

Roles and Responsibilities of line managers *managing safety function*

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TATA STEEL LIMITED ,INDIA



Where we live

Tata Steel Limited



Situated at the bank of a River Swarna Rekha in state of Jharkhand In eastern part of India

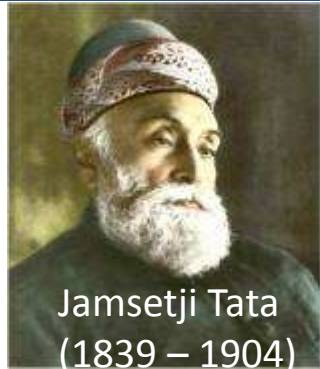


Outline of presentation



- 1. Company Introduction**
- 2. Who is line manager**
- 3. Safety management system**
- 4. Roles and responsibilities of line manager.**
- 5. So what !!!!!!!!**

Tata Group : Pioneers in Nation Building (established in 1868)

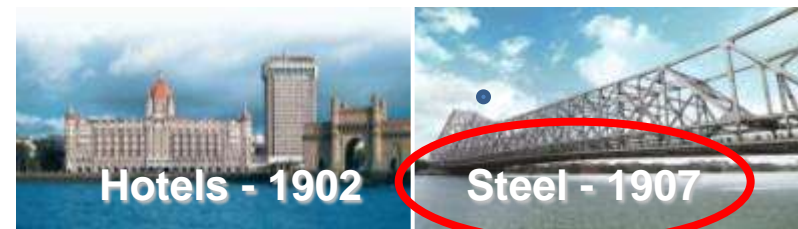


Founder

“In a free enterprise, the community is not just another stake holder in the business but in fact the very purpose of its existence.” Jamsetji Tata

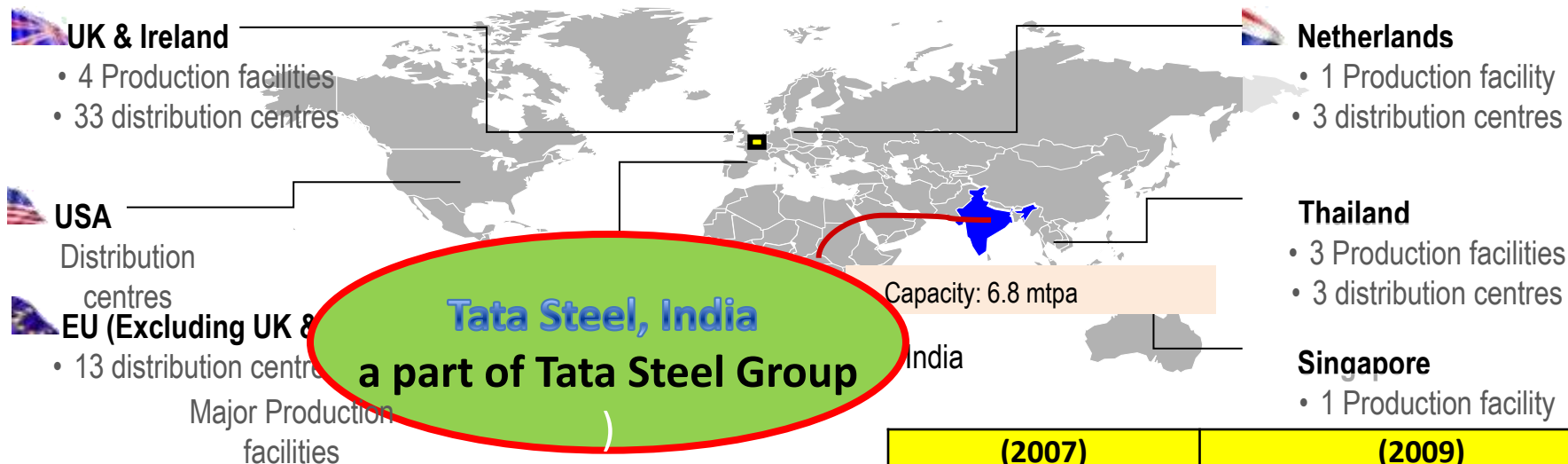
- 140 year old **professionally managed** Business Group
- Total revenue (FY10) : \$ 67.4 billion; **significant global presence** with 57% earnings coming from business outside India
- **Cultural diversity** : 395,000 people employed worldwide in 98 companies
- Unique business model : 2/3rd of Tata Sons equity held by **philanthropic Trusts**
- **Innovation & customer focus** is guiding philosophy :
Ranked 17th amongst 50 most **Innovative companies in the world** (Business Week 2010)

