



PROJECT MANAGER (HO)

JD + SOPs + Policies + Registers + Formats

Universal playbook for Swara HO (1) + Sites (5) | Construction + Real Estate + Redevelopment

Use: This playbook defines how the Project Manager (HO) runs multi-project governance, approvals control, escalation closure, and portfolio reporting. It is designed to align with Swara's Authority Matrix and Escalation Matrix. If any conflict arises, the Company Authority & Escalation Matrix prevails.

| PM-HO Outputs (Must) | Evidence / File Location (suggested) |
|--|--|
| PM-HO Role JD (responsibilities, rhythm, KPIs) | 00_Admin & Governance / HR-JDs |
| Authority Snapshot + Escalation Quick TAT | 00_Admin & Governance / Control Framework |
| SOPs (PMHO-SOP-01 to PMHO-SOP-15) - in-depth | 00_Admin & Governance / SOPs / PM-HO |
| Policies (PMHO-POL-01 to PMHO-POL-13) - in-depth | 00_Admin & Governance / Policies / PM-HO |
| Registers (PMHO-REG-01 to PMHO-REG-17) - printable templates | 00_Admin & Governance / Registers / PM-HO |
| Formats/Templates (PMHO-FMT-01 to PMHO-FMT-14) - printable templates | 00_Admin & Governance / Formats / PM-HO |
| Phase 0-11 responsibility map + 30-60-90 onboarding plan | 00_Admin & Governance / Playbooks / PM-HO |
| Monthly Governance Audit Scorecard (PM-HO) | 09_Quality & Safety / Audits / HO Governance |

INDEX & HOW TO USE

Use this playbook as an operating manual. Reference codes in subjects and file evidence in the suggested folders.

Quick Rules (Non-negotiable)

- [] Use written approvals only; attach evidence in ERP (no verbal commitments).
- [] Every spend must map to BOQ/WBS and budget head; non-BOQ requires VO.
- [] 3 quotations + comparative statement are mandatory (unless sole-source justified).
- [] Stop-work on high-risk hazards is mandatory; restart only with the clearance evidence.
- [] Escalate issues within timelines with evidence refs; late escalation is non-compliance.
- [] Maintain decision log and minutes; issue action tracker within 24 hours.

Document Sections

- A. Role JD (PM-HO)
- B. Authority Snapshot (PM-HO Controls)
- C. Escalation Quick TAT + Escalation Method
- D. Phase 0-11 Responsibility Map
- E. SOP Index (PMHO-SOP-01 to PMHO-SOP-15)
- F. SOPs (In-depth, one-by-one)
- G. Policy Index (PMHO-POL-01 to PMHO-POL-13)
- H. Policies (In-depth, one-by-one)
- I. Registers Index (PMHO-REG-01 to PMHO-REG-17)
- J. Registers (Printable templates, one-by-one)
- K. Formats Index (PMHO-FMT-01 to PMHO-FMT-14)
- L. Formats/Templates (Printable, one-by-one)
- M. 30-60-90 Onboarding Plan (PM-HO)

A. ROLE JD - PROJECT MANAGER (HO)

This JD defines the outcome ownership of PM-HO across HO (1) and Sites (5).

Role Purpose

- Multi-project governance across HO (1) and Sites (5).
- Ensure authority matrix discipline, cost control, schedule control, and escalation closure.
- Act as 'control tower' for procurement, payments, and risk decisions - not a substitute for PM-S execution.

Reporting

- Reports to: OWN (Owner/Chairman).
- Direct governance over: PM-S (all sites), APM, PUR-M, and coordination with ACC-H, Legal, Sales, CRM, HR.

Key Outcome Areas (KOAs)

- Time: milestone adherence, early detection of delay drift, recovery plans.
- Cost: procurement discipline, VO control, budget vs actual variance, cashflow stability.
- Quality & Safety: hold governance, NCR closure discipline, repeat hazard prevention.
- Compliance: approvals tracker discipline, ERP maker-checker, written approvals trail.
- People: performance discipline for PM-S and functional heads through action closure.

Daily / Weekly / Monthly Rhythm

- Daily: review critical escalations, material stop-risk items, and safety/quality holds across sites.
- Weekly: run multi-project WPR, approve procurement comparatives/POs, review cashflow priority list.
- Monthly: governance audit per site, budget vs actual review, vendor performance review, KPI scoring.

KPIs (Minimum)

- Schedule drift events per project per month (target: downward trend).
- VO value as % of budget (target: controlled and justified).
- Procurement critical delay count (target: near zero).
- Safety repeat hazards (target: zero repeats).
- Documentation health score (approvals tracker, comparative statements, minutes completeness).

Non-negotiables (Behavior & Discipline)

- Never bypass Authority Matrix; never approve without attachments.
- Do not allow VO/variation work without VO number (except safety emergency; document within 24 hours).
- Enforce stop-work for safety hazards and no cover-up for quality.
- Decision and minutes discipline: if it is not recorded, it did not happen.
- Protect company data and rates; enforce confidentiality.

B. AUTHORITY SNAPSHOT (PM-HO CONTROLS)

This section summarizes PM-HO's key controls. Detailed authority remains in the Company Authority & Escalation Matrix.

PM-HO Key Decisions & Mandatory Controls

| Decision Type | PM-HO Role | Mandatory Controls (minimum) |
|--|---|--|
| Vendor onboarding / empanelment | Review with ACC-H; recommend; OWN approves where required | KYC + GST + bank verification; 2 references; ERP vendor master only |
| PO release (normal items) | Approve (within budget) after review with ACC-H | 3 quotations; comparative; delivery timeline; ERP PO with attachments |
| PO release (critical/high value) | Recommend; OWN approves as per threshold | Technical approval + budget availability + cashflow check |
| Subcontract appointment / WO award | Review with ACC-H; recommend; OWN approves | Technical + commercial evaluation; SLA/penalty; insurance & safety clauses |
| Rate approval (non-BOQ / VO) | Review with APM + ACC-H; recommend; OWN approves where required | Variation note + drawings/RFI; measurement basis; budget impact |
| Large/critical vendor payments | Recommend with ACC-H; OWN approves where required | Payment pack complete; cashflow priority list; avoid ad-hoc payments |
| Customer pricing/discount/refund support | Review commercial impact; recommend; OWN approves | Rate card and approval trail; legal checklist for refunds/cancellations |
| ERP access changes (strategic) | Approve (or escalate to OWN for admin roles) | Role-based access; maker-checker; quarterly access audit |

Key Reminder

- [] If approval limit is crossed or policy exception is required -> escalate to OWN before committing.
- [] Any deviation must be recorded with reason + mitigation + approvals trail.

