

President's Page.



B. Banerjee

I am associated with Ramkrishna Bajaj National Quality Award (RBNQA) process right from its inception in 1997 and have so far gone through 14 cycles of examinations mostly as a senior examiner and also successfully guided certain prestigious organizations to acquire the coveted award. During this long association, I found that organizations miss out certain basic issues. I am sharing certain points in this issue for the benefit of organisations.

*(see RBNQA - Tips from an experienced Examiner for details)
on RBNQA - refer www.imcrbnqa.com*

Also in this issue some of my colleagues cover different awards for Excellence viz: Deming, Baldrige, National Award for Teachers, QCI - D L Shah Quality Award, Owens Corning's journey towards excellence, NCQM - BEQET Award, CII Excellence Award etc.

Dr Deepa Sharma, Principle from Shri M D Shah Mahila College shares her experience of journey towards excellence in the education field.

Study of all excellence models will reveal certain common thought processes. Like ISO 9000 series of standards is based on 8 management principles, RBNQA, which is Indian equivalent of MBNQA of USA, is built around 11 interrelated core values and 14 business philosophy points lay the foundation of Deming Prizes. In fact as many as 7 (50%) out of 14 philosophy points of Deming relate to psychology and understanding of human behavior. Thus involvement of people is a solid building block for all excellence journey.

Leadership role in focusing on customers and the future through strategic planning process also plays vital role. Finally fact based decision making coupled with speed in implementation (agility) and thrust on innovation act as strong enablers to all excellence models. Remember success mantra in all quality ventures lies on the following Japanese 3K method:

- * Kimerareta Kotoo - What has been decided
- * Kimerareta Tori- Must be followed
- * Kichimto Mamorukoto - As per standard.

NCQM has the expertise or handholding any organisation desirous of going for any of these prestigious awards.

B. Banerjee.....

CONTENTS

RBNQA Tips from an experienced examiner <i>by Mr. B. Banerjee</i>2	NCQM's Best Educational Quality Enhancement Team (BEQET) President Award <i>by Mr. V. Hariharan Iyer</i>13
Shri M.D. Shah Mahila College our Journey Towards Excellence <i>by Dr. Deepa Sharma, Principle</i>5	QCI - D.L. Shah Quality Award14
Basics of Deming prize <i>by Dr Purshottam Poddar</i>6	Owens Corning's Journey Towards Excellence <i>Mr. Alok Kapoor, Owens Corning</i>15
CII-EXIM Bank Award for Business Excellence <i>by Mr. N. Deep, Dy. Director, CII</i>8	NCQM News16
Business Excellence performance awards <i>by Mr. S V Viswanathan</i>9		

RBNQA Tips from an Experienced Examiner

B. Banerjee, RBNQA Examiner

1. As the proverb goes “well begun is half done”. Hence work out a strategy before you apply. Once you decide to go for it, form a core team and a steering committee with unit head as its chairman. Then at least the unit head and the person who will be basically coordinating this initiative must go through 4 days course on “Certified examiner for quality management” conducted by the IMC Quality cell. They should subsequently participate in evaluation process of certain good companies. This is a must even if you appoint a consultant to guide you in writing your application, which I found many organizations do. You will notice quality of your application will be significantly better if you understand the entire process and write on your own. Later you can take the help of a professional consultant for editing and refining your application.
2. The trained examiners must then expose all the core team members and as many others as possible on RBNQA requirements and explain specific roles they will have to play in relevant areas.
3. The next step will be to carry out “gap analysis” properly. Quantity against requirements of each criteria parts and sub-sub parts. Short falls can even be on systems such as knowledge management, role clarity, benchmarking etc or inadequacy of data along with trends in key performance indicators etc.
4. For Process criteria (criterion 1 to criterion 6) strictly follow ADLI (approach, deployment, learning and integration) approach. For results (criterion 7.1 to criterion 7.5) follow LeTCI (level, trend, comparison and integration) principle.
5. Remember if you benchmark yourself with global leaders and compare fairly well, your chance of success increases. Quite often I hear people telling me that benchmarking is difficult, not possible, no competitor share real information etc. etc. To them I tell “when it rains all birds look for some shelter but Eagle doesn’t. It is the only one who beats the cloud by flying high. The problem is common but attitude makes the difference”.
6. Understand the questions first- Read them more than once, comprehend and then answer to the point. Note that for process criteria mostly you have to address “How” that is the process involved and on criteria 7.1 to 7.5, you have to focus on “What” oriented towards tangible results only.
7. Right at the beginning freeze the quantifiable results which you wish to include in the application and start gathering data on them. Remember a minimum 3 years trend is needed.
8. Better to identify key performance parameters for each criterion. Have internal debate on development of quantifiable parameters in areas like ethics, legal and ethical behavior, morale, fiscal accountability, corporate governance, measure on effectiveness of training particularly imparted on soft skills, customer loyalty etc.
9. For employee satisfaction survey (ESS), customer satisfaction survey, competency gap analysis etc, it is found that different agencies are hired at different times. Standardization on presentation of results should be thought over. For ESS, ensure that both daily rated as well as monthly rated workers are included.
10. Remember process capability study must precede ‘empowerment’. Also process of development of vision, mission, policies etc should be duly incorporated in the application write up.
11. Customer complaint management process must have CAPA followed by proper RCA (root cause analysis). Data should be normalized such as no. of complaints for 100 shipments, per ton, per unit (dpm) etc.
12. Do not overlook finer elements for example criterion 1.1 a (2) and 1.2 b (1) both talk about ethical behavior. Note that former refers to individuals whereas the latter talks about the organization.

On time delivery should be the time goods leave the factory to the time customers get usable products, warranty claim should be on transfer price or sales price, recruitment time is the duration between sanction and the candidate joining the organization etc.
13. Whenever the word “innovation” comes underline first, while addressing that particular subpart think a bit more seriously and carefully word your response.

14. Refer the book on best practices brought out by Quimpro and also try to refer applications of some of winners of earlier years. Visit some RBNQA winning companies preferably in your category and discuss your experience with them.
15. Since maximum number of allotted pages is 60, you have to judiciously select your words, sentences, tables, graphs & charts to be included in the application. Present the write up in two columns format in a page. It will save 15% space.
16. More importantly the allocation of number of pages should be proportional to the points. Noting that you have 6 pages for every 100 point, number of pages for senior leadership having 70 points should be around 4.2 and those for governance and social responsibilities to be 3 pages (for 50 points)
17. Do not forget to address each sub question including associated bullet points such as five bullet points of 5.1 a (3), four bullet points of 4.2 a (1) & 4.2 a (3) etc.
18. Do not provide combined answer for number of subparts. Address separately.
19. Avoid repetition of concepts, phrases, sentences or even paragraphs. It is advisable that the group involved in writing the application meets periodically and makes the chapters mutually exclusive and collectively exhaustive.
20. For 'Leadership' describe both visionary as well as executive leadership. Similarly for performance improvement system describe both business performance and process performance improvements.
21. Do not forget to present segmented data. Also provide comparative, competitive data and / or benchmarked figures. Present them using the suggested graph.
22. Under results criteria avoid write ups on approaches. In this section do not fill pages with pictures. Provide hard facts only.
23. Start writing the application at least 6 months in advance. Normally it goes through 3 to 4 revisions. Generally it is found due to last minute rush silly errors such as missing pages, smudged printing etc. take place. Also try to avoid spelling mistakes, grammatical errors, lack of clarity of figures etc.
24. Ensure that each of the results has cross references with approaches and vice versa. Sometimes it is found that certain results are provided which were not mentioned at any of earlier stages or vice versa namely no results on important parameters mentioned earlier.
25. Normally during site visit, number of significant facts like patents, succession planning, 360^o appraisal, CSR activities etc. are found. But they are not duly addressed in the application. Take care of this.
26. Keep back up papers ready including the assumptions made and their logic.
27. Prior to submitting the application ensure concept blending and get 'adequacy audit' done preferably by a professional consultant of repute.
28. Towards 'compliance', while application writing is going on, keep thrust on continual improvement at all spheres of activities including Housekeeping. One company wrote in the application that they are regularly practicing 5S & Jishu Hozen. During walking around the facility, heavy oil leakages were noted and also PEEP (place for everything and everything in its place) was not at all followed.
29. Apart from all the above number of lacunas are noted during assessment. Some of them are itemized here.
 - 29.1 Structured approach for documentation and transfer of relevant knowledge of employees, customers, suppliers and partners was found to be lacking in a well reputed company.
 - 29.2 In another company no systematic approach existed for documenting best practices and lessons learnt from failures.
 - 29.3 Inadequate evidence as to how the organization's compensation, recognition and related reward and incentive practices including promotion to reinforce high performance.
 - 29.4 The process and measures to evaluate effectiveness of the board of directors particularly the independent ones were yet to be established in the same company.

