



SSE PLAYBOOK

Senior Site Engineer

JD | SOPs | Policies | Registers | Formats

Use: This document is the operating manual for the Senior Site Engineer (SSE). Follow the Swara Authority & Escalation Matrix strictly. If an approval is not in writing (ERP/email/WhatsApp screenshot attached), it is treated as NOT approved.

Playbook Outputs (Must)	Evidence / File Location (suggested)
SSE Job Description (JD) + KPI Scorecard	00__Admin & Governance / HR / JDs
SSE SOPs (SOP-01 to SOP-18) - one-by-one	00__Admin & Governance / SOPs / SSE
SSE Policies (POL-01 to POL-10) - one-by-one	00__Admin & Governance / Policies / SSE
SSE Registers (REG-01 to REG-18) - printable templates	08__Site Execution / Registers
SSE Formats/Templates (FMT-01 to FMT-18) - printable templates	08__Site Execution / Formats
Escalation Ladder + Mandatory Message Format	00__Admin & Governance / Escalations

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- 1. Role Overview & Job Description (SSE)
- 2. Phase Map (Phase 0-11) - SSE responsibilities & evidence
- 3. SOPs (In-depth, One-by-One) - SOP-01 to SOP-18
- 4. Policies (In-depth, One-by-One) - POL-01 to POL-10
- 5. Registers (One-by-One) - REG-01 to REG-18
- 6. Formats & Templates (One-by-One) - FMT-01 to FMT-18
- Appendix A: Quick Reference - authority boundaries + escalation triggers (SSE)
- Appendix B: 30-60-90 day onboarding plan (SSE)

How to use: Print registers & formats for site file. Keep scans in the project folder. If a record is missing, treat it as a risk and escalate. This playbook is designed to be auditable - keep evidence.

1. Role Overview & Job Description (SSE)

SSE (Senior Site Engineer) is the technical execution lead on site. SSE ensures line/level control, quality hold points (IR/NCR discipline), test evidence, and day-to-day execution control across RCC, masonry, finishing, waterproofing and MEP coordination. SSE supports PM-S by keeping the site auditable and by escalating risks on time as per the Company Escalation Matrix.

1.1 Reporting & Interfaces

- Reports to: PM-S (Project Manager - Site).
- Direct interface: SE, SUP, SAFE, STORE, subcontractors, QA/consultants (as applicable).
- HO interfaces (via PM-S): APM (planning), PUR-M (purchase), ACC-O/ACC-H (accounts), Legal/Compliance, IT-ERP Coordinator.

1.2 Role Authority (Summary)

SSE follows Swara Authority Matrix for all money, contracts, and risk decisions. SSE's authority is primarily technical control: quality holds, inspection sign-offs, measurement certification (recommendation), and safety enforcement support.

- No written approval = treat as NOT approved (ERP/email/WhatsApp screenshot attached).
- No cover-up without IR clearance (pre-pour, waterproofing, MEP concealment, pre-plaster readiness).
- No extra/non-BOQ work without written Variation Request + approval route.
- Stop-work is mandatory for immediate safety hazards; resume only after clearance and evidence.

1.3 Key Outcomes & Responsibilities

Time / Schedule Delivery

- Convert lookahead plan into daily executable plan with zone-wise targets.
- Track productivity and blockers; update Hindrance Register and propose recovery actions.
- Coordinate slab cycle / critical path hold points (RCC pours, waterproofing, MEP concealment).

Quality Management (QA/QC)

- Implement ITP/checklists and hold points; no cover-up without IR pass.
- Maintain IR, NCR, cube tests, waterproofing tests and closure discipline.
- Drive snag-free internal handover before possession.

Measurement & Billing Discipline

- Plan and execute joint measurements; certify quantities only for accepted work with evidence.
- Support PM-S in RA bill backup pack: measurement sheets + photos + IR clearances.
- Identify variations early and quantify impact for approval.

Material & Store Control (Technical)

- Verify indents match drawings/BOQ and required dates; prevent over-ordering and leakage.
- Inspect incoming materials (cement/steel/RMC/waterproofing) and quarantine rejects.
- Support monthly cement/steel reconciliation and investigate variances.

Safety / HSE (Support SAFE + PM-S)

- Enforce PPE/PTW readiness for high-risk activities (height, lifting, hot work).

- Stop unsafe work immediately and ensure corrective actions are closed.
- Participate in weekly safety audits and record closure proof.

Documentation & ERP Discipline

- Maintain photo evidence and register updates; submit DPR inputs daily.
- Maintain drawing revision control and RFI closure tracking.
- File signed documents weekly and ensure audit-ready records.

1.4 Daily / Weekly / Monthly Routine (Minimum)

Daily

- Morning huddle + daily plan sheet (targets, manpower, materials, hold points).
- Line/level checks for active zones; verify shuttering/rebar readiness for pours.
- Raise/close IRs and NCRs; capture key photo evidence.
- Update hindrance list and material indents; send DPR inputs to PM-S.

Weekly

- Lookahead review with PM-S/SE/contractors; highlight constraints and approvals needed.
- Joint measurement cycle and progress review; update variation list.
- Safety audit participation and closure tracking; quality trend review (NCR, rework).

Monthly

- Cement/steel reconciliation support; investigate variances and corrective actions.
- Quality summary: IR pass rate, NCR closure cycle time, repeat defects.
- Snag/rectification status review for handover readiness.

1.5 KPI Scorecard (SSE)

KPI Area	Target / Measure	Evidence (Register/Format)
Daily plan compliance	Daily plan issued + EOD achieved vs planned	REG-01, FMT-01
IR first-time pass rate	High pass rate; reduce re-inspections	REG-12, FMT-08
NCR closure cycle time	Close NCRs within target dates	REG-13, FMT-09
Concrete quality control	Zero major honeycomb; cube results within limits	REG-11, REG-10
Waterproofing test pass	No cover-up without test pass	REG-14, FMT-11
Documentation discipline	DPR + photo evidence daily; drawing revision control	REG-02, REG-05, REG-06

2. Phase Map (Phase 0-11) - SSE responsibilities & evidence

This section maps what SSE must do in each phase. Even if your project skips some phases, keep the evidence discipline intact.