C. ESCALATION QUICK TAT & METHOD

Escalate early. Escalate with evidence. Use the mandatory format so decisions are fast.

Escalation Quick TAT (Operational -> Tactical -> Strategic)

| Issue Category | Trigger / Threshold | Level 1 TAT | Level 2 TAT | Level 3 TAT |
|---------------------------|---|----------------------|--------------|--------------------------------|
| Safety (High risk) | Open edge, electrical hazard, lifting risk, no PTW, PPE refusal | Immediate (0-30 min) | Within 2 hrs | Same day |
| Quality hold / rejection | IR failed / NCR / concealment blocked | Same day | 24 hrs | 48 hrs |
| Progress delay | P1 activity drift >10% in a day or repeats 2 days | Mid-day | Same day | 48 hrs |
| Material shortage | Work stoppage risk within 48-72 hrs | Same day | 24 hrs | 48 hrs |
| Payment/cashflow blockage | Vendor threatening stop-work / critical payment hold | Same day | 24 hrs | 48 hrs |
| Customer escalation | Complaint unresolved >48 hrs or legal notice risk | 48 hrs | 72 hrs | 7 days (or immediate if legal) |
| IT/ERP access risk | Unauthorized access / data leak / password misuse | Immediate | Same day | As needed |
| Compliance risk | Statutory notice / audit objection / legal non-compliance | Same day | 48 hrs | As needed |

How to Escalate (Mandatory)

- [] Use PMHO-FMT-07 escalation format (subject + summary + quantified impact + evidence refs + decision required).
- [] Attach evidence: photos, tracker screenshots, IR/NCR, indent/PO status, site instruction references.
- [] Do not escalate without a proposed option/recommendation unless it is an emergency.
- [] Close escalations with evidence and update PMHO-REG-11 (Escalation Log).

D. PHASE 0-11 RESPONSIBILITY MAP (PM-HO)

Primary focus is governance, approvals, and risk control. Site execution is owned by PM-S.

Phase 0 - Governance & Setup

- Own the governance system: baselines (scope/schedule/budget), registers, approval matrix enforcement, meeting rhythm.
- Confirm PM-S and site team readiness; hold kick-off and activate trackers.

Phase 1 - Due Diligence & Pre-Development

- Ensure legal/title/roadline/TDR risks have written mitigation; no mobilisation without Phase 1 Gate.
- Validate stakeholder obligations that can affect schedule/cost; confirm documentation health.

Phase 2 - Feasibility & Offer Structuring

- Review feasibility assumptions, cost heads, and cashflow discipline with ACC-H and design team.
- Approve what is 'fixed vs negotiable'; ensure no binding promises without approvals trail.

Phase 3 - Consensus & Documentation

- Ensure meeting minutes/consent registers are maintained; ensure escalation handling for objections/disputes.
- Verify that commitments are mapped to written documents and trackers.

Phase 4 - Agreement & Legal Closure

- Review commercial risk clauses with Legal and ACC-H; ensure bank-ready documentation logic.
- Ensure signing calendar and document custody discipline are in place.

Phase 5 - Design Finalisation

- Run value engineering governance: standardization, cost vs spec trade-offs, approval of design freeze gate.
- Ensure design decisions are logged and aligned with budget/schedule.

Phase 6 - Approvals & RERA

- Own approval tracker governance, remark closure discipline, and escalation for stuck submissions.
- Ensure RERA/compliance discipline is followed (no mismatched promises).

Phase 7 - Vacate & Transit

- Ensure vacate plan is aligned to schedule; track rent obligations and evidence pack readiness.
- Escalate non-cooperation risks early to OWN with mitigation.

Phase 8 - Demolition & Enabling

- Confirm safety/compliance readiness; enforce stop-work discipline for hazards.
- Ensure utility disconnections and neighbor risk controls are documented.

Phase 9 - Construction Execution Controls

Own weekly governance across sites: schedule drift, procurement health, VO control, payment discipline, safety/quality holds.

Approve/deny key procurement/variations as per matrix; escalate major decisions to OWN.

Phase 10 - Sales/Completion/Close-out

Support discount/refund approvals and ensure documentation trail; coordinate cashflow priorities with ACC-H.

Ensure commissioning and OC/BU milestones are tracked and escalated if slipping.

Phase 11 - DLP & Post-Handover

Ensure defect liability governance and vendor retention release discipline.

Ensure site handover documentation and closure pack completeness.

E. SOP INDEX (PMHO-SOP)

All SOPs must be executed with evidence. Each SOP starts on a new page.