First in India in many sectors



Source: Annual Report
Tata group-2010,

Tata Steel Group :7th largest steel group in world

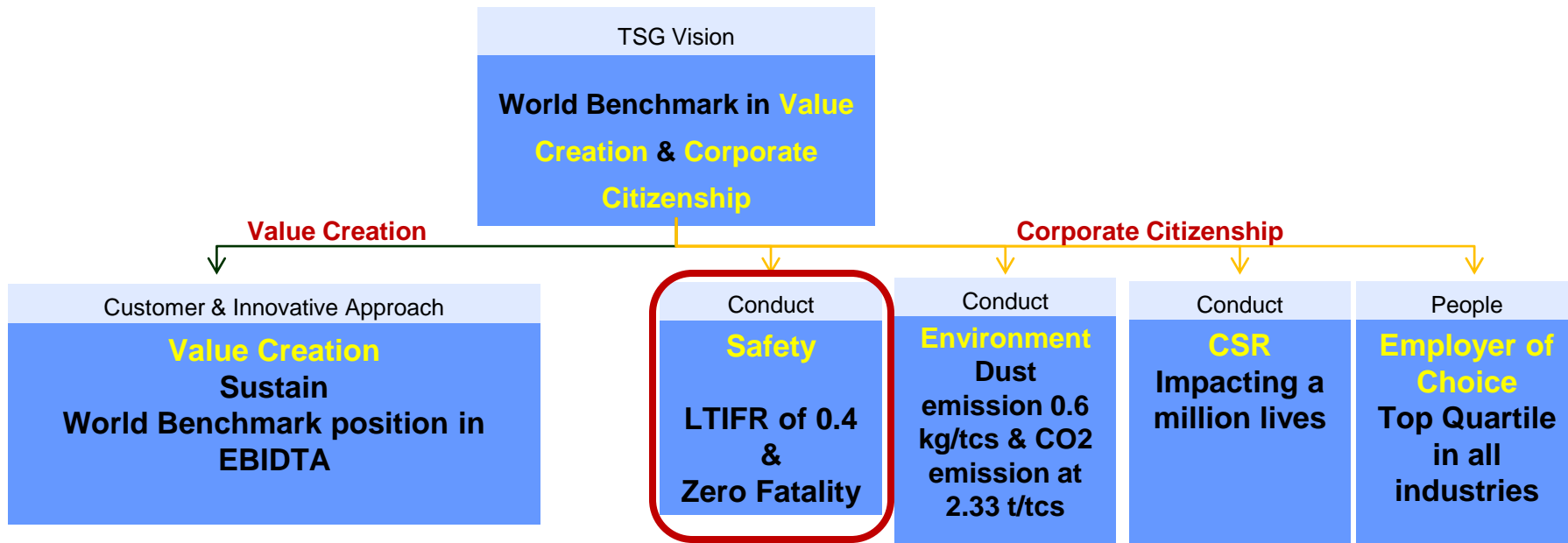


- **World's second most geographically diversified steel producer, manufacturing units in 26 countries; global presence in over 50 markets**
- **Group revenue: US \$ 23 Billion ;81,000 employees representing > 20 nationalities**
- **Shareholder base of over 8,00,000 people**

(2007)		(2009)	
Rank	Company	Rank	Company
1	Arcelor Mittal	1	Arcelor Mittal
2	Nippon Steel	2	Baosteel Group
3	JFE	3	POSCO
4	POSCO	4	Nippon Steel
5	Baosteel Group	5	JFE
6	Tata Steel	6	Jiangsu Shagang Group
7	Hebei Group	7	Tata Steel
8	Jiangsu Shagang Group	8	Ansteel
9	US Steel	9	Severstal
10	Wuhan Steel	10	Evrz

