Supplementary Material

This supplementary material is linked to the article Al Waheibi and Sesen (2024) Implementation quality management systems in the electrical distribution contractors in Oman: An exploratory case study. DOI: https://doi.org/10.31893/multiscience.2024164
SPK

Few times, I mean five years or six years then head of Project section also this may be continued up to 10 years. Then from there I was also network operation manager, and my responsibility as you know this is the former center manager what Region network operation after that original manager.

SPK

Which cover also in addition to the networks generation and distribution plans after that now as disc, GM and too far surfaces 2 part surfaces.

SPK

That's very good. During your experience, what are the risk?

SPK

You notice in electrical sectors risk restoration risk on competency risk on, yeah, electrical sectors.

SPK

For the risk, I think there is a lot of things you can say. First of all, for the quality, I think there is no system.

SPK

There is no system actually. It's there. The quote's there, but it's not implemented. Actually there is no team following the quality and focusing on this management system quality management system. This is the main thing in the beginning. Also there is a weakness of supervision or let's say auditing.

SPK

You know who's doing know with the auditing. Rather than internal or external internal audit and also this state audit, they are doing the auditing. So this people, I think there are just usual also there. There they are not technical people, they're not aware about the world itself.

SPK

Usually the things they are focusing on the finance billing and such things, they're not focusing in the quality itself. They don't know even if they go to the side. They don't know about the quality only just focusing on the financial issues. So this one of the issues regarding the system itself. Also for operation if you go to the operation process starting from planning.

SPK

There is an issue here. Sometimes people, they're facing a problem with the budget, so they have to any focus on the budget issue. So they have a limitation how can they conduct.

SPK

Contractors. Yeah, I've been dealing with them day in day out since I've studied. That wouldn't involve, like, at the moment, operation maintenance where I work was to. Execute the general works within the plant. Rehabilitation of plants. Overhauling of Gustave Plessis. We used to have some contractors in now here we deal with them, emergency contractors as well as project contractors and operation maintenance contractors. Ian, Tony, we.

SPK

Thought about hunter? Part of your work suspending the contractors. So can you elaborate more on responsibility on contractor implementation of process audit perspective or in for example in quality management system what is your? Suspending and the contractors.

SPK

Yeah, we do make sure contractors do comply with. With our contract agreement as well as. The HC compliance. Um, yeah, I'm involved in that. And we all audit them on a random time. So it depends on the area where we go to. Yes, I'm involved in that. Yeah.

SPK

Have you noticed any risk electrical distribution companies regarding quality?

SPK

Yes, they're quite a bit of risks. The procedure might be in place but the implementation might be lacking. And it all depends on the Follow-ups and it and because majority of Owners are more likely reluctant to get the contractors. To what they do. So at the end of the day some of the risks require a stricter control. So the Contractors are likely to compromise on them. To maximize their profit. OK, so having. We might have the procedures in place but if we do follow up and confirm with the Compliance is more firm. Useless.

SPK

Out there and. What is your perceptions of the quality management system electrical sector?

SPK

Again, I'll say the question you previously asked me and this question to me is like. We're really applicable to both questions. OK that we we really need an it and give a full. Authorization to DCRP, for example on. And you know the input because they are the like authority. For. You know, making sure we get the right equipment. Etc criteria. So feel like they don't have the full authority to actually control the it's being in the features and specification of electrical component man. So this again as you understand there have been. Few cases where children been electrocuted on. What you call this? Water cooler is in house is an electrical components. They don't rely on confirm. Without protection requires.
SPK. 1
OK. So what is your suggestion to improve the quality framework?

SPK. 2
The first thing, our internal audit team should be split.

SPK. 2
In too many cases, one is looking at the financial audits or commercial audits and other teams are purely looking at the systems management systems audit which is missed in our internal audit team because whoever the person coming for audit, they don’t have any project background, they don’t have any quality background, they are completely from a finance background.

SPK. 2
So they’re looking at numbers only, not at the systems. This is one one thing they need to know. The second thing that we need to have a look like I think most of the companies within the sector are certified with asset management systems. I understand.

SPK. 2
Yeah. See, similar to the assessed management systems, like we have some guidelines, we have some systems we need to develop something for that quality, which we don’t have.

SPK. 1
OK. So you said we have.