- PMHO-SOP-01 - New Project Onboarding & Governance Setup (Phase 0 activation)
- PMHO-SOP-02 - Weekly Multi-Project Review (WPR) & Action Closure
- PMHO-SOP-03 - Approvals & Liaison Governance (Phase 6 discipline)
- PMHO-SOP-04 - Procurement Governance (Indent -> 3 Quotes -> Comparative -> PO)
- PMHO-SOP-05 - Vendor Onboarding / Empanelment SOP
- PMHO-SOP-06 - Subcontractor Appointment / Work Order Award
- PMHO-SOP-07 - Variation / Non-BOQ Approval (VO Control)
- PMHO-SOP-08 - Payment Release Governance (Compliance + Priority)
- PMHO-SOP-09 - Schedule Drift & Recovery Plan (Delay Management)
- PMHO-SOP-10 - Safety & Quality Hold Governance (Stop-Work / No Cover-Up)
- PMHO-SOP-11 - Customer Discount / Refund / Cancellation Approval Support
- PMHO-SOP-12 - ERP Access Governance (Maker-Checker + Audit)
- PMHO-SOP-13 - Document Control, Minutes Discipline & Decision Log
- PMHO-SOP-14 - Monthly Governance Audit (HO) - Scorecard & Corrective Actions
- PMHO-SOP-15 - Vendor/Contractor Performance Review & Replacement Decision

SOP Execution Standard

- [] Every SOP output must be filed in the suggested folder the same day/week.
- [] Use PMHO-FMT-01 for any major decision or approval note.
- [] Any exceptions must be recorded with reason, approver, and mitigation.
- [] If a SOP step is skipped, record it as a risk and set corrective action.

F. SOPs (IN-DEPTH, ONE-BY-ONE)

Use the SOP code in emails, ERP notes, and escalation messages for fast reference.

1. PMHO-SOP-01 - New Project Onboarding & Governance Setup (Phase 0 activation)

Purpose: Start a new project in controlled mode: baselines, registers, approvals, reporting, and risk ownership are set before execution starts.

When to use: At project award / society sign-off / land finalization; before any major spend or mobilisation.

Inputs / Dependencies

- Signed term sheet / project mandate from Owner (OWN)
- Authority Matrix + Escalation Matrix (latest)
- Project fact sheet (location, scope, stakeholders, timelines, constraints)
- Preliminary budget and funding preference

Step-by-step Procedure

- Assign project code + folder structure + document register owner; enforce revision control (R0/R1...).
- Appoint/confirm PM-S, SSE, Planning (APM support), QS/Commercial support, Safety, QA/QC responsibilities.
- Issue 'Baseline Pack': scope baseline (deliverables), schedule baseline (WBS milestones), cost baseline (budget heads), and reporting cadence.
- Activate trackers: Approvals Tracker, Procurement Tracker, Cashflow Forecast, Risk Register, Decision Log, Escalation Log.
- Define project-specific approval notes: what is BOQ vs non-BOQ, what needs OWN approval, what is site limit.
- Hold Kick-off Meeting (HO + Site): minutes signed; action tracker created; next 2-week lookahead agreed.

Outputs / Evidence (Must file)

- Project Governance Pack (baseline scope/schedule/budget + trackers)
- Kick-off minutes + action tracker
- Project RACI snapshot (HO vs Site ownership)

Escalation Triggers

- If any baseline is missing or unclear -> escalate to OWN before allowing mobilisation.
- If site team not appointed within 7 days -> escalate to OWN for staffing decision.

2. PMHO-SOP-02 - Weekly Multi-Project Review (WPR) & Action Closure

Purpose: Run a weekly cadence that detects drift early (time/cost/quality/safety) and closes actions with evidence.

When to use: Weekly (fixed day/time). Mandatory even during approvals-only stage.

Inputs / Dependencies

- Site WPR (from each PM-S) + DPR summary
- APM schedule variance report (planned vs actual)
- Procurement tracker (critical items + delays)
- Cashflow/payment priority note (ACC-H)
- Safety & Quality summary (incidents, NCRs, holds)

Step-by-step Procedure

- Start with dashboard: milestones, slab cycle targets, approvals status, and 2-week lookahead.
- Review variance: any P1 activity drift >10% or repeat delays -> assign recovery actions with owners.
- Review procurement: items that can stop work in 48-72 hrs; confirm PO status and delivery commitments.
- Review cost: budget vs actual, VO count/value, pending RA bills; approve/deny variations as per matrix.
- Review safety & quality: stop-work events, repeat hazards, NCR backlog; enforce closure dates.
- End with action tracker: each action must have owner, due date, evidence required; carry forward only with reason.

Outputs / Evidence (Must file)

- Signed WPR minutes + action tracker (single document)
- Updated escalation log (if triggers met)
- Recovery plan notes for any delayed milestone

Escalation Triggers

- If same issue repeats 2 weeks -> escalate to OWN with decision required (replace vendor/contractor, accelerate budget).

3. PMHO-SOP-03 - Approvals & Liaison Governance (Phase 6 discipline)

Purpose: Prevent approval delays through a tight remark-tracking and drawing revision discipline.

When to use: From first submission until OC/BU completion.

Inputs / Dependencies

- Approvals tracker (submission dates, inward nos, remarks, resubmissions)
- Drawing register (architect/structural/MEP versions)
- Authority communication log

Step-by-step Procedure

- Create one approvals tracker per project with inward numbers and responsibility owner per department.
- For every remark: capture remark text, responsible person, target closure date, revised drawing version.
- No resubmission without revision stamp + cloud upload + internal review sign-off.
- Weekly review of approvals with Architect/Liaison: remove blockers, approve fees, escalate if stuck.
- Maintain 'Assumptions Log' for FSI/TDR/roadline related assumptions until confirmed in writing.

Outputs / Evidence (Must file)

- Approvals tracker updated weekly
- Drawing register with revision control
- Remark closure evidence file

Escalation Triggers

- If approval stage slips by >14 days vs plan -> escalate to OWN with root cause + corrective action.

4. PMHO-SOP-04 - Procurement Governance (Indent -> 3 Quotes -> Comparative -> PO)

Purpose: Ensure rate control, transparency, and ERP discipline for every purchase.

When to use: For all materials/services including urgent items (urgent still needs documentation within 24 hrs).