29.5 Direct involvement of many senior team members towards development of vision and mission was not evident in another company.

29.6 Random audit of individuals showed inadequate deployment of vision, mission and core values at various levels within the organization.

29.7 In another company claiming to be practicing SPC a sample analysis of critical process parameters revealed

- (a) process centralization was lacking
- (b) there were shifts in process working levels and
- (c) there were outliers.

Also no root cause analysis was carried out

but actions were taken just from experience without any back up data.

29.8 Non provision of segmented data, benchmarked, comparative & competitive figures has been found by me in many of the organisations assessed by me.

30. Develop system towards “sustainability”.

Managing Director of Rane Engg group who have got Deming award in 4 of their group companies when asked about it stressed that booster dose is needed to keep the movement going. He suggested DAP (Deming Application Prize) after RBNQA and then after 3 years challenge JGP (Japan Grand Prize) In fact Rane (Madras) Limited got JGP in 2012 due to their sustainability philosophy.

●●●●●

Admissions Open For JANUARY 2014 BATCH Post Diploma in Total Quality Management

Focuses on

TQM, TPM, Kaizen, 5S & 7W, Six Sigma, ISO 9000 QMS, ISO 14000 EMS,
OHSAS, IMS, HACCP, TS 16949, SA 8000, SPC,
Statistical Techniques and Organisational Excellence

Distant Learning Mode with contact sessions for providing guidance and
responding to students difficulties

Examination Centres

Mumbai, Ajmer, Nagpur, Noida, Pune

For brochures & details: please contact the Course Co-ordinator
National Centre for Quality Management, Mumbai
(Brochure & Application form can also be downloaded from www.ncqm.com)

Shri M.D. Shah Mahila College Our Journey towards Excellence

Dr. Deepa Sharma, Principal

Shri M. D. Shah Mahila College of Arts and Commerce affiliated to S.N.D.T. Women's University was established with the sole purpose of providing accessible and affordable education to women students residing in the suburbs of Mumbai and carries the mantle of offering graduating facilities in Arts, Commerce, Management Studies, Computer Applications and Mass Media. The college emphasizes on innovative thinking that has resulted in designing a course on Bachelors' in Accounts, Finance and Insurance- first of its kind in the university. Stress on curricular, co-curricular, extra-curricular and extension activities helped shape a balanced personality in the students- our prime stakeholders. In its tenure of 45 years of service to society the college has become a space for interaction, exchange and ingestion of knowledge through its multifarious activities. The concept of 'quality' in education was realized by Internal Quality Assurance Cell (IQAC) through its association with National Centre for Quality Management (NCQM) and Indian Merchants' Chamber (IMC). A tryst with quality tools to upgrade quality in educational sector gave rise to Performance Excellence System (PES-based on international quality models) with the sole purpose of improving the key institutional (academic and administrative) processes for smooth functioning of our services. The decision to take up the journey towards excellence further by volunteering for the prestigious Ramkrishna Bajaj National Quality Award supported our plans. The award process helped us inspect ourselves, inject new enthusiasm into our efforts and proceed towards the goal. Performance Excellence System (PES) in work processes and work systems made the necessary difference to the enhancement of existing services. Regular academic, library and support service audits; 360° feedback; Planning, Implementation and Evaluation process and Level Based Grievance Redressal mechanism were the initial endeavours of the college. It was followed by equipping students and staff members with skills to boost capabilities and build confidence to face the transient job market. Training students for Youth parliament; cricket, boxing and rope malkhamb tournaments; fine arts, literary, music, dance and theatre activities in addition to maintaining the welfare of students through Insurance Scheme, Health Centre activities, Grievance Redressal and Students' Voice programme helped our purpose. Extending the purview of welfare activities to include the community in the vicinity of the college in its awareness programmes and welfare activities proved a step in the right direction.

Student-centric focus of all major committees and cells by creating an orbit of support services via Book Bank, Financial Assistance Committee, NSS, NCC, Family Counselling Cell, Career Guidance and Placement Cell, Arogyam Health Centre, Students' Grievance Redressal Cell, Students' Council and Add-on programmes spurred us in the route towards excellence. An assurance of success in our labors was felt with the receipt of Literary Trophy at University level, NCC University banner, recognition from local body for NSS work, laurels at BEQET Award competitions every year. Recognition in the form of State level 'Jagar Janivancha' trophies for gender sensitization and 'SETU'-a project on intergenerational interaction to build a bridge between youth and senior citizens in society made the college visible in the national and state level scenario. Committed planning and detailed execution resulting in consistent excellence in academic performance and good student teacher rapport helped build a strong sense of loyalty amongst students. Yet the thirst to achieve more and share the best with the future generation spurred us to build international collaborations. An International Leadership Training Lecture Series initiated in collaboration with Dowling College, New York; Iona College, New York; Panamericana University, Mexico via Blackboard technology and the Indo- Danish Student Cultural Exchange programme was an enriching, enthralling and unending bonding of intellectual and cultural celebration.

Thus a participative mode of operation in academic and administrative processes taking cognizance of inputs from students, staff members, alumni and parents coupled with institutional values of Visionary Leadership, Focus on Future, Agility and Social Responsibility enabled the college live its vision of enlightening and empowering women to become instrumental in enhancing the quality of society.



Shri M.D. Shah Mahila College Staff Receiving RBNQA performance excellence award

Basics of Deming Prize

Dr Purshottam Poddar, Senior Faculty, NCQM

Dr. William Edwards Deming (a profile)

Dr. W. E. Deming was born in Sioux City, Iowa, United States in October 14, 1900. After Graduating from University of Wyoming, Dr. Deming successively held prominent positions such as university lecturer, engineer for the United States Department of Agriculture, lecturer of the National Bureau of Standards, consultant for the Secretary of the Army, and professor of the New York University. His career continued as he actively engaged in consulting and instructing of Quality Management for the government agencies and companies.

Dr. Deming is the internationally-respected authority in the field of statistics, especially the Sampling theory as well as its practice and is one of the founders of the statistical quality control in the U.S. From 1950 and onward, Dr. Deming provided considerable contribution to post-war Japan in order to develop and advance the statistical quality control in the country

For his big efforts, he was awarded the Second Order of the Sacred Treasure by the Japanese

Government. Dr. Deming passed away on December 20, 1993 at the age of 93.

What is Deming Prize?

The Deming Prize is an annual award presented to an organization that has implemented TQM suitable for its management philosophy, scope/type/scale of business, and management environment. Regardless of the types of business, any organization can apply for the Prize under certain conditions, be it public or private, large or small, domestic or overseas, or part of or entire organization.

There is no limit to the number of potential recipients of the Prize each year. All Organizations that score the passing points or higher upon examination will be awarded the Deming Prize.

The Deming Prize is one of the highest awards on TQM (Total Quality Management) in the world. It was established in 1951 in commemoration of the late Dr. William Edwards Deming who contributed greatly to Japan's proliferation of statistical quality control after the World War II. His teachings helped Japan build its foundation by which the level of Japan's product quality has been recognized as the highest in the world.

How was the Deming Prize Established?