Phase	SSE Responsibilities (in brief)	Evidence / Outputs
Phase 0 – Governance & Setup	Support PM-S in site setup: layout, benchmarks, registers, ITP/checklists. Identify neighbour/access risks early.	REG-04 Benchmarks, REG-01 Daily Plan, REG-12 IR, REG-13 NCR
Phase 1 – Due Diligence & Pre-Dev (if applicable)	Provide site condition inputs: existing structure condition, utility mapping, access constraints, demolition readiness risks.	Site photos, utility sketches, risk notes
Phase 2 – Feasibility & Offer Structuring	Constructability feedback: slab cycle assumptions, staging feasibility, logistics plan, temporary works needs.	Method notes, productivity assumptions
Phase 3 – Society Consensus & Documentation	Support technical clarifications during member meetings if required (construction method, safety, sequencing).	Presentation notes, Q&A; log
Phase 4 – Agreements & Legal Closure	Provide technical annexure inputs: specifications, quality standards, ITP outline, site safety commitments.	Spec/ITP annexure notes
Phase 5 – Design Finalization & Value Engineering	Review drawings for constructability: sleeves, shaft sizes, waterproofing details, maintenance access.	RFI list, constructability review notes

Phase	SSE Responsibilities (in brief)	Evidence / Outputs
Phase 6 – Approvals & RERA Compliance	Support approval drawings with site constraints: access, setbacks, staging for approvals; coordinate queries.	Query log, site constraint note
Phase 7 – Vacate & Transit Management	Support site readiness for vacate: barricading plans, access control, safety zones, shifting sequence.	Site readiness checklist, safety plan
Phase 8 – Demolition & Enabling Works	Control demolition sequencing at site with SAFE/PM-S: neighbour protection, utility disconnections, debris route.	PTW records, daily demolition log, photos
Phase 9 – Construction Execution Controls	Core role: line/level control, ITP enforcement, IR/NCR system, tests, pour control, MEP concealment hold points.	IR/NCR, cube tests, pour register, waterproofing tests
Phase 10 – Sales Completion & Closeout (support)	Snag closure, finishing checks, handover readiness, documentation support (as-built inputs).	Snag register, handover checklist
Phase 11 – DLP & Post-Handover	Support defect rectification: identify root cause, coordinate repair method, close DLP with evidence.	DLP defect log, repair photos, closure sign-offs

3. SOPs (In-depth, One-by-One)

Each SOP below is written so SSE can execute the work without confusion. Use the registers and formats exactly as referenced.

SSE SOP-01: Site Mobilisation & Phase 0 Setup (SSE Support)

Objective: Ensure the site starts in control-mode from Day 1: layout, benchmarks, checklists, quality & safety registers, and clear work zones.

Trigger / Frequency: New project award / site handed over / mobilisation start approved.

Inputs:

- Approved drawings available (latest revision) + consultant contacts
- Site layout plan: entry/exit, unloading, store, labour area, safety zones
- ITP / checklist set (RCC, masonry, waterproofing, MEP concealment)
- Register templates (DPR, IR, NCR, tests, hindrance, material inward/outward)

Step-by-step:

- Walk the site with PM-S: boundary, access constraints, neighbour risks, storage locations.
- Mark key benchmarks: TBM, grid lines, plinth reference; record in Benchmark Register.
- Set up work zones: reinforcement yard, shuttering yard, curing area, waste collection, first-aid point.
- Open mandatory registers (physical + digital): IR, NCR, cube tests, pour cards, hindrance.
- Verify safety readiness: barricading, PPE availability, PTW board, emergency contacts.
- Kick-off meeting with contractors: quality hold points, inspection rules, reporting cadence.
- Agree measurement discipline: joint measurement method, photo evidence rule.

Outputs / Evidence:

- Site benchmark record + photos
- Registers opened with date and owner
- Mobilisation checklist signed by PM-S/SSE

Registers / Formats used: REG-04 Benchmarks, REG-12 IR, REG-13 NCR, REG-10 Cube Tests, REG-15 Hindrance

Escalations:

- Missing drawings/contract copies -> PM-S same day (do not start without baseline drawings).
- Safety non-compliance at mobilisation -> stop-work + PM-S/SAFE immediate.

Notes / Do not skip:

- Do not allow any cover-up activity (backfilling, concealment) without IR system live.

SSE SOP-02: Daily Work Planning & Morning Control Huddle

Objective: Convert schedule into daily executable plan with manpower, materials, safety controls and hold points.

Trigger / Frequency: Daily (start of day) + mid-day correction if drift happens.

Inputs:

- Weekly lookahead plan and today's target quantities
- Manpower availability + subcontractor deployment
- Material availability (store stock + delivery commitments)
- Critical hold points (IR, cube tests, waterproofing test, MEP concealment)

Step-by-step:

- Conduct 10–15 min huddle with SE/SUP/contractors/SAFE: today plan, risks, access, lifts, crane, RMC.
- Freeze critical activities: concreting, waterproofing, MEP concealment, shuttering removal, lift shaft works.
- Assign zone-wise responsibility: who checks, who measures, who approves IR.
- Confirm materials for day: cement/steel, blocks, RMC booking, admixture, waterproofing kits.
- Confirm safety controls: PPE, edge protection, PTW for height/hot work/lifting.
- Set 'Hold points': no work proceeds beyond hold point without SSE/PM-S clearance.
- End-of-day: verify achieved quantities and record blockers for tomorrow.

Outputs / Evidence:

- Daily plan sheet with responsibilities
- Updated hindrance list and material requests
- DPR inputs shared to PM-S

Registers / Formats used: REG-01 Daily Plan, REG-15 Hindrance, REG-06 Material Indent

Escalations:

- Progress drift >10% on critical activity -> PM-S mid-day + update recovery plan.
- Material shortage risking stoppage within 48–72 hrs -> STORE/PUR-M same day.

Notes / Do not skip:

- A plan without assigned owner is not a plan — assign person + time.

SSE SOP-03: Setting Out, Benchmarks, Levels & Grid Control

Objective: Prevent structural and finishing errors by controlling benchmarks, grids, plumb and levels from start.

Trigger / Frequency: At start of each new floor/zone + before major activities (RCC, masonry, flooring).

Inputs:

- Latest structural/architect drawings
- Survey instruments (auto level/total station as applicable)
- Approved benchmark/TBM record

Step-by-step:

- Verify TBM location is protected and not disturbed; repaint markings weekly.
- Set grid lines and key offsets (lift core, stair, columns); cross-check diagonals.
- Record levels: plinth, slab top, beam bottom; take readings at 4 corners.
- Before shuttering: re-check column positions, beam depths, slab thickness zones.
- Before masonry: mark wall lines, openings, sill levels; ensure tolerances.
- During finishing: check floor levels and slope requirements (toilets/balconies).
- Maintain a 'Level Deviation Log' and correct immediately before it becomes permanent.

Outputs / Evidence:

- Setting-out checklist signed
- Benchmark/level readings with date
- Deviation log with corrective action

Registers / Formats used: REG-04 Benchmarks & Levels, FMT-03 Setting-Out Checklist

Escalations:

- Any grid/level mismatch impacting structure -> PM-S immediate + hold further work.
- Drawing ambiguity -> raise RFI same day.

