

Foreword

It gives me immense pleasure in releasing this booklet on Quality Policy for APITCO staff utility.

To ensure that we fulfill our commitment to continually improve services and provide better outcomes for APITCO, we need to be confident that we are adhering to high quality standards and processes. The robustness and use of our QMS is also something which will be increasingly scrutinized by our regulators, reflecting its importance and value.

All of us in APITCO are authorized for efficient implementation of clauses in the Policy with given responsibility and scope. Every employee is responsible for quality of own work and for carrying out an activity regulated by documentation of QMS. All of us working in the system agree with the importance of quality, and make it an explicit part of personal and professional missions.

Quality Management Systems and processes, helps us to benchmark practice against standards of quality. It underpins our performance management framework, helps us to assess where we need to take action to make improvements.

Quality in consultancy services can only be achieved when processes are carried out and scaled to highest standards, which constitute a total quality at every deliverable in and throughout APITCO.

This booklet sets out the expectations for quality across the organization and provides specific policy guidelines for performance. It brings together the good work we are already doing around and, provides a framework for sharing best practice and outlines our commitment to improving quality.

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List of Contents

<i>S.No.</i>	<i>Contents</i>	<i>P. No</i>
1	Purpose	1
2	Scope	1
3	Vision statement	1
4	Policy Statement	1
4.1	Objectives	2
4.2	The Key elements of a quality management	2
4.3	Core principles of Quality	2
5	APITCO - Quality Management approach	3
5.1	Quality System Components	3
6	Quality Function Deployment- PDCA approach	3
6.1	Planning the Quality Management	4
6.2	Process level objectives	4
6.3	Implementing the QMS	4
6.4	Project Plan process	5
6.5	Product Quality Certification	5
6.6	Process Documentation Structure	5
6.7	APITCO - performance measurement framework	5
6.8	Quality Audit	6
6.9	APITCO – Quality management systems at Continues Improvement (CI)	6
6.10	Continuous Improvement Process Training	6
6.11	Critical Success Factors of the QMS in APITCO	6
7	Alignments of People and Processes	7
7.1	Statement by Employees	7
7.2	Team Development Training	7
7.3	Teamwork Assessment	7
7.4	Collaboration & Measuring Performance	7
7.5	Role of Leadership in Quality Deployment	8

APITCO Limited

Quality Policy

Quality begins on the inside... and then works its way out

1. Purpose :

The overall quality objective is to ensure that APITCO Limited delivers a consistently high level of service throughout its extensive and diverse business spectrum; APITCO Limited is committed to implementing appropriate quality management systems and processes to enable the delivery of the highest practicable quality products and services, pervading all levels and all functions to its end users.

2. Scope :

This Quality Management Policy Standard sets out a framework for the development and implementation of a Quality Management System to meet the requirements of the APITCO Limited. This Policy Standard is applicable to all activities undertaken by APITCO Limited, its business divisions, operating companies, business units and any companies owned or controlled by APITCO Limited.

3. Vision statement:

“To be a global leader offering diversified industrial consultancy services for the growth of micro and small enterprises”

4. Policy Statement:

APITCO Limited shall offer the products and services which conform to stringent quality through conscious approach in consistently meeting the customer needs and expectations.

The company is committed to continually improve the effectiveness of quality management systems and also believe that the achievements are through team work. Our team of dedicated professionals works with passion to

maintain integrity and continually improve quality which is our basic philosophy and value.

The objective of the company shall be defined and reviewed. We strive for excellence and our guiding values are recognition for the individual, commitment, integrity and credibility.

We will respond creatively and competitively with commensurate service at optimum costs. Our understandings of the local and overseas markets and cultures, for decades, are our unparalleled legacy and the basis of our future growth

The policy is communicated and understood by all within the organization and reviewed for continuing adaptability

4.1. Objectives:

- ✳ Clearly understand the current and potential future requirements and expectations of our customers for better marketability.
- ✳ Work closely with our customers and partners to achieve business and quality objectives in promoting professional image.
- ✳ Deliver products and services of the highest practicable quality, reliability and consistency that meet our customers' requirements for increased customer confidence.
- ✳ Continuously train and improve our people to ensure delivery of high quality work
- ✳ To achieve the highest levels of customer satisfaction driven by performance.
- ✳ Continually review and improve its processes and levels of service for consistent quality.
- ✳ Facilitate measurable improvements in every facet of business for improved outcome of process.
- ✳ Reduce costs and exponentially increase productivity leading to greater profitability

4.2. The Key elements of a quality management:

- * Customer Focus
- * Leadership for Quality
- * Education and Training
- * Continuous Improvement
- * Teamwork
- * Empowerment
- * Measurement
- * Planning for Quality

4.3. Core principles of Quality

The three main principles of APITCO – Quality Mgmt System are

- (i) Customer satisfaction, which means not only satisfying the needs and reasonable expectations of customers, but also having an attitude that puts the needs of the customer first;
- (ii) Quantitative business management, which means not only managers, but also all team members manage the work they do by collecting objective data and making decisions based on this information;
- (iii) Respect for people, which means that all team leaders and senior consultants listens to and support the capacity of all other team members for self-motivation and creative thought.