Inputs / Dependencies

- Purchase Indent (from site) + stock/consumption check (STORE)
- BOQ/WBS reference (QS/APM)
- At least 3 quotations (unless sole source justified)
- Budget availability confirmation

Step-by-step Procedure

- Validate indent: match to BOQ/WBS and site stock. Reject if scope unclear.
- Ensure 3 quotations and build a comparative statement (rate + terms + delivery + warranty).
- Negotiate and record negotiation minutes for critical items.
- Approve PO as per Authority Matrix limits; ensure delivery timeline is realistic and recorded.
- PO must be issued in ERP only; attach comparative + approvals screenshot in ERP record.
- Track delivery in procurement tracker; escalate any delay that threatens work stoppage in 48-72 hrs.

Outputs / Evidence (Must file)

- Approved comparative statement
- ERP PO with attachments
- Updated procurement tracker

Escalation Triggers

- If supplier misses committed delivery -> escalate to OWN only when alternate vendor decision/extra cost is required.

5. PMHO-SOP-05 - Vendor Onboarding / Empanelment SOP

Purpose: Create an approved vendor master that is compliant and rate-controlled.

When to use: Before first PO/WO to any new vendor.

Inputs / Dependencies

- Vendor KYC (PAN, GST, address proof)
- Bank details (cancelled cheque)
- 2 references + past work proof
- Rate comparison / quotation set

Step-by-step Procedure

- Verify KYC + GST status + bank account name match; reject mismatch.
- Collect references and verify at least one call-back confirmation.
- Create vendor profile in ERP with category tags and payment terms.
- Approve vendor onboarding as per Authority Matrix (PM-HO + ACC-H review; OWN approval where required).
- Assign performance evaluation cycle (monthly/quarterly) for critical vendors.

Outputs / Evidence (Must file)

- Approved vendor master entry in ERP
- Vendor onboarding checklist filed

Escalation Triggers

- If vendor is critical/high value -> obtain OWN approval before activating.

6. PMHO-SOP-06 - Subcontractor Appointment / Work Order Award

Purpose: Award subcontract packages with clear scope, SLA, penalties, and safety/insurance clauses.

When to use: Before starting any package work (RCC, MEP, waterproofing, facade, etc.).

Inputs / Dependencies

- BOQ + drawings + specs (issued for tender)
- Technical evaluation note (PM-S/SSE)
- Commercial comparative + negotiation minutes
- Insurance/safety compliance checklist

Step-by-step Procedure

- Ensure tender scope is frozen and identical for all bidders (avoid scope loopholes).
- Run technical evaluation first; reject non-compliant method statements.
- Run commercial comparative; negotiate and record minutes; confirm manpower and timeline.
- Work order must include: scope, BOQ, rate, timeline, LD/penalty, retention, safety clauses, QA requirements.
- Obtain approvals as per matrix (PM-HO + ACC-H review; OWN approval as required).

Outputs / Evidence (Must file)

- Signed work order / subcontract agreement
- Kick-off meeting minutes with subcontractor
- Package baseline schedule

Escalation Triggers

- If award value is high or risk is high -> escalate to OWN with recommendation and risk note.

7. PMHO-SOP-07 - Variation / Non-BOQ Approval (VO Control)

Purpose: Prevent cost leakage by ensuring every non-BOQ item has written approval before execution/payment.

When to use: Whenever scope changes, new items appear, or site conditions require extra work.

Inputs / Dependencies

- Variation note (reason + drawings/RFI)
- Measurement basis + photos
- Budget impact note (QS/ACC-H)
- Schedule impact note (APM/PM-S)

Step-by-step Procedure

- Confirm if item is truly non-BOQ. If BOQ exists, process under BOQ rates.
- Require written variation proposal with rate basis (DSR/market quotes) and measurement method.
- Approve rate as per Authority Matrix; OWN approval mandatory where required.
- Issue Variation Order (VO) number; no work proceeds without VO number except safety emergencies (document within 24 hrs).
- Track VO register: value, reason, approver, status, billed/not billed.

Outputs / Evidence (Must file)

- Approved VO document (signed)
- Updated VO register + budget vs actual update

Escalation Triggers

- If cumulative VO exceeds threshold (e.g., 3-5% of package) -> escalate to OWN with corrective action plan.

8. PMHO-SOP-08 - Payment Release Governance (Compliance + Priority)

Purpose: Release payments only with complete documentation and cashflow priority discipline.

When to use: Weekly payment cycle + ad-hoc critical cases.

Inputs / Dependencies

- Vendor bill + PO/WO + GRN/MB + IR clearance
- TDS/GST compliance check (ACC-H)
- Cashflow forecast + payment priority list

Step-by-step Procedure

- Validate documentation completeness: PO/WO, GRN/measurement, QA acceptance, tax invoice.
- Check contract terms: retention, advances, milestone triggers.
- ACC-H runs compliance check and proposes payment priority.
- PM-HO approves large/critical payments only after cashflow check; OWN approval where required.
- Update vendor ledger + payment tracker; communicate payment confirmation to site.

Outputs / Evidence (Must file)

- Payment release approval note
- Updated payment tracker and cashflow forecast

Escalation Triggers

- If vendor threatens stop-work -> escalate same day to OWN with options (partial payment, alternate vendor, acceleration).

9. PMHO-SOP-09 - Schedule Drift & Recovery Plan (Delay Management)

Purpose: Detect delay early and implement recovery without waiting for crisis.

When to use: Whenever P1 activities drift >10% in a day or repeats 2 days (as per escalation matrix).

Inputs / Dependencies

- Baseline schedule + weekly lookahead
- Actual progress data (DPR/WPR)
- Hindrance register
- Resource availability (manpower/materials)

Step-by-step Procedure

- Confirm delay type: approvals-driven, material-driven, manpower-driven, quality rework, or external.
- Prepare Recovery Plan (1-page): acceleration actions, added resources, revised milestones, cost impact.
- Approve recovery actions within authority; if extra cost/major decision required -> escalate to OWN.
- Monitor daily for 7 days; close if drift returns to baseline trajectory.
- Record lessons learned and update planning assumptions.

Outputs / Evidence (Must file)

- Recovery plan note + revised lookahead
- Escalation log update (if needed)

Escalation Triggers

- If delay impacts possession/critical milestones -> escalate to OWN within 48 hrs with decision options.