Notes / Do not skip:

- Most rework happens due to poor line/level control — treat this as priority 1.

SSE SOP-04: Material Requirement Planning + Indent Verification

Objective: Ensure timely material availability and prevent over-ordering / leakage by validating indents.

Trigger / Frequency: Daily for urgent needs + weekly for lookahead procurement.

Inputs:

- Weekly lookahead quantities (RCC, masonry, plaster, finishing)
- Store stock position + last inward dates
- BOQ/spec approved makes list

Step-by-step:

- Forecast materials for next 2–4 weeks (cement, steel, blocks, sand, RMC).
- Check store stock before raising indent; attach stock snapshot.
- Verify indent quantity matches drawing/measurement and wastage norms.
- Confirm required date and lead time; do not request 'today' without reason.
- For critical items (steel, waterproofing, lift inserts): confirm approval of make/grade.
- Send verified indent to PM-S/STORE as per authority matrix; track delivery date.
- On receipt: verify quantity & quality before allowing consumption.

Outputs / Evidence:

- Verified indent with BOQ reference
- Delivery commitment tracker update

Registers / Formats used: REG-06 Material Indent, REG-07 Material Inward Inspection, REG-08 Cement, REG-09 Steel

Escalations:

- Critical material that can stop work within 48–72 hrs -> PM-S + PUR-M same day.
- Non-approved make requested by contractor -> reject + inform PM-S.

Notes / Do not skip:

- No verbal indents — every request must be traceable.

SSE SOP-05: Incoming Material Inspection + GRN Support

Objective: Prevent quality failures by inspecting materials at gate/store before use.

Trigger / Frequency: Every inward (cement/steel/RMC/blocks/waterproofing/tiles etc.).

Inputs:

- PO/spec/approved make list
- Test certificates (steel), batch details (cement), delivery challan

Step-by-step:

- Check delivery documents: challan, batch number, grade, quantity vs PO.
- Inspect physical quality: damage, rust, moisture, expiry dates, packaging.
- For steel: verify diameter/grade marking; sample testing as per plan.
- For cement: check manufacturing date; reject old/expired bags.
- For RMC: verify grade, transit time, slump; record in Pour Register.
- Approve/Reject: if rejected, quarantine and inform PM-S immediately.
- Ensure GRN/Material Inward entry is done same day with signature.

Outputs / Evidence:

- Material inward inspection record
- Rejected material note + photo evidence

Registers / Formats used: REG-07 Material Inward Inspection, REG-11 Concrete Pour Register, FMT-05 Material Inward Checklist

Escalations:

- Repeated poor quality supply -> PM-S + PUR-M with evidence.
- Material short-supply vs challan -> store + PM-S same day.

Notes / Do not skip:

- If material is not checked at entry, it becomes your defect later.

SSE SOP-06: Rebar, Shuttering & Pre-Pour Inspection (Hold Point)

Objective: Achieve first-time-right RCC by enforcing pre-pour inspection checklist and approvals.

Trigger / Frequency: Before every concrete pour (slab/beam/column/footing).

Inputs:

- Approved structural drawings + BBS (if available)
- Shuttering plan + props layout
- Safety arrangements for pour

Step-by-step:

- Verify shuttering line/level, tightness, supports, bracing and openings.
- Check reinforcement: dia/spacing, laps, cover blocks, chairs, extra bars.
- Check embeds/sleeves/inserts: sleeves for plumbing/electrical, anchor bolts.
- Confirm clear cover and spacers; check rust/oil on bars; clean if required.
- Confirm pour sequence and RMC capacity; ensure vibrators available.
- Raise IR for pre-pour hold point; get PM-S/consultant clearance if required.
- Only after IR pass: allow concreting; else issue NCR and hold work.

Outputs / Evidence:

- Pre-pour checklist signed
- IR pass record + photos

Registers / Formats used: REG-12 IR, REG-11 Pour Register, REG-13 NCR, FMT-06 Pre-Pour Checklist

Escalations:

- Contractor tries to pour without clearance -> stop immediately + PM-S.
- Design conflict / missing drawing -> raise RFI + hold pour.

Notes / Do not skip:

- Concrete hides mistakes forever — pre-pour inspection is non-negotiable.

SSE SOP-07: Concrete Pour Execution + Cube Testing

Objective: Control concrete quality (grade, slump, compaction, curing start) and ensure test evidence.

Trigger / Frequency: Every concrete pour.

Inputs:

- Approved mix/grade (RMC), pour card, cube moulds
- Slump cone, vibrator, curing arrangements

Step-by-step:

- Record RMC vehicle details: time-in, grade, batch, transit time.
- Perform slump test as per plan; record result; reject if out of limits.
- Ensure proper compaction: vibrator use, avoid honeycombing.
- Maintain pour sequence; avoid cold joints; keep backup vibrator.
- Cast cubes as per requirement; label properly; ensure safe storage.
- Start curing after initial set; protect surfaces from rapid drying.
- Update pour register and cube test register same day.

Outputs / Evidence:

- Pour record + slump record
- Cube casting record and dispatch plan

Registers / Formats used: REG-11 Pour Register, REG-10 Cube Test Register, FMT-07 Cube Slip

Escalations:

- Slump/quality failure -> hold pour + inform PM-S immediately.
- Cube failure trend -> PM-S + structural consultant; initiate corrective plan.

Notes / Do not skip:

- Do not allow concrete without vibrator and cube moulds ready.

SSE SOP-08: Curing & Early Strength Monitoring

Objective: Prevent cracks and strength loss by enforcing curing discipline and early stripping rules.

Trigger / Frequency: Daily during curing period; before de-shuttering/prop removal.

Inputs:

- Concrete grade and recommended curing duration
- Cube test results (7-day/14-day as applicable)

Step-by-step:

- Assign curing responsibility (contractor person) and verify twice daily.
- Maintain curing log: area, start date, method (ponding/wet hessian/compound).
- Ensure edges and corners are kept wet; protect from direct sun/wind.
- No prop removal without SSE/PM-S clearance and cube strength confirmation.
- Record cracks/honeycombs early; repair method statement before cover.
- Update cube result summary; flag low strength immediately.

Outputs / Evidence:

- Curing log with dates
- Early defect log + repair records

Registers / Formats used: REG-11 Pour Register, REG-10 Cube Tests, REG-13 NCR

Escalations:

- Unauthorized de-shuttering -> stop + PM-S same day.
- Strength concern -> PM-S + consultant; restrict loading.

Notes / Do not skip:

- Curing is the cheapest quality control — skipping it is expensive.