Source: WSA & Annual Report Tata Steel group-2010,

Vision & Challenging Objective for FY'12



Tata Steel Goal- 0.4 LTIFR (Loss Time Injury Frequency Rate) by 2012 and 0.2 by 2016

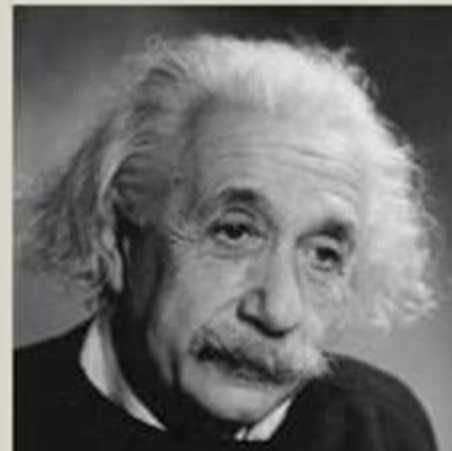
LTIFR- Number of Loss time Injury per million Man-Hours worked

Lost Time Injury (LTI) : Lost time Injury are occupational injuries which prevent a worker from joining the next schedule shift

Why do we have incidents/accidents !!!!!

“The world we have created today as a result of our thinking thus far has problems which cannot be solved by thinking the way we thought when we created them.”

