



SUP PLAYBOOK

Site Supervisor

JD | SOPs | Policies | Registers | Formats

Use: This document is the operating manual for the Site Supervisor (SUP). 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)
SUP Job Description (JD) + KPI Scorecard	00__Admin & Governance / HR / JDs
SUP SOPs (SOP-01 to SOP-18) - one-by-one	00__Admin & Governance / SOPs / SUP
SUP Policies (POL-01 to POL-10) - one-by-one	00__Admin & Governance / Policies / SUP
SUP Registers (REG-01 to REG-15) - printable templates	08__Site Execution / Registers
SUP Formats/Templates (FMT-01 to FMT-15) - printable templates	08__Site Execution / Formats
Escalation Ladder + Mandatory Message Format	00__Admin & Governance / Escalations

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- 2. Phase Map (Phase 0-11) - SUP responsibilities & evidence
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- 5. Registers (One-by-One) - REG-01 to REG-15
- 6. Formats & Templates (One-by-One) - FMT-01 to FMT-15
- Appendix A: Quick Reference - authority boundaries + escalation triggers (SUP)
- Appendix B: 30-60-90 day onboarding plan (SUP)

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 (SUP)

Role Summary

Role Code	SUP (Site Supervisor)
Grade (Salary Band)	L2 - Executive (as per Swara Salary Grade Structure)
Reports to	SSE (Senior Site Engineer) / PM-S (Project Manager - Site)
Works with	SE, QA/QC, Safety Officer, Store Keeper, Subcontractor supervisors, Labour contractors
Primary Goal	Deliver daily site execution with safety, quality and productivity discipline - with clean reporting & evidence.
Authority Boundary	SUP can initiate indents, site logs and escalations, but cannot approve purchases/payments/variations.

Key Responsibilities (In-depth)

- Plan the day's work with SSE/SE: manpower, sequence, workfronts, material readiness, safety controls.
- Manage labour deployment and productivity: attendance, output targets, overtime control, discipline.
- Supervise workmanship for assigned activities (civil/finishing/MEP coordination): line/level, thickness, curing, alignment, cleanliness.
- Enforce safety basics every day: PPE, barricading, safe access, housekeeping, permit-to-work (where applicable).
- Ensure 'no drawing = no work' and 'no inspection pass = no cover-up' discipline in your zone.
- Coordinate materials and tools: raise shortages early, prevent wastage, ensure stacking and protection.
- Daily reporting & evidence: labour register, progress, photo log, hindrance log, safety toolbox talk record.
- Immediate escalation of high-risk issues (safety, quality hold, progress drift, material stop-work risk).
- Support inspections, IR/NCR closure, snag rectification and handover readiness as required.

Daily / Weekly / Monthly Routine

Daily (Non-negotiable):

- [] Start-of-day huddle + toolbox talk + work allocation sheet (before work starts).
- [] Check drawings/workfront readiness; confirm materials, scaffolding, power/water, and safety barricading.
- [] Mid-day progress check (production vs target) + remove blockers.
- [] Hold-point discipline: call SE/SSE before any cover-up.
- [] End-of-day: update labour attendance, progress, photo log, hindrance/escalation notes; housekeeping closure.

Weekly: assist SSE/PM-S with weekly plan, productivity review, safety audit close-out, and snag closure priorities.

Monthly: support joint measurements (if assigned), material reconciliation support, and DLP/handovers as scheduled.

KPI Scorecard (Typical)

Reporting discipline	100% daily registers updated before day close	REG-01/02/12 + photo log
Safety compliance	Zero repeat PPE/barricade violations; hazards escalated on time	REG-04/05/13
Productivity	Output meets daily target; <10% drift escalated same day	REG-02 + REG-14
Quality / rework	Rework cases minimized; no cover-up without IR pass	REG-11 + IR proofs
Housekeeping / wastage	Zone clean daily; controlled stacking; reduced breakage/waste	REG-06 + photos

Mandatory Site File (SUP) - Minimum Checklist

- Latest approved drawings set (zone-wise) + drawing issue log.
- Method statements / activity checklists (where issued) for key activities.
- Safety board: emergency contacts, PPE rules, permit-to-work (if applicable).
- Registers file: REG-01 to REG-15 updated and signed.
- Material protection plan and stacking zones display.
- Neighbour protection plan and complaint log (if applicable).

Red Flags (Escalate Immediately)

- Unsafe scaffold/open edge/electrical hazard not controlled.
- Cover-up pressure without inspection clearance (waterproofing, MEP concealment, reinforcement).
- Material shortage that can stop work within 48-72 hours.
- Repeated rework in same zone (root cause not addressed).
- Neighbour complaint escalating or public safety risk on road/footpath.

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

Use this map to understand what the Site Supervisor must deliver in each phase. Keep evidence and update registers continuously.

Phase 0	Governance & Project Setup	Support SSE/PM-S to set up site controls: site layout, safety zones, access routes, labour discipline rules, mandatory registers printing, drawing file system on site.	REG-01 Labour, REG-04 Toolbox, REG-06 Housekeeping, Drawing set filing
Phase 1	Due Diligence Support (if asked)	Support site measurement sketch, boundary marker confirmation, existing utility mapping (electric/water/UGD), and photo documentation of constraints.	Site photos, utility mapping note, constraint list
Phase 2	Feasibility Inputs (site reality)	Provide practical execution inputs: access constraints, storage plan, neighbour risk, work timing restrictions, traffic impact notes.	Constraint note, neighbour risk map, access photos
Phase 3	Consensus / Occupancy Inputs	Support occupied-site coordination: safe access, possession inventory assistance, shifting logistics support as required.	Possession photos, meter readings sheet
Phase 4	Agreement Closure Support (site rules)	Help define practical site rules: working hours, noise controls, safety barricading plan, neighbour protection commitments.	Site rules notice draft, barricading plan photos
Phase 5	Design Finalisation & VE (site feedback)	Raise constructability feedback: material handling issues, lift/shaft constraints, finishing mock-up coordination support.	Mock-up photos, issue list