SSE SOP-09: Masonry Work Quality Control

Objective: Maintain wall alignment, openings, joint quality and reduce plaster corrections.

Trigger / Frequency: During masonry works (daily checks) and before plaster start.

Inputs:

- Architect drawings (openings), wall material specs, mortar ratio
- Line/level tools, plumb bob

Step-by-step:

- Verify wall lines and opening sizes before starting.
- Check mortar mix ratio and sand quality; avoid excess water.
- Control joint thickness and alignment; check plumb every 1.5 m height.
- Ensure proper curing of masonry; prevent early plastering.
- Confirm lintel/sill levels and provision for MEP sleeves.
- Raise IR before plaster start: ensure wall is ready and chased works complete.

Outputs / Evidence:

- Wall plumb/level check record
- IR for pre-plaster readiness

Registers / Formats used: REG-12 IR, REG-05 Drawing Revision, FMT-12 Concealment Clearance

Escalations:

- Repeated alignment issues -> PM-S + contractor corrective plan.
- Illegal chasing of structural members -> stop + PM-S + consultant.

Notes / Do not skip:

- Bad masonry = thick plaster = cost + cracks. Control early.

SSE SOP-10: Plaster & Finish Level Control

Objective: Achieve uniform plaster thickness, crack control, and correct slopes/levels.

Trigger / Frequency: During plaster (daily) + before finishing works.

Inputs:

- Plaster thickness specs and mesh locations
- Level markers and corner beads

Step-by-step:

- Check surface preparation: hacking/cleaning, bonding slurry if required.
- Set plaster 'gauge' points and level markers; confirm thickness limits.
- Ensure mesh at junctions (RCC-masonry) and around openings.
- Control curing of plaster (minimum days); avoid early paint/putty.
- Check slopes in wet areas and balconies; verify drainage points.
- Record cracks immediately; fix root cause (curing/mix/mesh).

Outputs / Evidence:

- Plaster level check sheet
- Crack repair log if any

Registers / Formats used: REG-16 Snag/Rectification (for cracks), REG-12 IR

Escalations:

- Excess thickness due to masonry deviation -> PM-S for corrective measures.
- Finishing schedule pressure -> do not reduce curing; escalate if forced.

Notes / Do not skip:

- Finishing quality is judged by light and straight edges — check with straight edge.

SSE SOP-11: Waterproofing Works (Bath/WC, Terrace, External) + Testing

Objective: Execute waterproofing with correct method and mandatory tests to avoid future leakage disputes.

Trigger / Frequency: Before tiling/IPS/finishing cover-up of wet areas or terrace.

Inputs:

- Approved waterproofing system and manufacturer method statement
- Surface preparation checklist + ponding test plan

Step-by-step:

- [] Confirm substrate condition: slope, cracks, honeycombs repaired, surface clean.
- [] Apply primer/chemical as per system; enforce thickness and curing time.
- [] Detailing at junctions: pipe penetrations, corners, drains, upturns.
- [] Protect membrane during subsequent works; no punctures.
- [] Conduct ponding test (minimum 24–72 hrs as decided) and record results.
- [] Only after test pass: allow tiling/IPS; raise IR for waterproofing hold point.
- [] If leakage: identify source and redo; record NCR and corrective action.

Outputs / Evidence:

- Waterproofing checklist + test record
- IR pass + photo evidence

Registers / Formats used: REG-14 Waterproofing Test Register, REG-12 IR, REG-13 NCR, FMT-11 Waterproofing Checklist

Escalations:

- Test fail -> PM-S same day; stop finishing cover-up.
- Client/member complaint risk -> document evidence thoroughly.

Notes / Do not skip:

- Never allow tiling without waterproofing test closure proof.

SSE SOP-12: MEP Coordination & Concealment Clearance (No Cover-Up)

Objective: Prevent rework and leakage by coordinating MEP sleeves, conduits and testing before cover-up.

Trigger / Frequency: Before casting inserts and before closing chases/false ceilings/shafts.

Inputs:

- MEP shop drawings/layouts + approved sleeves/inserts list
- Testing requirements (pressure test, insulation test)

Step-by-step:

- Coordinate weekly with MEP contractor: what will be concealed this week.
- Verify sleeves/inserts placement before RCC pour; record in pre-pour IR.
- Before closing chases: ensure pressure test/continuity tests done and recorded.
- Ensure proper sealing around penetrations; avoid future seepage paths.
- Use Concealment Clearance Checklist; sign only after tests and photos.
- Raise IR for concealment hold point; do not allow plaster/tiling to start without clearance.

Outputs / Evidence:

- Concealment clearance signed checklist
- Test reports filed + photos

Registers / Formats used: REG-12 IR, REG-13 NCR, FMT-12 Concealment Clearance

Escalations:

- MEP asks for cover-up without tests -> reject + PM-S immediate.
- Clash with structural/architect -> RFI + hold work.

Notes / Do not skip:

- Most hidden defects are MEP-related. Hold points save you later.

SSE SOP-13: Inspection Request (IR) & NCR Workflow

Objective: Maintain auditable quality hold points: request inspection, record pass/fail, and close NCRs.

Trigger / Frequency: At each hold point (pre-pour, waterproofing, concealment, plaster readiness, finishing).

Inputs:

- ITP/checklist for activity
- Photo evidence and measurements

Step-by-step:

- Raise IR before the hold point is covered; mention activity, location, checklist ref.
- Inspect using checklist; record pass/fail and remarks.
- If fail: raise NCR with corrective action and re-inspection date.
- Do not allow cover-up until IR is passed and NCR is closed.
- Maintain IR and NCR registers updated weekly; review trends with PM-S.
- For repeated NCR: enforce contractor penalty/discipline as per contract.

Outputs / Evidence:

- IR forms signed
- NCR closure records

Registers / Formats used: REG-12 IR, REG-13 NCR, FMT-08 IR Form, FMT-09 NCR Form

Escalations:

- Concealment attempted without IR -> stop work + PM-S.
- Repeated NCR in same contractor -> PM-S + PM-HO (if persistent).

Notes / Do not skip:

- Quality is a system: IR + NCR + evidence. Without it, you cannot defend defects.

SSE SOP-14: Joint Measurement & RA Bill Certification Support

Objective: Ensure measurements are accurate, joint, and evidence-based to prevent disputes and overpayments.

Trigger / Frequency: Weekly measurement cycle + every RA bill.

Inputs:

- Contract BOQ/WO scope, drawings, measurement tools
- IR clearance (no measurement for rejected work)

Step-by-step:

- Plan joint measurements with contractor and PM-S; avoid last day rush.
- Measure only completed and accepted work (IR passed where required).
- Record measurements with location reference and photos.
- Sign measurement sheets jointly; maintain measurement book index.
- Support PM-S in preparing RA bill backup with evidence.
- Flag deviations/extra items early as potential variation.