The late Dr. W. E. Deming (1900 - 1993), one of the foremost experts of quality control in the United States, was invited to Japan by the Union of Japanese Scientists and Engineers (JUSE) in July 1950.

Upon his visit, Dr. Deming lectured day after day his "Eight-Day Course on Quality Control" at the Auditorium of the Japan Medical Association in Tokyo. This was followed by Dr. Deming's "One-Day Course on Quality Control for Top Management," held in Hakone. Through these seminars, Dr. Deming taught the basics of statistical quality control plainly and thoroughly to executives, managers, engineers and researchers of Japanese industry. His teachings made a deep impression on the participants' mind and provided great impetus to quality control in Japan, which was in its infancy.

The transcript of the eight-day course, "Dr. Deming's Lectures on Statistical Control of Quality," was compiled and distributed for a charge. Dr. Deming donated his royalties to JUSE. In appreciation of Dr. Deming's generosity, the late Mr. Kenichi Koyanagi, Managing Director of JUSE, proposed using it to fund a prize to commemorate Dr. Deming's contribution and friendship in a lasting way and to promote the continued development of quality control in Japan. Upon receiving the proposal, the JUSE's board of directors unanimously made a resolution to establish the Deming Prize.

Later, the Japanese translation of Dr. Deming's book 'Some Theory of Sampling' was published. Dr. Deming further contributed to the fund using the royalties from his book. Since then, the Deming Prize has grown considerably, and today JUSE carries the overall administrative costs for the prize.

How Organizations qualify for receiving the Prize?

The Deming Prize is given to applicant organizations that have implemented TQM suitable for their management philosophy, scope/type/scale of business, and management environment.

- a) Who have established Customer-oriented business objectives and strategies in a positivemanner according to the management philosophy, type of industry, business scale, and business environment with the clear management belief.
- b) Where TQM has been implemented properly to achieve business objectives and strategies as, mentioned in item a) above.
- c) The business objectives and strategies in the item a) above have achieving effects as an outcome of the item b) above.

Categories of the Deming Prizes

The Deming Prize for Individuals or groups is given to those who have made outstanding contributions to the study of TQM or statistical methods used for TQM, or those who have made outstanding contributions in the dissemination of TQM. For 2012, it was awarded to **Mr. Janak Mehta, Chairman & MD TQM International Pvt. Ltd.**

The Deming Application Prize now renamed “The Deming Prize” for organizations or divisions of organizations that manage their business autonomously. Given to organizations or divisions of organizations that have achieved distinctive performance improvement through the application of TQM in a designated year. **For 2012, it was awarded to:**

1. SRF Limited, Chemicals Business (India)
2. Mahindra & Mahindra Limited, Farm equipment Sector, Swaraj Division.

The Deming Grand Prize

Given to operations business units of an organization that has achieved distinctive performance improvement through the application of quality control / management in the pursuit of TQM in a designated year. For 2012, it was awarded to:

1. **Tata Steel Limited**
2. **Rane (Madras) Limited**
3. **Lucas TVS Limited**

For 2013, the Union of Japanese Scientists and Engineers (JUSE) has announced the Deming Prize winners. From India, Deming Prize winner 2013 is: RSB Transmissions (I) Limited, Auto Division india. Since 2000 distribution of winning organizations for

Deming Prize (Including prizes for 2013) is as follows:

• India	-	20
• Thailand	-	11
• Japan	-	11
• China	-	2
• USA	-	1
• Singapore	-	1
• Taiwan	-	1

3 years after a company receives the DEMING PRIZE, it may apply for the **Top Deming Prize**. This prize was previously named “**The Japan Quality Medal**” and has been renamed in 2012 to “**The Deming Grand Prize**”

This Deming Grand Prize for 2013 has been declared to be given to:

- MEIDOH (Japan)
- Rane Brake Linings (India)

Apply for the Deming Prize—Due date: February 20th

The application form, which is available from JUSE, must be completed and submitted with necessary documents as well as the application fee by the deadline February 20th.

Examination

The Deming Prize Examination Committee examines and selects the candidates for the Prize.

A document examination will be carried out based on the description of TQM Practices submitted by the applicant organization. If the applicant organization passes the document examination, an on-site examination will be conducted. The Committee makes judgment according to the evaluation criteria and reports the results to the Deming Prize Committee.

The examination process is not open to the public, and all possible measures are taken to ensure the confidentiality of applicant organizations.

Determination of the winners—Mid October

According to the report by the Committee, the Deming Prize Committee determines the winners of The Prize and notifies them. In the event that the

applicant has not attained passing points, final judgment is reserved and, unless the applicant requests withdrawal, the status is considered as “continued examination”. Subsequent examinations are limited to twice during the next three years.

Public announcement of the winners—Mid October

After the Prize winners have been determined by the Deming Prize Committee as mentioned above, the winners are announced in the following publications and the reasons for receiving the Prize are stated:

- a) The “Nippon Keizai Shimbun” (Japan Economic Journal)
- b) The web magazine “Quality Management” (published by JUSE)
- c) The monthly magazine “JUSE News” (JUSE Newsletter)
- d) JUSE Home Page

Award ceremony—Mid November

The winners receive the Deming Medal with an

accompanying Certificate of Merit from the Deming Prize Committee. The winners also receive a written report on the examination findings (including recommendations for future improvement of their TQM activities.)

Presentations by prize winners

The Winners’ presentations shall take place after the award ceremony.

Status Report and Post-Prize Review Three Years after Receiving the Prize

The prize winner is requested to submit a short report on the status of its TQM practices three years after having received the prize. As a rule, post-prize review for about one-day will be conducted based on the report. In lieu of this review, the prize winner may also choose the following to further promote and develop its TQM.

Feedback may be given at drppoddar@gmail.com

CII-EXIM Bank Award for Business Excellence

Mr N. Deep, Deputy Director, Confederation of Indian Industry, CII Institute of Quality

CII and the EXIM Bank of India have joined together in 1994, for promoting excellence among Indian Industry through the CII-EXIM Bank Award for Business Excellence. The Award is based on the internationally recognised EFQM Excellence Model. The Award was established to promote the awareness of excellence as an increasingly important element in competitiveness.

Participating in the Award programme will benefit organisations in many ways including

- Providing an external perspective on the current status on the organisation’s performance and practices
- Giving insight into organisational performance, beyond financial performance
- Measuring progress on the journey of excellence, and
- Helping compare with best-in-class organisations

CII believes that organisations which will use the Excellence Model for internal improvements, and the CII-EXIM Bank Award programme for external validation, will truly be enabled in refining and improving their practices and performance, for achieving higher levels of excellence.

CII-EXIM Bank Award programme for the year 2013 has a diverse participation by way of applicants from various sectors like manufacturing, healthcare, retail, education, and infrastructure that has seen a rise. **This Award, so far, has been won by Bosch Limited, Diesel Systems Business, Tata Consultancy Services Ltd., Commercial Vehicles Business**

Unit of Tata Motors, Infosys Technologies Ltd., Tata Steel, Maruti Udyog Ltd., and Hewlett Packard. Many new organisations are participating in the Award Assessment programme as well as seeking handholding from CII, to further their journey of excellence, especially the Small and Medium Businesses. The assessors, who have undergone the assessor training, conducted by CII, invest around 1000 man hours per application. The Refresher Programmes for Assessors are conducted at various locations during May to June every year, to update the assessor fraternity of the latest developments in the Model as well as the Assessment methodology.

Each applicant organisation gains an outside perspective on its business and the results of this review are distilled in a detailed feedback report, outlining the strengths and opportunities for improvement based on the Award Criteria. *Applicant Organisations are required to share information on their ‘Good Management Practices’ successfully implemented over the years, with the assessment teams, for subsequent sharing with other member organisations, for suitable adoption.* Award recipients are required to share information on their successful performance and quality strategies with other Indian organisations. The principal mechanism for sharing information is the National Quality Summit, (during November every year) an annual flagship event of CII IQ and a series of ‘Winners Conferences’ held in major metros of the country.

