. Projections / plans shall be made about the business to be executed and funds to be disbursed, funds requirements, manpower requirements, infra-structural requirements and process for acquisition of the same. The overall philosophy in determining the resource requirements shall be:

- i) Effective implementation and maintenance of QMS and the needs for its continual improvement.
- ii) Continuous enhancement of client satisfaction level and internal efficiency of the organization.
- iii) Cost effectiveness and dependability in acquisition as well disbursement of funds
- iv) Development and improvement of facilities and infra-structure to meet long term requirements



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It shall be ensured that adequate resources are arranged, provided and are upgraded continuously based on emerging requirements.

## **2. HUMAN RESOURCES** *(Clause 6.2 of ISO 9001 : 2008)*

- 2.1 SFE is organized into a Head Office and Site Offices operating under the overall corporate organization.

Overall manpower planning shall be done at Corporate Level, additionally micro level human resource planning is done at site offices, keeping in view the projected business volumes, emerging business environment and work requirements. The overall human resource planning shall take into consideration the working nature of the organization and its activities and functions.


- 2.2 Timely provisioning of best required manpower as per the requirements is of paramount importance. SFE would strive to provide the various H.O. Departments and sites with adequate manpower.
- 2.3 An important aspect of overall human resource planning shall be maintenance of competence levels. Regular upgradation of knowledge and skills of the members of the organization shall be ensured. All out efforts shall be made to provide competent personnel for each job based on appropriate education, training, skills and experience.
- 2.4 HO shall be responsible for training of personnel at HO & site specific training programme organized by site offices/H.O. Procedure for organizational human resource development / training is documented.

It shall be ensured that:

- a) Necessary competence for personnel performing work-affecting service quality is determined and provided.

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- b) Wherever gaps exist, the same are made up through training or through other alternate actions.
- c) Effectiveness of the actions taken at (b) is evaluated.
- d) Personnel are made aware of the relevance and importance of their activities and their contribution to the achievement of quality objectives.
- e) Records of education, training, skills and experience are maintained.

### 3. **INFRASTRUCTURE & RELATED FINANCIAL RESOURCES** *(Clause 6.3 of ISO 9001: 2008)*

3.1 The basic infrastructure needed for quality execution of various works are largely already in place, which include:

- a) Building, work space and associated utilities
- b) Computer hardware and software –
- c) Support services such as transport and communication or information systems.

3.2 Infrastructural investments shall be planned at HO level depending on the need. Infrastructural requirements shall be made available in a timely manner.

3.3 H.O. & each concerned site office shall be responsible for maintenance, upkeep and improvement of necessary infrastructure to provide service and maintain a professional work environment.

### 4. **WORK ENVIRONMENT** *(Clause 6.4 of ISO 9001: 2008)*

A supportive physical and human work environment already exists in SFE which shall be maintained through continuous efforts at all levels. The effort shall always be to create and nurture conducive working relationships and team spirit to motivate all personnel to ensure their full involvement and contribution in the quality process.

It shall be ensured that an atmosphere of fair and just play prevails in the organization.

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## I. PURPOSE & SCOPE

This chapter presents an outline of Quality Management System related to various processes involved in execution and provisioning of Pulp & Paper Mill Erection & Maintenance Projects.

## II. DESCRIPTION

### PLANNING OF SERVICE REALIZATION (Clause 7.1 of ISO 9001: 2008)

1.1 All processes involved in realization of services rendered by the organisation for the entire range of services provided in the existing / emerging sectors, shall be planned ensuring compatibility of the planning with other QMS processes, Quality planning, procedures and other relevant documents.

Flow chart for realisation of the Project Management service is depicted at Annexure A. The flow chart provides the overall planning for realisation showing the interfaces of various major processes involved. The process do not include civil constructions, repairs or preparation of front, which is provided by the clients.

In planning service realisation, following issues shall be determined as appropriate:

Quality objectives and requirements for the services to be provided

The need to establish additional processes, documents and to provide the resources suitable to the services to be provided.

The need to appoint / nominate suitable specialists / consultants / faculty / service providers for the services to be provided.


Required verification, validation, monitoring, measurement, inspection activities specific to the services to be provided and criteria for acceptance of services.

The need for developing additional skills and competencies required.

Records needed to provide evidence that realisation of process and resulting service meet the requirements.

The output of this planning is consolidated in the form of procedures, work instructions and service specific / sector specific guidelines / Standard formats etc. which shall be made available to personnel for use.



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## 2. CUSTOMER RELATED PROCESSES (Clause 7.2 of ISO 9001: 2008)

**2.1** As a good name has been earned by SFE in the market through its excellent work over a period of over five decades, the queries for the erection of Pulp & Paper plants and their overhauling/ maintenance- are received directly from existing clients or through referrals. On receipt of query for execution of a work, the query/ tender is examined to ensure that:- The requirements include the scope of the entire work to be executed including time frames & delivery conditions.

The work specifications are available or fall in the category of the routine work which have earlier been executed by SFE.

