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GAMMON SPEAKS

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THE QUARTERLY HOUSE MAGAZINE OF GAMMON INDIA LIMITED

ISKCON Temple, Mayapur

The upcoming iconic landmark

▸ J.C. GAMMON

The man who shaped Gammon

GAMMON
Builders to the Nation

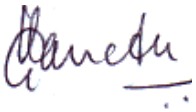
Editorial Column

Dear Colleagues,

It was heartening to note that the inaugural issue of 'Gammon Speaks' was well received.

As a continuing process of using this medium for involving Team Gammon in sharing news, views and achievements, we present the second issue. Among other features this issue covers the upcoming iconic ISKCON Mayapuri temple project. The issue also features an article on the genesis of the organisation besides other regular features on businesses and employees and a recent tie-up with Brookfield Multiplex featured alongside.

Please give us your feedback at *gammonspeaks@gammonindia.com*. Hope you enjoy reading this issue !



Vijay Vancheswar

Tie-Up

Gammon signs JV agreement with Brookfield Multiplex

Gammon India Limited has recently entered into a joint venture agreement with the Multiplex Constructions India Pvt. Ltd, the Indian arm of Brookfield Multiplex, to cooperate together for tendering and negotiating for projects with various employers in India. Under the agreement, both the parties would individually as well as jointly investigate and identify tenders for projects (high rise buildings that are 40 levels and above, cinemas/ multiplexes, retail and shopping malls, stadiums, etc.) that are suitable for both the parties to undertake.

Multiplex Group established in Australia in 1962 by Mr. John C. Roberts has been acquired by Brookfield Asset Management (with headquarters in Toronto and New York City), a global asset manager with assets under management exceeding US $150 billion, in 2007.

Brookfield Multiplex has a reputation for quality, innovation and the successful delivery of projects internationally.

(From left) Rob Devereux, Director, and Peter Mladenovic, Project Manager from Brookfield Multiplex after the signing agreement with A.B. Desai, Executive Director Gammon India and P.V. Prasanth, COO, Gammon Realty.

They also have experience in specialist design and construction of large retail, commercial, residential projects and have built variety of major projects across the globe.

Brookfield Multiplex's technical knowledge and proven track record in delivering quality projects on time and within budget internationally coupled with Gammon's knowledge of the local markets and their own proven track record of delivering projects make this joint venture a formidable partnership.

Editorial Team

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NDCT Bhusawal TPS Expansion Project

Project: 2x500 – NDCT Bhusawal TPS Expansion Project

Owner: MAHAGENCO

Client: TATA Projects Limited

Two numbers Natural Draught Cooling Towers:

Quantity of circulating water per tower 66500 cubic metre/hour, Counter flow Natural Draught Cooling towers. Period of the operation was 24 hours. Hot Water inlet temperature 42^0 C.

NDCT consists of the RCC Shell, which is hyperbolic shaped except for the portion at the bottom which is conical. The shell is supported on the 44 pairs of the diagonal columns in RCC, which are raked tangentially to the meridional profile of the shell at its bottom.

Functional Elements of the Natural Draught Cooling Tower:

- RCC Shell and supporting elements
- Hot water distribution system
- Cold water collection distribution system
- PVC Fill and supporting structure
- Staircase ladder for access to various locations
- Electrical, Mechanical and functional appurtances.

MAHAGENCO has run the Cold water pump house on April 18, 2011.

NDCT Bhusawal TPS Expansion Project

Project: 2x500 – NDCT Bhusawal TPS Expansion Project

Owner: MAHAGENCO

Client: TATA Projects Limited
275mts. High RCC Chimney

The job consists of Design, Engineering, Manufacture, Procurement, Supply, Transportation, Erection, Testing, Commissioning and Construction of 275mts. high steel Multi-flue Chimney.

Flue Can Unit I Connected to BHEL Duct

Construction Methodology:

- Construction of raft foundation.
- Construction of chimney RCC shell with Slip form equipment with 40 yokes
- Fabrication and Erection of steel flue of diameter 6300mm
- Internal Structural Platforms and external platforms
- Painting

Boiler Synchronization in process by MAHAGENCO / BHEL since May 7, 2011. Flue Can Unit One handed over to BHEL for lightening of the Chimney on May 6, 2011. Flue Can Unit 2 is in process.

Gammon Group of Companies- Ansaldo Caldaie and Franco Tosi Meccanica participated in the Power-Gen- India & Central Asia, 2011:

Power-Gen is a comprehensive showcase of the dynamic Indian Power industry, which addresses the important technical, execution issues facing India's ambitious plan to add capacity and modernise its Power Infrastructure.

Ansaldo stall at Power-Gen

Ansaldo Caldaie and Franco Tosi Meccanica (Gammon Group of Companies) jointly participated under the banner of Gammon India Limited. A Management Team of Ansaldo Caldaie comprising of Mrs. Barbara Lefebvre, Dr. A Manjunath, Mr Ram Patel, Mr Penati Massimo and Mr Georgio Longo attended the inaugural ceremony at Pragati Maidan, New Delhi, on May 5th, 2011. The three-day event concluded on May 7th, 2011.

There was a good representation by the team of Gammon who participated to encourage and support the Ansaldo Caldaie Boilers India, and Franco Tosi Meccanica's stall members.

Mrs. Lefebvre, MD of Ansaldo Caldaie SpA with her colleagues

The event was attended by diplomats, delegates and visitors alike. This event is an important bridge between the customer/ supplier relationship and helped showcase Gammon Group Companies as a fore-runner in the Power business in India. This expo at Power Gen was organised and conducted by the Proposal team of AnsaldoCaldaie Boilers, India.

Gammon India extends its hearty congratulations to the entire team.

GTPL Technical Orientation – an initiative towards Knowledge Building:

For any business, competitiveness is highly dependent on the technical knowledge of its marketing as well as operating personnel. Keeping this in mind the Gactel Turnkey Projects Limited (GTPL) has taken an initiative to improve the technical knowledge of its marketing team. In this direction, a technical orientation programme was held during April 21-23, 2011.