For further details, please email : n.deep@cii.in

Business Excellence Performance Awards

S V Viswanathan (He is part of the NCQM Expert Panel)



Some of the notable performance awards in the world are as follows...

1. The Deming Prize

The Deming Prize award is Japan's most prestigious national quality award for industry, established in 1951 by JUSE (the Japanese Union of Scientists and engineers) and named after W. Edwards Deming considered the father of statistical quality control methodology in Japan after W.W.II. This is the world's oldest performance award, for organizations making the greatest strides each year in TQC. The prize has three award categories for Individual person, the Deming Application Prizes, and the Quality Control Award for factory.

The Deming Application prizes are awarded to private or public organizations and are subdivided into small enterprises, divisions of large corporations, and overseas companies. Organizations are rated & points are given on the basis of

- a) Policies;
- b) Organization & its management;
- c) Education & its dissemination;
- d) Collection, dissemination and use of information of Quality;
- e) Analysis and use of Statistics;
- f) Standardization;
- g) Control;
- h) Quality Assurance;
- I) Results;
- j) Planning for the Future

There are more than 150 companies who have won this prize.

Tata Steel is the first integrated steel company in the world, outside of Japan, to win the Deming Application Prize. The steel giant won the 2008 prize for achieving distinctive performance improvements through the application of Total Quality Management (TQM).

2. Baldrige Award

This award was established in 1987 to promote quality awareness, understand the requirements for quality excellence, and share information about successful quality strategies and benefits. There are

very few companies who have received this prize.

The focus is on the role of quality data collection, analysis as the basis for managerial decisions, Quality will focus on Customer satisfaction, Creative efforts and the elimination of defects. Organizations are rated & points are given on the basis of

- a) Leadership;
- b) Information and Analysis,
- c) Quality of Strategic Planning,
- d) Utilization of Human Resources;
- e) Quality Assurance of Product and Servicing;
- f) Results of Quality Assurance of Product and Servicing;
- g) Customer Satisfaction

Rating and % of Marks vary on the above points.

The following are some of the Critical Factors that are to be noted;

- a) A plan to keep improving all operations continuously;
- b) A system for measuring these improvements accurately;
- c) A strategic plan based on benchmarks that compare the company's performance with the world's best,
- d) A close partnership with suppliers and customers that feeds improvements back into operations,
- e) A deep understanding of the customers so that their wants can be translated into products;
- f) A long-lasting relationship with customers, going beyond the delivery of the product to include sales, service, and ease of maintenance;
- g) A focus on preventing mistakes rather than merely correcting them;
- h) A commitment to improving quality that runs from the top of the organization to the bottom

It is clearly seen that application of these prestigious awards ensure:

Lower Costs, Reduced Product Development Time, Increased Employee Satisfaction; Higher Quality Products; Innovation; Increased Productivity and all these leading to Increased Customer satisfaction.

3. Canada Indian Foundation Chanchalani Global Indian award

This award is an Indian non-governmental diasporic award. It was established in 2008 by the Canada India Foundation to recognize excellence and celebrate achievement in the Global Indian Diaspora to a recipient who has demonstrated global leadership, vision and professional excellence, which has made all people of Indian origin extremely proud of the India heritage. The award is presented annually. The award is in the form of a trophy accompanied with donations of \$50, 000.00 to approved charities in the name of the award recipient.

The awards principal sponsor is Toronto based businessman Vasu Chanchlani.

The recipients include Deepak Chopra; Ratan Tata, Tulsi Tanti; Sam Pitroda;

4. Jamnalal Bajaj Award

Jamnalal Bajaj Award is an Indian award for promoting Gandhian values, social work and social development established in 1978, by the Jamnalal Bajaj Foundation of Bajaj Group, it is given annually in four categories, and usually presented by the President, Vice president, Prime Minister of India The award ceremony takes place on his birth anniversary, November 4. The award comprises a citation, a trophy and a cheque of Rs five lakh each. It is given in four categories, namely:

1. Constructive Work.
2. Application of Science and Technology for Rural development.
3. Outstanding contribution for the Development and Welfare of Women and Children (Established in 1980, in the memory of Janaki Devi Bajaj)
4. International Award for promoting Gandhian values outside India. (Established in 1988 on birth centenary of Jamnalal Bajaj, given to an individual of foreign nationality)

The awardees include Baba Amte, Sunderlal Bahuguna.

5. National Award for Teachers

National Award for Teachers is for Teachers awarded by the President of India on 5 September (Teacher's Day) every year to give public recognition to meritorious teachers working in primary, middle and secondary schools in India. Instituted in 1958, there are 366 awards out of which 20 awards are reserved for Sanskrit, Persian and Arabic teachers. Each State/Union Territory/Organization has an earmarked quota based on the number of teachers. The Scheme also covers teachers of the schools affiliated to CBSE including teachers of independent affiliated schools situated abroad, ICSE, Sainik School, KVS, NVS, CTSA and schools run by the Atomic Energy Education Society.

From the award year 2001, 33 'Special Awards' have been earmarked to teachers promoting integrated inclusive education in schools and promote the education of children with disabilities in regular schools by States/UTs and other school system. The teachers of following categories will be considered for award:

- Teachers with disabilities working in regular schools.
- Special teacher or trained general teachers who may have done outstanding work for Inclusive Education.

The selection is made by a State level Selection Committee/Central Award Committee presided over by Director (Education) / Head of the Organization with a nominee of the Union Government as a member. The names of the teachers as recommended by the Committee are forwarded by the State Government / Organizations in order of merit. The Government of India makes the final selection on the basis of merit. The award carries a medal, certificate, and INR25,000/- as award money.

6. Indian Science Award

India Science Award is the highest and the most prestigious national recognition by the Government of India for outstanding contribution to science. The primary and essential criterion for the award is demonstrated and widely accepted excellence in science. The award covers all areas of research in

science including engineering, medicine and agriculture. The prize money is Rs 25 lakhs, and it also carries a citation and a gold medal. The award is announced and presented every year at the Indian Science Congress (ISC). The award was instituted by the 10th Prime Minister of India Shri Atal Bihari Vajpayee in 2003.[2][3] The first award, for the year 2004, was given to a renowned chemist Prof CNR Rao, for his works in solid state and material chemistry, by Prime Minister Manmohan Singh at the inauguration of the 93rd Indian Science Congress on 3 January 2006. India Science Award was launched at the 90th Indian Science Congress on 3 January 2003, held at Bangalore University, by the Prime Minister of India. On 30 June 2003 the Ministry of Science and Technology (India) approved the framework and guidelines of the award. The meeting was attended by 20 eminent scientists, government officials, under the chairmanship of the Minister of Science and Technology.

India Science Award is given annually in recognition of distinguished achievements in science, including medicine, engineering and agriculture. The recipient is a scientist, of no age limit, who had made a ground breaking scientific research that is widely demonstrated and accepted, and the work done primarily in India. Originality and innovatory outputs are more important than mere quantity. Contribution to scientific development of the country has a huge impression. The award is not given to groups or institutions. If more than one nominee are eligible in a year, a maximum of two can share the prize.

7. Shingo Prize for Operational Excellence in Manufacturing

The Shingo Prize for Operational Excellence is a not-for-profit organization housed at Utah State University and named after Japanese industrial engineer Shigeo Shingo. Dr. Shingo distinguished himself as one of the world's thought leaders in concepts, management systems and improvement techniques that have become known as the Toyota Business System. Dr. Shingo received his honorary Doctorate of Management from Utah State University in 1988, the year the prize was initiated. The mission of The Shingo Prize is to create excellence in organizations through the application of universally accepted principles of operational excellence, alignment of management systems, and the wise application of improvement techniques across the entire organizational enterprise. The Shingo Prize does this by teaching correct principles and new paradigms that accelerate the flow of value,

align and empower people, and transform organizational culture. The vision of The ShingoPrize for Operational Excellence is to be the global standard of excellence in every industry. Because The Shingo Prize roots are in organizational recognition, they have learned three very important principles:

- 1) Evaluating organizations for recognition requires a clearly defined, very high and universally consistent standard of excellence.
- 2) True excellence cannot be fleeting; therefore, assessment must determine the degree to which the principles that create excellence are deeply embedded into culture.
- 3) For any organization to be successful, they must be focused on a high standard of excellence (No. 1 above) and be honest in their assessment of where they are in the development of a high performing culture (No. 2 above).