The statutory & regulatory requirements applicable to the SFE services sought, are indicated or are known to SFE. These requirements, to be ensured by client or SFE, may include Environment Impact Assessment of site, Identification/ Allocation of dumping site, E.S.I. or life/ medical insurance of the workers, Labour licence, E.P.F./ workmen compensation act compliance.

Any additional requirements which are not specified but are known to SFE based on its prior experience. These may also include the requirements which have not been specified by the customer.

### 2.2 Review of requirements related to product: (Clause 7.2.2 of ISO 9001: 2008)

The requirements related to the products are reviewed at various stages of query, tendering, finalisation of contracts or acceptance of changes of contracts or orders. Such reviews are conducted prior to SFE's commitment to client to execute a work for the client. The review ensures that:

The requirement of installation or overhauling are defined which also includes the plant capacity and the broad work to be executed.

If there are some differences between the pre & contract or contract change stages (like regarding list of Paper machine & accessories, schedule of items, equipment handling, foundation & civil works, overhauling, painting, erection, supervision during erection, inspection, pre-commissioning Testing, start up & trial run, initial operation, handing over, erection standards/ tools & tackles, financial requirements and work site condition), the same are resolved before finalizing the contract.



SFE has the capability to execute the work in regard to :

Capability for timely execution in view of the existing work load and the available resources.

Technical capability to execute in view of the previous work done and the expertise available.

Achieving the efficiency/ profitability of the project.



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The records of the review are maintained in the form of the acceptance or regret letters or various correspondences as an output of the contract review.

When the customer does not provide a documented statement of requirements, the customer requirements are confirmed by SFE in the form of correspondence on the issue.

Whenever there is a change in the project requirements, the changes are agreed by both the parties and the changes are communicated to the concerned personnel executing the work.

#### **2.3 Customer Communication:** (Clause 7.2.3 of ISO 9001: 2008)

Senior executives of SFE interact with customers ensuring effective communication with the customers in respect of

Project execution information

Enquiries, Contracts or order handling including amendments.

Customer feedback including the customer complaints.

### **3. DESIGN AND DEVELOPMENT** (Clause 7.3 of ISO 9001: 2008)

Provisions & requirements of this clause are not applicable as the work is executed as per established designs of the equipment manufacturer and the layout recommended by them.

### **4. PURCHASING:** (Clause 7.4 of ISO 9001: 2008)

#### **Purchasing Process:**(Clause 7.4.1 of ISO 9001: 2008)

Purchasing activity in the context of SFE activities mainly involves purchase of consumable, equipment, hiring of services of experts including emergent local purchases.

The mechanism for hiring of Sub-contractors may include Tendering, Calling of Quotations / offers from competent agencies, direct hiring based on prior experience with them, maintaining approved list of agencies etc as per the well established / documented procedures on relevant subjects.

It shall be ensured that purchased services conform to relevant requirements and specifications as per the relevant purchase procedure.

The criteria of evaluations and selection may include as per the documented procedure:

- Competence, Capability to meet tender/work/service requirements.
  - Past experience on similar works and reliability.
  - Technical & Financial Bids.



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- Commercial Terms & Conditions.
  - Ability to deliver the product / service in time.
  - Recommendations / references of other organizations,
- Accreditation / Certification / Registrations available.

Controls on suppliers / service providers shall be dependent on their effect on the final deliverables and shall include:

Inspection / verification of deliverables / documents.  
 Supervision during service execution, ensuring conformity to specifications.  
 Clearance of appropriate work stages / hold points, if applicable.  
 Identification of defects / non-conformities & rectification thereof.  
 Monitoring the progress of service delivery & corrective and preventive actions.  
 Verification of bills and certification of quality by the concerned site.

The performance of Suppliers / service providers/ contractors shall be appraised based on established criteria ensuring their continued suitability. Records of such appraisals and any actions arising from them shall be maintained.

#### **4.2 PURCHASING INFORMATION: (Clause 7.4.2 of ISO 9001: 2008)**

The purchase orders / other relevant documents for purchase of materials, equipment, consumables and procurement of services shall describe the materials / services to be procured including, where appropriate:


Specification of the material / description of services to be procured including requirements for approval of products, procedures, processes, equipment as required  
 Requirements for Qualification of personnel.  
 Work Schedule / Delivery Schedules.  
 Quality Management System Requirements including quality assurance scheme / receipt inspection plan, standard to be followed.

Purchase orders / applicable purchase documents shall be reviewed for adequacy before issue at defined level.

#### **4.3 VERIFICATION OF PURCHASED SERVICES / PRODUCT:** (Clause 7.4.3 of ISO 9001: 2008)

Verification / inspection / examination of outsourced services / products shall be done as per established procedures / receipt inspection quality plan / purchase order to ensure their



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conformity to requirements. The inspection plan is applicable to the critical items only (which have been included in the plan).

The mechanism of verification shall be as per the plan or the contract with the outsourced services or certification of quality at the time of verification of bills. This shall normally comprise of material verification on receipt or performance monitoring during or post delivery of goods/service.

Though currently not available, where it is required to perform verification at supplier's premises, the intended verification arrangements and methods of product approval shall be established and communicated to the suppliers.