The programme lasted for three days and comprised of various sessions on technical topics such as Structural Design of Cooling Tower, Fundamentals of Cooling Tower, Commercial Terms and Conditions, Construction Management, Electrical and Instrumentation, Proposal Engineering, Safety Standards; Policies and Procedures, Project References/Experiences and so on.

The participants of this programme immensely

GTPL Technical Orientation in progress

benefitted from the experience of Mr. Manoj Gupta (CEO), Mr. Suresh Sarma (COO), Mr. Margit Singh Channa (Head-Proposals), Mr. Anoop Kumar Pandey (GM-CMS) and Mr. Girish Goenka (AGM-Finance), who shared their knowledge about Cooling Towers with them. The programme also included sessions from various business heads and department heads who shared their knowledge and technical know-how for the benefit of the participants.

The marketing personnel are the face of the company. They interact with the clients and other stakeholders on a regular basis. This technical orientation programme was intended to empower them with the relevant technical and commercial aspects of Cooling Tower industry. GTPL considers such programmes as a continuous knowledge sharing and knowledge building activity and intends to conduct such sessions regularly in future too.

Gammon Infrastructure Projects Limited (GIPL):

GIPL leads Gammon's forays into the development of infrastructure projects on Public Private Partnership (PPP) basis across sectors such as Roads and Expressways, Ports, Power, Urban infrastructure, Airports, Special Economic Zones, Water and Wastewater Management, Railways and Power Transmission lines.

GIPL owns a well diversified portfolio of 20 concessions with an average asset life of 30 years, spread across various sectors, with a total capitalisation in excess of INR ß11,000 crore.

While India remains the area of strong focus, with an eye on growth, GIPL is exploring selective global markets.

Update on Existing Projects

▪ Sikkim Hydro Power Ventures Limited:

After having received the requisite major clearances and approvals such as Environmental Clearance as well as the Forest Clearance from the Ministry of Environment and Forest (MoEF) and the Techno Economic Clearance from Government of Sikkim, the Company has floated global tender for selection of the EPC contractor through International Competitive Bidding. Seven bidders have shown interest and bought the tender documents.

Qualified Projects: Bid Update

As on May 19, 2011 (Amount in Rs.)

Stage of Bidding	Roads	Ports	Power	Urban Infra	Waste Water	Airport	Total
Qualified to Bid	14,472	1,934	22,350	5,431		560	44,747
No. of projects	12	2	8	9		1	32

J.C. GAMMON

The man who shaped Gammon

Gammon needs no introduction in the field of Construction Engineering; it's a renowned name worldwide. However, not all Gammonites are perhaps fully aware about its rich history and the architect who gave shape to the today's engineering giant.

It all began when Mr. John C. Gammon, a First Class graduate in Civil Engineering from University of London joined the Public Works Department of then Bombay in 1910 as an Assistant Engineer.

J.C. Gammon

Born in 1887, J.C. Gammon, after a brief stint as an advanced workshop student in Woolwich Arsenal and an Assistant in the Reinforced Concrete Department of Messrs. Leslie & Co., came to India and joined the PWD as an Assistant Engineer. However, by then he had already published a book on the Design of Reinforced Concrete and a number of articles in Technical Papers on the subject.

After joining PWD, he gradually made a special job for himself as a Reinforced Concrete Expert. As a Reinforced Concrete Expert, he designed and constructed the Reinforced Concrete Structure of the Science College, the Prince of Wales Museum and the Customs House in the erstwhile Bombay.

In 1914, he resigned from Government service, and set up his own business as a Reinforced Concrete Engineer. But in October 1914, he closed down his business and joined the 3rd Sappers and Miners, Kirkee. He served in France for a period of over 2 ½ years before returning to Bombay in April 1919. The first work he obtained was that of constructing the foundations of the Gateway of India that won him recognition and accolades across the globe.

In 1922, he converted his business into J.C. Gammon Limited. However, a year or so later, following the fiasco of Back Bay Reclamation, he opened small branches in then Calcutta, where he constructed the Dum Dum Bridge; in Rangoon where he constructed the Kokine

covered reservoir of 20,00,000 gallons, then largest in Asia and in Ceylon where he built the Oil Fuel Jetty, Trincomalee.

J.C.Gammon with Family

But as a policy, Mr. Gammon ensured setting up of independent companies in the countries where work was being executed. These companies had their own independent financial and technical organisations but assisted one another in engaging in joint enterprises, in staff and plant exchanges, and even in financial aid.

When the Second World War broke out in 1939, Mr. Gammon was in London. Even though he stayed in London throughout the war period, but constantly advised his companies in India and Malaya. After the end of the Second World War, from 1946 onwards, Mr. Gammon continued with his policy of establishing independent companies in the countries where they were working. He continued to expand his horizons across the Commonwealth, Asia and West Africa. Some of these companies are:

Gammon Pakistan Limited (Established in 1947), Gammon East Pakistan (now Bangladesh) Limited, Gammon Ghana Limited, Gammon Bahrain Limited, Gammon Hong Kong Limited, Gammon Nigeria Limited, etc.

And though the activities spread far and wide by then, Gammon India continued to be the root, the source where Mr. J.C. Gammon first sowed the seeds of his remarkable vision. Despite numerous independent companies which had taken shape by then, Gammon India was always regarded as the mother of them all, having actively participated in various work abroad compared to the other independent companies established by Mr. Gammon.

Mr. Gammon has several firsts to his credit. The RCC pile foundations for the Gateway of India, the thin shell structures of the Meerut Garages, the colloidal grouting process at Mundali Weir, the hyperbolic cooling towers at Sabarmati - are just a few of his excellent achievements. Bridges like Patalganga and Bonum, built by him have stood the test of time as monuments to his ingenious engineering skill.

Indeed we at Gammon have a very valuable treasure- the tangible asset- value of the Gammon brand, which over time has become a household name associated with technological excellence in the design and construction of advanced infrastructure projects.