Phase 6	Approvals / Compliance Support	Maintain site compliance board: approvals copies, safety signage, labour compliance file support, access control.	Compliance board photos, visitor log
Phase 7	Vacate / Transit Management	Assist safe vacating & handover discipline: inventory, keys, barricading, and complaint prevention during shifting.	Vacate checklists, possession format
Phase 8	Demolition & Enabling Works	Enforce demolition safety: barricading, dust control, debris route discipline, neighbour protection, utilities disconnection coordination.	Demolition daily checklist, safety log, photos
Phase 9	Construction Execution Controls	Daily supervision of labour and subcontractors: workfront readiness, quality first-check, safety discipline, housekeeping, progress reporting.	REG-01/02/06 /11/12/14 + photos
Phase 10	Completion & Handover	Support snag closure: punchlist execution, cleaning readiness, final checks with SSE/PM-S, handover preparation support.	REG-11 Snag, handover photos
Phase 11	DLP / Post-Handover Support	Support defect visits and closure: coordinate access, ensure rectification quality, document before/after evidence.	DLP complaint notes, closure photos

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

These SOPs convert daily site work into a controlled, auditable system. Follow them strictly and keep evidence.

SUP SOP-01: Daily Start-of-Day Planning & Work Allocation

Objective: Start the day with clear work targets, safe setup and manpower allocation.

Trigger / Frequency: Every working day before work starts (and whenever scope changes).

Inputs:

- Weekly lookahead / daily target (from SSE/SE/PM-S)
- Latest drawings / method statements for the day's activities
- Manpower availability + subcontractor team list
- Material availability + workfront readiness status

Step-by-step:

- [] Meet SSE/SE for day priorities: define top 3 deliverables and zones.
- [] Prepare Daily Work Plan sheet (FMT-01): activity, location, manpower, start/finish target.
- [] Conduct toolbox talk (FMT-03) with Safety Officer if present; record attendance in REG-04.
- [] Assign supervisors/foremen and communicate quality points (line/level, thickness, curing) and safety controls (PPE/barricade).
- [] Verify workfront readiness checklist (FMT-06) for critical work: scaffolding, power/water, lighting, access, barricading.
- [] Confirm material/tool needs; raise indent request early if shortage risk (FMT-05).

Outputs / Evidence:

- Clear manpower deployment + day target communicated to all teams
- Toolbox talk recorded; safety controls placed before work starts
- Daily work plan sheet filed for audits

Registers / Formats used: REG-04 Toolbox Talk, REG-01 Labour Attendance | FMT-01 Daily Work Plan, FMT-03 Toolbox Talk, FMT-06 Workfront Readiness, FMT-05 Indent

Escalations:

- If workfront not ready and will impact target -> inform SSE/PM-S same morning with blocker list.
- If any high-risk activity without safety setup -> stop work and escalate to Safety Officer/PM-S immediately.

Notes / Do not skip:

- If you skip planning, you lose control. Start-of-day sets the tone for discipline.

SUP SOP-02: Labour Attendance, Deployment & Productivity Tracking

Objective: Control manpower, prevent leakage and track output vs target daily.

Trigger / Frequency: Daily (morning + mid-day + end of day).

Inputs:

- Labour contractor list + agreed rates/teams
- Daily targets by activity/zone
- Attendance sheet / biometric (if any)

Step-by-step:

- [] Take attendance before work starts; record labour count trade-wise in REG-01.
- [] Deploy manpower zone-wise and record deployment in REG-03 (or FMT-01).
- [] Set output target per crew (e.g., sqm plaster/day, nos blocks/day) and communicate to foreman.
- [] Mid-day check: if output drifting >10%, reassign manpower or remove blockers; record in REG-02.
- [] End-of-day: record actual output achieved; note reasons for shortfall (materials, drawings, rework).
- [] Flag overtime needs to SSE/PM-S in advance; keep justification documented.

Outputs / Evidence:

- Clean attendance record with trade-wise counts
- Daily productivity trend visible for corrective action

Registers / Formats used: REG-01 Labour Attendance, REG-02 Daily Progress, REG-14 Subcontractor Output | FMT-02 Attendance + OT Sheet

Escalations:

- If labour shortage will stop work within 48-72 hrs -> inform STORE/PUR-M via SSE same day.
- If productivity consistently low for 2 days -> escalate to PM-S for subcontractor action.

Notes / Do not skip:

- Attendance without output tracking is meaningless. Track both.

SUP SOP-03: Workfront Readiness (No Work Without Readiness)

Objective: Prevent delays and accidents by ensuring every workfront is ready before starting.

Trigger / Frequency: Before starting any new zone/activity; daily for critical activities.

Inputs:

- Latest drawings and levels (from SE/SSE)
- Material list + tools/equipment
- Safety arrangements (PPE, barricade, scaffolding, PTW if required)

Step-by-step:

- Confirm latest drawing revision available at workfront; remove old prints.
- Check access: safe ladder/stair/scaffold; ensure guardrails and toe boards.
- Confirm power/water/lighting available; confirm pump lines for curing if needed.
- Confirm material stacked near workfront and protected from damage/weather.
- Confirm debris/housekeeping plan for the zone; place bins and clear routes.
- Sign Workfront Readiness Checklist (FMT-06) and file with daily plan.

Outputs / Evidence:

- Reduced stoppages due to missing materials/tools/access
- Lower safety incidents due to proper setup

Registers / Formats used: REG-06 Housekeeping | FMT-06 Workfront Readiness, FMT-01 Daily Work Plan

Escalations:

- If scaffold/barricade not safe -> stop work and escalate to Safety Officer/PM-S immediately.
- If drawings unclear/conflict -> raise RFI via SE and do not proceed.