## 5. CONTROL OF SERVICE REALIZATION PROCESSES (Clause 7.5 of ISO 9001: 2008)

**5.1** Various processes involved in realization of Project execution relevant to overhauling/ erection of Pulp & Paper mills have been duly identified and planned. These shall be carried out under controlled conditions. The key product realization processes have been included in the list of procedures at Annexure B.

All activities for the services provided shall be planned and carried out in line with laid down Procedures which shall be documented and kept updated. Additionally Erection Manual shall be made available for standardization of service realization.

It shall be ensured that appropriate infrastructure / system / software/ hardware are maintained in suitable working conditions and information needed to control / manage various processes is made available. It shall be ensured that appropriate supervision, checks, appraisals, monitoring, inspections etc are carried out for maintaining appropriate controls over various service processes and compliance with procedures.



The qualification/ approval of processes shall be carried out as needed.

Constant liaison with clients shall be maintained for getting feedback and necessary improvements shall be made as required.

### **VALIDATION OF PROCESSES:** (Clause 7.5.2 of ISO 9001: 2008)

Welding of structures and pressure pipes has been identified as a special process. The process parameters have been validated for their suitability and have been documented. The revalidation



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is done on annual basis. SAG, TIG welding have been included as special processes for welding of structures and pressure pipe lines.

### **5.3 IDENTIFICATION AND TRACE ABILITY: (Clause 7.5.3 of ISO 9001: 2008)**

All cases of service provisioning shall be kept well identified and all documents, data and transactions thereto shall be kept traced to the file / case through the allotted identification number. Established system exists for allocation of a project code to a project file prior to commencement of project. All funds release, expenditure relevant to a project are booked in this specific project head.

Identification & trace ability of specific equipment is maintained through a unique I.D. no. available in records as well as the equipment before assembly. Similarly, the items stored in site store are positively identified through item name, brand name, lot no. etc. as appropriate.

All critical items are stored in store at designated locations only after they have been inspected as per quality plan.

All equipment on receipt from the client or after overhauling and after having been inspected, are stored at locations specifically identified for inspected & OK equipment. Large equipment which cannot be moved may carry stickers or marking of indicating the "Inspected & OK" status.

### **5.4 CUSTOMER PROPERTY: (Clause 7.5.4 of ISO 9001: 2008)**

In the context of SFE, the customer property is the equipment & their sub assemblies/ parts supplied by the client.


All such items are inspected on receipt, relevant records of inspection/ physical verification of equipment/ sub assemblies are prepared and signed by SFE Site In-charge. If possible, signatures of the client representative are also taken on the list. If any deficiency is observed same is informed to customer.

These equipment & parts, are safely stored within the client premises ensuring that their quality does not deteriorate during the period of storage.

Adequate precautions are taken to protect item from the weathering conditions. These are also protected with paint, oil/ grease to control deterioration during storage.

Before fitment/ placement/ erection at site, the equipment & sub assemblies etc. are cleaned, assessed for working condition and are assembled/ fitted for erection.



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## 5.5 PRESERVATION OF PRODUCT: (Clause 7.5.5 of ISO 9001: 2008)

It shall be ensured that suitable storage is provided to all consumables, equipment/ sub assemblies, records / documents and data to preserve them during the pendency of a project. All vital data shall be keyed into system for which data security.

Data in hard copies shall be preserved in files maintained separately in record rooms to prevent their damage or deterioration.

Due care is taken to issue the consumables like grease, paints, electrodes, cutting/ grinding wheels, cartridges etc., well before the expiry period. The quantity of perishable consumables like paints, grease, oil etc. is regularly assessed and any deterioration, is recorded in stores records, if applicable. Packed bearings are oiled/ greased by manufactures and same conditions are maintained during storage.

## 6. CONTROL OF MONITORING & MEASURING EQUIPMENT (Clause 7.6 of ISO 9001: 2008)

Few Monitoring and measuring equipment are used at site which are used in inspection/ process monitoring. Such equipment include voltmeters, Ammeters of welding sets used for welding of pressure pipe lines & structures, theodolite, laser alignment machine, optical level, master level, vernier callipers. Suitable monitoring and measuring equipments are used to ensure compliance of M&M requirements.

A list of such MME's is maintained indicating their unique I.D. no., range, least count, frequency of calibration, method (internal or external calibration) etc.

The measuring equipment shall:

be calibrated or verified 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;


be adjusted or re-adjusted as necessary;

have identification to enable their calibration status to be determined;

be safeguarded from adjustments that would invalidate the measurement result;

be protected from damage and deterioration during handling, maintenance and storage.





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

As no specific computer software are used in Monitoring and Measuring Equipment, the requirements of software calibration are not applicable.



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## I. PURPOSE & SCOPE

This chapter elaborates the policy with regard to monitoring, measurement, analysis and improvement of services and related processes pertaining to entire range of services of SFE for ensuring effective implementation of Quality Management Systems and related processes.