10. PMHO-SOP-10 - Safety & Quality Hold Governance (Stop-Work / No Cover-Up)

Purpose: Enforce immediate stop-work for hazards and quality holds until evidence-based clearance.

When to use: Any time a high-risk hazard or failed inspection/NCR occurs.

Inputs / Dependencies

- Safety observation / incident report
- NCR/IR record and photos
- Corrective action plan

Step-by-step Procedure

- Confirm stop-work issued by SAFE/SUP/SE if immediate hazard; PM-S must act within 0-30 min.
- No restart without clearance evidence (photos, checklist signed, IR passed).
- Track repeat hazards and NCR backlog; enforce accountability on PM-S/subcontractor.
- Escalate repeat hazards (2 times in 7 days) per escalation matrix; require preventive action plan.
- Monthly HO audit on top 5 safety and quality risks across sites.

Outputs / Evidence (Must file)

- Stop-work/hold log updated
- Corrective action closure proofs

Escalation Triggers

- Repeat hazards or concealment attempt -> escalate to OWN for disciplinary/vendor action.

11. PMHO-SOP-11 - Customer Discount / Refund / Cancellation Approval Support

Purpose: Ensure commercial decisions (discounts, refunds) follow approval trail and legal/compliance checklist.

When to use: Whenever Sales/CRM requests discount/refund beyond standard matrix.

Inputs / Dependencies

- Customer case note (reason, impact, approvals requested)
- Rate card + discount matrix reference
- Legal checklist (if refund/cancellation)
- Outstanding dues clearance

Step-by-step Procedure

- Validate the case against policy; ensure no verbal commitments.
- Review financial impact with ACC-H; confirm cashflow implications.
- Confirm legal checks completed for refunds/cancellations.
- Recommend approve/decline to OWN as per authority matrix; record approval trail.
- Update CRM tracker and finance ledger after decision.

Outputs / Evidence (Must file)

- Decision note with approval trail
- Updated CRM/finance trackers

Escalation Triggers

- If legal notice risk or high value -> escalate to OWN same day.

12. PMHO-SOP-12 - ERP Access Governance (Maker-Checker + Audit)

Purpose: Protect company controls by enforcing role-based access, maker-checker, and periodic audits.

When to use: Onboarding/offboarding, role changes, quarterly access audit.

Inputs / Dependencies

- ERP access request form
- HR confirmation of role and reporting
- Approval as per authority matrix

Step-by-step Procedure

- Verify role and required access level; deny admin access unless essential.
- Ensure maker-checker configuration for purchases/payments/receipts.
- Approve access creation/change as per matrix; document approvals.
- Quarterly access audit: list active users, remove unused access, reset critical passwords.
- Incident handling: unauthorized access/data leak -> immediate escalation to OWN.

Outputs / Evidence (Must file)

- ERP access register updated
- Quarterly access audit report

Escalation Triggers

- Any unauthorized access event -> immediate escalation to OWN.

13. PMHO-SOP-13 - Document Control, Minutes Discipline & Decision Log

Purpose: Prevent disputes and rework by ensuring every decision, drawing revision, and approval trail is controlled and searchable.

When to use: Always; especially during approvals, design revisions, and commercial decisions.

Inputs / Dependencies

- Project folder structure (standard Swara structure)
- Drawing register and revision stamps
- Meeting calendar (WPR, approvals, contracts)

Step-by-step Procedure

- Maintain a Document Register: file name, version, date, owner, and location.
- For every meeting: issue agenda, capture minutes, and update action tracker within 24 hours.
- Create and maintain a Decision Log (using PMHO-REG-13): decision, options, approver, date, impact.
- Lock latest drawings in a 'Current for Construction (CFC)' folder; archive old revisions.
- No site execution on non-CFC drawings; if urgent, issue a written 'Site Instruction' with reference number.

Outputs / Evidence (Must file)

- Updated minutes register + action tracker
- Decision log updated with approvals trail
- Drawing register updated (CFC vs superseded)

Escalation Triggers

- If repeated execution on wrong drawings -> escalate to OWN for disciplinary action.
- If minutes/actions not issued within 24 hrs -> escalate to PM-HO as performance non-compliance.

14. PMHO-SOP-14 - Monthly Governance Audit (HO) - Scorecard & Corrective Actions

Purpose: Run a monthly audit on each site to enforce discipline in schedule, procurement, cost, safety, and quality.

When to use: Monthly (fixed week). Also after any major incident or major delay.

Inputs / Dependencies

- Site documents (DPR/WPR, MBs, IRs, procurement files)
- Registers (VO, approvals, payment tracker, safety/quality holds)
- Previous audit action tracker

Step-by-step Procedure

- Audit schedule health: baseline vs actual, lookahead realism, hindrance log quality.
- Audit procurement discipline: 3 quotes, comparative, ERP PO attachments, delivery performance.
- Audit commercial discipline: VO control, RA bill backups, retention and advances reconciliation.
- Audit safety & quality: stop-work compliance, NCR closure time, repeat hazards.
- Issue Audit Scorecard + action tracker with deadlines and owners.
- Close previous audit actions; repeat non-compliance triggers escalation.

Outputs / Evidence (Must file)

- Monthly Governance Audit report (PMHO-FMT-14)
- Corrective action tracker with evidence

Escalation Triggers

- If audit score is below threshold or repeat non-compliance -> escalate to OWN with corrective plan and accountability.

15. PMHO-SOP-15 - Vendor/Contractor Performance Review & Replacement Decision

Purpose: Improve output by measuring performance and taking replacement decisions with evidence.

When to use: Monthly review; immediate review if vendor underperforms 2 consecutive cycles.