Outputs / Evidence:

- Joint measurement sheets signed
- RA bill backup pack for PM-S

Registers / Formats used: REG-16 Joint Measurement Register, REG-12 IR, FMT-13 Measurement Sheet

Escalations:

- Contractor pressurises for measurement without completion -> refuse + PM-S.
- Mismatch in quantities -> document + PM-S same day.

Notes / Do not skip:

- Measurement is money. Evidence protects both company and engineer.

SSE SOP-15: Variation Identification & Site VO Initiation

Objective: Identify extra/non-BOQ work early and initiate written variation process before execution.

Trigger / Frequency: Any drawing change, site condition change, or extra scope request.

Inputs:

- Updated drawings/RFI, site condition photos, quantity estimate

Step-by-step:

- Identify change: what differs from BOQ/scope and why.
- Quantify approximate impact (qty + rate basis) with sketches/photos.
- Prepare Variation Request Note and submit to PM-S for approval route.
- Do not allow contractor to execute extra work without written VO approval (as per matrix).
- Track approved variations and update variation register.
- Ensure measurement and billing matches VO scope only.

Outputs / Evidence:

- Variation request note with evidence
- Variation register updated

Registers / Formats used: REG-17 Variation Register, FMT-14 Variation Request Note

Escalations:

- Urgent safety-related variation -> PM-S immediate for fast-track approval.
- Repeated verbal instructions from anyone -> ask for written approval.

Notes / Do not skip:

- 'Extra later bill karisu' is not allowed. Written VO first.

SSE SOP-16: Safety Enforcement & PTW Support (Height/Lifting/Hot Work)

Objective: Support SAFE/PM-S to enforce PTW, barricading and safe work practices for high-risk activities.

Trigger / Frequency: Daily + whenever high-risk activity planned.

Inputs:

- PTW forms, safety checklist, activity plan
- Edge protection, scaffolding tags, lifting plan

Step-by-step:

- Before work: verify PPE, edge protection, scaffold stability and tags.
- Ensure PTW is issued for height work, lifting, hot work and confined spaces.
- Check lifting gear certificates and operator competence.
- Stop unsafe work immediately; resume only after correction.
- Record safety observations and closures; review repeated violations.
- Participate in weekly safety audit with SAFE and PM-S.

Outputs / Evidence:

- PTW checklist signed
- Safety observations and closure proofs

Registers / Formats used: REG-12 IR (for safety holds if used), REG-18 Incident/Near-miss (if any), FMT-15 PTW Support, FMT-16 Safety Observation

Escalations:

- Immediate hazard -> stop work (0–30 min) + PM-S/SAFE.
- Repeat hazard -> escalate as per escalation matrix within 24–48 hrs.

Notes / Do not skip:

- If you see unsafe work and do nothing, you own the risk.

SSE SOP-17: Snagging, Punch-list & Handover Readiness

Objective: Deliver snag-free internal handover by systematic snag listing and closure verification.

Trigger / Frequency: Finishing stage + before possession/handovers.

Inputs:

- Room-wise checklist, drawings/specs, client requirements
- Testing/commissioning status (MEP, waterproofing, lifts if applicable)

Step-by-step:

- Create area-wise snag list (common areas + flats/units) with photos.
- Assign responsibility and target date for each snag.
- Verify closure physically; do not accept partial fixes.
- Ensure functional tests: water flow, leakage, electrical points, slope checks.
- Prepare handover readiness checklist and share with PM-S.
- Maintain DLP-sensitive items list for future tracking.

Outputs / Evidence:

- Snag register with closure proofs
- Handover readiness sign-off

Registers / Formats used: REG-18 Snag Register, FMT-17 Snag List, FMT-18 Handover Checklist

Escalations:

- Repeated snag reappearing -> PM-S for root-cause fix.
- Handover pressure with incomplete quality -> escalate and document.

Notes / Do not skip:

- Handovers decide reputation. Do not compromise on essentials.

SSE SOP-18: Site Documentation, Photo Logs & Reporting Discipline

Objective: Keep the project auditable: photos, checklists, registers and daily reporting are evidence of work.

Trigger / Frequency: Daily and weekly review.

Inputs:

- DPR format, photo log template, register list
- Key activity checklist outputs

Step-by-step:

- Capture photo evidence for key activities: pre-pour, waterproofing, concealment, tests.
- Name photos with date-zone-activity; store in project folder as per system.
- Update registers daily/weekly (IR, NCR, cube tests, hindrance, variations).
- Share DPR inputs to PM-S daily before cutoff time.
- Maintain drawing revision record and ensure team uses latest drawings.
- File signed hard copies weekly and scan critical documents.

Outputs / Evidence:

- Updated registers and photo folders
- DPR inputs submitted on time

Registers / Formats used: REG-02 DPR Inputs/Photo Log, REG-05 Drawing Revision, REG-12 IR, REG-13 NCR

Escalations:

- If records missing -> treat as risk and inform PM-S; do not back-date.
- Any instruction contradicting written docs -> ask for written clarification.

Notes / Do not skip:

- In disputes, documents win. Without evidence, even correct work becomes a problem.

4. Policies (In-depth, One-by-One)

Policies are non-negotiable rules. SOPs tell you how; Policies tell you what is allowed and what is not allowed.

SSE POL-01: Authority & Approval Discipline Policy (Site)

Purpose: Ensure every decision is auditable and matches Swara Authority Matrix.

Policy Rules:

- SSE does not approve money/contracts; SSE certifies technical/measurement evidence and recommends to PM-S.
- No approval is valid unless written (ERP/email/WhatsApp screenshot attached).
- No extra work without written Variation Note / Variation Order approval route.
- For measurements: certify only accepted work with IR clearance and photo evidence.

Approval / Governance: SSE -> PM-S (approve/reject) -> PM-HO/OWN (as per matrix).

Evidence required:

- Indent/IR/NCR references, measurement sheets, photos
- Decision trail (email/ERP) attached in file

Non-negotiable:

- If it is not written, it did not happen.

SSE POL-02: Drawings & RFI Discipline Policy

Purpose: Prevent wrong execution by ensuring only latest approved drawings are used.

Policy Rules:

- No work on superseded/unclear drawings; stop and raise RFI.
- Maintain drawing revision register; issue printed latest drawing at site board.
- Mark 'VOID' on old drawings and remove from circulation.

Approval / Governance: SSE controls site drawing discipline; PM-S resolves with consultant.