## II. POLICY

### 1. Measurement, Analysis & Improvement *(Clause 8.1 of ISO 9001:2008)*



Monitoring, measurement, analysis and improvement activities related to entire range of services shall be planned and implemented to:

- ensure and demonstrate conformity of service executed / delivered to the planned requirement.
- Ensure and demonstrate effective and efficient operation of Quality Management System.
- Continually improve the effectiveness of the Quality Management System.

These activities shall include:

- Monitoring / Measurement of customer satisfaction.
- Internal Quality audits.
- Monitoring and measurement of processes involved in service execution.
- Monitoring and measurement of Products /Service deliverable.
- Control of non-conformities.
- Analysis of data.
- Continual improvement process



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- Corrective actions
- Preventive actions

## 2. **Customer Satisfaction** *(Clause 8.2.1 of ISO 9001 : 2008)*

SFE is a pioneer organization involved in Erection of Pulp and Paper plant projects. Customers in the context of SFE are the organizations in pulp and paper plants.



Customer satisfaction with respect to various Services shall be assessed through activities such as:

- ❖ Meetings / interactions with clients.
- ❖ Customer reviews on completion feed back, if any;
- ❖ Referral by current Customers to prospective Customers, Repeat Business, letters of appreciation received, if any; and
- ❖ Customer perception assessed through structured questionnaire addressing various aspects of service

All Project sites shall secure customer perception based on any or all of the means and document the data which shall provide the basis for overall assessment of customer perception. This assessment shall be carried out along with identification of the areas needing improvement. The customer feedback forms should be authenticated by the customers. However, in case it is not feasible, the feedback during the interaction with the customer, shall be recorded in the customer feedback format by the Site In-charge.

Based on data obtained, opportunities for improvement shall be identified.



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### 3. Internal Quality Audits *(Clause 8.2.2 of ISO 9001: 2008)*

A system of internal quality audits shall be implemented at Corporate as well as Site offices levels. Internal quality audits covering various activities at CO and sites shall be planned by Corporate MR and in line with the documented procedure on the subject.

A separate independent system of Internal Quality Audit is in vogue as per a separate listed down procedure.

Audits shall be planned at a specified frequency. In addition, depending on status / importance of the activity or results of previous audits, further audits, comprehensive or partial, may be planned. The planned audit programmes shall bring out audit criteria and scope clearly.

Internal auditors shall be trained and qualified, whose services shall be used to carry out effective audits of QMS.

Selection of auditors and conduct of audit shall be carried out in an objective and impartial manner. Auditors shall not audit their own work.



Internal audits shall be carried out in line with the laid down procedure on the subject & appropriate records maintained. ISO 19011 shall be used as the guideline document for conducting the audit.

To control the extent of individual subjectivity and bias, internal quality audits shall be carried out by teams as far as possible. As far as possible, at least one member of the team shall have necessary work experience needed for each activity to be audited.

As a result of internal audits, areas of non-conformity shall be identified, documented and reported to auditee as well as to management personnel responsible for the area to enable corrective / preventive actions to be taken.

Auditees shall take timely corrective / preventive actions on non-conformities which shall be verified for their effectiveness. Results/ trends of audits shall be



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discussed in the management review where they shall be evaluated to assess the effectiveness of the system and to suggest system improvements.

**4. Monitoring and Measurement of Processes** *(Clause 8.2.3 of ISO 9001 : 2008)*

Identification of various major processes involved in external services has been done and the criteria for monitoring and measurements to be carried out for desired outcome, is defined in process efficiency norm document.

The responsibilities for the required monitoring and measurements have also been documented. Concerned executives shall ensure monitoring and measurements as per the laid down system for effectiveness of processes.

Wherever any deficiency is observed, suitable corrective actions shall be taken.

**5. Monitoring and Measurement of Service** *(Clause 8.2.4 of ISO 9001 : 2008)*

All the major outsourced inputs shall be accepted based on appropriate monitoring / evaluation / examination to ensure fulfillment of specified requirements.



Parameters / conditions shall be defined clearly bringing out requirements to be fulfilled at each stage of execution of projects. The same shall be ensured through scheduled inspection / verification of physical and financial progress of work before each release of funds. Fulfillment of the specified contractual conditions, other laid down norms shall be ensured through the process of reporting and monitoring of relevant data.

Status of technical deviations and/ or non compliance of planned schedules shall be monitored to identify any case of processed efficiency resulting in necessary controls to be applied.

On execution of a work or its part, the relevant check sheets/ reports are prepared which are cross checked by the Site In-charge before release of the same to client or H.O.

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Records of such monitoring / controls shall be maintained, which are generally in the form of noting and signatures on these documents.

The processes are also monitored through regular review meetings.

Records shall be maintained to complete the evidence of the inspection, monitoring and controls related activities performed and results obtained. Records shall indicate the authority authorizing service delivery activities such as release of letters/ issue of completion certificates / issue of payments to the sub-contractors etc.



#### **6. Control of Non-Conformities (Clause 8.3 of ISO 9001: 2008)**

Documented procedure exists for Control of Non-Conformities at any stage in the provisioning of project execution services and execution of various processes to prevent / manage non-conformities creeping in at any stage leading to unintended and wrongful execution / delivery of service i.e. release of wrong letter / release of inaccurate progress reports / release of excess payments to the sub-contractors / and non intended purchase of goods & services etc.