(**Source:** John C. Gammon, 50 years in India, 1972)

" Scientists dream about doing great things. Engineers do them."

– James A. Michener

Gammon Firsts

Clove leaf flyover of five kilometres at Hebbal, Bangalore, in 2003, the longest in India at that time

Urban viaduct of two kilometres at J.J. Hospital, Mumbai, in 2002, the longest in India at that time

Longest span Cantilever bridge of 140 metres across the river Jadukata, Meghalaya, in 2001

Tallest cooling tower of 141 metres at Panipat, Haryana, in 2000, the tallest in India at that time

Railway tunnel of seven kilometres for Konkan Railway at Ratnagiri, Maharashtra, in 1995, the longest in Asia at that time

First cable-stayed bridge in India at Akker, Sikkim, in 1988

First 500 MW thermal power station at Trombay, Maharashtra, in 1983

River bridge of six kilometres across the Ganges at Patna, Bihar, in 1982, the longest in India at that time

First reinforced piling job in India for construction of the foundation of Gateway of India, Mumbai, Maharashtra, in 1922

Improper handling and storage of fuel: dangerous for human health and environment

On a construction site, fuel is handled on a daily basis as it is required for running all the plants and machinery; it is used as a cleaning agent in the workshops and a large quantity is stored at site. It is important that storage of the fuel is done in an environmentally friendly and healthy manner as improper storage practices affect not only the environment, but also human health. Diesel fuel can cause health effects from inhalation, ingestions, and skin contact. Over-exposure could result in poisoning. Also, improper storage is a fire hazard as fuel is highly flammable.

- Short-term exposure to diesel fuel vapors can cause difficulty in breathing, nausea, eye irritation, increased blood pressure, headache, light-headedness, loss of appetite, poor coordination, and difficulty in concentrating.
- Long term exposure can cause damage to the kidney and central nervous system and even cause cancer.
- Swallowing diesel oil can cause severe abdominal pain, vomiting, vomiting blood, swollen throat, burning of the food pipe, skin irritation and severe pain or burning in the throat, nose, eyes, ears, lips or tongue.

Unsafe fuel storage practices: contaminates ground water!

Hazardous storage of fuel: a strict No-No!

Diesel fuel can also be harmful to the environment. Burning diesel fuel improperly can cause air pollution and improper storage and disposal can lead to soil, groundwater, and surface water pollution.

- When the diesel falls to the ground, a part of it evaporates and a part seeps into the soil. This causes soil contamination and causes the land to become infertile.
- From the soil, the fuel can leech into the groundwater, causing clean drinking water to become un-potable.
- Ground water once contaminated takes up to 300 years to become potable again. At low levels of pollution, water may smell or taste pure, yet be contaminated enough to harm human health.
- One litre of fuel can make one million litres of drinking water unfit for human consumption.
- Groundwater in areas such as Chennai, Vadodara and other cities has become unfit for consumption due to improper storage practices and disposal of hazardous chemicals.

Ensuring safe and proper storage practices of hazardous substances is one of the commitments of the Top Management this year for implementation at all sites across Gammon. A procedure has been created [Guidelines for Storage of Hazardous Substances (GIL-ORGN-INV-G-102)] and is accessible on DMS to all.

– Suryakantam Bansal
Systems and Processes

ERP as it stands today...

In today's fast growing infrastructure business with large projects across the globe, every construction company needs a tailor-made tool for better visibility and control over its business.

This is where Enterprise Resource Planning (ERP) as a tool has achieved this purpose to a great extent. The biggest problem most of the infrastructure companies face is primarily due to its unorganised structure where data capturing and intelligent decision making become major challenges for the management. Areas like Plant Maintenance utilisation and material management are some of the most critical areas where cost tracking and monitoring are difficult. ERP is a tool which captures data from different perspectives as purchase, finances and execution into a common platform to make decision making easier for the management.

ERP is a strong tool for any company for managing and integrating the entire business process. There are different packages for different business environment which are customised as per the user's needs and requirements. ERP also helps save time. In an age when every individual wants to accumulate maximum data spending the minimum possible time, ERP is a big boon. It not only makes us analyse the conditions easily but also aids in quick decision making by making data analysis effective and faster, e.g., the purchase module in ERP gives a fair idea of the material status for any project easily as it has all records of it from the date of purchase to the date of issue. Further, integration of data across the enterprise ensures that one has greater visibility in all areas of ones business, from daily operations to a strategic decision level. Insight into production, inventory and financial data makes it easy to identify opportunities for cost savings and efficiency improvement. A high-level view of key business indicators facilitates faster and more accurate management decisions and an "Impact" interface puts all of this at your fingertips whenever and wherever you want.

Moreover, most of the ERP software offered by vendors these days are so flexible that one can install one particular module without buying the whole package. Besides, to help address the industry-specific problems and customisation needs, ERP vendors have recently even begun to offer specially tailored application sets to take care of each vertical segment's requirements.

However, there still remains scope for customisation to satisfy the respective customer's requirement, which can subsequently be done in coordination and consultation with the customer. For this, the customer's needs and requirements need to be identified, planned and discussed with the vendor so that a suitable customisation can be worked out and developed at the software level.

Today almost all modules which are important for any organisation like Inventory, HR and Financial and Engineering are being used by Gammon and data populated from the same. By using ERP the data for a particular project becomes same in nature of profit, revenue and losses as anyone looking for the information is using the same tool for it thereby eliminating multiplicity and corresponding redundancies.

What it provides us with?

Some of the critical areas which enables ERP to serve as the backbone of any organisation:

- Data Integrity
- Standardisation of process
- Easy availability of data
- Better hold on activities
- Time lines defined in a better manner

The above is true provided:

Delivery of Reports from ERP can be of any use provided:

- Data entered is accurate
- The user is aware of the

deliverable output against the input
- There should not be any pending backlogs in updating, so that the management has access to real-time intelligible and useful business information at any given time

How do we make the best of it?