SPK. 2
Okay. QMS like quality management system, process documents we need to set up like if you ask me projects, I have it, but at a sector level at a corporate level we should have.

SPK. 2
That is not there. Every division is having their own document process. But at a sector level, we need to bring everything at one level, that is missing because when whenever someone from another division comes to Rome and in the audit, the teams have different management guidelines, we should have it for the whole.

SPK. 2
And if we link it to quality control as an essential part of ensuring that equipment process used by this company meet the required standard, standard and requirement. However, there are several risks associated with the quality control and electrical distribution companies. This is might include the safety risk. So this is the first one and the safety risk.

SPK. 2
If the line, the poor quality control and electrical distribution can lead to a safety hazard such as electrical fire, electrical equipment failures. So this hazard can result in injuries, loss of life and property damage. This is the 2nd risk regulatory risk, which is electrical distribution companies are subjected to.

SPK. 2
Numerous of regulatory risk. I mean regulatory requirement regarding the quality and safety of their equipment and process. So failure to comply with this, I mean regulations can result in being, fines, legal action and so on. This is the 3rd risk is reputation risk, we more quality control.

SPK. 2
Practice condemning the reputation of the electrical distribution companies leading to customer distrust and loss of business. So maybe we can say the 4th risk is operational risk. So in adequate quality control can lead to equipment failure and downtime resulting in loss of productivity and revenue.

SPK. 2
And as we can say the 5th cost risk also is considered, so more quality control practice can result in increased cost due to the needs of repair, replacement of equipment, and loss of or loss productivity. So this is the 5th, I mean the 5th risk involved in the electrical I mean.

SPK. 2
Distribution companies and I can add also another risk, which is environmental risk. So the electrical distribution companies must comply with environmental regulation related to disposal of hazardous material which used in the equipment. So failure to comply with this regulation can result in penalties and legal action from the I mean governmental authorities.

SPK. 2
And also maybe another risk is considered the cybersecurity risk which is, I mean with the increasing of use, increasing use of latest technologies in electrical, I mean companies. So the cyber risk have become a significant concern. So more quality control practice can result in cyber I mean cybersecurity bridge.

SPK. 2
Which can lead to loss of data and procurement failure and maybe other sensitive measurements. On this is in mind the risk associated with the electrical distribution.
Do definitely in the efficiency of the process in maintenance.

SPK_2
Do you know there are ways of measuring performance, you know, measuring either technical performance or customer service performance. You know we do have some of these indicators, but I think they’re a little bit more high-level.

SPK_2
Now you need to really get down to the details. To do that, you need to have detailed areas, but I think they need to go a bit more detailed.

SPK_1
And about repetition also how it’s related to quality.

SPK_2
So yeah, concerning you know like I said; this incident of back; flies it after another month, they’ll go back and the man will fix it and somebody fixes it after three weeks, somebody goes...

SPK_1
Yeah. Cost money. Effort, time, time, everything.

SPK_2
Yeah.

SPK_1
OK. Do you want to add anything for Quality Implementation Committee? Do you have any ideas or ways to improve quality in the sector?

SPK_2
I mean, my overall comment would be to not focus on the theory, the theoretical. You can read a lot of you know you can look at a lot of lectures and videos about the quality stuff. I think you need to focus really on two things. One is sales.

SPK_2

Chart Selection Reviewer

Selections: Suggestions to Improve Quality Management System

Matching Excerpts: 4  Matching Resources: 2

Resource: Participant 57 Abdullah AlRawae Transcript.txt

I mean each company doing it by themselves and they will have to choose by themselves and they have their own standard. I don’t know, maybe I cover all of this is what I can think.

Resource: Participant 56 Rajesh Transcript.txt

Internal audit training for at least every department or every division. We need to identify one one person and we need to give that internal audit training. These two training is enough to understand first thing everyone should know.

Resource: Participant 56 Rajesh Transcript.txt

Incentives only. There is no penalties here. Because in safety we are applying penalties because it is related to human safety. But here it’s not related to the personal. It’s always advisable to performance not to penalize for the bad performance. It’s it should be encouraging type. This is what I say.

Resource: Participant 56 Rajesh Transcript.txt

Into two different one is looking after the financial audits or commercial audits and other team is purely looking after the system management system audit which is running in our internal audit. For audit, they don’t have any project background, they don’t have any quality background, they are completely from a finance background.