Non-conformities committed, if any, shall be identified through activities such as monitoring, inspections, internal quality audits, examination of records etc. They shall be documented and evaluated to determine the extent and boundaries of the repercussions / corrections needed. They shall be notified to the concerned personnel within the Organisation to limit the extent of damage and as necessary actions shall be decided for resolution of the non-conformities including rectification / replacement of the non-conforming documents, where possible. Wherever non-conformity is of a serious nature it shall be reported to the concerned Site In-charge/ Director for review. Any other project related non conformities, like misalignment, bad welding, damaged components are rectified and re-inspected for compliance and if found in order, are accepted. Records of such non-conformities and subsequent actions are maintained.

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The decision to accept any deviation shall not be taken at a level lower than Site In-charge or G.M. /V.P. at C.O... Record of all deviations shall be maintained.

Records of non-conformities including rectification / replacement / permitted deviation shall be documented and communicated to the concerned personnel for implementation.

Rectified / replaced documents shall be re-inspected for their conformity before clearance / dispatch.



#### 7. **Analysis of Data** (Clause 8.4 of ISO 9001: 2008)

Important data needed for Quality Management shall be identified, generated, collected and compiled to analyse trends, using as required, suitable statistical techniques. Results of analysis shall be recorded and reported and areas needing system corrections shall be identified with the goal of quality improvement.

Some of the important data to be analysed are indicated below:

- ❖ Customer Satisfaction Data;
- ❖ Data on performance of outsourced service suppliers / providers;
- ❖ Key process parameters to analyze process performance, trend of processes; and
- ❖ Service/ Project Delivery parameters to analyze service/Machine or equipment installation conformity, quality of service and improvement required.



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## 8. Continual Improvement *(Clause 8.5.1 of ISO 9001: 2008)*

The responsibility for Continual Improvement of the effectiveness of the QMS rests with every member in the Organization.

Continual Improvement is one of the most important elements of the quality policy of SFE. A Continual Improvement philosophy is deployed throughout the Organisation, to continually improve the quality of project delivery (overhauling/ installation machinery), efficiency and effectiveness of various processes involved, including the effectiveness of QMS implemented.



Opportunities for improvement shall be identified through various mechanisms such as reviews of quality policy, quality objectives and management reviews, internal & external quality audits, Review Meetings, MIS, data analysis, corrective & preventive actions, customer feedbacks, etc. Based on identification of continual improvement issues, quality objectives and their deployment plans shall be modified.

## 9. Corrective Actions *(Clause 8.5.2 of ISO 9001: 2008)*

A documented procedure is in place for ensuring effective corrective actions. Timely corrective actions shall be taken to eliminate the cause of existing non-conformities, in order to prevent recurrence, covering:

- Effective handling of any adverse feedbacks / complaints received from customers, performance data, internal audits, quality audit observation, periodical performance reviews, MIS, non-conformities, data on deviations etc.
- Investigation of the causes of non-conformities and evaluating the need for corrective action to ensure that non-conformities do not recur.
- Determination and implementation of the corrective action needed to eliminate the causes of non-conformities.
- Application of controls to ensure that corrective action is taken
- Maintenance of records of the results of action taken.



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f) Ensuring effectiveness of the corrective actions through reviews

Corrective actions shall be decided at appropriate levels in the organization, appropriate to the gravity, complexity and nature of problem, its financial repercussions, effect on the service and image of the Organisation.

In all matters, customer satisfaction and image of the organisation shall be accorded the due importance.


**10. Preventive Actions** *(Clause 8.5.3 of ISO 9001: 2008)*

The need for preventive actions to eliminate the causes of potential non-conformities shall be assessed through analysis and review of performance trends, monthly reports, periodical performance reviews, data and related reports, such as, the reports of internal quality audits, quality system audits, management review, data on deviations, process characteristics, financial and business performance, trends with respect to achievement of objectives & targets, customer feedbacks etc. If needed, assessment parameter as contained in the quality procedure may also be raised to ensure effective designing of preventive actions.

The causes of potential non-conformities shall be investigated and evaluation of the same shall be done. Preventive actions shall be decided at appropriate levels in the organization, depending on the gravity, complexity and nature of problem, its financial repercussions, effect on the business and image of the organisation. Action as decided, shall be implemented and reviews carried out to ensure that preventive actions are effective.

Records of results of preventive actions shall be maintained.