Notes / Do not skip:

- Starting work without readiness creates rework and accidents. Be strict.

SUP SOP-04: Toolbox Talk, PPE & Safety Discipline

Objective: Maintain daily safety compliance and prevent repeat unsafe acts.

Trigger / Frequency: Daily before start; additionally for new high-risk activity (lifting, demolition, work at height).

Inputs:

- Activity risk points for the day
- PPE stock availability
- Permit-to-work requirements (if applicable)

Step-by-step:

- [] Conduct toolbox talk (FMT-03): today's activities, hazards, do/don't, emergency contacts.
- [] Ensure PPE compliance: helmets, shoes, gloves, goggles, harness where required.
- [] Confirm barricading and warning signage placed; ensure safe access and proper lighting.
- [] Record attendance and topic in REG-04; take 1 group photo for evidence.
- [] Issue safety observation cards for repeated violations; record in REG-05.
- [] Escalate serious violations (PPE refusal, unsafe scaffold) immediately; stop work if needed.

Outputs / Evidence:

- Documented toolbox talks and safety evidence
- Reduced repeat violations

Registers / Formats used: REG-04 Toolbox Talk, REG-05 PPE Compliance, REG-13 Incident/Near Miss | FMT-03 Toolbox Talk, FMT-04 Safety Observation

Escalations:

- Open edge/electrical hazard/lifting risk without control -> immediate stop work; PM-S within 30 min.
- Repeat hazard 2 times in 7 days -> PM-HO via PM-S as per escalation matrix.

Notes / Do not skip:

- Safety is non-negotiable. Your job includes stopping unsafe work.

SUP SOP-05: Housekeeping, Material Stacking & Waste Control (5S)

Objective: Keep site clean, safe and efficient; reduce material loss and trip hazards.

Trigger / Frequency: Daily (morning + end of day) and after every activity completion.

Inputs:

- Designated stacking zones and waste routes
- Bins, tarpaulins, pallets, tags

Step-by-step:

- [] Assign housekeeping responsibility to crews zone-wise; define cleaning time.
- [] Ensure materials stacked on pallets, protected with tarpaulin; label stacks clearly.
- [] Keep access routes clear; remove debris and nails; maintain safe walkways.
- [] Segregate waste (metal/wood/rubble) if possible; keep disposal route clear.
- [] Record housekeeping audit in REG-06 with before/after photos.
- [] Report unusual wastage/breakage and take corrective action (relocate storage, protection).

Outputs / Evidence:

- Cleaner site and fewer accidents
- Lower material wastage and breakage

Registers / Formats used: REG-06 Housekeeping Audit, REG-07 Material Shortage Tracker | FMT-14 Daily Photo Log

Escalations:

- If housekeeping not maintained and creates hazard -> stop work in that area; inform SSE/PM-S same day.
- If repeated wastage due to storage issues -> escalate to Store Keeper/PM-S for corrective action.

Notes / Do not skip:

- Housekeeping is productivity. A clean site works faster.

SUP SOP-06: Masonry Work Supervision (Blocks/Brick)

Objective: Execute masonry with correct line, level, bonding and curing to avoid cracks and rework.

Trigger / Frequency: Whenever masonry work is in progress.

Inputs:

- Masonry drawings/layout and opening details
- Approved material (blocks/bricks), mortar mix design
- Line/level tools, corner profiles, curing arrangement

Step-by-step:

- [] Confirm layout/centreline with SE; mark openings, service shafts and lintel levels.
- [] Check mortar mix as per instruction; control water; ensure mixing platform clean.
- [] Ensure first course level and plumb; use string line for alignment.
- [] Ensure proper bonding and joint thickness; avoid continuous vertical joints.
- [] Provide proper curing and protect fresh masonry from impact.
- [] Raise issues immediately (wrong block type, missing reinforcement bands).

Outputs / Evidence:

- Straight walls with correct openings and fewer cracks

Registers / Formats used: REG-02 Daily Progress, REG-11 Snag/Rectification | FMT-07 Activity Quality Checklist

Escalations:

- If line/level deviation noticed -> stop and correct same day; inform SE/SSE.
- If drawings unclear for openings/services -> raise RFI via SE before continuing.

Notes / Do not skip:

- Masonry errors become finishing disputes. Control early.

SUP SOP-07: Plaster Work Supervision (Internal/External)

Objective: Achieve correct thickness, finish and crack control through process discipline.

Trigger / Frequency: During plastering activities.

Inputs:

- Plaster thickness standards, corner bead/mesh requirements
- Mix ratio instructions, curing plan
- Scaffolding safety setup

Step-by-step:

- [] Ensure surface preparation done: hacking/cleaning, bonding coat if required.
- [] Set screeds and check thickness with SE/SSE guidance.
- [] Control mix and water; ensure proper mixing; no re-tempering after setting.
- [] Check corners, jambs and reveals; use mesh at junctions as specified.
- [] Ensure curing schedule followed; record watering/curing evidence.
- [] Identify hollow spots/cracks early; rectify before paint/putty.

Outputs / Evidence:

- Uniform plaster finish with reduced cracks/hollows

Registers / Formats used: REG-10 Curing Checklist, REG-11 Snag | FMT-07 Quality Checklist

Escalations:

- If repeated cracks appear in same zone -> inform SSE/PM-S within 24 hrs; review method/material.

Notes / Do not skip:

- Curing is mandatory. Lack of curing causes cracks and debonding.

SUP SOP-08: Waterproofing Support & Ponding Test Discipline

Objective: Support waterproofing works with surface prep discipline and test evidence.

Trigger / Frequency: Before and during waterproofing; during ponding test period.