These lessons have been learned by observing the sometimes successful, but mostly unsuccessful, improvement efforts of hundreds of great organizations over 23 years.

When these new paradigms are well understood and acted on, cultural transformation can be accelerated. The new paradigms are: There is a clear and strong relationship between principles, systems, and tools. Operational excellence requires focus on both behaviors and results. Business and management systems drive behavior and must be aligned with correct principles. The principles associated with operational excellence and the associated Shingo transformation process apply in any industry, any geography, and at any time. These principles are ultimately most of the "Why am I doing this?" behind Lean, Six Sigma, Total Quality Management, Just-in-Time, Quality Circles, and other programs for business improvement.

The Shingo Prize is awarded to organizations that demonstrate a culture where principles of operational excellence are deeply embedded into the thinking and behavior of all leaders, managers, and associates. Performance is measured both in terms of business results and the degree to which business, management and work systems are driving appropriate and ideal behavior at all level. Leadership is beginning to focus on ensuring that principles of operational excellence

Are deeply imbedded into the culture and regularly assessed for improvement.

Shingo Silver Medallion

The Shingo Silver Medallion: is awarded to organizations that demonstrate strong use of tools and techniques, have mature systems that drive improvement, and are beginning to align thinking and organizational behavior with correct principles of operational excellence. At the silver level the scorecard has a broad spectrum of measures and is beginning to include behavioral elements. Key measures are stable with mostly positive trends and all levels understand how to affect the measures appropriately for their areas.

Shingo Bronze Medallion

The Shingo Bronze Medallion: is awarded to organizations that demonstrate strong use of tools and techniques for business improvement and are working to develop effective systems to create continuity and consistency of tools application throughout the business entity. Key measures have begun to stabilize with trends being mostly positive with some backsliding still evident. There are goals being set in many areas outside of operations.

Alignment may still be weak in areas other than operations but efforts are being made to improve and work toward aligning the entire enterprise. Silos are beginning to fall.

Public Sector Prize

In the past this prize was given to the public sectors that achieve world-class manufacturing status. This award no longer exists.

Research and Professional Publication Award

This award recognizes research and writing regarding new knowledge and understanding of lean and operational excellence.

It is given in four categories:

- (1) unpublished papers,
- (2) published articles,
- (3) books & monographs and
- (4) applied publications / multimedia programs.

Hall Available National Centre for Quality Management

NCQM Learning Centre Air-conditioned hall equipped with Audio, Visual and LCD available for Conferences, Board Meetings, symposium, discourses, on chargeable basis to NCQM Member organizations and other interested.

Seating Capacity :
Conference type U shape - 25 people
Class room type - 50 people
Flexible timing to suit requirements.

For booking contact :
Tel: 022-25170483 / 69
Email : ncqm@vsnl.com
ncqmmumbai@yahoo.co.in
Website: www.ncqm.com



NCQM's Best Educational Quality Enhancement Team (BEQET) President Award

Mr. V. Hariharan Iyer

Best Educational Quality Enhancement Team (BEQET) Awards by National Centre for Quality Management for Education Institutions is an annual award and introduced from the Year 2006.

One of the thrust areas of NCQM has been to promote Quality Values among educational institutions in our country. For the past few years, NCQM's senior consultants have been successfully facilitating a number of schools and colleges.

It is heartening to note that, as an outcome of this facilitation, a large number of Quality Improvement projects have been successfully undertaken and many more are being attempted.

The improvement areas covered so far are academics, administration, infrastructure and house keeping. All of them have been following structured Quality Improvement Methodologies, using the powerful Team Approach.

With a view to enhance NCQM's involvement and encourage Quality Improvement Teams in Educational Institutions in the country, NCQM has instituted these **Best Education Quality Enhancement Team (BEQET)** Awards. The First award competition was held in January 2007 and being continued last seven years.

Entries from Schools and Colleges are solicited every year and an overview of the same is as follows:-

1. Objective / Purpose :

To encourage Quality Enhancement Teams in Educational Institutions, successfully promoting Quality practices in their operations, and there by significantly enhancing satisfaction of their customers, both internal and external.

2. The Awards :

The Awards include an Award Trophy to the winning institution in each category, and a Certificate to the leader of the team. The Runner – up institutions are awarded with Certificates of Merit, with a Certificate to the leader of the team. Other team members of the winning as well as runner up teams can get the certificate on request at a nominal cost.

3. Eligibility:

- 3.1. Each Applicant must be an Institutional member of NCQM.
- 3.2. Colleges and institutions who have been accredited by NAAC and who have Quality Improvement as an integral part of their requirement.
- 3.3. Colleges and Institutions affiliated to any university in Maharashtra or in any other state.
- 3.4. Recognized schools, both primary and secondary and also high schools, both aided and unaided.
- 3.5. The competition is also open to all Schools, Colleges and Institutions affiliated to NCQM Institutional Members.

4. Entry into Competition:

- 4.1. Each school or college or institution can nominate upto three (3) teams to compete for these awards.
- 4.2. Only those teams whose projects have been completed during the past three years, and the benefits are being maintained are considered for these awards.
- 4.3. Each nomination is required to be made on the standard Application Form and submitted to NCQM, along with an Entrance Fee of Rs.1000/- (Rs. One thousand) only per team. We request to add Service Tax @12.36%. Total amount of Rs. 1124/-.

5. Time Schedule for the year 2013:

Call for Entries : December 30, 2013
Acceptance /
Acknowledgement : January 6, 2014
Competition : January 2014
Award Presentation : Will be declared later

6. Application Form & Project Format and Assessment Criteria are available at NCQM website: www.ncqm.com



QCI - D.L. Shah Quality Award

“An opportunity for companies to showcase and share their success stories in the field of Quality”

- Methodology adopted
- Sustainability of the project
- Innovation in approach

The Award

The QCI-DL Shah Quality Awards have been instituted with a view to promote awareness that performance improvement through quality initiatives is an important element for gaining a competitive edge. The Award recognises successful projects (in the form of case studies) of an organisation that have resulted in continuous improvement of products and/or services, better and effective operations as well as increased customers/stakeholders satisfaction. The awards are given for specific projects which have to be submitted in the form of case studies.

Sectors and Categories for the Awards

Awards will be given for different sectors mentioned below :

Section	Code	Section	Code
Government	(A)	IT	(F)
Public Sector	(B)	ITes/BPO	(G)
Manufacturing - Large	(C1)	Financial	(H)
Manufacturing - SME	(C2)	Education	(I)
Hospitals - Large	(D1)	Infrastructure	(J)
Hospitals - Small	(D2)	Logistics (including Shipping)(K)	
Drugs & Pharmaceuticals	(E)	NGO (including Social Sector)(L)	
Service organizations not covered in any of the above sectors			(M)

Eligibility for the Award

An organization submitting projects, must satisfy the following conditions:

- The organization should be located in India.
- The organization has not been convicted by any Court for any irregularities.

Assessment Criteria

The assessment of the projects will be made on the basis of various parameters which have been identified by a team of experts from QCI and D.L. Shah Trust. Emphasis will be placed on;

- Financial Benefits and tangible benefits
- Impact of the project
- Diagnosis of the problem

For details please contact :

National Board for Quality Promotion (NBQP)
Quality Council of India
2nd Floor, Institute of Engineers Building,
Bahadurshah Zafar Marg, New Delhi 110002.
Tel: 011 -2337 9321 / 0567 / 8838/8838
Mobile: +919811824121 / +918130430044 /
+919990803057
Fax: 011-23379621
email: nbqp@qcinqin.org; balu@qcinqin.org,
raju.nbqp@qcinqin.org

Next ASQ Examination Schedule on

October 5, 2013 & December 7, 2013
at NCQM Learning Centre, Mumbai.