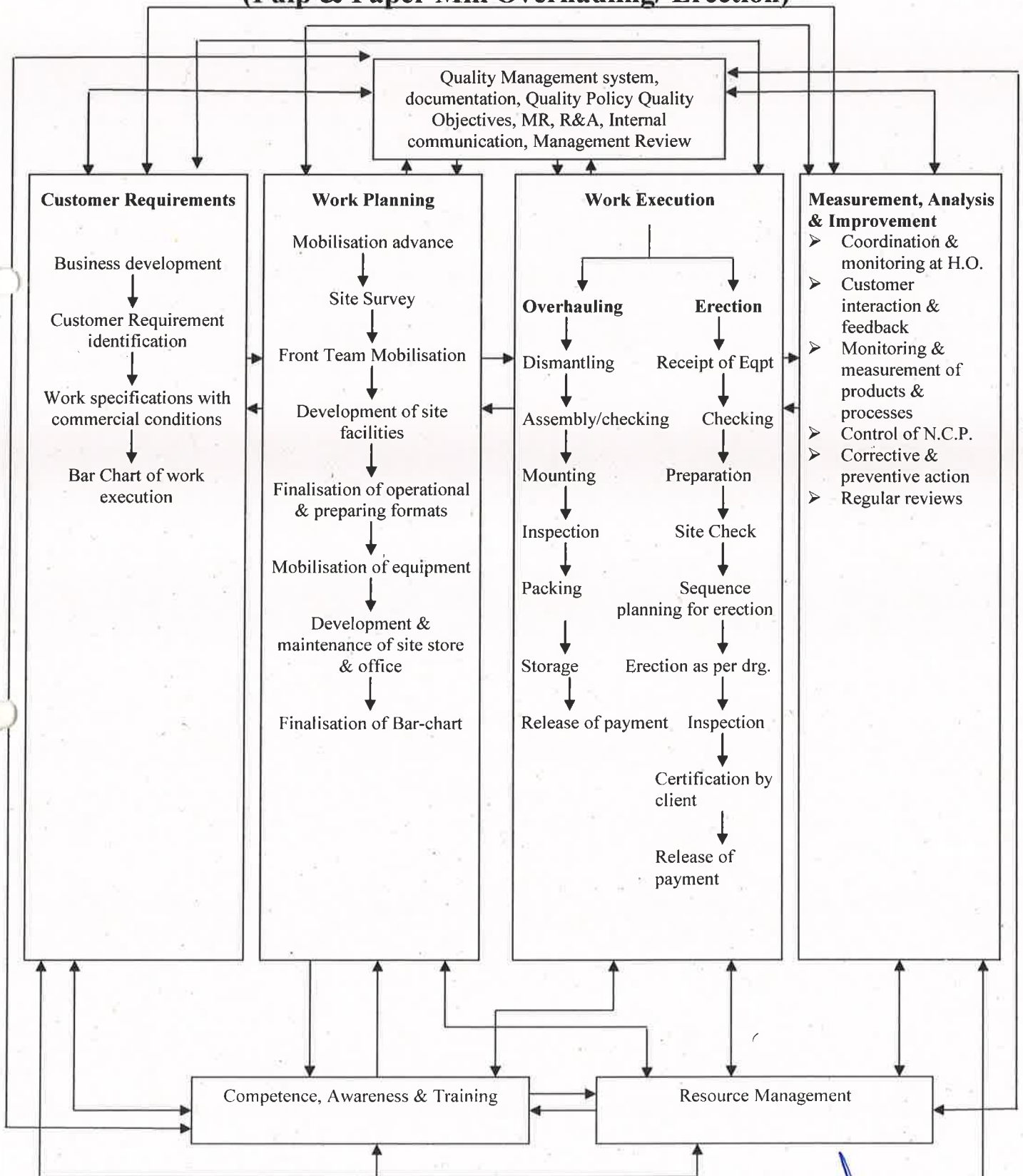
 <b>SHARMA</b> FABRICATORS AND ERECTORS (P) LTD.	<b>Quality Manual</b> <b>Overall Process Flow Chart</b>	<b>DOC: SFE/QM</b> <b>Issue No. 04</b>
Approved By : <b>MANAGING DIRECTOR</b>  Effective Date: <b>01.09.2014</b>		<b>Annexure A</b> <b>Page: 1 of 2</b> <b>Page Rev. No. 01</b>

