

National Council for Cement and Building Materials

Quality Manual: QM
Section 5.0: Leadership

CONTROLLED

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5.0 LEADERSHIP

5.1 LEADERSHIP AND COMMITMENT

5.1.1 GENERAL

The leadership of NCB is committed to implement quality management system and improve its performance and effectiveness by:

- a. Taking accountability for the effectiveness of the QMS;
- b. Establishing Quality policy and quality objectives and ensuring their compatibility with the context and strategic direction of the organization;
- c. Integrating quality management system requirements into business processes;
- d. Promoting the use of the process approach and risk-based thinking;
- e. Ensuring availability of resources;
- f. Communicating the importance of: effective quality management and conforming to system requirements, and meeting customer as well as statutory and regulatory requirements, through formal & informal channels from time to time;
- g. Ensuring achievement of intended results from QMS implementation;
- h. Taking actions for ensuring contributions of persons for effective functioning of QMS
- i. Promoting improvement;
- j. Supporting management roles such as ensuring periodic audit and review of the QMS.

5.1.2 CUSTOMER FOCUS

The leadership of NCB is committed with respect to customer focus and ensures that:

- a. Customer and applicable statutory and regulatory requirements are determined, correctly converted into services or design and development products and consistently met.
- b. Risks and opportunities that can affect conformity of products and services and ability to enhance customer satisfaction are determined, discussed at appropriate levels (governing body/EC/department) and addressed.
- c. Customer feedback is reviewed every three months to assess the customer satisfaction level and maintain focus on enhancing it. Future customer requirements are identified through customer interaction and feedback. Focus on enhancing customer satisfaction is maintained.

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Approved by:

[Signature]

Issued by:

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5.2 QUALITY POLICY

Leading the quality efforts, Top Management of NCB has framed and issued Quality Policy appropriate to the purpose of the organization which is reproduced below:

Quality Policy Statement

We commit ourselves to:




- Pursue global standards of excellence in all our endeavours, covering: Research, Design and Development, Technology Transfer, Continuing Education, Calibration and Testing Services in the areas of Cement, Construction and Building Materials.
- Satisfy all our stakeholders- Government, Industry and Society.
- Continually improve the Quality Management System.
- Comply with the requirements of ISO 9001:2015 Quality Management System and other applicable requirements.

Date: 10th December 2018

Dr B N Mohapatra
Director General

This Quality Policy:

- Provides a framework for establishing Quality Objectives.
- It is communicated and understood within the organization by displaying it at prominent locations and explaining to the employees their role in achieving the quality objectives.
- It is available to relevant interested parties, appropriately.
- It is reviewed in the Management Review Meeting for continual suitability.

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5.3 ORGANIZATIONAL ROLES, RESPONSIBILITIES AND AUTHORITIES

The organizational set up for implementation of the Quality Management System is shown in the organization chart given at section 3 of this manual. The chart also brings out reporting relationships. Some laboratories of the organization are accredited by NABL in accordance with ISO/IEC 17025:2017, ISO 17043:2010, ISO 17034:2016 and comply with the requirements of ISO/IEC 17025:2017, ISO 17043:2010 and ISO 17034:2016.

The responsibilities of key personnel who identify Quality problems, provide solutions, initiate actions, verify implementation of solutions and control further processing are assigned and communicated keeping in view the main activity of each department. The authorities of these personnel are commensurate with the responsibilities assigned.




5.3.1 DIRECTOR GENERAL

Director General (DG) is the Chief Executive of the organization. DG provides the leadership for QMS and has overall responsibility for laying down Corporate Quality Policy and objectives. DG is also responsible for providing essential resources and personnel for implementation of the policy and Quality Management System. DG is responsible for approving various technical/service programmes. DG is the chairman of the Management Review Meeting.

5.3.2 HEAD OF CENTRE (HOC)

HOC has overall responsibility for allocating requisite resources required in technical function area (centre) or the service area. HOC is the authority to approve delays occurring in implementation of programmes/activities, to address the customer complaints and improve the customer satisfaction level.