Inputs:

- Approved waterproofing system and method statement
- Surface preparation checklist and primer requirements
- Ponding test format and duration

Step-by-step:

- [] Ensure surface is clean, dry (if required), slope-corrected; remove loose material.
- [] Confirm junction detailing: fillets, khurras, pipe penetrations, outlets.
- [] Ensure application as per manufacturer method: primer, coats, thickness.
- [] Protect finished waterproofing from damage; restrict movement until cured.
- [] Conduct ponding test as per duration; record start/end and leakage observations.
- [] Document results in FMT-09 with photos; escalate any leakage for immediate rectification.

Outputs / Evidence:

- Waterproofing executed with test evidence; reduced leakage complaints

Registers / Formats used: REG-11 Snag/Rectification | FMT-09 Waterproofing & Ponding Test Record

Escalations:

- Leakage during ponding -> inform SSE/PM-S immediately; stop next layers until rectified.

Notes / Do not skip:

- No ponding test evidence = future leakage dispute. Keep records.

SUP SOP-09: Tiling & Finishing Work Supervision

Objective: Deliver clean finishing (alignment, levels, joints) and reduce rework/snag volume.

Trigger / Frequency: During tiling/stone/painting/false ceiling finishing works.

Inputs:

- Approved samples/make list and layout patterns
- Levels and slope requirements (wet areas/balconies)
- Grout/adhesive instructions

Step-by-step:

- Verify base surface readiness: plaster cured, waterproofing passed, no loose patches.
- Confirm pattern and layout; start with reference line; check levels and slopes.
- Control adhesive/grout mix; ensure proper joint spacing and cleaning.
- Protect finished surfaces immediately; avoid traffic damage.
- Do 100% self-check with snag list before offering for inspection.
- Record major snags and closure dates in REG-11.

Outputs / Evidence:

- Better finishing quality and faster handover readiness

Registers / Formats used: REG-11 Snag, REG-02 Progress | FMT-10 Snag List

Escalations:

- If finish sample/make mismatch observed -> stop and inform SSE same day; do not install wrong material.

Notes / Do not skip:

- Finishing defects are visible to customers. Control details.

SUP SOP-10: MEP Coordination for Civil Works (Openings, Sleeves, Concealment)

Objective: Prevent rework by coordinating civil and MEP at the right time.

Trigger / Frequency: Before masonry, before casting, before plaster concealment, before false ceiling closure.

Inputs:

- MEP layouts/route markers (from MEP team)
- Civil drawings for shafts and openings
- Hold-point list from SE/SSE

Step-by-step:

- Before casting/masonry, confirm required sleeves/box-outs/openings with SE/MEP.
- Mark openings and service points; avoid cutting after work unless approved.
- Before plaster/concealment, ensure MEP rough-in completed and pressure tests done (if applicable).
- Do not allow concealment without SE/SSE approval (IR discipline).
- Record coordination photos; update snag list if any rework required.

Outputs / Evidence:

- Reduced hacking and service clashes; cleaner finishing

Registers / Formats used: REG-02 Progress, REG-11 Snag | FMT-07 Quality Checklist

Escalations:

- If clash found -> inform SE/SSE same day; raise RFI if drawing conflict exists.

Notes / Do not skip:

- Most rework comes from late coordination. Coordinate early.

SUP SOP-11: Concrete Pour Support (Pre-pour Discipline & Curing)

Objective: Support smooth concreting by ensuring readiness, safe pour and curing discipline.

Trigger / Frequency: Before each pour and during curing period.

Inputs:

- Pour plan/method statement from SE/SSE
- Shuttering/scaffold safety clearance
- Slump test and cube casting arrangements

Step-by-step:

- [] Support pre-pour checklist: shuttering tightness, reinforcement cover blocks, safety access, lighting.
- [] Ensure barricading and safe routes for transit mixer/pump line; no crowding near pour zone.
- [] Verify curing arrangements ready (water source, gunny bags/curing compound as specified).
- [] After pour, protect slab from impact and maintain curing as per schedule; record in REG-09/10.
- [] Report honeycombing/segregation observations immediately for quick rectification.

Outputs / Evidence:

- Controlled pour environment; curing evidence maintained

Registers / Formats used: REG-09 Concrete Curing, REG-10 Watering/Curing Checklist | FMT-08 Pour Readiness Checklist

Escalations:

- Unsafe pour conditions or scaffold risk -> stop and escalate to PM-S immediately.

Notes / Do not skip:

- Curing is part of concreting. Supervisor must enforce it daily.

SUP SOP-12: Quality First-Check & Snag Prevention

Objective: Catch issues early at work stage to reduce end-stage snags.

Trigger / Frequency: Daily for every active workfront; before offering for inspection.

Inputs:

- Activity checklist/ITP points from SE/SSE
- Reference samples/mock-ups
- Measurement tools (tape, level, plumb)

Step-by-step:

- [] Do first-check when a workfront starts: line/level/thickness, sample match, cleanliness.
- [] Do mid-check for long activities: ensure workmanship consistent; correct deviations early.
- [] Do end-check before moving to next stage: cleaning, curing, protection, finishing edges.
- [] Record defects and corrective actions in REG-11 with closure dates.
- [] Do not allow cover-up if defect exists; inform SE/SSE.

Outputs / Evidence:

- Lower snag volume and faster handover

Registers / Formats used: REG-11 Snag/Rectification | FMT-07 Quality Checklist, FMT-10 Snag List

Escalations:

- If contractor refuses correction -> SSE/PM-S within 24 hrs; document with photos.

Notes / Do not skip:

- Fixing early is cheaper. End-stage snags delay possession.

SUP SOP-13: Daily Progress Reporting & Photo Evidence

Objective: Maintain auditable daily progress record for management and claims protection.

Trigger / Frequency: Daily by end of day.