ERP a Tool

Our existing Site ERP empowers us to track the progress of all projects and provide us with a means to control the expenditure with Control Estimate tool. The Control Estimate (COST TO DATE) provides us Budgeted V/s Actual Expenditure and the variance in between the both. It gives us the ability to control the future expenditure based on what progress is made as on date. The cost to date provided by the system enables to track expenditure against every activity taking place at a particular project. The variance analysis helps us to identify the areas controllable and non-controllable variances, e.g., the controllable variances are the supervision costs (Salaries), Site administrative expenses, PRW yellow sheet, Material consumption based on the progress of different activities and External plant hire. While, the non controllable variances are mainly market driven like procurement cost of construction materials like cement, steel, aggregates, sand and bitumen. Major consumables like diesel is also market driven variable.

Sub-Contractor expenditure obtained from the Contract Expenditure Statement is partially controllable and partially driven by market demand and supply of labour. Additional information can also be derived from the ERP outputs. For instance, Stock Statement available from ERP indicates quantity and cost of procurement of all materials from which we can identify the major materials which contribute 80 per cent of the material cost. In control estimate we have quantity of materials and estimated rates provision. Based on these two statements we can compile the balance material procurement based on the current procurement rate. This cost plus the cost already incurred for procurement till date indicate the revised material cost for completion of the project. The individual material can be compared with the total control estimate provision to take necessary steps in procurement to contain the cost as per control estimate. If this methodology is exercised on a monthly basis we may be able to contain the cost as per the control estimate.

Statements that can be generated from ERP other than the ones specified above:

- Sub-Contracted rates Budgeted v/s Actual for balance project
- Plant POL consumption and tracking of the same with respect to theoretical norms of the particular equipment and monitoring percentage utilisation of the equipment with respect to availability and productivity norms recommended
- Tracking of Liability and age wise analysis
- Cash flow Statements of both site and Head Office level
- Client billing quantity reconciliation for major activities with the corresponding sub-contractor billed quantities
- Daily Progress reports planned v/s Actual for Major Activities

In short, as the status of expenditure incurred at project level can be monitored at Head Office on a day to day basis it serves as an effective management tool. It enables us to obtain a snapshot as on date and backtrack all progress and provide an overall project perspective.

– Sikta Mishra
EDP/ERP
& Vishal Chandrahas
EDP/ERP

Tech Tip

Take Notes While Talking on Your Blackberry:

Ever wondered if you can take notes on your BlackBerry while talking to a friend without hanging up on them? You can! Here's how:

- While you are on the phone, click the track wheel.
- Navigate to the notes icon.
- Open notes and start typing your text.
- What's great is that the notes will stay attached to the phone number in the log.
- You can also attach them and forward them to a friend.

ISKCON TEMPLE, MAYAPUR

The upcoming iconic landmark

The fulfillment of the desire of visionaries from Sri Chaitanaya Mahaprabhu to Srila A C Bhaktivedanta Swami Prabhupada (Founder of INTERNATIONAL SOCIETY FOR KRISHNA CONSCIOUSNESS, ISKCON), the **Temple of Vedic Planetarium** (**TOVP**) is a unique and ambitious project to make the vast culture and philosophy of all the timeless Vedic tradition accessible to everyone. Srila Prabhupada`s most cherished dream for Sridham Mayapur was his vision for the Sri Mayapur Chandrodaya Mandir (TOVP). He also wanted the temple to be a Vedic Planetarium, which would present the Universe according to the Srimad-Bhagavatam.

Iskcon Temple, Mayapur, West Bengal

Rising from the planes of the holy land of Sri Mayapur, on the bank of river Ganges in Nadia district of West Bengal, TOVP will be a shining beacon to all spiritual aspirants, searching for answers to the profound questions of existence and life.

The TOVP is being designed according to sacred architecture that has facilitated spiritual realisation for millions of people throughout the ages. Simply seeing the Temple will evoke an appreciation for the Supreme Lord and awaken the dormant devotion for Him that exists within the heart of all.

Foundation Ceremony performed by Srila Prabhupada

Srila Prabhupada performed the foundation ceremony of TOVP at the ISKCON first Gaur Poornima Festival (March, 1972) at Sridham Mayapur. A hole was dug about 15 to 20 feet deep, where Srila Prabhupada personally performed the foundation ceremony and installed the deity of Ananta Sesa.

Scope of the work:

- Pile and Pile cap with stainless steel reinforcement type 304 and M-30 grade concrete
- Superstructure with TMT

Laying of Foundation Stone

Fe500 reinforcement (treated with anti-corrosive cement treatment) and M-30 grade concrete.

- Other works include excavation, brick work, backfilling, soling, and PCC with water resistant vapour barrier, necessary arrangement with sleeves and conduit for MEP Services.
- The central dome of approximately 54.00 metre diameter with stainless steel frame and concrete encasing of approved design. Height of the dome will be 68.5 metres from temple floor and the concrete encasing will be of 300 mm thickness.

Salient Features:

The project consists of development of 'Sri Chaitanaya Chandrodaya Mandir And Indian Educational & Cultural Centre' wherein the current developments include construction of Main Temple, Narsimha Temple and Sri Chaitanya Chandrodaya Mandir And Indian Educational And Cultural Centre building, along with a museum, etc.

Overall the structure shall be about 170.50 metres in length, 90.00 metres wide and 103 metres in height. It will be developed adopting the most classical architectural theme.

Features includes domes, chattaris, arches, colonnades, large windows, internal galleries and other ornamental features.
Other highlights of the structure shall be:

- Central open atrium with walls of approximately 75.00 metres height from the temple floor to the top of the dome
- The central wing consisting of main temple, museum and galleries. The right wing shall

GIL HO and site officials at the site meeting with Alfred B Ford, Chairman, TOVP

Alfred B Ford, chairman TOVP along with other delegates from all over the world for the General Body Council meeting at ISKCON, Mayapur, during February 2011.

being the Sunrise Angkor Wat in Cambodia).