National Centre for Quality Management, Mumbai

‘Quality - Striving for Excellence’

Quarterly Newsletter

Advertisement Tariff

<i>Sponsorship</i>	<i>Rs. 25,000/-</i>
<i>Back cover (full pg.)</i>	<i>Rs. 20,000/-</i>
<i>Inside back cover (full pg.)</i>	<i>Rs. 15,000/-</i>
<i>Inside front cover (full pg.)</i>	<i>Rs. 15,000/-</i>
<i>Any other page (full pg.)</i>	<i>Rs. 10,000/-</i>
<i>Any other page (half pg.)</i>	<i>Rs. 5,000/-</i>

* **Plus Service Tax -- 12.36%**

Owens Corning's Journey Towards Excellence

Key note address by Chief Guest, Mr. Alok Kapoor from Owens Corning, at NCQM 27th AGM September 28, 2013

For last 75 years, Owens Corning has been improving the way people live, work and play. Owens Corning invented the commercial processes for making glass fibers and has a fascinating history of innovation.

This legacy has continued as our company has grown to become the world leader in advanced glass and building material systems, and has expanded globally through today's competitive, international markets

“Winning with our customers and growing our people” has been our lenses. OC has its presence in more than 75 locations in the world.

Its major business units include Building Materials, Insulation, and Composites.

It's product portfolio includes Direct Roving, Multi End Roving, Chopped Strand Mat (CSM), CFM (Continuous filament mat) Chopped Strands Fabrics.

Owens Corning in India:

In India OC has two manufacturing facilities namely Taloja and Thimmapur. It has its corporate office in Mumbai.

A green field project Taloja started its commercial production from 1999. Thimmapur plant became a part of OC family in 2007 when OC took over the reinforcement business of Saint Gobin.

OC India produces **Advantex™** environmental friendly boron free glass.

Manufacturing Process of Glass Fiber

The facility in Taloja is one of best modern facility for the production of glass fiber. It produces Single end roving (t-30), Multi end rovings (MER), and Copped strand mat (CSM).

Culture & People

OC house has three pillars namely “Safety is unconditional”, “Extraordinary talent”, “Waste free”. At Taloja the organization structure is like a inverse pyramid. The minimum qualification is diploma or degree. Teams highly qualified engineer work as self directed team with zero supervision. They are at direct line of sight with customer. It is a high performance organization.

Owens corning is continuing its journey towards preferred employer and considers its employees an asset.

Continuous Improvement Journey

Owens Corning has been marching towards its continuous improvements journey through Lean, Six Sigma, ISO. Taloja has Integrated Management system for ISO9001, ISO 14001 and OSHAS 18001 called Operations Management System.

It has been awarded Manufacturing Excellence Council Gold award in 2001 and 2003. Silver award in 2002 and 2004.

It has engaged 70% of people in six sigma journey through training. It has been conducting in house and external training for shop floor employees in basic six sigma, lean, Kaizen. Each year 15 of them are certified as green belt through training and project work. This approach has been successfully delivering sizable amount of savings. This approach has helped OC to improve employee engagement.

Each project goes through a strict rigor and follows DIMAC methodology. All project leaders have its senior leadership support. Black belt's mentor them during each phase and remove roadblocks.

Way forward from 2013 it has initiated TPM journey and will continually improve its process to deliver “Zero Defect” product.



Chief Guest Mr. Alok Kapoor delivering lecture

WELCOME ABOARD - NEW MEMBERS

Patron Member category:

PT3023 Godrej & Boyce Mfg. Co. Ltd.-
Lawkim Motors Group
Mr. Vijay M. Crishna Mumbai

Corporate Member category:

CM0572 Owens Corning India Pvt. Ltd.,
Mr. Avijit Ghosh Taloja, Raigad

Converted from Senior to Senior Life category

SL0029 Mr. Aravind Ghaisas Thane

Converted from Individual to Senior Life category

SL0030 Mr. Hemant Urdhwaresh Pune

Converted from Individual to Senior Member category :

SM0137 Mr. Jagdish M. Matani Mumbai

Senior Member category :

SM0138 Mr. Prashant Chavan Bangalore

Converted from Individual to Individual Life Member:

LO0138 Dr. Vikas D. Garud Pune

LO0139 Mr. R. Ravisankar Madurai

NCQM Forthcoming Programme

- Root Cause Analysis & Use of QC Tools
Nov 16, 2013 / Feb 2014
- Value Engineering - An effective Management Tool for Competitive Edge
Nov 25, 2013 / Jan 2014
- Internal Audit (IA) as per ISO 9001: 2008 Quality Management System
Nov 28-29, 2013 / Feb 2014
- Supply Chain Management
Dec 2, 2013 / Feb 2014
- Effective Management of Work Place Through Principles of Housekeeping (5S) & Waste Elimination (7W)
Dec 9, 2013 / Feb 2014
- Internal Audit for Integrated Management System (ISO 9001: 2008 QMS, ISO 14001: 2004 EMS and OHSAS 18001: 2007)
Dec 13-14, 2013 / Feb 2014
- Six Sigma Green Belt Feb 2014
- Achieving Zero-Defect Quality Jan 2014

NCQM Events

Annual General Meeting : 2013

Annual General Meeting for the year 2012-13 was held on September 28, 2013 at the NCQM Learning Centre at 3.00 pm.

Shri Shailesh Sheth, NCQM Governing Board Member & Chairman, Membership Committee chaired the Meeting. Confirmation of minutes of last AGM, approval of annual report, annual accounts and auditor's report for the year 2012-13 and appointment of auditor for the year 2013-14 were transacted during the meeting.



Dr. P. Poddar, Treasurer Reading A/Cs Part. On Dias L to R Shri M. V. Gandhi, Dr. H. M. Mehta, Shri Shailesh Sheth & Shri Santosh Khadagade



Section of audience

Annual Day Function: 2013

Annual Day Function was held on September 28, 2013 at the NCQM Learning Centre at 4.30 pm. Mr. Alok Kapoor was the Chief Guest is Global Program Leader for Owens Corning India Pvt. Ltd., Taloja, Raigad looking after knowledge sharing in

Glass Manufacturing for all their plants globally. He presented an update on “Journey Towards Quality Excellence - An Overview about Owens Corning”. The presentation was well received and appreciated by the entire audience.



Shri Shailesh Sheth introducing the Chief Guest
Mr. Alok Kapoor

Out of 10 Corporate Members and 7 Individual Members, two are NCQM Members for more than 25 years, two have been more than 20 years, and six have been for more than 10 years. Similarly in Individual Members category, three have been NCQM members for more than 20 years, and four have been for more than 10 years. They were felicitated as “Sustaining Members”

1. Corporate Awardees

Sustaining members since 25 years

1.1 Usha International Limited, Hydrabad

Usha International Limited is a multi product consumer durable manufacturing, marketing and distribution company. Usha International Ltd., Hyderabad is NCQM’s Corporate Sustaining Member since 1985. In brief Usha is ‘First’ in many fields.

- First indigenous sewing machine marketed in India under the brand name Usha.
- ‘Usha’ the first Indian Sewing Machine exported.
- The first Indian Fan ‘Usha’ exported.
- Fourth generation fully automatic Sewing Machine in collaboration with Janome Sewing Machine Company of Japan added to the product range.
- Mono-block pumps followed by a complete range of water lifting equipments are launched.
- A new range of Diesel Engines for power generation introduced.

1.2 Bosch Rexroth India Ltd., Ahmedabad



Shri Mahesh V. Gandhi presenting trophy to representative of Bosch Rexroth India Ltd., General Manager, Mr. Vinay Talwadkar.

Bosch Rexroth, one of the leading specialist for drive and control technologies, creating custom solutions for driving, controlling and moving serves as a partner for Mobile Applications, Machinery Applications and Engineering, Factory Automation and Renewable Energies. Bosch Rexroth India Ltd., Ahmedabad is NCQM’s Corporate Sustaining Member since 1985.