Inputs / Dependencies

- Delivery performance (procurement tracker)
- Quality performance (NCRs, rework)
- Safety incidents and compliance
- Commercial disputes and billing discipline

Step-by-step Procedure

- Score vendor using PMHO-FMT-13 scorecard (time, quality, safety, documentation, cooperation).
- Issue warning and improvement plan with deadlines.
- If no improvement: prepare replacement note with impact and alternate options.
- Seek OWN approval where required; ensure transition plan to avoid work stoppage.

Outputs / Evidence (Must file)

- Vendor scorecards filed
- Replacement decision note + transition plan

Escalation Triggers

- If vendor threatens stop-work or legal dispute -> escalate to OWN same day with options and recommended path.

G. POLICY INDEX (PMHO-POL)

Policies define non-negotiable rules. SOPs define how to execute them.

- PMHO-POL-01 - Written Approval Only (No Verbal Commitments)
- PMHO-POL-02 - 3-Quotation Rule for Purchases
- PMHO-POL-03 - ERP-Only PO/WO Policy
- PMHO-POL-04 - No Work Without VO (Variation Control)
- PMHO-POL-05 - Payment Release Compliance Pack Mandatory
- PMHO-POL-06 - Safety Stop-Work is Mandatory
- PMHO-POL-07 - Quality Hold / No Cover-Up Policy
- PMHO-POL-08 - Escalation Timelines Must Be Followed
- PMHO-POL-09 - Subcontractor SLA & LD Clause Minimum Standard
- PMHO-POL-10 - Monthly Governance Audit by PM-HO
- PMHO-POL-11 - Document Revision & CFC Policy
- PMHO-POL-12 - Minutes & Action Tracker Within 24 Hours
- PMHO-POL-13 - Confidentiality & Data Discipline (Project/Customer/Commercial)

H. POLICIES (IN-DEPTH, ONE-BY-ONE)

1. PMHO-POL-01 - Written Approval Only (No Verbal Commitments)

Policy Statement: Any approval is valid only if in writing (ERP/email/WhatsApp screenshot attached). Verbal approvals are treated as NOT approved.

Applies to: All departments and all sites.

Minimum Evidence / Records:

- ERP screenshot / email / WhatsApp approval attached to the transaction record
- Approval note (PMHO-FMT-01) filed in Decision Log

Do / Don't:

DO

- Use written approvals and file them same day.
- Use codes (PMHO-SOP/PMHO-FMT) in subject lines.

DON'T

- Start work on verbal approvals.
- Approve without attachments.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

2. PMHO-POL-02 - 3-Quotation Rule for Purchases

Policy Statement: All normal purchases require minimum 3 quotations and a comparative statement. Sole-source requires written justification and approval.

Applies to: Purchase/Procurement + Site teams.

Minimum Evidence / Records:

- 3 quotations + comparative statement (PMHO-REG-04)
- Sole source justification note if applicable

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

3. PMHO-POL-03 - ERP-Only PO/WO Policy

Policy Statement: All POs/WOs must be created in ERP with comparative + approvals attached. No manual PO is accepted for payment processing.

Applies to: Purchase + Accounts + Projects.

Minimum Evidence / Records:

- ERP PO/WO number and attachments (comparative, approvals)
- Vendor master entry (PMHO-REG-05)

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

4. PMHO-POL-04 - No Work Without VO (Variation Control)

Policy Statement: Any non-BOQ work requires a VO number and written approval before execution. Safety emergencies must be documented within 24 hours.

Applies to: All site packages and subcontractors.

Minimum Evidence / Records:

- VO form (PMHO-FMT-06) with approval trail
- VO register updated (PMHO-REG-07)

Do / Don't:

DO

- Raise VO before work.
- Use DSR/market quotes for rate basis.

DON'T

- Allow non-BOQ work without VO number.
- Pay for work without VO/measurement proof.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

5. PMHO-POL-05 - Payment Release Compliance Pack

Mandatory

Policy Statement: Payments require PO/WO + GRN/measurement + IR/QA clearance + tax invoice + TDS/GST compliance check. Missing docs = payment hold.

Applies to: Accounts + PM-HO/PM-S.

Minimum Evidence / Records:

- Payment pack checklist (PMHO-FMT-04/PMHO-FMT-11 if used)
- Vendor ledger updated + payment tracker (PMHO-REG-10)

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

6. PMHO-POL-06 - Safety Stop-Work is Mandatory

Policy Statement: Any high-risk hazard triggers immediate stop-work. Work resumes only after clearance evidence and PM-S approval.

Applies to: All sites; enforced by PM-S and monitored by PM-HO.

Minimum Evidence / Records:

- Stop-work entry in PMHO-REG-12 + clearance evidence photos
- Toolbox talk and corrective action proof

Do / Don't:

DO

- Stop work immediately on hazards.
- Restart only after evidence-based clearance.

DON'T

- Ignore PPE refusal or open-edge hazards.
- Allow restart without clearance.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

7. PMHO-POL-07 - Quality Hold / No Cover-Up Policy

Policy Statement: No work can be covered up without IR clearance and photo evidence. NCR must be closed before proceeding.

Applies to: Civil/MEP/Finishing teams.

Minimum Evidence / Records:

- IR clearance + photos before cover-up
- NCR closure proof in PMHO-REG-12

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

8. PMHO-POL-08 - Escalation Timelines Must Be Followed

Policy Statement: Issues must be escalated as per escalation matrix timelines with evidence references. Late escalations are treated as performance non-compliance.

Applies to: All staff.

Minimum Evidence / Records:

- Escalation message in mandatory format (PMHO-FMT-07)
- Escalation Log updated (PMHO-REG-11)

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

9. PMHO-POL-09 - Subcontractor SLA & LD Clause Minimum Standard

Policy Statement: All subcontracts must include SLA, penalty/LD, retention, safety/insurance clauses, and QA checklists. No exceptions without OWN approval.

Applies to: Contracts + Projects.

Minimum Evidence / Records:

- Signed WO with clauses checklist (PMHO-FMT-05)
- Insurance/safety documents attached

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

10. PMHO-POL-10 - Monthly Governance Audit by PM-HO

Policy Statement: PM-HO conducts a monthly audit on each site: schedule drift, procurement discipline, VO control, safety/quality holds, and documentation health.