– S N Prasad
Manager Project

Jai Pataka Maharaj during his visit to the site.

consist of Narsimha temple and the left wing shall house the Exhibition centre.

- The building will be developed as a multiple level structure with a central dome starting at 44.65 metre level
- All substructure and superstructure below 44.65 metre will be constructed using top grade reinforced concrete. The structure above the dome will be developed using stainless steel framework with concrete encasing
- Four discrete frames/fins will emerge from 28.65 metre level and meet at the centre – these fins will enable suspension of impressive showpieces such as the grand chandelier

The structure will meet stringent quality norms of construction, combining strength and durability.

This iconic structure is expected to be completed by January 2013. This Temple of Vedic Planetarium will be the second tallest temple of its kind in the world (the tallest

Site Photo as of December 2010

Site photo as of April 2011

Finance and Accounts Team

In today's challenging time, every organisation wants to improve profitability and we are no exception. To achieve this, any company will rely on capabilities of manpower - in terms of Effectiveness and Efficiency.

Gammon has come up with various initiatives to raise the bar of employees' potential performance. For example, organisation strengthening through restructuring key leadership, introducing GALLOP, Balanced Score Cards etc. One such initiative is Competency Building.

Competency can be referred to as a combination of Knowledge, Skill and Attitude/Behaviour. Competency Building is the most powerful tool to measure and assess individual and group performance related to expectations of the organisation and its customers. It is used to identify key attributes (Knowledge, Skill and Attitude/Behaviour) that are required to perform a given job effectively.

The exercise of Competency Building at Gammon began first for the Finance and Accounts team including Finance Controllers, Sector Finance Managers and Site Accountants under the leadership of Mr. Girish Bhat (Chief Finance Officer) and Mr. P. P. Sukumaran (Chief People's Officer). The expected outcomes of Competency Building were:

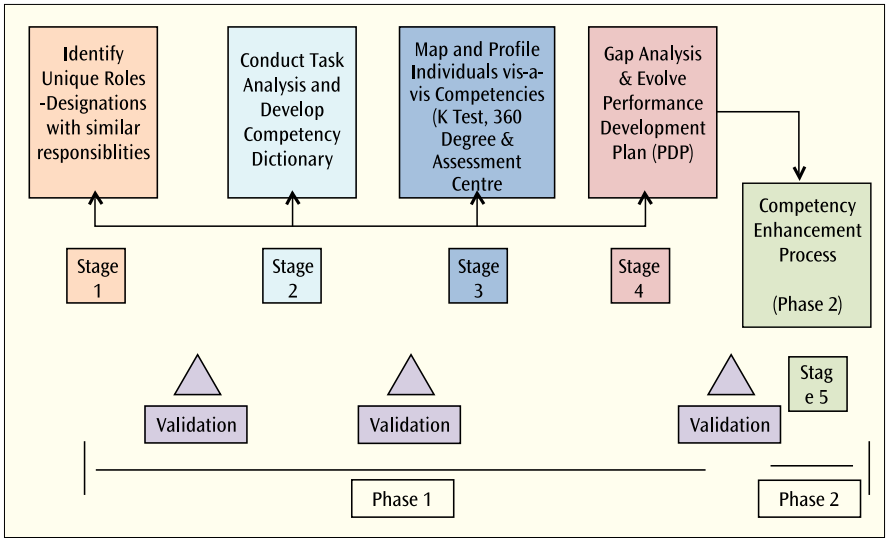
- Training Need Analysis
- Career Development
- New Assignment/Project Allocation
- Job Rotation
- Succession Planning

The approach adopted for the process is as under:

To build competency, it is first essential to evaluate and ascertain where the individual stands as against the required level. The evaluation process has been carried out through three sources: K Test (Knowledge Test), 360 degree feedback and assessment centre.

K Test contained questions on Technical Competencies. It was observed that the employees were quite happy with the exercise of K Test. They found the exercise very educative and an eye opener.

360 degree feedback form was based on behavioural competencies, which helped us to ascertain how an employee is perceived by self, their Sector Finance Manager (SFM)/Reporting Manager and Finance Controller (FC)/Project In-Charge on behavioural ground.



Assessment Centre is a place at which individuals are assessed based on the predefined criteria (Competencies). This was carried out for SFMs. They went through a range of different exercise designed to provide evidence of their performance in a range of relevant competencies. This helped us to determine where they actually stand in terms of required competency level.

This entire exercise reflected the strengths of the current employees and their area of development from individual as well as organisational perspective. Based on the assessment, a Performance Development Plan (PDP) is developed wherein we endeavour to strengthen capabilities of individuals through on-the-job learning and training in consultation with their superiors.

With successful execution of Competency Building in one department, similar exercise is undertaken in other departments also.

Competency Building is a step of our journey towards business excellence and we thank all involved for their active participation and cooperation. It was to help our employees to improve and develop their competencies towards the ultimate success of the organisation.

This exercise was implemented by Mukul Joshi, Faisal Nadeem and Payal Datta. Finance Controllers have given their valuable inputs and support throughout the process.

– Mukul Joshi,
Organisational Development

Work Survey Section (WSS)

As one of the constant articles in Gammon Speaks, we thought we would have a feature that covers one department each quarter that highlights their functions. We are covering the Work Survey Section or WSS as it's popularly known in this Issue.

WSS is the Contract Department for Gammon and is engaged with a project, right from the tendering stage to the end of the project life. The function of this team starts with furnishing the Tender Study Report (TSR) to the Marketing Department that contains the salient features of the project. Once a project is won by Gammon, they are actively involved with creating the Contract and circulating the Contract Appreciation Documents to the site and CMS. Each project is actively tracked to ensure that it if there is any delay, the extension for time is submitted and a delay mapping is done. If required, claims are raised when the contract gets prolonged. In case any disputes are raised during the project life, all attempts are made to ensure that they are settled through correspondences, conciliation, and alternative dispute resolution and if nothing works, through arbitration and Courts. On completion of the project, the draft final bill sent by site is scrutinised by WSS to ensure that none of the contractual requirements are missed out and the final bill is submitted to the customer within three months of project completion. In case the client fails complete payment within three years of raising the bills, the matter will be raised for arbitration. One of the objectives of the department is to collect around Rs. 50 crore towards outstanding payments every year (through final bills and arbitration matters) and to endeavour to get arbitration awards of Rs. 100 crore each year.