Evidence required:

- Drawing revision register, RFI register, site drawing issue log

Non-negotiable:

- Wrong drawing execution is rework - stop immediately.

SSE POL-03: Quality Hold / No Cover-Up Policy

Purpose: Protect quality by enforcing hold points before concealment.

Policy Rules:

- No cover-up without IR pass (pre-pour, waterproofing, MEP concealment, pre-plaster readiness).
- If IR fails, issue NCR and re-inspect before continuing.
- SSE has authority to stop work at quality hold points until cleared.

Approval / Governance: SSE issues hold; PM-S supports enforcement and escalation if pressured.

Evidence required:

- IR forms, NCR forms, photo evidence, test reports

Non-negotiable:

- No IR = no cover-up.

SSE POL-04: Concrete Quality & Testing Policy

Purpose: Ensure concrete strength, durability and finish with test-driven control.

Policy Rules:

- No pour without pre-pour inspection checklist and IR clearance.
- Slump test and cube casting are mandatory as per plan; record same day.
- Unauthorized de-shuttering/prop removal is prohibited; must be cleared by SSE/PM-S.

Approval / Governance: SSE controls pour readiness; PM-S approves pour go-ahead for major pours.

Evidence required:

- Pour register, slump record, cube test register, curing log

Non-negotiable:

- Concrete cannot be corrected after pour - control before.

SSE POL-05: Waterproofing & Testing Policy

Purpose: Avoid leakage disputes by strict method and testing discipline.

Policy Rules:

- Use only approved waterproofing system and trained applicator.
- Ponding test is mandatory; no tiling/cover-up without test pass proof.
- Penetrations and junction detailing must be photographed and recorded.

Approval / Governance: SSE controls hold point; PM-S approves closure with evidence.

Evidence required:

- Waterproofing checklist, ponding test record, IR pass, photos

Non-negotiable:

- No test pass = no finishing.

SSE POL-06: Material Inward & Store Discipline Policy

Purpose: Prevent quality failures and leakage by controlling material receipt and issue.

Policy Rules:

- No material receipt without GRN and quality check.
- Quarantine rejected materials; do not allow consumption.
- Maintain cement/steel reconciliation monthly; investigate variances.

Approval / Governance: STORE manages records; SSE verifies technical quality; PM-S enforces.

Evidence required:

- Material inward register, GRN, reconciliation reports, photos

Non-negotiable:

- If it is not inspected, it is not accepted.

SSE POL-07: Measurement & Billing Evidence Policy

Purpose: Ensure joint measurements and avoid overbilling/disputes.

Policy Rules:

- Measure only completed and accepted work; no measurement for rejected work.
- Joint measurement is mandatory (company + contractor).
- Photos and location references must back major quantities.

Approval / Governance: SSE supports measurement; PM-S certifies; ACC-O processes as per matrix.

Evidence required:

- Measurement sheets, IR clearance refs, photos

Non-negotiable:

- No evidence = no measurement.

SSE POL-08: Safety PPE / PTW Non-Negotiable Policy

Purpose: Prevent incidents by strict PPE and PTW enforcement.

Policy Rules:

- PPE mandatory; no entry/work without basic PPE.
- PTW required for height, lifting, hot work, confined spaces.
- Stop-work is mandatory for immediate hazards; resume only after clearance.

Approval / Governance: SAFE leads; SSE and PM-S enforce; escalation as per matrix.

Evidence required:

- PTW forms, safety audit register, toolbox talk log, closure photos

Non-negotiable:

- Safety overrides production.

SSE POL-09: Housekeeping, Stacking & Site Discipline Policy

Purpose: Maintain safe, efficient site with clear access and reduced wastage.

Policy Rules:

- Designated stacking areas; no blocking access routes.
- Daily debris removal and segregation; maintain safe walkways.
- Store high-value materials in controlled access area.

Approval / Governance: SSE/SUP implement; PM-S enforces with contractors.

Evidence required:

- Housekeeping checklist, photos, safety audit notes

Non-negotiable:

- Poor housekeeping causes accidents and delays.

SSE POL-10: Escalation & Evidence Policy

Purpose: Ensure issues are escalated on time with decision requests and evidence.

Policy Rules:

- Escalate as per TAT triggers (safety, quality, delay, material shortage).
- Use mandatory escalation message format: summary, impact, evidence, action taken, decision required.
- Record decisions in log and communicate to team.

Approval / Governance: SSE -> PM-S -> PM-HO/OWN (as per escalation matrix).

Evidence required:

- Photos, IR/PTW references, hindrance log, emails/WhatsApp screenshots

Non-negotiable:

- Escalate facts, not emotions.

5. Registers (One-by-One)

Print these registers for site file and keep scans in the project folder. These are audit-proof records.

SSE REG-01: Daily Plan & Morning Huddle Register

Purpose: Record daily targets, assigned owners, risks and control actions.

Frequency: Daily | **Owner:** SSE/PM-S

Date	Activity / Zone	Target Qty	Manpower	Materials Ready	Risks / Controls	Hold Points	Status / Remarks

SSE REG-02: DPR Inputs & Photo Log Register

Purpose: Capture key progress, hold points and photo evidence references for daily reporting.

Frequency: Daily | **Owner:** SSE/SE

Date	Activity	Location	Progress Qty	Photo Ref (Folder/File)	IR/NCR Ref	Remarks

SSE REG-03: Manpower & Productivity Register

Purpose: Track contractor manpower, productivity and reasons for underperformance.

Frequency: Daily | **Owner:** SUP/SSE

Date	Contractor	Trade	Manpower	Planned Output	Actual Output	Variance Reason	Action

SSE REG-04: Benchmarks, Grids & Level Control Register

Purpose: Maintain TBM/grid/level readings and deviation corrections.

Frequency: Weekly / Per floor | **Owner:** SSE

Date	Level / Grid Ref	Location	Reading / Offset	Tolerance	Deviation	Corrective Action	Verified By

SSE REG-05: Drawing Revision & Distribution Register

Purpose: Ensure site uses latest drawings; track revisions and issue to team.

Frequency: As issued | **Owner:** SSE/SE

Drawing No.	Title	Revision	Date Received	Issued To	Issued Date	Old Drawing Returned?	Remarks

SSE REG-06: RFI (Request for Information) Register

Purpose: Track drawing ambiguities, clarifications, and closure dates.

Frequency: As required | **Owner:** SSE

RFI No.	Date	Subject / Area	Raised By	Sent To	Response Date	Status	Remarks

SSE REG-07: Material Indent Verification Register

Purpose: Track indents raised, verified quantities, required dates and delivery status.