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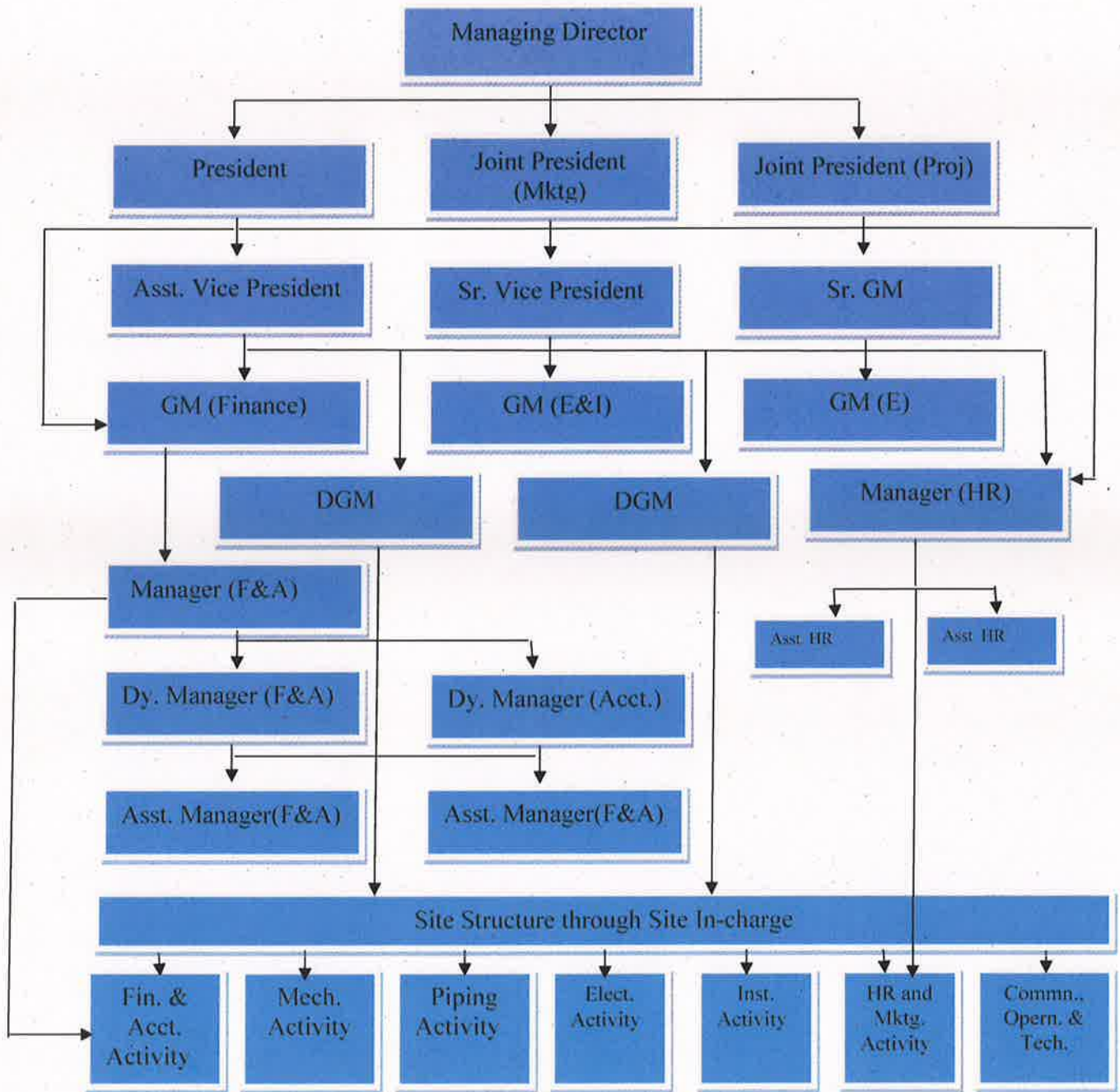
## Overall Process flow chart for SFE (Pulp & Paper Mill Overhauling/ Erection)



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## SHARMA FABRICATORS & ERECTORS (P) LTD. ORGANISATION CHART



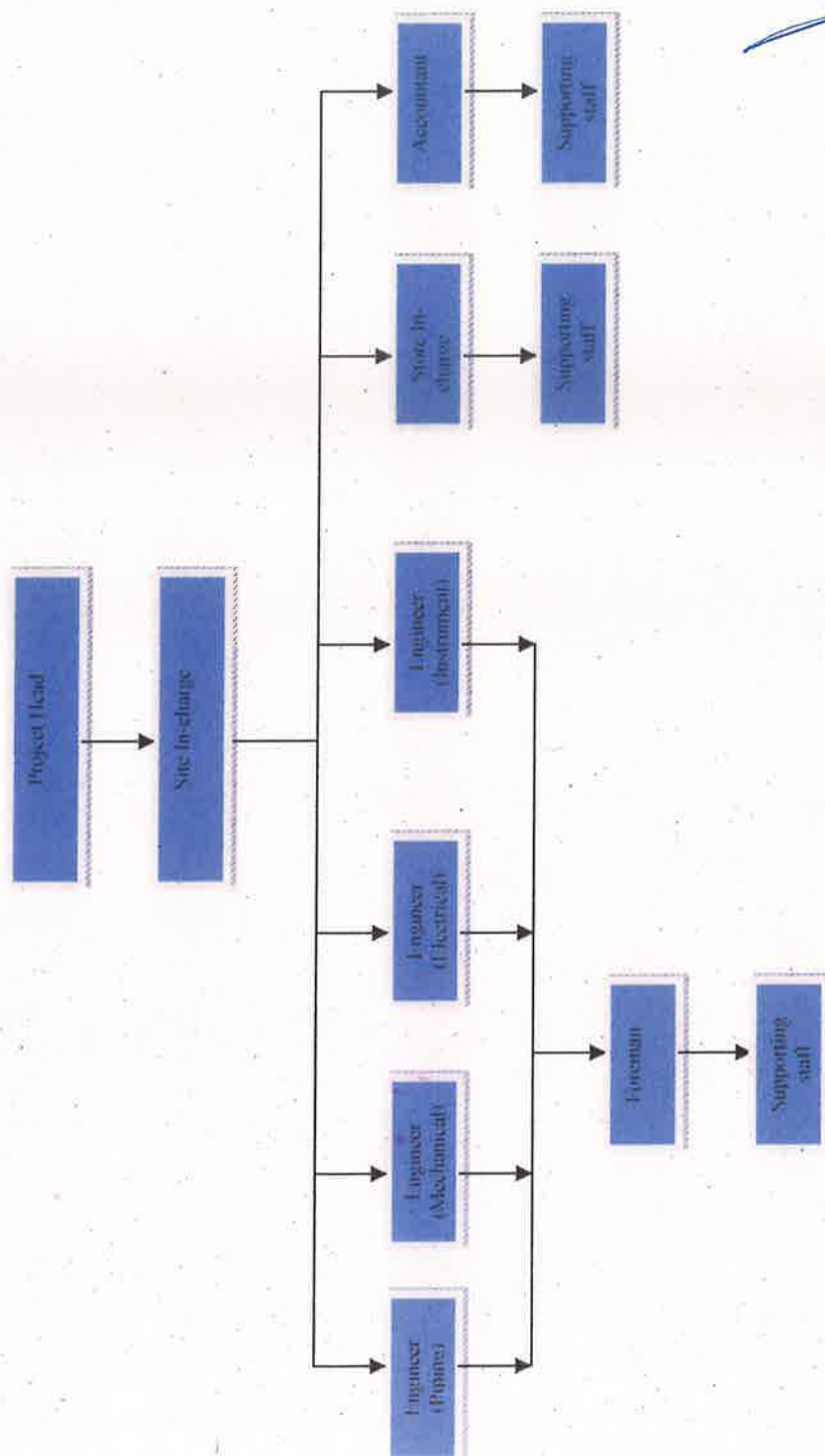
Note:- For detailed organization chart at site, refer to Site Organization chart

