

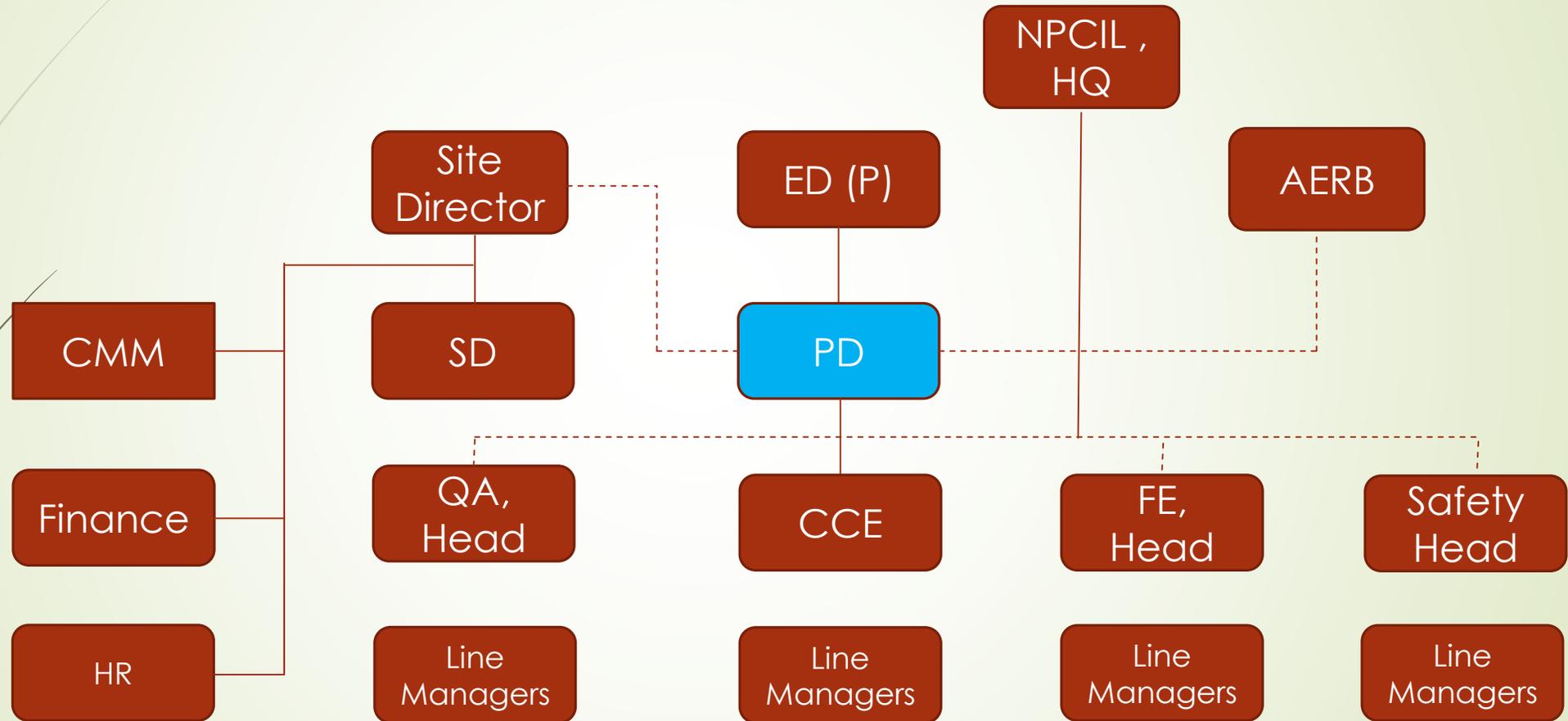


NPCIL Approach to
“Leadership and Management of Safety”
AT
PHWR Sites

B. C. PATHAK

Exe. Dir. (Projects-PHWR)

Responsible Organisational Structure





Governing Documents

CORPORATE MANAGEMENT SYSTEM DOCUMENT (CMSD)

Project Specific QA manual

Project Specific Industrial Safety Manual



Management Systems

Project leadership is responsible for implementation of

1) Contract Management System –

High Value Contracts viz. EPC, PC, Pure Construction/Erection ranging between 15-20 Packages

- i) Civil – NBs, TBs, Cooling Tower, BOP
- ii) Mechanical – NP, CP, Secondary Piping, TG, BOP, RE, Cranes
- iii) Electrical – Main Plant Electrical, Switchyards, Transformers
- iv) I&C – FIP, NIP, CCIP

Award of Packages--- either at HQ or Site



Events in contract Handling

- Kick – off Meeting
 - Site Mobilisation
 - i) Document Preparation
 - ii) Infrastructure Development
 - Project Implementation
 - Commissioning
 - Contract Closing
- 



2) Quality Management System

- QA Manual (group, contractor)
 - Apex QA Committee
 - Standing Audit Committee
 - Audit : Internal and External (Both for NPCIL and Contractor)
 - Regulatory Inspection
 - Feedback Mechanism
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3) Project Management System

- **Project Planning, Monitoring and Control**
- **Meetings**
 - i) **Defined Frequency for larger groups**
 - ii) **Daily for smaller groups**
- **PRM by HQ**
- **Agenda**

4) Safety Management System

- Safety Manual
- Apex Safety Committee
- Safety Audit Committee
- Meeting / Interaction – NPCIL, Contractor
- Promotional Programme

5) Security Management System

- **RFID Card for everyone – Objective**
- **Vetting of Security Agency by DAE**
- **Late night Surveillance round by Senior Officers**
- **Intelligence Inputs**

6) HR Management System

- **IR at Construction Site**
- **Factors responsible for Industrial Harmony (Internal & External)**
- **Challenges of multiunit / brownfield Sites**
- **Timely Payment of minimum wages**

7) Finance Management System

- **Timely availability of funds at Site**
- **Timely Payment to the Contractor**
- **Timely Payment to manpower suppliers by Contractors**



Expected to come out with flying colour.

Effectiveness of Management System

➤ Efficiency

- i) Doing things in right manner
- ii) Ratio of Output and Input

➤ Effectiveness

- i) Doing right things
- ii) Getting desired results, intended purpose/Target/Goal

Effectiveness of Management System

➔ System consists of Human Being

- cannot be compared with software system.
- to be addressed at emotional level
- to be well motivated not only monetarily but by instilling sense of self achievement.
- create an atmosphere where each member/group becomes duty-bound to report even smallest deviation.
- feedback at every level of groups of human beings.
- willingness for taking corrective actions wholesomely -- not just by addressing symptom based remedies.
- using collective wisdom of the groups.

Feedback on regulatory interface

- **RIs – magnanimous view of deviations observed at Site**
- **Consent and Review Process – quick disposal of issues based on site requirement if situation demands**
- **Have trust on Site leadership**
- **Clarity in defining parameter**
- **Free and frank discussion**

Thanks for patient listening