Frequency: Daily/Weekly | **Owner:** SSE/STORE

Indent No.	Date	Material	Qty	Required Date	BOQ Ref	Verified By	Delivery Status

SSE REG-08: Material Inward Inspection Register

Purpose: Record inward quality checks and acceptance/rejection decisions with evidence.

Frequency: Every inward | **Owner:** STORE/SSE

Date	Material	Supplier	Challan/GRN	Qty	Quality Check Result	Accepted/Rejected	Photo Ref

SSE REG-09: Cement & Steel Reconciliation Register

Purpose: Monthly reconciliation vs consumption norms; detect leakage/wastage.

Frequency: Monthly | **Owner:** STORE/SSE

Month	Opening	Inward	Issued	Closing	Theoretical Consumption	Variance	Reason	Action

SSE REG-10: Cube Test Register

Purpose: Track cube casting, dispatch, results and corrective actions.

Frequency: Every pour | Owner: SSE/QA

Date	Pour Ref	Grade	Cube IDs	7-Day Result	28-Day Result	Status	Action/Remarks

SSE REG-11: Concrete Pour / Slump / Pour Card Register

Purpose: Record RMC details, slump, pour sequence, and finish/curing start.

Frequency: Every pour | Owner: SSE

Date	Location	RMC Grade	Truck No.	Time In	Slump	Cubes Cast?	Remarks

SSE REG-12: Inspection Request (IR) Register

Purpose: Track inspections at hold points and pass/fail decisions.

Frequency: Daily | **Owner:** SSE

IR No.	Date	Activity	Location	Raised By	Inspected By	Status (Pass/Fail)	Photo Ref

SSE REG-13: NCR (Non-Conformance) Register

Purpose: Track non-conformances, corrective actions and closure verification.

Frequency: As required | **Owner:** SSE/PM-S

NCR No.	Date	Issue	Location	Responsible	Corrective Action	Target Date	Closure Proof

SSE REG-14: Waterproofing Checklist & Test Register

Purpose: Track waterproofing stages, ponding tests and sign-offs.

Frequency: Per area | **Owner:** SSE

Area	System	Start Date	Test Date	Test Duration	Result	IR Ref	Remarks

SSE REG-15: Hindrance / Constraint Register

Purpose: Record blockers, impacts and escalations for timely resolution.

Frequency: Daily/Weekly | **Owner:** SSE/PM-S

Date	Hindrance	Category	Impact (Time/Cost)	Owner	Action Taken	Escalated To	Status

SSE REG-16: Joint Measurement Register

Purpose: Index joint measurements and ensure evidence-based billing.

Frequency: Weekly | **Owner:** SSE/QS

Date	Contractor	Activity	Location	Qty Measured	UOM	Sheet Ref	Signatures

SSE REG-17: Variation Register

Purpose: Track variation requests, approvals and execution status.

Frequency: As required | **Owner:** SSE/PM-S

Var No.	Date	Description	Reason	Qty/Impact	Approval Status	VO Ref	Remarks

SSE REG-18: Snag & Rectification Register

Purpose: Track snags, assignments, closure proof and handover readiness.

Frequency: Weekly | **Owner:** SSE/PM-S

Date	Unit/Area	Snag Description	Assigned To	Target Date	Status	Closure Proof	Remarks

6. Formats & Templates (One-by-One)

Use these formats exactly. Print blank copies for site use and keep signed scans in the project folder.

SSE FMT-01: Daily Huddle Minutes / Daily Plan Sheet

Purpose: Record daily plan, assignments, risks and controls.

Field / Item	Entry / Notes
Date	
Project/Site	
Attendees (SSE/SE/SUP/SAFE/Contractors)	
Today's key activities (zone-wise)	
Targets (qty)	
Manpower deployment	
Materials confirmed (today + next 48 hrs)	
Hold points / inspections required	
Safety controls / PTW required	
Risks / hindrances + action owner	
End-of-day achieved vs planned	
Signatures	

SSE FMT-02: Weekly / 2-Week Lookahead Plan Template

Purpose: Plan work sequence, resource needs and dependencies for next 2 weeks.

Field / Item	Entry / Notes
Week / Dates	
Zone / Activity	
Planned Qty	
Dependencies (drawings/materials/approvals)	
Manpower plan	
Materials lead time items	
Hold points / IR schedule	
Risks + mitigation	
Owner	
Remarks	

SSE FMT-03: Setting-Out Checklist

Purpose: Verify benchmarks, grids, offsets and levels before work starts.

Field / Item	Entry / Notes
Date	
Floor / Location	
TBM verified and protected (Yes/No)	
Grid lines marked and cross-checked	
Diagonal checks done	
Column/beam positions verified	
Openings/sleeves marked	
Level readings recorded	
Deviations found + corrective action	
Verified by (SSE)	

SSE FMT-04: Material Indent Form (Site)

Purpose: Raise material requirement with BOQ reference and required date.

Field / Item	Entry / Notes
Indent No. & Date	
Material / Specification	
Qty + UOM	
Required Date	
BOQ/WBS Reference	
Stock check done (Yes/No)	
Reason / Remarks	
Raised by	
Verified by (SSE)	
Approved by (PM-S)	

SSE FMT-05: Material Inward Inspection Checklist

Purpose: Record inbound material checks for acceptance/rejection.

Field / Item	Entry / Notes
Date	
Supplier / Challan / GRN	
Material + Spec	
Qty	
Batch/Heat No. / Mfg date	
Physical condition (OK/Not OK)	
Certificates received (Yes/No)	
Accepted / Rejected (reason)	
Photo reference	
Signature (Store + SSE)	

SSE FMT-06: Pre-Pour Checklist / Pour Card

Purpose: Confirm shuttering/rebar/embeds readiness before concrete pour.

Field / Item	Entry / Notes
Pour Ref / Date	
Location / Member	
Drawing ref + revision	
Shuttering line/level checked	
Rebar dia/spacing/cover checked	
Embeds/sleeves/inserts checked	
Safety arrangements (barricade/PPE/PTW)	
RMC booking + grade	
IR raised and cleared (IR No.)	
Approval (SSE/PM-S)	

SSE FMT-07: Cube Casting & Dispatch Slip

Purpose: Label and track cube samples for lab testing.

Field / Item	Entry / Notes
Date	
Pour Ref / Location	
Grade	
Cube IDs	
Casting time	
Lab / Dispatch details	
Test dates (7/28 day)	
Handled by	
Remarks	

SSE FMT-08: Inspection Request (IR) Form

Purpose: Request inspection at hold point before cover-up.

Field / Item	Entry / Notes
IR No. & Date	
Activity & Location	
Checklist reference	
Raised by	
Inspection by	
Status (Pass/Fail)	
Remarks	
Photo reference	
Signature	

SSE FMT-09: NCR (Non-Conformance Report) Form

Purpose: Record non-conformance and corrective action.