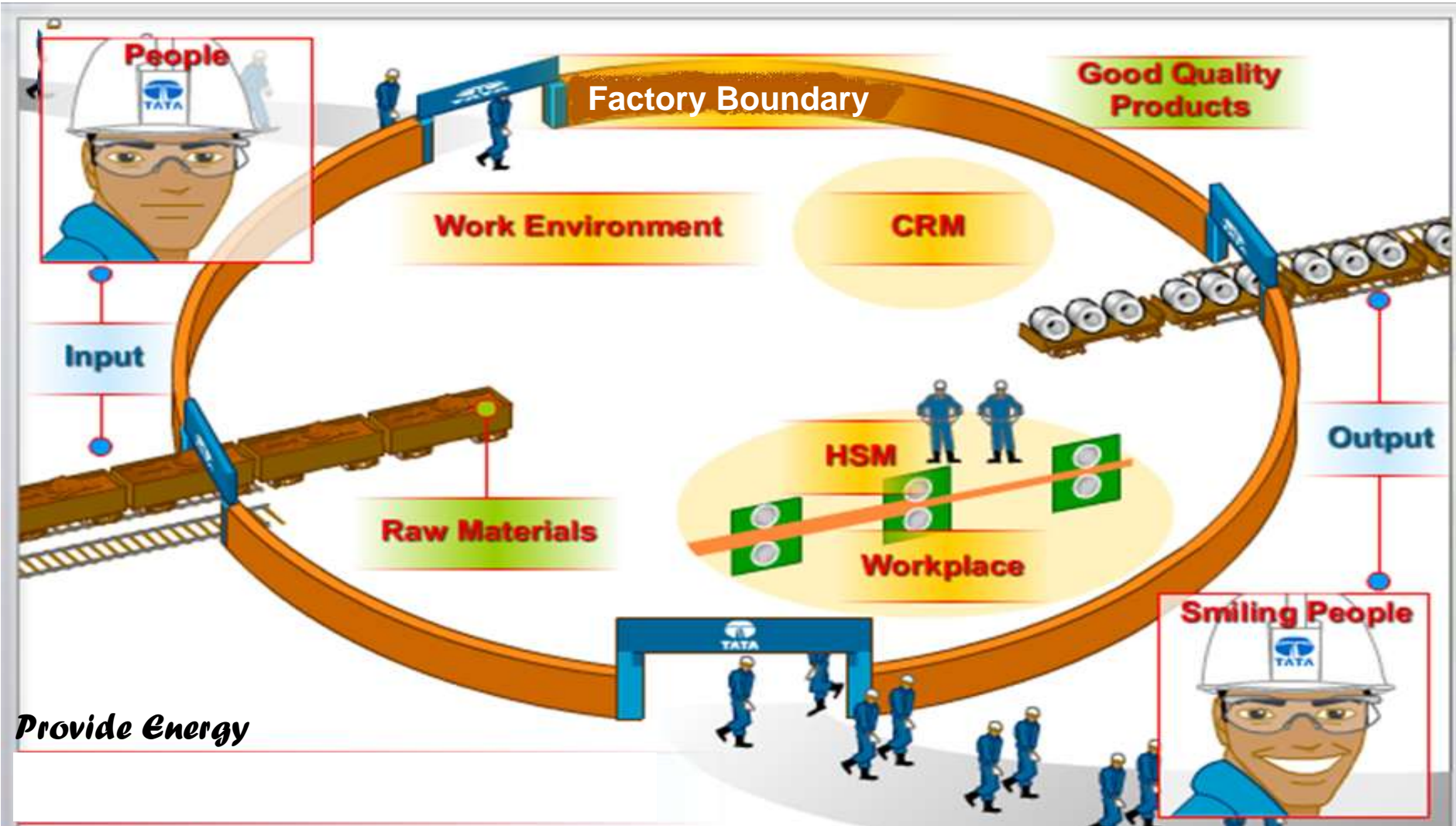
Albert Einstein



Who is line manager !!!!

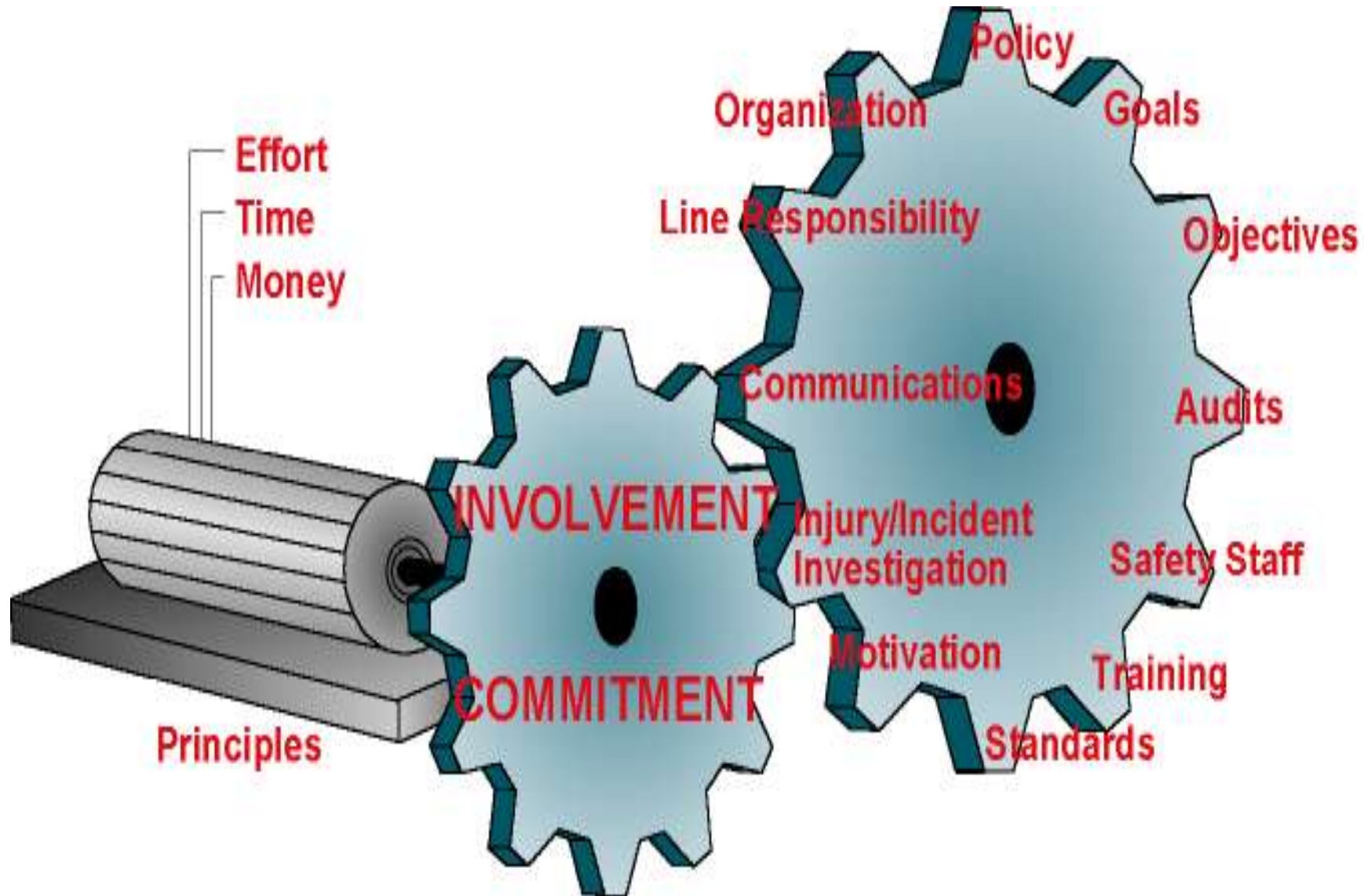
Any individual who does an activity/work , given by the organisation , and has the responsibility ,authority and accountability for that activity is the line manager for that activity/work.