The WSS Team at Head Office

The Work Survey Section (WSS) department is headed by Mr. J.L. Ashar, who has been with Gammon for over a decade. The four major divisions of the department are Contract Administration, TSR, Claim Management and Arbitration and Legal. Twenty-five are a part of this department and are an integral part for Gammon's success and growth.

(Input collated by Suryakantam Bansal, Systems and Processes)

Caring for the needy

Gammon Knights of Tuticorin Thermal Power Project voluntarily donated Kitchenware to the St. Mary's Home for Destitute Children's at Tuticorin, Tamil Nadu, worth Rs. two lakh, recently.

St Mary's orphanage:

The orphanage houses 300 homeless/single parent children in the age group of 6 to 15 years. During our first visit of the Home we found the children were not satisfied with the food prepared by the orphanage, and this because the food was cooked using firewood and most of the time would end up either being overcooked or undercooked due to lack of control over the cooking system. To help sort out the issue we raised Rs. 2 lakh through donations and bought

Sambar and Idli maker

kitchen wares like Steam Boiler, Idli Maker, Rice Maker and Sambar Maker of 60 kg capacity and handed over those to the authorities at the orphanage.

Evenings we spent...

We spent two evenings with the children there- on the first day, we organised a cultural programme in which the kids enthusiastically participated. On day two, we arranged for a dinner where we shared food with the children.

Steam Boiler

Cultural event

Breaking the bread with our brothers

– V.S.Chacko
Gammon India Limited
Coastal Energen Power Project,
Tuticorin,Tamil Nadu

Creative Expressions from Gammonnites!

All of us have heard the adage ***'A picture is worth a thousand words'***, but how often have we come across images that truly vindicate the proverb. So when the team of ***Gammon Speaks*** saw the pictures clicked by ***Kaushal Shah (Secretarial dept. GIPL, HO)*** during his numerous treks and jungle safaris, there was no way we could have waited any longer to share this visual treat with our readers...

Peek-a-boo: *A baby monkey looks out from inside the cracks of a huge rock (Picture taken during the Lohgad Trek on 02.10.2008)*

Master of all I survey: *A tigress at the famous Tadoba National Park, Maharashtra, 45 kms from Chandrapur Railway Station*

Looking into the lens: *A Forest Spotted Owlet (thought to be extinct but re-discovered in 1998) at Melghat Tiger Reserve, 2008*

Misty morning: *River in the backdrop of a mountain engulfed in haze, (picture taken during a trek to Ratangad on 12.09.2008)*

Flight of fancy: *An Indian Roller also known as "Blue Jay" in flight (picture taken at Melghat Tiger Reserve in 2008)*

Standing Tall: *Picture taken from the top of Ratangad on 09.10.2009*

Ready to strike: *A female Monocellate Cobra (picture taken at Rajbhavan on 06.12.2008 during the tenure of then Governor of Maharashtra, Shri S. M. Krishna)*

...Just goes to show that Gammon knights like Kaushal are talented and have creative skills in areas beyond their sphere of work!.. Reason enough for more people to share their creative expressions and latent capabilities through Gammon Speaks.

Honourable Madhya Pradesh Chief Minister Shri. Shivraj Singh Chauhan visited the Malwa Project, on April 17, 2011. Here, MPPGCL is constructing a 2x600 MW thermal power plant for which Gammon has secured the job for design, detail engineering, supply, construction, erection, testing and commissioning of two NDCT and one chimney from L&T on a back-to-back basis. The CM commended the good quality and pace of work undertaken by Gammon in the remote area site where he observed that the staff and workers were working in a disciplined manner.

Dedication to the Nation of the 720-metre-long two-lane Jajmau Ganga Bridge by Honourable Union Minister Shri. Shriprakash Jiaswal (Ministry of Coal), Honourable Minister of State Ministry of Road Transport and Highways Shri. Jitin Prasad along with Smt. Annu Tandon, MLA, Unnao,during the inauguration function,of the Ganga Bridge completion in the state of Uttar Pradesh, on April 23, 2011.

प्रोजेक्ट निर्माण के साथ-साथ स्वास्थ्य सुविधाओं को भी दे रही प्रमुखता

स्वास्थ्य सेवाओं में गैमन कंपनी ने बनाई पहचान

बिहाली स्थित कंपनी के अस्पताल में दर्जनों मरीज करवा रहे अपना इलाज

कंपनी के कर्मचारी लोगों को स्वास्थ्य के प्रति कर रहे जागरूक

बिहाली डिस्पेंसरी में रोज 40 का इलाज

Saturday 2 April, 2011 Himachal This Week

Delivering Corporate Social Responsibility

Bakrishan Sharma, Sainj

The Gammon India Limited, constructing the ambitious Parvati Project, is creating awareness among its workers by teaching them the safety norms. The company has passed on the relevant information to officers and labourers to avoid any untoward incident in the project area. General Manger B.M. Joglekar has directed all in charges of sites and engineers to keep a close vigil on labourers so that they do not adopt a lax approach in working that could result in an accident.

Highlighting the importance of life while addressing hundreds of labourers, Joglekar asked them to use helmets, safety shoes and other equipments while working. He also cautioned them that the company has issued directions to impose fine on those flouting the safety norms. The amount of penalty can be to the tune of Rs. 10,000 to Rs. 25,000 and the contract of an erring contractor will also be cancelled, he said, adding that faulty employees will also lose their job.