Field / Item	Entry / Notes
NCR No. & Date	
Issue description	
Location	
Responsible contractor	
Immediate action	
Corrective action plan	
Re-inspection date	
Closure verification + signature	
Photo references	

SSE FMT-10: RFI (Request for Information) Form

Purpose: Seek clarification for drawings/technical conflicts before execution.

Field / Item	Entry / Notes
RFI No. & Date	
Subject / Area	
Drawing ref	
Issue / Clarification required	
Options / suggestion (if any)	
Sent to	
Response received (date)	
Status	
Remarks	

SSE FMT-11: Waterproofing Checklist + Ponding Test Record

Purpose: Ensure waterproofing method and testing evidence is complete.

Field / Item	Entry / Notes
Area	
System / Product	
Surface preparation done	
Thickness / coats	
Detailing (corners/penetrations/drains)	
Curing time observed	
Ponding test start date/time	
Ponding test end date/time	
Result (Pass/Fail) + remarks	
Signatures (SSE/PM-S)	

SSE FMT-12: Concealment Clearance Checklist (MEP)

Purpose: Clear MEP works before plaster/tiling/false ceiling cover-up.

Field / Item	Entry / Notes
Area / Floor	
MEP activity	
Pressure/continuity tests completed	
Sleeves/inserts sealed	
Photographs captured	
No clash with drawings	
IR raised and cleared (IR No.)	
Approved by (SSE)	
Remarks	

SSE FMT-13: Joint Measurement Sheet

Purpose: Record joint measurements with location references.

Field / Item	Entry / Notes
Date	
Contractor	
Activity / BOQ item	
Location	
Measurement details	
Qty + UOM	
Photo reference	
Signatures (Company + Contractor)	

SSE FMT-14: Variation Request Note (Site Initiation)

Purpose: Initiate variation approval with evidence and impact estimate.

Field / Item	Entry / Notes
Variation No. & Date	
Description of change	
Reason (drawing/site condition/client)	
Reference (drawing/RFI)	
Qty/impact estimate	
Photos/sketches attached (Yes/No)	
Submitted to (PM-S)	
Approval status	
Remarks	

SSE FMT-15: PTW Support Checklist (Height/Lifting/Hot Work)

Purpose: Support safety PTW system by verifying readiness before work.

Field / Item	Entry / Notes
Date	
Activity type (Height/Lifting/Hot Work/Confined)	
Location	
PPE verified	
Barricading/edge protection verified	
Equipment certificates verified	
Supervisor assigned	
Emergency plan briefed	
Approved by (SAFE/SSE)	

SSE FMT-16: Safety Observation Card

Purpose: Record unsafe conditions/acts and corrective actions.

Field / Item	Entry / Notes
Date	
Observation location	
Observation (unsafe act/condition)	
Risk level (Low/Med/High)	
Immediate action taken	
Owner for closure	
Target date	
Closure proof	

SSE FMT-17: Snag List (Punch-list) Form

Purpose: Track snags and closure before handover.

Field / Item	Entry / Notes
Date	
Unit/Area	
Snag description	
Priority	
Assigned to	
Target date	
Status	
Closure proof (photo ref)	

SSE FMT-18: Handover Readiness Checklist

Purpose: Confirm unit/area readiness for internal handover/possession.

Field / Item	Entry / Notes
Unit/Area	
Civil finishes completed	
Waterproofing test proof attached	
MEP testing/commissioning done	
Snags closed	
Cleaning completed	
Keys/fixtures checklist	
Sign-off (SSE/PM-S)	

Appendix A: Quick Reference - authority boundaries + escalation triggers (SSE)

This appendix summarizes what SSE must enforce and when to escalate. Use the mandatory escalation message format from the company matrix.

A1) SSE Authority Boundaries (Practical)

- SSE controls technical quality holds (IR/NCR discipline) and can stop cover-up work until cleared.
- SSE supports safety stop-work for immediate hazards; SAFE/PM-S lead the closure.
- SSE certifies measurement evidence (joint measurements, photos, IR clearance) but does not approve payments.
- SSE must refuse any verbal instruction that contradicts approved drawings/specs/VO system.

A2) Common Escalation Triggers (examples)

Trigger	SSE Action (immediate)	Escalate To
Safety (immediate hazard)	Stop work, secure area, call SAFE/PM-S, capture photos	PM-S (0–30 min) -> PM-HO (within 2 hrs if high risk)
Quality hold / cover-up attempt	Hold activity, raise IR/NCR, block cover-up	PM-S same day; if pressure continues -> PM-HO
Progress delay on critical activity	Update hindrance + recovery plan, reallocate manpower	PM-S mid-day; PM-HO if repeats
Material shortage (work stoppage risk)	Raise verified indent, update tracker	STORE/PUR-M same day; PM-S 24 hrs
Drawing ambiguity / clash	Raise RFI, hold affected work	PM-S same day; consultant via PM-S

A3) Mandatory Escalation Message (copy-paste)

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

- Issue summary (one line)
- Impact: Time/Cost/Quality/Safety (quantify if possible)
- Evidence: Photo/Indent/IR/PTW/Tracker reference
- Action taken so far (micro-actions)
- Support/Decision required + deadline

Appendix B: 30-60-90 day onboarding plan (SSE)

Use this plan for new SSE joining or for resetting discipline on an existing site. Keep evidence of completion.

First 30 Days (Control Setup)

- Understand drawings/specs; set up drawing revision control system.
- Open all mandatory registers (IR, NCR, cube tests, pour register, hindrance, materials).
- Set benchmarks/TBM and verify line/level discipline for active zones.
- Implement daily huddle and daily plan sheet; set weekly lookahead rhythm.
- Enforce hold points (pre-pour, waterproofing, MEP concealment) - stop cover-up without IR.

Day 31–60 (Quality & Productivity Stabilization)

- Improve IR first-time pass rate by training contractors on checklist expectations.
- Reduce rework: track top 5 recurring defects and fix root causes.
- Formalize measurement cycle: joint measurement weekly; clean measurement books.
- Strengthen material checks and monthly reconciliation with STORE.
- Safety discipline: ensure PTW usage for high-risk activities and closure tracking.

Day 61–90 (Optimization & Handover Readiness)

- Drive finishing standards and snag-free internal handover readiness.
- Create handover documentation discipline (checklists, as-built inputs, test records).
- Ensure waterproofing and MEP test records are complete and filed.
- Establish weekly risk review and evidence-based escalation habits.
- Prepare successor-ready system: registers, folders, and checklists maintained without gaps.