Inputs:

- Daily output achieved, labour counts, issues faced
- Photos of key activities, safety setup, housekeeping

Step-by-step:

- [] Update Daily Progress Register (REG-02) activity-wise with quantities or %.
- [] Attach labour attendance and deployment summary (REG-01/03).
- [] Capture minimum photo set: start-of-day safety setup, in-progress critical work, end-of-day housekeeping.
- [] File photos with date/zone naming (FMT-14) for easy retrieval.
- [] Share summary with SSE/PM-S as per site reporting rhythm.

Outputs / Evidence:

- Clean daily record supporting progress tracking and dispute protection

Registers / Formats used: REG-02 Daily Progress, REG-01 Labour | FMT-14 Daily Photo Log

Escalations:

- If progress drift >10% -> inform SSE mid-day; do not wait for end-of-day.

Notes / Do not skip:

- Photos are evidence. Treat them like insurance.

SUP SOP-14: Hindrance Identification & Escalation

Objective: Remove blockers early by escalating with evidence and decision request.

Trigger / Frequency: Whenever work is blocked or will be blocked within 48-72 hrs.

Inputs:

- Blocked area/activity details
- Evidence photos/notes
- Support needed (material, drawing, manpower, decision)

Step-by-step:

- Record hindrance in REG-12: location, description, impact on time/cost/safety.
- Take photo evidence and tag the reference number.
- Propose immediate workaround if possible (alternate workfront).
- Escalate to SSE/PM-S with required decision and deadline.
- Follow-up until closure; update REG-12 closure date and evidence.

Outputs / Evidence:

- Faster resolution of blockers and reduced idle time

Registers / Formats used: REG-12 Hindrance | FMT-12 Hindrance Escalation Note

Escalations:

- Safety-related hindrance -> immediate escalation (0-30 min) as per matrix.
- Material stop-work risk within 48-72 hrs -> escalate to STORE/PUR-M via SSE same day.

Notes / Do not skip:

- Escalate early. Late escalation becomes blame game.

SUP SOP-15: Material Shortage Early Warning & Indent Support

Objective: Prevent stoppage by forecasting material needs and raising indents on time.

Trigger / Frequency: Daily check; weekly lookahead support.

Inputs:

- Work plan for next 7 days
- Stock levels from Store Keeper
- Lead times for critical materials

Step-by-step:

- [] Review next 7-day activity plan and estimate material needs.
- [] Check stock/consumption with Store Keeper; identify shortage risk.
- [] Raise indent request (FMT-05) with quantity, required date, and justification; route to SSE/PM-S.
- [] Track indent status in REG-07; follow-up for delivery timelines.
- [] On receipt, verify quantity and quality; ensure stacking and protection.

Outputs / Evidence:

- Reduced material-driven stoppages; better procurement planning

Registers / Formats used: REG-07 Material Shortage & Indent Tracker | FMT-05 Indent Request

Escalations:

- If critical material will stop work -> inform STORE/PUR-M via SSE same day with required date.

Notes / Do not skip:

- Raising indent late is not an excuse. Forecast weekly.

SUP SOP-16: Subcontractor Coordination & Daily Output Discipline

Objective: Ensure subcontractors deliver expected output with discipline and safe practices.

Trigger / Frequency: Daily during subcontract activities.

Inputs:

- Subcontract scope and output targets
- Workfront readiness status
- Quality expectations and sample approvals

Step-by-step:

- Agree daily output target with subcontractor foreman and record in REG-14.
- Ensure subcontractor follows safety rules and housekeeping requirements.
- Monitor quality continuously; correct deviations immediately.
- If output slipping, re-plan sequence or request additional manpower.
- Issue internal warning note (FMT-13) for repeated non-performance; inform PM-S.

Outputs / Evidence:

- Stable subcontractor output and fewer disputes

Registers / Formats used: REG-14 Subcontractor Output | FMT-13 Internal Warning Notice

Escalations:

- Underperformance 2 days + no improvement -> PM-S within 48 hrs for decision.

Notes / Do not skip:

- Output discipline must be daily, not weekly.

SUP SOP-17: Incident / Near-Miss Reporting & Immediate Actions

Objective: Report and control incidents quickly to prevent repetition and legal risk.

Trigger / Frequency: Whenever any incident/near-miss occurs.

Inputs:

- Incident details (time, location, people involved)
- Photos and witness statements
- First aid record (if any)

Step-by-step:

- Stop work and make area safe; provide first aid and call Safety Officer/PM-S.
- Record incident/near-miss in REG-13 with time, location, cause, and action taken.
- Take photos of scene and controls placed; do not disturb evidence unnecessarily.
- Assist investigation and implement corrective actions (barricade, training, replacement).
- Close incident with evidence and prevent repeat; share learnings in toolbox talk.

Outputs / Evidence:

- Incident logged with corrective actions; reduced repeat risk

Registers / Formats used: REG-13 Incident/Near Miss | FMT-11 Incident Report, FMT-03 Toolbox Talk

Escalations:

- High-risk hazard or serious injury -> immediate escalation to PM-S (0-30 min) and PM-HO as per matrix.

Notes / Do not skip:

- Near-miss is a warning. Treat it seriously.

SUP SOP-18: Handover / Possession Support & DLP Rectification

Objective: Support smooth handover with punchlist closure and post-handover defect discipline.

Trigger / Frequency: During completion, handover period and DLP visits.

Inputs:

- Snag list / punch list from PM-S/CRM
- Warranty/asset information (if needed)
- Access schedule for occupied units

Step-by-step:

- Plan punchlist closure activity-wise and allocate crews; record in REG-11.
- Ensure cleaning and protection after rectification; avoid new damage.
- Update closure status with before/after photos and dates.
- For DLP complaints, coordinate access and ensure respectful conduct in occupied homes.
- Close complaints with proof and inform PM-S/CRM for customer update.

