

# INKEL Limited

A Public Private Partnership Initiative

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## Office Order

No. INKEL/MD/OO/2022/1454

Dated: 22<sup>nd</sup> April 2022

Sub: Project Managers (PM) / Site Engineers (SE) / Regional Construction Managers (RCM) –  
Role Responsibilities defined – orders issued

The role of PM, SE & RCM is crucial in implementing projects. The issues that occur in the work site needs to be redressed at the site office itself and instantly to ensure there is no disruption in progress of the work. Moreover, there is a need to closely review the progress of work on a daily basis to ensure that, there is no delay or slippage in the milestone targets. Indeed, an effective site office will bring in a conducive atmosphere for the contractors to carry out the work.

Therefore, it is essential to reiterate the role and responsibilities of the site engineers, keeping in mind the need to empower them and to make them accountable for timely implementation of the projects. The duties and responsibilities are listed below. This list is only indicative and not exhaustive. Mere omission in this list doesn't insulate the site engineer from his overall responsibilities.

### **1. Obtaining various clearances from the Government and Statutory Agencies**

The PM /SE /RCM shall monitor the obtaining of various clearances as per the schedule prepared for it during DPR stage. Any inordinate delay shall immediately be notified to INKEL higher management for intervention.

### **2. Setting up Field Office**

As soon as the Technical Sanction (TS) is obtained, the Project Manager / Site Engineer / RCM as the case may be, for the Project should be assigned. The SPV Site Organogram and infrastructure requirement (any in addition to that specified in the SCC as to be provided by the Contractor, such as IT equipment, consumables etc) should be prepared considering the Project value (KIIFB circular on SPV manpower requirement to be referred).

The Site Engineer should ensure that the site infrastructure facilities for use by INKEL staff are provided by the Contractor as specified in the Contract. ADEQUATE PRECAUTION SHALL BE TAKEN TO ENSURE THAT THE OVERHEADS DOES NOT

OVERSHOOT THE ANTICIPATED CENTAGE REVENUE. The Finance Department shall intimate the centage envelope to the engineering department.

### **3. Preparing work schedules and PERT Chart**

The assigned Site Engineer is responsible for ensuring that:

- a) the Program chart (including construction schedule, procurement schedule, manpower and equipment deployment schedule etc..) is submitted by the Contractor within the stipulated time from award of work as per Contract and the same shall be reviewed and approved by competent authority of INKEL.
- b) Progress reports are submitted by the Contractor as per contract
- c) Penalty/ deductions as per contract provisions shall be applied in the event of Contractor's delay in submission/non-compliance, as provided in the Contract.

Site engineers are responsible to prepare a detailed monthly basis work schedules and a PERT Chart as per the contract document and get the same authenticated by the contractor. A copy of which shall be shared with the contractor, for all future discussions.

These targets proposed to be achieved shall be educated to all the staff in the site office and work on review of work shall be divided among the staff to ensure close monitoring at all times.

### **4. Project Review Meetings**

Site engineers shall hold weekly review meetings of the progress of work done on the previous week and record the progress. Monthly review meetings with Management representatives of Contractor should also be conducted. Any slippage or delay shall be redressed in the next week/month without leaving the delay extending beyond a month. All delays and lapses shall be documented and a copy kept at site office for inspection by higher authorities.

### **5. Approval of RFA from contractors**

Site engineers shall upon receipt of RFA from the contractors, shall verify the quantity of work proposed with the work schedules and approve the same. A maximum of three days will be allowed to approve the RFA. Any delay in approving the RFA beyond the allowable limit will have to be explained by the site engineer.

### **6. Billing Cycle**

Every effort shall be taken to ensure that, contractor raises bills periodically and regularly. Any delay on the part of the contractor, if any in raising the bill shall be questioned and the required bill obtained and processed in the site office.

Once the bill is received in the site office the same shall be verified and processed immediately to ensure that, the same is uploaded to KIIFB portal within seven days.



To achieve this target, the site engineer shall deploy staff to verify the bill quantity and the site inspection even during the construction period so that, when the bill is submitted, there will not be any delay in processing the same.

THE PERFORMANCE OF SITE ENGINEERS IN REGULARLY UPLOADING THE BILL AND ENSURING THAT, THERE IS NO STOPPAGE OF WORK WILL BE CRITERIA IN ASSESSING THEIR PERFORMANCE.

## **7. Create internal quality management systems**

Site engineers should ensure that:

- a. Quality Assurance Manual listing the required QC measures, testing as per CPWD specifications, their frequency etc is available at available at Site
- b. QA/QC measures such as availability of MAR, MIR, test results at required frequency, cube register, Drawing Register, Site Order Book, Inspection register, material registers are updated and maintained at Site.
- c. Field laboratory is existing and well equipped as per Contract
- d. Copy of Contract including specification, NIT, Soil Investigation report, Stability certificate copy (if SCOW includes vertical expansion to buildings) should be maintained at Site. Ensure SBC is verified at site for new projects
- e. Storage of materials at Site should be as per IS code provisions
- f. Adequate supervision at Site especially during rebar laying, concreting etc.. to ensure work is executed as per codal provisions and specifications.
- g. Relevant GFC drawings should be issued to Contractor and available at Site prior to work execution.
- h. Ensure theoretical consumption (cement/ steel) commensurate with the work executed.
- i. ISI marked/approved materials to be used.