5. APITCO - Quality Management approach :

To ensure the quality of products and services, Total Quality Management (TQM) approach has been integrated in the implementation and management strategy.

The strategy includes the formulation, adoption and monitoring of standards in developing quality products and services, through the deployment of appropriate systems and process, which ensures quality standards.

5.1 Quality System Components:

- * **Quality Manual** - Defines approach and responsibility
- * **Procedures** - Defines who, what, when
- * **Work/Job Instructions** (Functional, departmental)
Answers how
- * **Other Documentation** (Forms, records, etc.) - Provides a quality record
- * Quality planning – creation of plans for quality, reliability, operational, production & inspection
- * Quality assurance and Quality Control
- * Training - development, preparation and maintenance of programs

6. Quality Function Deployment- PDCA approach:

APITCO QMS has been developed adopting the PDCA approach based on Deming Cycle. All the business processes will be driven by this approach, including the over Quality function deployment.

We in APITCO will meet the everyday needs of our members anywhere.

It will be our duty also, to anticipate the aspirations of the clients from the Indian MSME sector.

We will respond creatively and competitively with commensurate service and shall provide instant support, which will raise the export of engineering products and services from the country.

Our understandings of the local and overseas market and cultures, for decades, are our unparalleled inheritance and the foundation of our future growth.

We will continue to bring our wealth of knowledge and international expertise to the service of our members. Our long term success shall be achieved through a total commitment:

1. To exceptional standards of performance & productivity
2. To work together effectively, &
3. To a willingness to embrace new ideas and learn continuously

6.1 Planning the Quality Management:

- ✱ Defining quality and business objectives based on business plans
- ✱ Align the processes and capabilities to achieve the same
- ✱ Establish a comprehensive measurement and tracking system to meet the objectives
- ✱ Management commitment to allocate the necessary resources
- ✱ Establish a flexible and dynamic system and have a positive impact on the organization's mission, goals and objectives

6.2 Process level objectives

- Product Design - Reduce total costs
- Supply Chain - Eliminate waste
- Accounting/Costing - Improve quality
- Support Center - Reduce lead time.

6.3 Implementing the QMS

- ✱ Constant focus on measuring and controlling the true costs of quality, with a systematic approach, dedicated team and necessary training
- ✱ Introduction of schemes to achieve maximum participation of all employees
- ✱ Continuous quality improvement and assurance to the end-users are the overall objective.
- ✱ Quality is embedded in our mission. The quality policy is our intent and QMS is the tool in achieving it. The policy

is clearly defined, comprehensive and highly formalized. Innovative, cost and time effective services will be offered by APITCO to achieve consistent and continuous quality improvement. The QMS will focus on fulfilling the defined quality objectives and developing the organization as an international centre for excellence. This will be assisted by the continuous evaluation of market to explore challenging areas of operation.

The policy lays down the basic philosophy and translates it into practice, by defining formalized procedures to be completed in sequential steps. Simply stated the procedures comprise 4 elements

- Task Definition and planning
- Task Assignment and execution
- QC/QA plan for each task element
- Documentation, feedback & improvement

We ensure that quality targets are set and achieved for every job that the client entrusts us with. Our quality control procedures are designed to sieve out gross human errors and nothing is left to chance. The quality policy has paid us the best dividends. It holds the key to our success.

- ✱ Strive for the highest level of customer satisfaction:
- ✱ By constantly listening to the customer
- ✱ By providing on time, error free and fit for use products and services
- ✱ Provide a work environment and culture, which promotes initiative, innovation and teamwork.
- ✱ Practice processes, which are defined and measurable

6.4 Project Plan process:

- ✱ Defining and documenting key product / services.
- ✱ Staff members are trained in job related skills.
- ✱ Management has established a system for control of

documentation, on products, services, activities with segregation of nonconformity and remedial actions.

A detailed project plan is made for every project to include the scope of the work, team organization, milestones, deliverables, risks and dependencies, resource requirements, other support plans for SQA, CM and training activities. These also cover customer-specific quality requirements that must be complied within any given project. Work instructions are also made where applicable to give step by-step procedure for carrying out routine activities like making a build, etc

6.5 Product Quality Certification :

All the products & services partly or fully developed shall carry quality certification (QC) before it is delivered to client. A quality control (QC) team has been constituted to perform this responsibility from time to time. The three members committee headed by Managing director as Chairmen shall deliver this role. The three member committee shall review the product / service in the envisaged organizational quality standards on the approval of committee, the Chairman will give QC seal to the product. (Annex.11 QC format)

6.6 Process Documentation Structure:

- Quality Policy – Goals and objectives.
- Management process – What /When/Why
- Procedures/guidelines – How
- Project plans – Project management plans for every project.