Sustaining membes since 20 years

1.3 A.T.E. Enterprises Private Limited, Mumbai



Shri Shailesh Sheth receiving trophy of
A.T.E. Enterprises Pvt. Ltd.
from Shri Mahesh Gandhi

A.T.E. Enterprises Private Limited (ATEEPL) established in 1939 is headquartered in Mumbai, India. Dedicated to industrial sales, distribution, and service support, ATEEPL operates in the domains of Textile Engineering, Clean Technology & Print and Packaging Solutions.

ATE Enterprises Pvt. Ltd. is NCQM's Corporate Sustaining Member since 1991 ATE upgraded NCQM Membership as Patron Life in the year 2011 ATEEPL offers a wide spectrum of services encompassing manufacturing, marketing, pre-sales consultancy, sales, distribution, after-sales-services. It also has expertise in handling turnkey projects.

1.4 Pidilite Industries Ltd., Mumbai



Shri Mahesh V. Gandhi presenting trophy to representative of Pidilite Industries Ltd., Head - Q M., Mrs. Tripuri Sundar

Since its inception in 1959, Pidilite Industries has been the pioneer & market leader in adhesives & sealants, construction chemicals, craftsmen products, DIY (Do-It-Yourself) products & polymer emulsions in India.

The product range also includes paint chemicals, automotive chemicals, art materials & stationary, fabric care, maintenance chemicals, industrial adhesives, industrial & textile resins and organic pigments & preparations.

Most of the products have been developed through strong in-house R&D. The Brand name Fevicol is synonymous with adhesives to millions in India & is ranked amongst most trusted brands in the country. Some other major brands are M Seal, Fevi-kwik, Fevi-stik, Roff, Dr. Fix-it, Sargent Arts, Hobby Ideas and Cyclo.

Pidilite Industries Ltd. is NCQM's Corporate Sustaining Member since 1991.

Sustaining members since 10 years

1.5 Uni Abex Alloy Products Limited, Thane

Uni Abex Alloy Products Limited is located in Thane, near Mumbai. The company was incorporated in 1972 and has an excellent track record of supplying critical components to a wide range of industries. Uni Abex Alloy Products Limited is a pioneer and leading

manufacturer of Centrifugal and Static Castings in Heat, Wear and Corrosion Resistant Alloys.

Uni Abex Alloy Products Ltd is NCQM's Corporate Sustaining Member since 2002 and upgraded their membership as Life Corporate in the year 2008.



Dr. H. M. Mehta presenting trophy to representative of Uni Abex Alloy Products Ltd., Mr. Kishore Tamhaney, COO & Mr. Amiya K Ray, Head QA

1.6 Indofil Industries Ltd., Thane



Dr. H. M. Mehta presenting trophy to representative of Indofil Industries Ltd., Mr. Deepak Karulkar, Senior Manager - QA

Indofil Industries Ltd. was incorporated in 1962 in Bombay as Indofil Chemicals Company, a subsidiary of Rohm and Haas, USA. At present Indofil Industries Limited is an independent entity with head office located at Mumbai, Maharashtra.

Indofil Industries Limited is uniquely placed both in Agricultural Chemicals (ABD) as well as Specialty & Performance Chemicals (SPCD) business. Indofil has its export presence in more than 60 countries as suppliers of Mancozeb formulations. In India, Indofil is successful in strategic marketing of Insecticides, Fungicides, Herbicides and Plant Growth Regulators. Indofil is driven by "Crop Care Concept" in agriculture business.

Specialty and Performance business works with the philosophy to be a solution provider by innovative products for various industries viz. Leather, Textile, Paints, Plastics and Construction Chemicals.

Indofil Industries Ltd, is NCQM's Sustaining Corporate Member since 2002.

1.7 Emco Dynatorq Pvt. Ltd., Thane



Dr. H. M. Mehta presenting trophy to representative of Emco Dynatorq Pvt. Ltd., Mr. N. Sridhar

The organization, from manufacture of fans with 500 sq. ft area and 8 people, the company has moved on, venturing into manufacturing of Transformers, Special Purpose Motors and onwards into Industrial Brakes & Clutches, today with 4 modern plants.

Emco Dynatorq is engaged in manufacture and sale of Spring Applied AC & DC Fail Safe Brakes, Electro Magnetic Flange Mounted Brakes & Clutches, Clutch Brake combinations, Flame-proof and Marine-duty Brakes, Pneumatic and Hydraulic Brakes & Clutches. These products are manufactured with international designs.

Emco Dynatorq Pvt. Ltd., is NCQM's Sustaining Corporate Member since 2002.

1.8 GRPLimited, Mumbai

GRP Ltd, previously known as Gujarat Reclaim & Rubber Products Ltd. (GRRPL), is the largest producer of reclaimed rubber in Asia and amongst the leaders of the same in the world.

Established in 1974, GRP has steadily risen beyond its humble beginnings. Initially functioning at a modest production capacity of only 2400 MT, today the Company has become India's largest manufacturer and exporter of reclaimed rubber; producing reclaimed rubber from the scrap of whole tyres, tread peelings, natural rubber tubes, butyl tubes, and moulded rubber products for different applications in both tyre and non-tyre rubber products.



Shri Mahesh V. Gandhi receiving Sustaining member trophy of GRP Limited from Dr. H. M. Mehta

In 2009, with an aim to provide its customers with value added solutions, GRP made an entrance into the thermo-plastic compounding sphere with the establishment of its sister concern – GRIP Polymers. This is the first Indian company to offer a family of cost-effective and sustainable Polyamide and TPE solutions through self-developed technology for a wide variety of applications in the several sectors, namely Automotive, Industrial, Footwear, Supportive Packaging, Road Construction, and Soft Touch Grips etc.

GRP Limited, is NCQM's Sustaining Corporate Member since 2002.

1.9 Navnitlal Private Limited, Navi Mumbai

Navnitlal was established in the year 1943 and over the past decades is in the business of exports of 100% Cotton Grey Fabrics. The Navnitlal Group of Companies has been awarded several times by the Government of India and The Cotton Textile Export Promotion Council (TEXPROCIL) for their outstanding performance and achievements in the field of exports.



Dr. H. M. Mehta presenting Sustaining member trophy to representative of Navnitlal Pvt. Ltd., Mr. Sailesh Pandey, Dy Manager (Personnel & Administration)

Navnitlal Private Limited (NPL), Export House is a versatile state-of-the-art Spinning and Weaving Plant, which has been setup in 1997 and focuses on manufacturing superior quality Cotton Grey Fabric. NPL is strategically located near the port and is only 80 Kms from Mumbai City. NPL manufactures 11 million meters per annum and our products are exported to USA, Canada, Germany, France, UK, Italy, Belgium, Netherlands, Japan, Korea, China, Hong Kong, South Africa, etc.

Navnitlal Pvt. Ltd., is NCQM's Sustaining Corporate Member since 2002.

1.10 MRK Healthcare Pvt. Ltd., Mumbai

MRK Healthcare Pvt. Ltd. is a globally recognized medical technology company, focused on creating innovations in the medical devices field to deliver devices at affordable cost.

MRK designs, develops, manufactures and markets a wide range of medical disposables & equipments for home & hospital use. People in over 70 countries around the world put their trust in MRK's innovative, high-quality solutions to offer superior protection, combined with high levels of comfort and performance.

MRK Healthcare Ltd., is NCQM's Sustaining Corporate Member since 2002.

2. Individual Awardees

Sustaining members since 20 years

2.1 Prof. H. C. Patel, Mumbai

Prof. H. C. Patel is B.E. in Mechanical & Electrical Engineering and M. Tech. from IIT, Kharagpur. He studied Production Management at Harvard Business School under USAID grant.



Prof. H.C.Patel receiving Sustaining member trophy from Dr. Mehta

He was Prof. & Head of Mech. Engg., VJTI, Mumbai and later Principal & Secretary of Shri Bhagubhai Mafatlal Polytechnic Mumbai and its Advisor.