The company has been trying to awaken the employees through safety slogans, an effort that

> We are aiming to ensure safety of labourers in the project area by educating them all aspects to avoid any untoward incident.
>
> -B.M. Joglekar
> General Manager
> Gammon India Limited

achieved quite a success. Social organizations of Sainj Valley have lauded this effort of the company that will ensure safety of labourers. Apart from constructing the hydropower project, the company has also taken care of health related problems of people of Sainj Valley. The company's dispensary is not only catering to project workers but also people from 15 adjoining panchayats and areas of Mandi district, as it is receiving nearly 50 patients daily, said Dr. Gohar Hussain, in charge of the dispensary that has been equipped with ambulance facility also.

5S in Gammon... the journey continues

Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.

–Harry S. Truman

In the last issue, we put the following three questions to ponder over:

- Can the above benefits be translated in terms of money?
- Do the above translate to "Opportunity Cost" saved?
- Are we as an organisation willing to convert these "Opportunity Cost Savings" into improving our Bottom line?

Some of you would you have surely given these questions a thought. We invite your replies to the above questions on *5S@gammonindia.com*

We asked these questions to our KMRC colleagues. The response is very encouraging

How 5'S benefited you in your work?
- Quality or supervising is improved.
- Start with housekeeping; end with your cost reduction and smart approach towards new era.

Amal Bhattacharya
5S Chairman

Can you share a few examples of these benefits?
- Fast retrieval of documents and material.
- Can do phase wise.
- Looks different.

What do you think are the biggest challenge in implementing 5'S?
- People/workers approach/mind setup.

Uttam Kumar
5S Vice-Chairman

How 5'S benefited you in your work?
- Save time and human energy with better work place.

Can you share a few examples of these benefits?
- Easy retrieval of information and materials.
- Improved storage capacity.

What do you think are the biggest challenge in implementing 5'S?
- Maintain the improvement with new era, mind set.

Ankit Pimpalkar
5S Champion

How 5'S benefited you in your work?
- Reduce in search time, saving working space, improving safety in work place.

Can you share a few examples of these benefits?
- File retrieval system and Red tag system.

What do you think are the biggest challenge in implementing 5'S?
- To make positive attitude of our employees.

Jyotirmoy Dash
Execution

How 5'S benefited you in your work?
- Easy access and good looking of office, house and every area.

Can you share a few examples of these benefits?
- Less time taking in reinforcement, casting, bending work and office paper work.

What do you think are the biggest challenge in implementing 5'S?
- Maintain the 5'S system in construction industries is a big challenge due to rotation of man power.

Farid Khan
SHE

How 5'S benefited you in your work?
- Saving time and keeping away from fatigue and irritation.

Can you share a few examples of these benefits?
- Well, when I came to join this office in September, I asked and reached to PM and Admin dept. But now people are coming and reaching where ever they want to go and meet the concern person without asking any one.

What do you think are the biggest challenge in implementing 5'S?
- The attitude and rigidness in culture of our employers. Everything people are taking for granted.

A.A.Aich
Plant

How 5'S benefited you in your work?
- Easy access and good looking of office.

Can you share a few examples of these benefits?
- We found that our spares and machineries under repair kept in out workshop / site in a clumsy manner. After implementation of 5'S things are improved considerably.

What do you think are the biggest challenge in implementing 5'S?
- To train our people for using 5'S

in daily basis at workshop.

Azad Khan
Store

How 5'S benefited you in your work?

- It is systematic and saving time.

Can you share a few examples of these benefits?

- Before 5'S, material searching time was three minutes but after 5'S implementation we required less than 45 seconds.

What do you think are the biggest challenge in implementing 5'S?

- The culture motivation.

In this issue, we look at some of the classic responses people give to resist making 5S a part of their work:

- It is going to be messy again anyway, so why do it?
- I wasn't hired to clean, you can do it, I am not going to; if you are so interested, do it yourself
- I know where my things are, so don't try to teach me
- We are neat and clean already, can't you see it?
- I am too busy. I have no time for 5S
- We already tried it. It didn't work
- Don't bother us with this little things, we're here to work

If any of the above responses resonates with you, it's a wakeup call. I leave you with one last thought

"Productivity is not an accident. It's a decision."

– Santosh N Jois,
Systems and Processes

Movable-Non movable glass, mentioned on glass window.

Cotton and Bandage put in plastic to avoid contamination.

Assembly point written in all three languages.

Mistake in caution sign being rectified.

Deepak Lakhapati, COO, SAE Transmission India Ltd.

In order to expand the business of GAMMON INDIA (T&D), a new company: SAE TRANSMISSION INDIA LIMITED has been formed with its headquarters in MUMBAI.

Dr Deepak Lakhapati took charge as the Chief Operating Officer (COO) of this new company from November, 2010. He brings with him a rich experience of 36 years in the areas of Design, Systems and Business development relating to the Transmission Industry.

Before joining SAE Transmission India Limited as the COO, he served in various senior positions in organisations such as Richardson & Cruddas Ltd., Nagpur, SAE (India) Ltd., New Delhi, and KEC International Ltd., Mumbai.

Lakhapati is a Gold Medallist from Nagpur University, wherein he has been awarded B.E, M.E and PhD degrees in Structural Engineering. He has been associated with technical associations such as ASCE, IEEE and CIGRE, where he has made significant contributions. He has also been a regular and active participant at various international events organised by the Transmission Industry.

As part of Gammon's growth and diversification plans, SAE Transmission India Limited, shall focus on the T&D business using its

engineering capabilities tapping on the strengths of SAE POWERLINES, ITALY by inducting the latest technological practices in the Indian context.

Gammon Speaks wishes Dr. Lakhapati success in his endeavours and the very best in his new role.

K.K. Mohanty, MD, GIPL

Kishor Kumar Mohanty has been appointed as the Managing Director of the Gammon Infrastructure Projects Limited as of April this year.

A Bachelors of Technology degree holder in Electronics and Telecommunications (from National Institute of Technology, Warangal), Mohanty did his Post Graduate Diploma in Business Administration (Finance & Marketing), from Xavier Institute of Management, Bhubaneswar. He has also attended an Advanced Management Program (AMP-177) from Harvard Business School, Boston, USA.