Outputs / Evidence:

- Faster handover and reduced repeat complaints

Registers / Formats used: REG-11 Snag/Rectification | FMT-10 Snag List, FMT-15 Punchlist Completion, FMT-14 Photo Log

Escalations:

- If repeated defect in same item -> inform SSE/PM-S; review root cause and method/material.

Notes / Do not skip:

- Handover quality defines reputation. Treat it as priority.

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

Policies are non-negotiable operating rules. SUP must follow these daily to protect quality, safety and auditability.

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

Purpose: Prevent cost and risk leakage by enforcing written approvals as per Authority Matrix.

Policy Rules:

- SUP can initiate indents, registers and escalation notes, but cannot approve purchases/payments/variations.
- No verbal approvals: if not in writing (ERP/email/WhatsApp screenshot attached), treat as NOT approved.
- Do not commit the company to any vendor/contractor verbally; route through SSE/PM-S/PUR-M.
- Maintain audit trail: attach approvals to indent, material requests, and day plan packs.

Approval / Governance: SUP follows; SSE/PM-S enforce; PM-HO/OWN approve as per matrix.

Evidence required:

- Approval screenshots/emails, signed indents, filed daily plan pack

Non-negotiable:

- No written approval = no action.

SUP POL-02: Drawings & 'No Assumption' Policy

Purpose: Avoid rework by executing only on latest approved drawings and clarifying conflicts early.

Policy Rules:

- No drawing = no work. Keep latest drawing set at site and remove obsolete prints from work areas.
- If detail is unclear, stop and ask SE/SSE; raise RFI through SE if required.
- Do not cut/chase/shift openings without written instruction from SE/SSE.

Approval / Governance: SUP implements on ground; SE/SSE provide drawings and clarifications.

Evidence required:

- Drawing issue record, photo of latest drawing board, RFI reference (if raised)

Non-negotiable:

- Assumption-based execution is not allowed.

SUP POL-03: Safety First & Stop-Work Policy

Purpose: Prevent accidents and legal risk by stopping unsafe work immediately.

Policy Rules:

- Open edge, unsafe scaffold, electrical hazard, lifting risk without control -> stop work immediately.
- PPE refusal is not tolerated; worker must be removed from high-risk zone until compliant.
- Barricading and signage must be placed before starting work at height or hazardous zones.

Approval / Governance: SUP can stop work; PM-S decides restart after safety clearance.

Evidence required:

- Toolbox talk record, photos of barricading/PPE, incident/near-miss log

Non-negotiable:

- Safety stop-work is mandatory.

SUP POL-04: Quality Hold & No Cover-Up Policy

Purpose: Protect quality by preventing concealment of work without inspection clearance.

Policy Rules:

- No concealment (waterproofing, plumbing lines, electrical conduits, reinforcement) without SE/SSE clearance.
- If defect observed, fix before next activity. Do not proceed to finish over defective base.
- Maintain snag register and close with evidence.

Approval / Governance: SUP enforces; SE/SSE inspect and approve.

Evidence required:

- Snag register updates, before/after photos, inspection sign-offs

Non-negotiable:

- No cover-up without clearance.

SUP POL-05: Daily Reporting & Evidence Policy

Purpose: Ensure daily work is auditable and issues are visible early.

Policy Rules:

- Labour attendance + progress register + photo log must be updated daily before day close.
- Hindrance must be recorded and escalated same day when it impacts time/cost/safety.
- Any abnormal event (incident, stoppage, neighbour complaint) must be documented.

Approval / Governance: SUP responsible; SSE/PM-S review.

Evidence required:

- REG-01/02/12/13 + photo folder naming discipline

Non-negotiable:

- If it is not written, it is treated as not done.

SUP POL-06: Housekeeping & Material Protection Policy

Purpose: Reduce accidents, waste and delays through clean site discipline.

Policy Rules:

- End-of-day cleaning is compulsory. Workfront must be handed over clean.
- Materials must be stacked on pallets and covered; wet materials must be protected.
- Debris routes must remain clear; nails/sharp waste must be controlled.

Approval / Governance: SUP assigns zone responsibilities; SSE monitors.

Evidence required:

- Housekeeping register, before/after photos

Non-negotiable:

- No work closure without housekeeping.

SUP POL-07: Labour Behaviour & Site Discipline Policy

Purpose: Maintain a professional and safe working environment.

Policy Rules:

- No intoxication, fighting, harassment, or unsafe behaviour on site; immediate removal and reporting.
- Workers must follow entry rules, PPE rules and designated work timings.
- Respect neighbours/residents; control noise and dust; avoid conflicts.

Approval / Governance: SUP enforces; PM-S handles disciplinary action with documentation.

Evidence required:

- Visitor/entry log, incident records, warning notes (if issued)

Non-negotiable:

- Safety and conduct violations are not negotiable.

SUP POL-08: Tools & Equipment Control Policy

Purpose: Prevent loss and ensure tool availability for productivity.

Policy Rules:

- Tools must be issued and returned with sign-off; no uncontrolled borrowing.
- Report tool breakdown immediately; tag and remove unsafe tools.
- Equipment use must follow safety rules (grinders, welding, cutters).

Approval / Governance: SUP + Store Keeper control; PM-S approves replacements.

Evidence required:

- Tools issue register, maintenance/breakdown notes

Non-negotiable:

- No unsafe tool usage.

SUP POL-09: Subcontractor Performance & Escalation Policy

Purpose: Ensure subcontractors deliver output and quality consistently.

Policy Rules:

- Daily output targets must be agreed and tracked.
- Repeated quality failures must be corrected before continuation.
- Underperformance 2 days with no improvement must be escalated for decision.

Approval / Governance: SUP tracks; PM-S decides penalty/replacement as per contract.

Evidence required:

- Output tracker, snag/NCR evidence, warning notes

Non-negotiable:

- No uncontrolled underperformance.