Safety and Health philosophy



Safety Management System

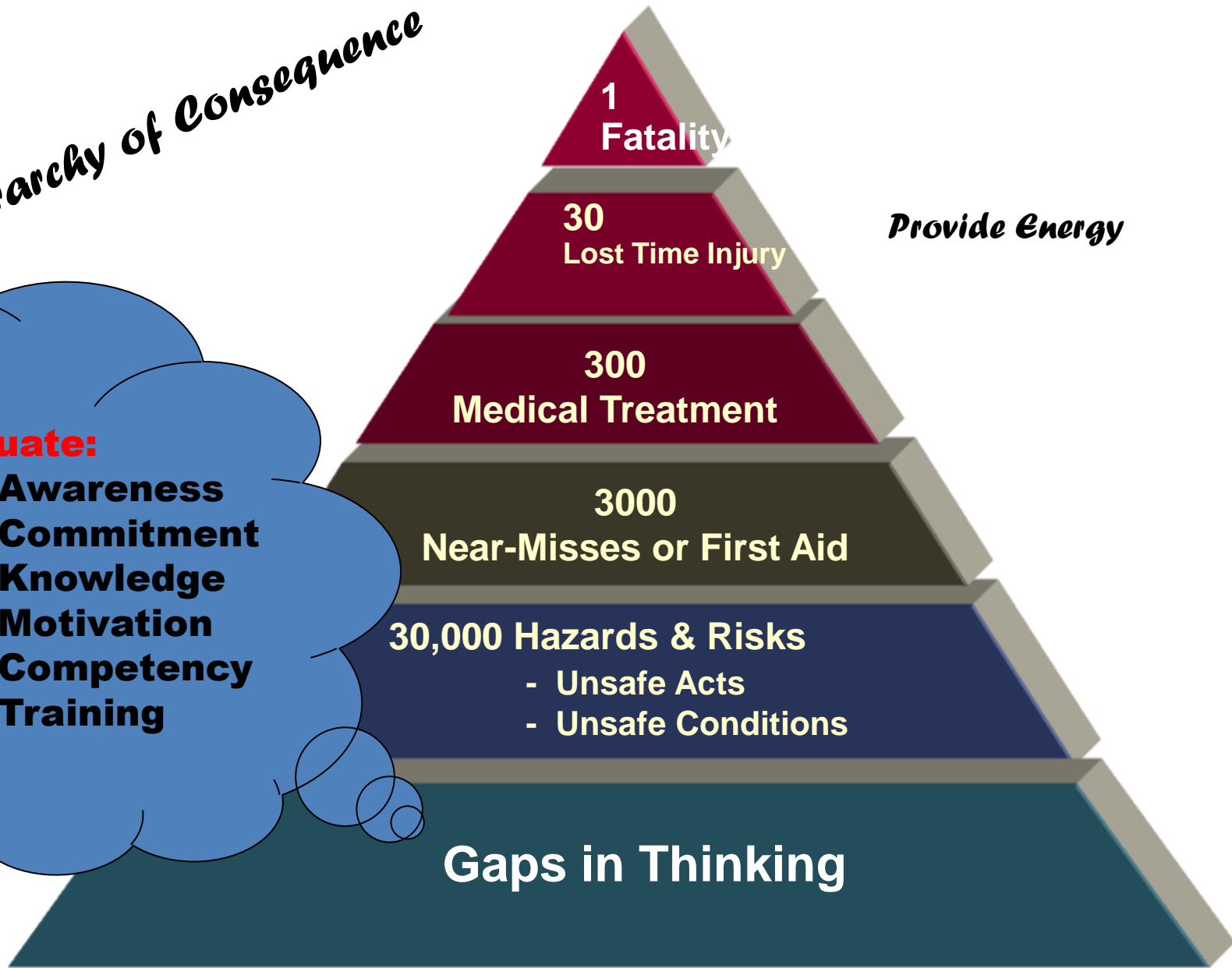
Provide Energy



Hierarchy of Consequence

Provide Energy

Inadequate:
Safety Awareness
Safety Commitment
Safety Knowledge
Safety Motivation
Safety Competency
Safety Training



Roles and responsibilities of line manager

- *Demonstrate*
- *Integrate*
- *Implement*

Demonstration

- Show the way by following it. *Rolemodel*
- Feel the pinch and fruits by involvement.
- Provide resources as and when required.
- Walk the talk
- Provide the challenges

Integration

1. Consider safety part of production, marketing, maintenance plans.
2. Integrate safety KPI's with the business processes, like
 - i) Wearing cotton apron by the house wife is part of cooking
 - ii) Investment in fire protections is investment in business.

Implementation

- i. Ownership/ proprietorship – Every inch of the area has a owner.
- ii. Observations/audits, Investigations, safety standards.
- iii. Hazard identification and mitigating risks.
- iv. Skill , will and knowledge

Safety Function Deployment

Apex Safety Council (Chaired by MD/COO)



Policy making

10 number
Apex safety
Policy Making
Committees

Implementation

7 Divisional
Implementation
Committees (DIC)
chaired by Vice
President

Area Implementation
Committees
(AIC) , chaired by
Chief of department

Sectional
Implementation
Committees (SIC)

Assistance

SUPPORT FUNCTIONS:

- Safety Professionals
- Consultants(such as DuPont)
- Joint Committees(such as Joint Works Council)
- Government Inspectorate
- National Safety Council , Confederation of Indian Industry , RLI, CLI

Review

Review :

- Safety Excellence Journey (SEJ) Committee
- Corporate Safety
- Communication meeting
- Coordination meeting
- Joint Committees
- Tatasteel Board