He was formerly Executive Director and currently is Advisor of NCQM.

He was Chairman, National Council of Indian Institution of Industrial Engineering in 1985 and President, Bombay Productivity Council during 1987-89.

He has assisted many organizations in developing quality system and achieving ISO 9000 certification.

He received Lifetime achievement award from—

1. National Centre for Quality Management in 2010
2. Khadayata Yuvak Sangh (Khadayata Community) in 2011
3. Quality Forum in 2011

He is NCQM's Individual Member since 1991.

2.2 Mr. Manish D. Ajmera, Mumbai

Mr. Manish D. Ajmera has done B. E. (Mech), M.S. (Ind.Engg.USA), MFM (Mumbai Univ). His professional experience in Manufacturing of Ball & Roller Bearings. His areas of expertise Manufacturing processes, Quality Assurance, Marketing. He is Director of Excel Bearings Pvt. Ltd, Mumbai.

He is NCQM's Individual Member since 1991. He has upgraded his Membership in Senior category.

2.3 Mr. Ravindra Chavan, Mumbai



Dr. Mehta presenting Sustaining member trophy to Mr. Ravindra Chavan

Mr. Ravindra Chavan has done Mechanical Engineering. Also done Systems management and Lead Auditor.

Around 35 years he is in field of QMS, EMS & OHSAS

His experience area is Systems Consultant for Infrastructure, Hydrocarbon, Engineering, Ship building, Automobile, Textile, Manmade fiber, Food & Pharmaceuticals and BPO operations for organizations having turnover from 300Cr to 15000Cr in the country and abroad.

He is NCQM's Individual Member since 1993.

Sustaining members since 10 years

2.4 Mr. M. D. Mandlekar, Mumbai

Mr. Madan Mandlekar has done B.E. (Electrical). Around 35 years in the field of operations management, manufacturing, consulting, training & education.

Lead Auditor & certified trainer for ISO 9001: 2008 QMS, TQM & soft-skills areas, he has conducted more than 200 trainings in leading companies. He is a Panel Auditor with several reputed Certification Bodies. He is visiting faculty to management institutions.

He was TQM coordinator at L&T (1981-2001).

He is NCQM's Sustaining Senior Member since 2002. He has upgraded his Membership in Fellow Life category. He is NCQM's Distinguished Senior Faculty.

2.5 Mr. Arjun Kumar Asrani, Pune

Mr. Arjun Kumar Asrani has done B.Tech (Hons), Electrical Engineering from I.I.T. Kharagpur in 1961. He has also done Senior License for Operation at Tarapur Atomic Power Station (TAPS), 1969, issued by General Electric Company of USA.

Worked from 1985 till his retirement in October 1999 as Director at Directorate of Regulatory Inspection & Enforcement, Atomic Energy Regulatory Board (AERB), Govt. of India, Mumbai.

After retirement, he provided his services as Expert Technical Support to AERB in Advisory capacity for QA and Design Safety, Review of current national level projects for Nuclear Power Plants and for preparation of Regulatory Documents,

He also provided support to NCQM for ISO 9001:2000 QMS consultancy, for Food Irradiator

Facility of BRIT, Govt. of India, at Vashi, Navi Mumbai.

He has been associated with NCQM as sustaining Fellow member since 2002

2.6 Mr. Uday M. Gaitonde, Thane

Mr. Uday Gaitonde graduated as Bachelor of Technology in Chemical Engineering from I. I. T., Kharagpur. He has completed post-graduate Diploma in Management Studies from Mumbai University.

He has worked for 34 years in various reputed organizations in India and abroad such as Hindustan Lever, Associated Cement Cos., Raychem Saudi Arabia, Raychem RPG, RPG Cables and finally, Uni Abex Alloy Products, from where he retired as "President". During his career there he handled green-field projects as well as turn-around and transformation assignments.

He has been associated with NCQM as member since 2002 and senior member since 2012. He has worked as "Executive Director" of NCQM from September 2011 till November 2012."

2.7 Mr. Lal Pribhdas Hiranandani, Ulhasnagar

Mr. Hiranandani is NCQM's Individual Member since 2002.

3. Senior Fellowship Certificate

A Committee appointed by Governing Board considers the nominations and accepts senior and eminent persons as the fellow members of NCQM. This year the committee has decided the following three Senior members for Fellowship certificate.

3.1 Mr. John Menezes, Mumbai



Mr. John Menezes receiving Fellowship Certificate from Chief Guest Mr. Alok Kapoor.

Mr. John Menezes is BE (Mech and BE (Elect) degree from Pune University Master of Science (Industrial Engg.), University of Tennessee. He is ISO 9000 Lead Assessor Auditor. He has done Diploma in Quality Systems & Management.

His professional experience includes.

- Electrical Power & Substation Practice
- Bombay Suburban Electric Supply Ltd. (1959)
- Bombay Port Trust (1963).

Presently he is an ongoing invitee to the Network meetings of the Institution of Engineering and Technology (UK) in Mumbai and is also in e-commerce in a Fortune 500 company based in Hongkong with growing potential in several fields which will include education in the near future.

He is grateful to NCQM for giving him ongoing professional vision in the field of quality management through the programmes and newsletter.

3.2 Mr. Madhav P. Gore, Pune

Mr. Madhav Gore is a Bachelor of Engineering in Mechanical Engineering from Jadavpur University, Kolkata and Master of Engineering from University of Starthelyde, Glasgow, Scotland. He also completed Diploma in Administrative Practices from Jamnalal Bajaj Institute of Management.

He has worked for 34 years - 2 years with Mavor & Coulson, Glasgow, rest of the years with large Indian companies such as NMM, Godrej, Voltas, Hindustan Ferodo, WIE Engg., Bhor Industries and Metal Products Ltd. With a brief assignment of 3 years with Nalin Group in Kenya.

Mr. Gore has been working as freelance management consultant for past 12 years.

He is a Chartered Engineer of Institution of Production Engineers, London since 1975 and Life Fellow of Indian Institute of Production Engineers since 2003.



Mr. Madhav Gore receiving Fellowship Certificate from Chief Guest Mr. Alok Kapoor.

3.3 Jaywant V. Vaidya, Mumbai

Mr. J. V. Vaidya (71) built up Larsen & Toubro Limited (L & T)'s medical equipment strategic business unit (SBU) from scratch and retired as its head. He worked as a consultant to Johnson & Johnson, Max Meditech Pvt Ltd and other companies. He is currently a consultant for marketing and strategy management in healthcare technology area. His clients include Caliber Assurance Services (CAS), Bangalore, Medi-Ex Devices Pvt Ltd and SmartITes Pvt Ltd, Mumbai. He is a Chartered Engineer (Fellow, Institution of Engineers, India). He is ex-Vice Chairman, Confederation of Indian Industries (CII) Medical Equipment Division and ex-Chairman, Indian Electrical & Electronics Manufacturers' Association (IEEMA) Medical Electronics Division. He is a recipient of Lifetime Achievement Award from the Indian Radiology & Imaging Association (IRIA). He has been felicitated by The Society for Cancer Research & Communication (SCRA).

He graduated from the University of Bombay in Electrical Engineering and did his post graduation in Power Systems from I I T, Bombay, through Tata Consulting Engineers (TCE). He worked for Tata Electric Companies (TEC) and TCE for 11 years, before joining L & T, where he served for 30 years, first in Switchgear and then in Electronics Groups.

Post Diploma In Total Quality Management Examination Schedule December 2013

Paper	Subject	Day & Date	Time
I	Total Quality Management (TQM)	Friday 20-12-2013	10.00am to 1.00pm
II	Statistical Process Control (SPC)	Friday 20-12-2013	2.00pm to 5.00pm
III	Quality and Management Systems (QMS)	Saturday 21-12-2013	10.00am to 1.00pm
IV	TQM in Manufacturing Industries / TQM in Service Industries	Saturday 21-12-2013	2.00pm to 5.00pm
V	Tools and Techniques for Organisational Excellence	Sunday 22-12-2013	10.00am to 1.00pm