SUP POL-10: Compliance & No Unofficial Payments Policy

Purpose: Protect the company from legal/compliance risk.

Policy Rules:

- SUP must not offer or accept any unofficial payment or favour to get work done.
- Any demand for bribe or threat must be escalated to PM-S/PM-HO immediately.
- Maintain transparent records for all site expenses through accounts process only.

Approval / Governance: PM-S/PM-HO handle; SUP reports.

Evidence required:

- Written escalation note, payment trail through accounts

Non-negotiable:

- Zero tolerance for unofficial payments.

5. Registers (One-by-One)

Registers create audit-proof evidence. Maintain them daily; missing registers are treated as risks.

SUP REG-01: Labour Attendance Register

Purpose: Record daily labour attendance trade-wise and contractor-wise.

Frequency: Daily | Owner: SUP

SUP REG-02: Daily Progress Register (Activity-wise)

Purpose: Track daily output vs target for each activity/zone.

Frequency: Daily | Owner: SUP

SUP REG-03: Manpower Deployment Register (Zone-wise)

Purpose: Track deployment of labour to zones to improve productivity planning.

Frequency: Daily | Owner: SUP

SUP REG-04: Toolbox Talk Register

Purpose: Record daily toolbox talks, topic and attendance for safety evidence.

Frequency: Daily | Owner: SUP/SAFE

SUP REG-05: PPE & Safety Compliance Checklist

Purpose: Track PPE/barricading compliance and repeat violations.

Frequency: Daily | Owner: SUP/SAFE

SUP REG-06: Housekeeping / 5S Audit Register

Purpose: Record housekeeping audits with before/after photos and closure.

Frequency: Daily | Owner: SUP

SUP REG-07: Material Shortage & Indent Tracker

Purpose: Track material shortage risks and indent status to prevent stoppage.

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

SUP REG-08: Tools / Equipment Issue Register

Purpose: Control tools issue/return to prevent loss and ensure availability.

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

SUP REG-09: Concrete Curing Register

Purpose: Track curing responsibility and evidence for structural elements.

Frequency: Daily during curing | **Owner:** SUP

SUP REG-10: Watering / Curing Checklist (Masonry/Plaster)

Purpose: Record watering/curing schedule for masonry and plaster to prevent cracks.

Frequency: Daily | **Owner:** SUP

SUP REG-11: Snag / Rectification Register

Purpose: Track defects/snags, responsibility and closure with evidence.

Frequency: Daily | **Owner:** SUP

SUP REG-12: Hindrance Register (Blockers Log)

Purpose: Record blockers with impact and escalation/closure status.

Frequency: Daily | Owner: SUP

SUP REG-13: Incident / Near-Miss Register

Purpose: Record incidents and near-misses with corrective actions.

Frequency: As required | **Owner:** SUP/SAFE

SUP REG-14: Subcontractor Output Tracker

Purpose: Track daily subcontractor output vs target and issues.

Frequency: Daily | **Owner:** SUP

SUP REG-15: Visitor Entry & Safety Induction Log

Purpose: Record visitor entry and basic safety induction evidence.

Frequency: As required | **Owner:** SUP/SECURITY

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

Use these printable templates for consistent documentation and audit readiness.

SUP FMT-01: Daily Work Plan Sheet

Purpose: Plan the day's work, manpower and targets for each zone.

Date	
Project / Site	
Prepared by (SUP)	
Reviewed by (SSE/SE)	
Top 3 priorities (deliverables) for the day	
Zone-wise plan (activity, manpower, target, start/end time)	
Materials required / shortage risk	
Safety controls required (PPE, barricading, PTW)	
Known hindrances / support needed	
End-of-day summary (actual vs target) + reasons	

SUP FMT-02: Labour Attendance + Overtime Sheet

Purpose: Record attendance and overtime with justification and sign-off.

Date	
Contractor / Team	
Worker name / ID (or count trade-wise)	
In time / Out time	
OT hours	
Work assigned	
Supervisor signature	
Contractor representative signature	
Remarks / incidents	

SUP FMT-03: Toolbox Talk Form

Purpose: Standard format for daily toolbox talk and attendance evidence.

Date / Time	
Topic	
Location / Zone	
Conducted by	
Key hazards discussed	
Do's / Don'ts for the day	
PPE required	
Emergency contact displayed (Y/N)	
Attendance (names/signatures or headcount)	
Photo reference	

SUP FMT-04: Safety Observation Card

Purpose: Record unsafe act/condition and corrective action with closure.

Date	
Area / Location	
Observation type (Unsafe act / Unsafe condition)	
Details of observation	
Immediate action taken	
Responsible person / contractor	
Target closure date	
Closure evidence (photo ref)	
Reviewed by (SAFE/PM-S)	

SUP FMT-05: Material Indent Request Slip (Site)

Purpose: Raise material requirement with required date and justification.

Indent No. & Date	
Item description	
Specification / brand / grade	
Qty required	
Required date / time	
Work location / activity	
Justification (stock low / new workfront / replacement)	
Requested by (SUP)	
Reviewed by (SSE/PM-S)	

SUP FMT-06: Workfront Readiness Checklist

Purpose: Confirm that a zone is ready before starting work.

Date	
Zone / Location	
Activity	
Latest drawing available (Y/N) + drawing ref	
Access & scaffolding safe (Y/N)	
Barricading/signage done (Y/N)	
Power/water/lighting available (Y/N)	
Materials available & protected (Y/N)	
Tools/equipment available (Y/N)	
Housekeeping plan defined (Y/N)	
Checked by (SUP) + signature	
Approved to start by (SSE/SE) (if required)	

SUP FMT-07: Activity Quality Checklist (Generic)

Purpose: Simple checklist to control line/level, finish and curing discipline.