6.7 APITCO - performance measurement framework

- ✱ Meaningful, unambiguous and widely understood performance goals
- ✱ Owned and managed by the teams within the organization
- ✱ Based on a high level of data integrity
- ✱ Such that data collection is embedded within the normal procedures

- Able to drive improvement
- Linked to critical goals and key drivers of the organization

The strategic objectives of the APITCO are converted into desired standards of performance, metrics are developed to compare the desired performance with the actual achieved standards, gaps are identified, and improvement actions initiated. These steps are continuously implemented and reviewed focusing on the goals that are critical to the success of the organization / business, and ensure they are SMART.

6.8 Quality Audit :

“Quality audit is a systematic and independent examination to determine whether products and services outputs comply with planned quality measures whether these measurements are implemented effectively and are suitable to achieve quality objective of the organization”.

A periodic quality audit shall be conducted to assess the effectiveness of the QMS and identify opportunities for improvement. The audit shall be executed by a panel of trained auditors, ensuring independence.

6.9 APITCO – Quality management systems at Continuous Improvement (CI) :

The practice results in increased efficiency, enhanced communication, improved teamwork, and a better bottom line. In addition, successful action plans as a result of CI should assist leaders of organizations in achieving strategic initiatives and develop operational process. The Continuous improvement is a part of the ongoing culture of APITCO and its success starts at the top level. At APITCO, CI is an ongoing cycle of positive change and employee involvement. The CI is the subsequent phase of all teamwork’s training programs.

6.10 Continuous Improvement Process Training:

- ✱ Desired outcomes and return on investment criteria are established with the training coordinator
- ✱ All CI initiatives will be aligned with the organization’s Vision

-Mission -Core Values, Philosophy, and Strategic Planning

- * CI teams can be departmental or cross-functional teams that include representatives from more than one department or unit
- * CI teams are a decision making forum of 15 people or less and should include at least 1 Supervisor, Manager, or Team Leader
- * Leadership CI teams are comprised of leaders who represent various operations within an organization
- * All CI training will require leadership support and continuity in order to be successful

6.11 Critical Success Factors of the QMS in APITCO:

- * Management leads the process
- * The Customer defines Quality
- * Organizations Comply with Customer Expectations (not just specifications)
- * Zero Defects is the Goal
- * Continuous improvement is ongoing
- * Every employee plays a role in continuous improvement
- * Do it right the 1st time all the time (No Rework)
- * Focus on prevention rather than detection

7 Alignments of People and Processes

This section elaborates the role of leadership and the employees of APITCO in effectively implementing the defined QMS.

7.1 Statement by Employees :

We the employees of APITCO Limited are committed to achieve excellence in quality standards.

We shall create an environment where each employee contributes to all aspects of our business processes. We shall strive for continuous improvement to meet with customer satisfaction.

7.2 Team Development Training :

The approach is to identify those characteristics that can help your organization apply effective team development techniques to daily situations. This can be achieved by providing the tools needed to build upon the knowledge and skills necessary to create a productive team. The APITCO has developed team development curriculum in place to ensure proper CB process (Annexure.1)

7.3 Teamwork Assessment:

Utilizing Team Works' assessment tools and surveys, our facilitators will meet with organizational leaders and training participants to custom design team development programs and facilitation services that will meet the assessed training needs of our clients.

- * Group Awareness
- * Values – Attitudes – Behaviors
- * Awareness of self and others
- * Valued Interaction
- * Frustration
- * How common and diverse interactive styles communicate & interact

7.4 Collaboration & Measuring Performance

- * Interviewing Practices
- * Mutual Expectations & Goal Orientation
- * Performance Acknowledgement
- * Performance Appraisals
- * Professional Development
- * Objective Surveys

7.5 Role of Leadership in Quality Deployment:

I. Awareness of Group Dynamics

- * Interactive Styles
- * Team Development
- * Conflict Management

II. Organizational Development

- ✧ Shared Vision
- ✧ Shared Mission
- ✧ Core Values
- ✧ SLOT Analysis
- ✧ Strategic Planning

III. Facilitative Leadership

- ✧ Empowerment, Collaboration, & Delegation
- ✧ Risk & the Learning that Results
- ✧ Lead by Example
- ✧ Resource & Advisor
- ✧ The “3P’s” - Policies, Procedures, & Processes

“No matter how busy you are, you must take time to make the other person feel important.”