Applies to: PM-HO + all PM-S.

Minimum Evidence / Records:

- Monthly audit checklist (PMHO-FMT-09) filled
- Audit score + action tracker closure evidence

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

11. PMHO-POL-11 - Document Revision & CFC Policy

Policy Statement: Only 'Current for Construction (CFC)' drawings/documents can be used for execution. Superseded versions must be archived and not used.

Applies to: All site teams, consultants, subcontractors.

Minimum Evidence / Records:

Evidence recorded in relevant register and filed in project folder.

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

12. PMHO-POL-12 - Minutes & Action Tracker Within 24 Hours

Policy Statement: Every formal meeting (WPR/Approvals/Contracts) must have minutes and action tracker issued within 24 hours, with owners and due dates.

Applies to: PM-HO, PM-S, APM, PUR-M, ACC-H, consultants.

Minimum Evidence / Records:

Evidence recorded in relevant register and filed in project folder.

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

13. PMHO-POL-13 - Confidentiality & Data Discipline (Project/Customer/Commercial)

Policy Statement: Commercial rates, customer data, and internal reports must not be shared outside authorized teams. Any data leak triggers immediate escalation to OWN.

Applies to: All staff, especially PM-HO/PM-S, Sales/CRM, Accounts.

Minimum Evidence / Records:

[] Evidence recorded in relevant register and filed in project folder.

Do / Don't:

DO

- Follow the policy and document actions.

DON'T

- Do not bypass controls.

Enforcement: Non-compliance must be recorded in the Escalation Log and may impact performance rating/increment eligibility.

I. REGISTERS INDEX (PMHO-REG)

Registers create evidence and prevent disputes. Maintain them per project with revision control.

- PMHO-REG-01 - Multi-Project Dashboard Register
- PMHO-REG-02 - Approvals Tracker
- PMHO-REG-03 - Procurement Tracker (Critical Items)
- PMHO-REG-04 - Tender & Comparative Register
- PMHO-REG-05 - Vendor Master & Compliance Register
- PMHO-REG-06 - Work Order / Subcontract Register
- PMHO-REG-07 - Variation Order (VO) Register
- PMHO-REG-08 - Budget vs Actual Register (Monthly)
- PMHO-REG-09 - Cashflow Forecast Register
- PMHO-REG-10 - Payment Priority List
- PMHO-REG-11 - Escalation Log
- PMHO-REG-12 - Safety & Quality Hold Register
- PMHO-REG-13 - Meeting Minutes & Action Tracker
- PMHO-REG-14 - Risk Register (HO)
- PMHO-REG-15 - Decision Log (Portfolio)
- PMHO-REG-16 - Governance Audit Score Register
- PMHO-REG-17 - Vendor Performance Register

Register Discipline (must)

- [] Each register must have an owner (usually PM-S for project registers; PM-HO for portfolio registers).
- [] Update frequency must be defined (daily/weekly/monthly).
- [] Any critical gap in register updates triggers escalation as documentation non-compliance.

J. REGISTERS (PRINTABLE TEMPLATES, ONE-BY-ONE)

Print these registers per project or maintain digitally. Keep one source of truth.

| Final Rate | Negotiation Done (Y/N) | Approval Date | Awarded To | Remarks |
|------------|------------------------|---------------|------------|---------|
| | | | | |

| Owner | Due Date | Status | Evidence Link |
|-------|----------|--------|---------------|
| | | | |

K. FORMATS INDEX (PMHO-FMT)

Templates are designed for fast standard communication and approvals trail.

- PMHO-FMT-01 - 1-Page Approval Note (Decision Memo)
- PMHO-FMT-02 - Tender Invitation Email/Letter
- PMHO-FMT-03 - Negotiation Minutes Template
- PMHO-FMT-04 - PO Release Checklist
- PMHO-FMT-05 - Work Order Minimum Clauses Checklist
- PMHO-FMT-06 - Variation Order (VO) Form
- PMHO-FMT-07 - Escalation Message Format (Mandatory)
- PMHO-FMT-08 - Weekly Project Review Agenda & Minutes
- PMHO-FMT-09 - Monthly Governance Audit Checklist (PM-HO)
- PMHO-FMT-10 - Recovery Plan (1-Page) Template
- PMHO-FMT-11 - Payment Release Checklist (Accounts + PM-HO)
- PMHO-FMT-12 - Monthly Portfolio Dashboard (for OWN)
- PMHO-FMT-13 - Vendor/Contractor Performance Scorecard
- PMHO-FMT-14 - Monthly Governance Audit Scorecard

L. FORMATS & TEMPLATES (PRINTABLE, ONE-BY-ONE)

1. PMHO-FMT-01 - 1-Page Approval Note (Decision Memo)

When to use: Use for any approval requiring traceability (PO/WO/VO/discount/refund).

Template:

Subject: Approval Note - [Item/Package] - [Project] - [Date]
Summary (1 line): _____
Amount / Value: _____ Budget Head: _____
Why required (reason): _____
Options considered: (A) _____ (B) _____ (C) _____
Recommendation: _____
Risks & mitigations: _____
Attachments: Comparative / Quotes / Drawings / Evidence refs
Approvals: Initiated by ____ | Reviewed by ____ | Approved by ____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

2. PMHO-FMT-02 - Tender Invitation Email/Letter

When to use: Use to issue tender packages to bidders with identical scope and timelines.

Template:

Subject: Tender Invitation - [Package] - [Project]

Scope: BOQ + drawings + specs attached. Submission due: ____

Site visit: ____ (optional). Clarifications deadline: ____

Commercial format: BOQ rates + terms. Technical submission: method statement, manpower, timeline.

Note: Swara reserves the right to accept/reject any bid.

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

3. PMHO-FMT-03 - Negotiation Minutes Template

When to use: Use after negotiation with vendor/contractor.