Head of Centre (HOC) is responsible for marketing of centre's projects, risk assessment, order review, orders lost analysis, undertaking market studies, identifying the needs of customers, mediating to resolve the customer complaints and satisfying the customers in all aspects. HOC works towards improvement of organization's market share in its major markets. HOC is responsible for implementation and monitoring of approved Programmes and taking corrective measures based on the feedback received and daily reports. HOC is responsible for efficient and effective delivery of final product. HOC is assisted by Programme Leader (PL) for programmes pursued by the centre.

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5.3.3 Head of service (HOS) plans and manages activities of services, assesses risks and plans preventive measures, looks after scheduling of activities, mediates to resolve customer complaints, looks after customer satisfaction aspects and works towards improving the services to support organizations's projects and programmes and help achieve its financial targets. HOS is supported by Service Incharge (SI). The activities of organization's Head of Services are given in the following sections.

5.3.4 HEAD OF SERVICE – FINANCE AND ACCOUNTS SERVICES (HOS- FAS)

HOS-FAS is responsible for managing all day-to-day financial activities to meet group's service objectives, as detailed in this manual. However the financial audit shall continue to be carried out by the department separately and it shall not be within the scope of ISO: 9001-2015(E). HOS-FAS reports to the Director General (DG).

5.3.5 HEAD OF SERVICE - HUMAN RESOURCES AND ADMINISTRATIVE SERVICES (HOS-HRS)

HOS-HRS is responsible for day-to-day general administration and personnel management activities to meet the service objectives of the group. HOS-HRS reports to the Director General (DG).

5.3.6 HEAD OF SERVICE - ESTATE MANAGEMENT AND TECHNICAL SERVICES (HOS-ETS)

HOS-ETS is responsible for maintenance (electrical, mechanical, civil & instrumentation) of all equipment, infrastructure and services. HOS-ETS ensures that the equipment and utilities are fit for the purpose and downtime of the equipment is progressively reduced. HOS-ETS reports to Director General (DG).

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5.3.7 HEAD OF SERVICE - MATERIALS MANAGEMENT SERVICES (HOS-MMS)

HOS-MMS is responsible for purchase of materials including raw material as well as equipment as per the requirements of different departments of organization. HOS-MMS is also responsible for vendor registration, their evaluation, maintaining vendor rating. HOS-MMS is responsible to keep and maintain data relating to material purchased and consumables, their issue as per the requirements and consumption, maintaining and reviewing minimum and maximum levels, preparing reports relating to consumption and inventory. Further, HOS-MMS is responsible for proper receipt, arranging for inspection/verification, handling and storage/preservation of all items stored in MMS.

HOS-MMS is responsible for unloading, storage of incoming materials. HOS-MMS reports to the Director General (DG).




5.3.8 MANAGEMENT REPRESENTATIVE (MR)

Director General has appointed the Management Representative who has the following responsibilities:

- a. To ensure that processes & procedures needed for Quality Management System are established, implemented and maintained.
- b. To plan and conduct Internal Audits as per the requirement of this manual and report its findings in the Management Review Meeting.
- c. To ensure that all non-conformities are discussed in the Management Review Meeting and Corrective Actions are taken.
- d. To issue and control the Quality Manual and other documents.
- e. To report to the Director General on the performance & effectiveness of the Quality Management System and any need for improvement.
- f. To ensure the promotion of awareness of customer requirements throughout the organization.
- g. To liaison with certification body for conduct of audits and corrective actions.

5.3.9 DEPUTY MANAGEMENT REPRESENTATIVE(S)

Director General appoints Deputy Management Representative(s) [Dy MR(s)] on advice of MR.

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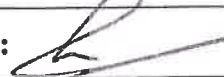

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Responsibility of Dy. MR(s) is to assist MR in:

- i. Documentation of QMS;
- ii. Planning and conduct of Internal Audit;
- iii. Conduct of Management Review Meetings.

5.4 INTERNAL COMMUNICATION

The top management of NCB has ensured that suitable and effective means of communication are established in the organization for meeting the requirements of customers and the Quality Management System. For implementation of the Quality Management System, Work instructions & Safety Measures have been displayed at relevant points. Various formats like project proposal, project progress reports, memoranda etc. have been designed. Management Review Meetings are held periodically for discussing all issues including non-conformities. Corrective Actions, wherever required, are communicated in writing. Various charts and graphs are displayed in Management Representative's office and in individual departments to communicate targets achieved in each department regarding the effectiveness of Quality Management System.

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