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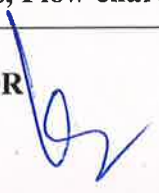
## ORGANISATION CHART FOR SITE



**Note:-** Site Specific organization chart, as per scope of work, is available at sites.

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 <b>SHARMA</b> FABRICATORS AND ERECTORS (P) LTD.	<b>Quality Manual</b> <b>List of QMS Procedures, Quality plans, Flow charts</b>	<b>DOC: SFE/QM</b> <b>Issue No. 04</b>
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### LIST OF QUALITY MANAGEMENT SYSTEM PROCEDURES

Sl. No.	Title	DOCUMENT NO.
<b>A</b>	<b>Manual/ Guides</b>	
1	Erection Guide	D/Project- /13
2	Safety Manual	F/Project- /06-01
<b>B</b>	<b>MANAGEMENT REPRESENTATIVE PROCEDURES</b>	
1	Procedure for Control of Documents	P/MR/01
2	Procedure for Control of Records	P/MR/02
3	Procedure for Internal Quality Audit	P/MR/03
4	Procedure for Management Review	P/MR/04
5	Procedure for Customer Satisfaction	P/MR/05
6	Procedure for Management of Drawing and other external origin documents supplied by the Client	P/MR/06
7	Procedure for Control of Non Conformity & corrective/ preventive action	P/MR/07
<b>C</b>	<b>C.O. PROCEDURES</b>	
1	Procedure for Management information system (MIS) report	P/CO/01
2	Procedure for Conducting Training	P/CO/02
3	Procedure for Contract Review	P/CO/03
<b>D</b>	<b>SITE RELATED PROCEDURES</b>	
1	Procedure for Project Planning and Mobilisation	P/Project- /01
2	Procedure for Old equipment inventory and inspection on receipt from client for overhauling	P/Project- /02
3	Procedure for Tools and Tackles Management	P/Project- /03
4	Procedure for overhauling of client's equipment	P/Project- /04
5	Procedure for store management	P/Project- /05
6	Procedure for site safety	P/Project- /06
7	Procedure for Raising bill and receipt of payment	P/Project- /07

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	<b>SHARMA</b> FABRICATORS AND ERECTORS (P) LTD.	<b>Quality Manual</b> <b>List of QMS Procedures, Quality</b> <b>plans, Flow charts</b>	<b>DOC: SFE/QM</b>
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Sl. No.	Title	DOCUMENT NO.
8	Procedure for Receipt of Equipment and Front	P/Project- /08
9	Procedure for procurement of Equipment and consumables	P/Project- /09
10	Procedure for Dismantling	P/Project- /10
11	Procedure for Selection of Sub-contractors for site work	P/Project- /11
12	Procedure of Control of Measuring & Monitoring Devices	P/Project- /12
13	Procedure for erection of site	P/Project- /13
14	Procedure for Preventive & Breakdown maintenance of SFE equipment	P/Project- /14
15	Procedure for Evaluation of Sub- contractor/ Material supplier & release of their payment	P/Project- /15
16	Procedure for Project completion	P/Project- /16
17	Procedure for Tubing	P/Project- /17
18	Procedure for Ducting	P/Project- /18

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 <b>SHARMA</b> <small>FABRICATORS AND ERECTORS (P) LTD.</small>	<b>Quality Manual Organisational Chart</b>	<b>DOC: SFE/QM</b>  <b>Issue No. 04</b>
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