Improvements will come

Seeing the Light, Feeling the Heat

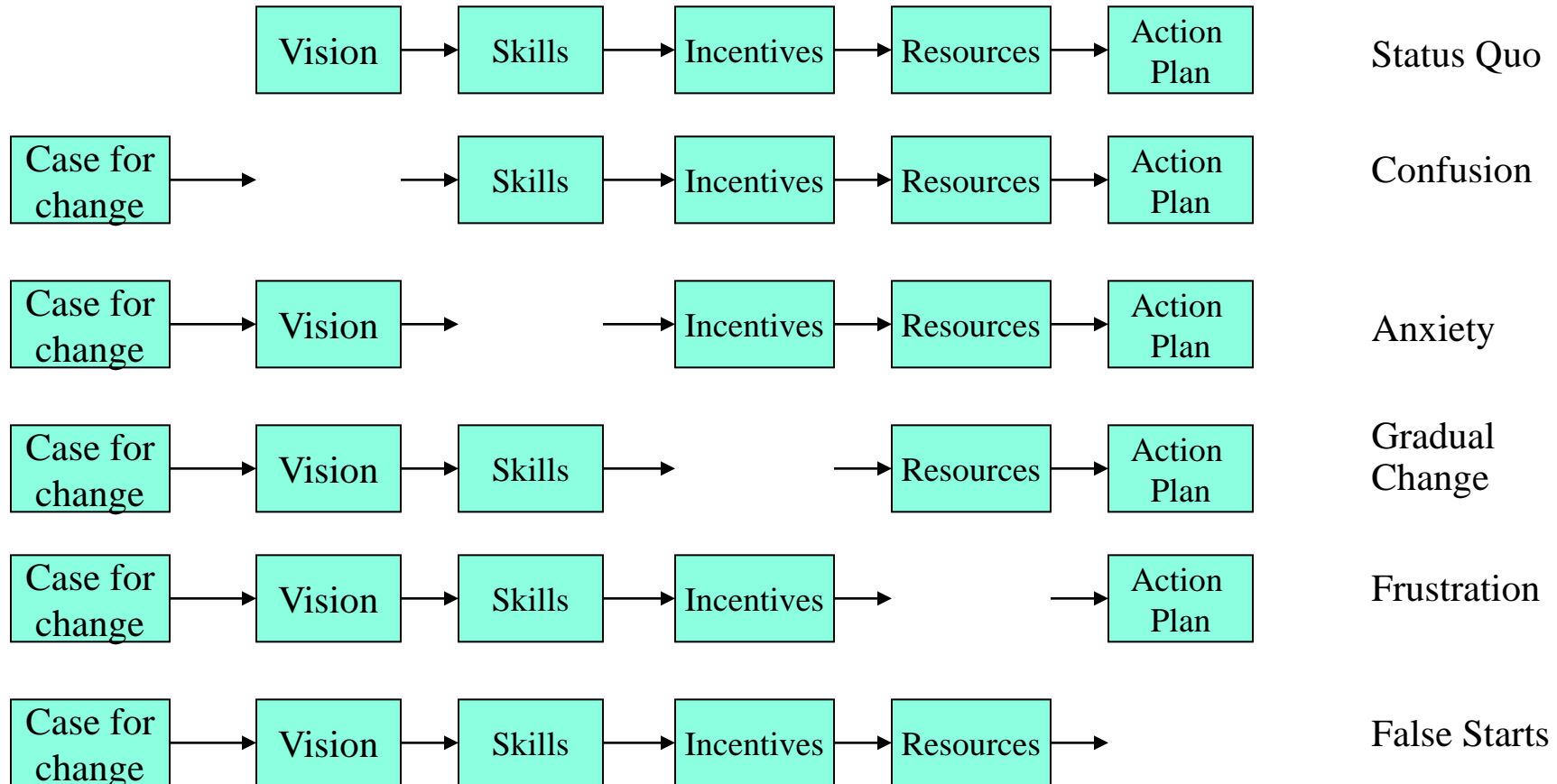


*People respond for two main reasons –
“seeing the light”, or “feeling the heat”*

Line manager should have competencies.....

- ***Proactive***
- ***Reactive***
- ***Innovative***
- ***Receptive***
- ***Accessible***
- ***Knowledgeable***
- ***Authoritative***
- ***Competitive***

Managing Complex Change



Tribal ladies at their homes



We are visible at any time---any where



Dress code for ladies



Changed Behavior --- Cyclist on road



Driving discipline



Use of Standard Scaffolding during construction



Construction site – Working at height



use of Safety Belt while driving



Segregation of traffic



Standard in place-Barricading



Standard in place



Standard in place.....Working at Height



Use of Hand rails.... First step towards Behavioral Change



We are going back happily.....



All safely home after an end of a safe working day

From our Managing Director ...message to all stake holders

“At Tata Steel, nothing is more important than your safety”.



THANKS !

*"We must become
the change we want to
see."*

Mahatma Gandhi