Date	
Activity (masonry/plaster/tiling/etc.)	
Location	
Reference drawing/sample	
Line/level checked (Y/N)	
Thickness/slope checked (Y/N)	
Material/spec verified (Y/N)	
Curing/protection arranged (Y/N)	
Defects observed (if any)	
Corrective action + by when	
Checked by (SUP) / Verified by (SE/SSE)	

SUP FMT-08: Concrete Pour Readiness Checklist (Support)

Purpose: Support SE/SSE with site readiness check for safe pour.

Pour date	
Pour location / element	
Shuttering checked (Y/N)	
Rebar cover blocks & spacing checked (Y/N)	
Safe access / barricading done (Y/N)	
Pump line safe & secured (Y/N)	
Slump test & cube casting arranged (Y/N)	
Vibrator available (Y/N)	
Curing arrangement ready (Y/N)	
Approved to pour by (SE/SSE)	
SUP signature	

SUP FMT-09: Waterproofing Pre-check & Ponding Test Record

Purpose: Record waterproofing readiness and ponding test evidence.

Location (toilet/balcony/terrace)	
System/material used	
Surface prep completed (Y/N)	
Junction detailing completed (Y/N)	
Application date(s)	
Ponding start date/time	
Ponding end date/time	
Leakage observed (Y/N) + details	
Rectification done (Y/N) + date	
Photos reference	
Verified by (SE/SSE)	

SUP FMT-10: Snag List (Area/Flat)

Purpose: Create and close snags with accountability and dates.

Unit/Area	
Snag ID	
Issue description	
Trade/Contractor	
Target closure date	
Closed date	
Closure evidence (photo ref)	
Verified by	

SUP FMT-11: Incident / Near-Miss Report Form

Purpose: Record incident details and corrective actions for investigation.

Date/Time	
Location	
Type (Incident / Near-miss)	
Persons involved	
Injury details (if any)	
Immediate actions taken	
Root cause (initial)	
Corrective actions	
Responsible person	
Closure evidence	
Reported to (PM-S/SAFE)	

SUP FMT-12: Hindrance Escalation Note

Purpose: Escalate blockers with impact and decision request clearly.

Date	
Location/Zone	
Hindrance description	
Impact (time/cost/safety)	
Evidence photo ref	
Action taken so far	
Support/decision required	
Deadline	
Escalated to	
Closure date	

SUP FMT-13: Internal Subcontractor Warning Notice

Purpose: Record underperformance or repeated non-compliance for auditable action.

Date	
Subcontractor	
Activity/Scope	
Issue type (quality/safety/progress)	
Details with evidence refs	
Corrective action required	
Target improvement date	
Penalty/next step (as per PM-S)	
Issued by (SUP/SSE)	
Acknowledged by subcontractor representative	

SUP FMT-14: Daily Photo Log Sheet

Purpose: Standard naming and minimum photo set for evidence.

Date	
Zone / Floor	
Photo category (safety/progress/quality/housekeeping)	
Photo file name / link	
Short description	
Taken by	
Shared with (SSE/PM-S)	

SUP FMT-15: Punchlist Completion & Handover Support Sheet

Purpose: Track punchlist closure for handover/DLP with verification.

Unit/Area	Punch item
Unit/Area	
Punch item	
Trade/Contractor	
Target date	
Closed date	
Before/after photo ref	
Verified by (SSE/PM-S/CRM)	
Remarks	

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

Use this page as a fast reminder. For any doubt, follow the Authority & Escalation Matrix.

A1. Authority Boundaries (SUP)

A2. Escalation Triggers (SUP)

Safety hazard (open edge, unsafe scaffold, electrical risk, lifting risk)	Safety Officer + PM-S	0-30 minutes	Photo + location + stop-work note
Serious injury / major incident	PM-S + PM-HO	Immediate	Incident form + witness + photos
Quality hold point / cover-up pressure	SE/SSE + PM-S	Same day	Photo + location + activity
Material shortage that can stop work	Store Keeper/PUR-M via SSE	Same day (48-72 hr risk)	Required date + qty + activity plan
Progress drift >10% vs target	SSE/PM-S	Mid-day (do not wait)	Target vs actual + blocker list
Neighbour complaint / public safety risk	PM-S	Same day	Complaint note + photos

A3. Mandatory Escalation Message Format (Copy-Paste)

Subject: [SITE][ZONE][ISSUE TYPE] - Action Required

- 1. What happened:** (1 line)
- 2. Location:** (building/floor/flat/chainage)
- 3. Impact:** (safety / quality / time / cost)
- 4. Evidence:** photo/video ref + register ref (REG-__)
- 5. Action taken now:** (stop-work / barricade / manpower shifted)

6. Decision needed: (approval / material / drawing / vendor)

7. Deadline: (time/date)

Sent by: SUP Name | Mobile

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

Use this plan for fast, controlled onboarding. The goal is to make SUP productive and auditable quickly.

Day 1-7 (Orientation)	Site rules + safety basics + reporting discipline	Understand site layout, access routes, emergency plan, PPE rules; learn registers REG-01/02/04/06; shadow SSE/SE for workfront readiness; start daily photo log.
Day 8-30 (Control)	Own a zone and run daily controls	Run SUP SOP-01 to SOP-05 daily; maintain labour attendance and progress; enforce housekeeping; raise early material shortage alerts; learn quality basics and snag closure system.
Day 31-60 (Ownership)	Handle subcontractor output and finishing discipline	Track subcontractor output (REG-14); issue warning notes when needed; control plaster/tiling workflows; support inspections and prevent cover-ups; reduce snag volume in assigned zone.
Day 61-90 (Leadership)	Handover readiness + risk escalation maturity	Drive punchlist closure for allocated units; coordinate DLP visits if assigned; demonstrate strong escalation discipline with evidence; train junior supervisors/foremen on SOPs.