Template:

Meeting Date/Time: ____ Location/Mode: ____
Vendor/Contractor: ____ Package: ____
Participants: ____
Key discussion points: ____
Final agreed rate/terms: ____
Delivery/timeline commitment: ____
Next steps + due dates: ____
Signed by: Vendor ____ | Swara ____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

4. PMHO-FMT-04 - PO Release Checklist

When to use: Attach with every PO approval.

Template:

- Indent matches BOQ/WBS and stock check attached
- 3 quotations attached OR sole-source justification
- Comparative statement signed
- Delivery timeline confirmed
- Budget availability confirmed
- ERP PO created and attachments uploaded

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

5. PMHO-FMT-05 - Work Order Minimum Clauses Checklist

When to use: Use before signing any subcontract WO.

Template:

- Scope + BOQ + drawings referenced
- Timeline + milestone schedule
- LD/penalty clause
- Retention and payment terms
- Safety + insurance obligations
- QA/QC requirements + no cover-up clause
- Dispute resolution and termination triggers

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

6. PMHO-FMT-06 - Variation Order (VO) Form

When to use: Use for any non-BOQ change.

Template:

VO No.: ____ Project: ____ Package: ____
Description of change: _____
Reason: _____
Rate basis (quotes/DSR): _____
Estimated value: _____
Schedule impact: _____
Approved by: ____ Date: ____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

7. PMHO-FMT-07 - Escalation Message Format (Mandatory)

When to use: Use for all escalations to PM-HO/OWN.

Template:

Subject: Escalation - [Category] - [Tower/Floor/Zone] - [Date]

Issue summary (one line): _____

Impact: Time/Cost/Quality/Safety (quantify): _____

Evidence refs (photo/indent/IR/PTW/tracker): _____

Action taken so far: _____

Support/Decision required + deadline: _____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

8. PMHO-FMT-08 - Weekly Project Review Agenda & Minutes

When to use: Use for WPR across projects.

Template:

Agenda: (1) Milestones (2) Variance (3) Procurement (4) Cost/VO (5) Safety/Quality
(6) Actions

Minutes: Key decisions: _____

Actions (Owner + Due date + Evidence): _____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

9. PMHO-FMT-09 - Monthly Governance Audit Checklist (PM-HO)

When to use: Use for monthly audit visits/reviews.

Template:

- Schedule variance within acceptable range
- Procurement tracker healthy (no critical delays)
- VO register updated and controlled
- Payment docs compliance maintained
- Safety & Quality holds closed with evidence
- Document register and minutes updated

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

10. PMHO-FMT-10 - Recovery Plan (1-Page) Template

When to use: Use when delay triggers are hit.

Template:

Delay summary: _____ Root cause: _____
Acceleration actions: (1) _____ (2) _____ (3) _____
Resources required: manpower/material/equipment: _____
Revised milestone dates: _____
Cost impact: _____ Approval required: _____
Daily monitoring owner: _____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

11. PMHO-FMT-11 - Payment Release Checklist (Accounts + PM-HO)

When to use: Attach to every payment batch (routine or critical).

Template:

- PO/WO attached
- Measurement / MB / GRN attached
- IR / QA acceptance attached (no rejected work)
- Tax invoice with correct GSTIN and terms
- TDS/GST compliance checked
- Retention/advance adjustment checked
- Approval trail attached (as per limits)

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

12. PMHO-FMT-12 - Monthly Portfolio Dashboard (for OWN)

When to use: Send to OWN monthly (or fortnightly) with trend insights and decision queue.

Template:

Portfolio Summary: Projects count: ____ Active execution sites: ____
Top milestones this month: ____
Schedule status (G/A/R): ____
Cost status (G/A/R) + VO summary: ____
Cashflow risk note: ____
Top 5 escalations and decisions needed: ____
Support required from OWN: ____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

13. PMHO-FMT-13 - Vendor/Contractor Performance Scorecard

When to use: Use monthly or when replacement decision is evaluated.

Template:

Vendor/Contractor: _____ Package/Category: _____ Project: _____
Time performance (0-10): _____ Quality (0-10): _____ Safety (0-10): _____
Documentation discipline (0-10): _____ Cooperation (0-10): _____
Total score (0-50): _____
Key observations: _____
Decision: Continue / Warning / Replace
Improvement actions + dates: _____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

14. PMHO-FMT-14 - Monthly Governance Audit Scorecard

When to use: Use during monthly audit site visit/review.

Template:

Project: _____ Audit Month: _____ Auditor (PM-HO): _____
Schedule discipline score (0-10): _____
Procurement discipline score (0-10): _____
Commercial/VO discipline score (0-10): _____
Quality discipline score (0-10): _____
Safety discipline score (0-10): _____
Total (0-50): _____
Top 5 gaps + corrective actions: _____
Owner + Due dates: _____

Notes / Attachments (write or staple):

File location (suggested): 00_Admin & Governance / Formats / PM-HO

M. 30-60-90 ONBOARDING PLAN (PM-HO)

Use this plan for a new PM-HO joining or when resetting governance across multiple projects.

First 30 Days (Stabilize Governance)

- Collect baseline packs for all active projects; standardize trackers and registers.
- Validate authority matrix adherence: PO/WO/VO/payment documentation checks.
- Run first full WPR cycle and close at least 80% actions on time.
- Identify top 10 risks across portfolio and create mitigation owners with dates.

Day 31-60 (Optimize Controls)

- Implement monthly governance audit routine; score each site on discipline.
- Improve procurement lead time planning; lock critical vendor delivery SLAs.
- Introduce recovery plan template usage for every delay trigger event.

Day 61-90 (Scale & Improve)

- Vendor performance scorecards; replace/penalize chronic underperformers.
- Strengthen ERP access audit and maker-checker discipline.
- Create a portfolio dashboard for OWN with trend lines and decision queue.

Document Control: Update version only through controlled change. All staff must acknowledge policy updates in writing.