10/10/10 principle for Operations

Timely delivery of projects is key to the company's reputational growth and financial success.

Operations (Design to Facility Management)involves significant dependencies on each other (and linked area of Liaison). It is important for all concerned to ensure timely delivery of their deliverables and for those who use the deliverables to ensure that any non-delivery is duly taken up strongly and swiftly.Towards this, all parts of the operations team (Design, Cost Mgmt, Procurement, ConstMgmt, Facilities Management + Liaison) are required to follow the 10/10/10 principle.

1. Planning to set the target dates for all key deliverables and the Ops Strategy team / Planner should track these month to month. In case of disagreement, the Planning's master schedule indicating key deliverable dates shall be the decisive date. While setting and tracking of dates is to be done wrt all important deliverables, it is essential to track all key deliverable dates linked to the following 10 'key' tenders which form 80% of the value and critical path time for any Plant:
    i. Excavation
    ii. Specialist Foundations
    iii. Waterproofing
    iv. Structural Works
    v. Façade (including windows and external painting)
    vi. Flooring
    vii. Electrical (including conduiting& linked infra portion)
    viii. Plumbing (including linked infra portion)
    ix. Home automation (if applicable)
    x. Elevators
2. The original due date for any deliverable should always be recorded and reproduced till such time that the deliverable is complete. Just because a new date is sometimes agreed, does not mean that the original due date is ignored/forgotten.
3. The user should remind the concerned associate / team responsible for the deliverable well in advance (atleast 30 days before the due dates).
4. **If there is delay in the receipt of the deliverables, the User should follow the 10/10/10 principle viz. 10 day cure period for concerned associate, then escalation to HOC/HOD (whoever is monitoring the day to day functioning) and 10 days cure period and if not resolved, escalation to COO and 10 days cure period. At end of 10/10/10 (viz. 30 days) if issue is not resolved, escalate to Director – Operations.**
5. The 10/10/10 principle also applies to non-performance of contractors as the 30/30/30 principle:
    i. If contractor does not meet agreed upon targets for manpower and/or other resource mobilization and falls more than 30 days behind schedule from overall plan, site CM head to give written warning to improve and make good the deficiency.
    ii. If he does not reach the agreed upon levels in another 30 days, issue to be escalated to Procurement and COO by site CM head.
    iii. Within 30 days thereafter, decision to terminate to be taken by those empowered under 'Power to terminate Contractors' policy, unless contractor has improved substantially. In this period, Procurement to all initiate search for alternatives so that if contractor has to be terminated, limited delay is caused during replacement process.
    iv. For smaller contracts (viz. value < 1 cr*), this shall be 15/15/15.

v. Further at anytime if the contractor is > 120 days behind schedule (>60 days for contracts < 1 cr.), site CM head should seek replacement and Procurement should generally provide the replacement unless there is a substantially good reason not to do so.
* 2013 rupees, limit to be increased by 25% each leap year starting 2016. In relation to contractor schedule, any liaison stoppages > 30 days are to be adjusted. Also start date is to be taken from the start date given in WO or date when work front availability was first given, whichever is later.