## **8. Safety measures in execution phase**

Site engineer shall be responsible to ensure that all safety precautions are carried out at the site by the contractor. Any lapse shall be recorded and communicated to the contractor, shifting the responsibility on him. Additionally, site engineer shall,

- a. Ensure Contractor provides required PPE for personnel as per Contract and maintains spares as per contract.
- b. Have safety measures such as barricading at openings/ trenches, Site fencing, Toolbox talks, Evacuation Plan, First Aid, Etc enforced.
- c. Prohibit labour dwelling within buildings under construction.
- d. Enforce proper Housekeeping.

**9. Compliance to the Field Observation Sheet & Observation memo/Inquiry report, etc.**

- a. As far as possible, clarifications shall be given to the inspecting authority during the inspection itself, to avoid getting OMs and other notices.
- b. The site engineer will respond to the OM and other instructions issued by KIIFB Inspection Authority within two working days. This should be vetted by the General Manager and posted to KIIFB within seven days from the date of receipt of OMs from KIIFB. In case if there is a need to consult the engineering division in the Head Office, the same shall be done and response to KIIFB shall be sent within 15 days positively. This timeline shall be scrupulously maintained.
- c. A register of OMs and Inspection Memos received from KIIFB shall be maintained along with the response given to KIIFB, for inspection by senior functionaries visiting the site. All visiting senior officer from INKEL shall sign this register after going through the same and satisfy about the performance of the site engineer. Any lack of response / service of the site engineer shall be attended to and if need be escalated for remedial measures. The site engineers shall have a justifiable reason for their inaction.

**10. Adoption of effective dispute resolution mechanism**

- a. The site engineer shall have site meetings with the contractors and redress all complaints / grievances on a weekly basis. In case of need for higher consultation, the same may be done keeping in mind that, the complaints shall be redressed / responded within 15 days from the date of complaint by the contractor.
- b. The meetings shall be recorded and the same shall be shared with the contractor. HOWEVER, ENOUGH PRECAUTION SHOULD BE TAKEN NOT TO ISSUE ANY MINUTES THAT WILL RESULT IN LITIGATION LATER. In case of such a situation, the site engineer shall escalate the issue to the Chief Engineer, after making a note of the complaint in the register.
- c. A register of complaints redressed shall be kept at the site office and made available to the inspecting officers including KIIFB officials.

**11. Deploy adequate Technical and Non-technical staff to ensure their availability at the site:**

Site engineers will ensure that, at any point of time there shall be adequate persons at the site office. However this purely depends on the need to have such persons in that regularity.

**12. Register on the workers availability and documentation of the details of workers (both natives and inter-state)**



Site engineers shall verify and maintain the muster roll of employees deployed at the site on a daily basis and ensure that adequate number of employees are working at the site, to ensure that there is no delay in completing the work. The details of the 'Guest workers' shall also be maintained separately as demanded by KIIFB and other agencies.

### **13. Physical & Financial Progress of Work**

- i. Strict maintenance of updated Hindrance Register at Site.
- ii. Maintain the muster roll for Contractor's personnel at Site at all times. Daily labour strength as per the approved schedule of work should be displayed at the work site. The deployment of manpower at Site should be monitored against the Contractor's manpower histogram and undue shortage in manpower should be adequately raised as concern to contractor
- iii. Maintain a register for movement of contractor's equipment.
- iv. Communicate with the nodal officer at the Head Office on Daily work achieved, planned work for next day, pending requirement from HO for an effective coordination.
- v. EOT to be processed proactively along with necessary PB, Insurance renewals.
- vi. Fortnightly review with CE for deviations/variations, if any, identified during the project implementation. It should be documented and approvals for the same should be obtained based on the Work Manual being followed and the KIIFB Funding procedures.
- vii. Ensure strong communication loop with Administrative department with record keeping.
- viii. Physical milestone to be achieved should be reviewed in detail on the day it is assigned to be achieved. This review should be conducted irrespective of the fact whether the physical milestone is achieved or not. If not achieved, mitigation measures should be discussed and finalized in the review meeting. Not complying previous bill directions.
- ix. Monthly Progress review meeting (1st Monday of the Month) with MD prior to which Site Office shall send brief report highlighting -Work Status, Planned Vs actual physical Progress & Financial status percentage , Bottlenecks/Issues, Target for next month, Claims, Major quantity deviations, scope change requirements, catchup plan from Contractor for schedule slippage/revised schedule in line with Contract, status of PMAS update.
- x. Bills to be submitted to KIIFB with Physical progress certification, compliance to OMS issued by KIIFB, Confirmation on TS authority approval on Extra/deviated Items (refer KIIFB order dated 02/04/2020).
- xi. Ensure correct biweekly update of KIIFB PMAS

These instructions shall be followed scrupulously by all the concerned. The inspecting officers shall ensure that, all registers listed here are updated and kept in the site office. The inspecting officers shall satisfy the entries in the register and hold discussions with the contractors to ensure that, there are no pending complaints unanswered. Any lapse noticed in this regard will be viewed seriously.

  
MANAGING DIRECTOR

To

Chief Engineer  
General Managers  
ALL PMs/SEs/RCMs  
GM (Finance)  
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