Mr. Mohanty started his career as a Sub-Divisional Officer (Telecommunications, Construction Subdivision, Bhubaneswar) with the Orissa State Electricity Board in 1979. In 1981, he joined the Orissa State Financial Corporation as a Deputy Manager and served there till 1995 before joining Srei Infrastructure Finance Limited (SREI) where he worked for 16 years, out of which he was a whole time Director for 10 years.

Enterprise Building, Economic Value Creation and strategy formulation have been his key accomplishments in the domain of Infrastructure Sector. Decisive Business Modelling, Efficient Financial Engineering and transforming Start ups to Global Entities are his other areas of interest.

Married and with two sons, Mohanty has eclectic interests. He is an avid angler, bridge enthusiast and a keen follower of sports who also tries out his hands in cooking.

Gammon Speaks wishes him success and all the very best in his new endeavour.

Mrs. Barbara Lefebvre has been appointed Managing Director of Ansaldo Caldaie SpA as of January 27, 2011. She is also a member of the Sofinter's Board of Directors.

Omkar bags Gold at Nat'l and Int'l Martial Arts Championships

Omkar Megharaj Rajput, son of Mr. Megharaj Y. Rajput (Purchase Department, Head Office) won gold medal (Category - 41 to 45 kg) in the International Level Sports and Martial Arts Shakti Championship, held at Sri Lanka between May 26-30, 2011.

Omkar also bagged two gold medals in the National Level Martial Arts Championship, held at Pune between February 25-27, 2011.

Gammon Speaks conveys its Best Wishes to this promisiing martial art champ!

Ms. M.Priyadarshini, second daughter of Mr. A.Manivannan, Asst. Mgr. II, working at KOSI Bridge Project, has secured 489 marks out of 500 in class X Examination and stood Sixth in the State. Her elder sister Ms. Sharmila was also a top scorer of Pondicherry in class XII in 2008.

Hearty Congratulations!

Sourav Andurkar, son of Mr. Sudhir Andurkar (CMS Department, Gammon HO) won the Second prize and silver medal in the event of Shadow Sparring,

in his category, in the Nineth National Level Martial Arts Competition, held on March 6, 2011, at Kandivali, Mumbai.


9th. NATIONAL MARTIAL ARTS CHAMPIONSHIP 2011
Organised by
MUMBAI REGIONAL NATIONALIST CONGRESS PARTY
MINORITIES DEPARTMENT
CERTIFICATE
MERIT / PARTICIPATION
This is to certify that SOURAV SUDHIR ANDURKAR
of IMF has participated in 9th. NATIONAL MARTIAL ARTS CHAMPIONSHIP 2011 held at
SPORTS AUTHORITY OF INDIA (SAI), Kandivali (E), Mumbai. on 6th March, 2011 in KATA / KUMITE / SHADOW SPARRING
in — Kg. Weight and has won SILVER Medal.

Seven-year old Sourav, who is a student of Ryan International School, also won the Silver Medal (in his category) in the 11th State Level Martial Arts Competition, held on February 20, 2011, at Belapur, Navi Mumbai,

Besides being a bright student and a very good martial artist, Sourav also takes keen interest in other co-curricular activities. He has also been adjudged winner of the inter-school drawing competition in Nrityanjali Fest (inter-school competition conducted by Nrityananjali institute of Performing Arts, Education, Personality Development and Management) in Navi Mumbai Zone.

Keep it up Sourav!

Cricket and Construction: A Comparision

We are the proud winners of the Cricket World Cup 2011 and have witnessed the excellent performance of our Indian cricket Team. If we analyse the team work and strategies adopted during the tournament, we come across lots of similarities between winning One-day cricket matches and successful completion of projects.

Given below is a bird's eye view between the two.

– Shridhar P. Deshpande
PF Dept., Gammon HO

	Cricket	Construction Projects
Structure:		
1	One-day for match	Contract period of project
2	Limited number of overs	Fixed contract value and profit
3	Facing Initial overs /openers/ power play	Site mobilisation/Foundations
4	Middle order/overs	Construction activities of the project
5	Facing final overs/chasing runs/ slog overs	Period of nearing completion of project and achieving the estimated profit
Planning:		
1	Decision of Batting/ Bowling order	Right man for the right Job
2	Stage wise reaching targets of runs/ taking wickets	Periodical assessments and future plans
3	Selecting the right man of crisis in case of need	Making sufficient provisions of contingencies
4	Perfect coordinations and transparency	Maintaining coordination between execution team and supporting team
5	Avoiding extras and misfields	Delays /cost overruns/liquidated damages
Attitude:		
1	Winning Spirit	Willing to achieve the targets
2	Killer's instinct	Building the attitude to kill the obstacles
3	Consistent practice	Continues value additions in the strategy
4	Discipline	Discipline in workmanship, financial discipline
5	Good leadership	Guiding the team to focus on the key target

*The Butibori Plant, Nagpur and the Design & Engg. office in Mumbai received **compliments** from Messrs. Ron Jenssen (AVP, T&D Services) and Jamey Bertram (Mgr., Tr. Engg.) after an audit.*

Five decades of memorable association...

It is not very often that one gets to hear of a person having spent 50 years with an organisation! Indeed five decades is vast by any stretch of imagination… ***Mr. Virendra Luthra*** is a lovely example of a strong, loyal and happy Gammonite whose eyes twinkle with delightful memories as he recollects his varied association with the Gammon institution over different time zones.

Joining the erstwhile JC Gammon India Pvt. Ltd., way back in May 1961, Luthra contributed his engineering and project management skills through his active association with many a challenging projects across locations spanning the North East region, Bihar, Andhra Pradesh and the capital.

His love and involvement with the Gammon workshop site (the oldest workshop acquired by any construction company) beckons him to drop by on and off after his formal retirement from service on May 31, 2011, at the age of 74.

We wish Mr. Luthra and his family a long and joyous life post his memorable tenure with the Gammon Family!

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