

# **Tata Steel Kalinganagar- Contractor Safety Management System (CSMS)**

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# About TATA Steel -Kalinganagar



# Challenges



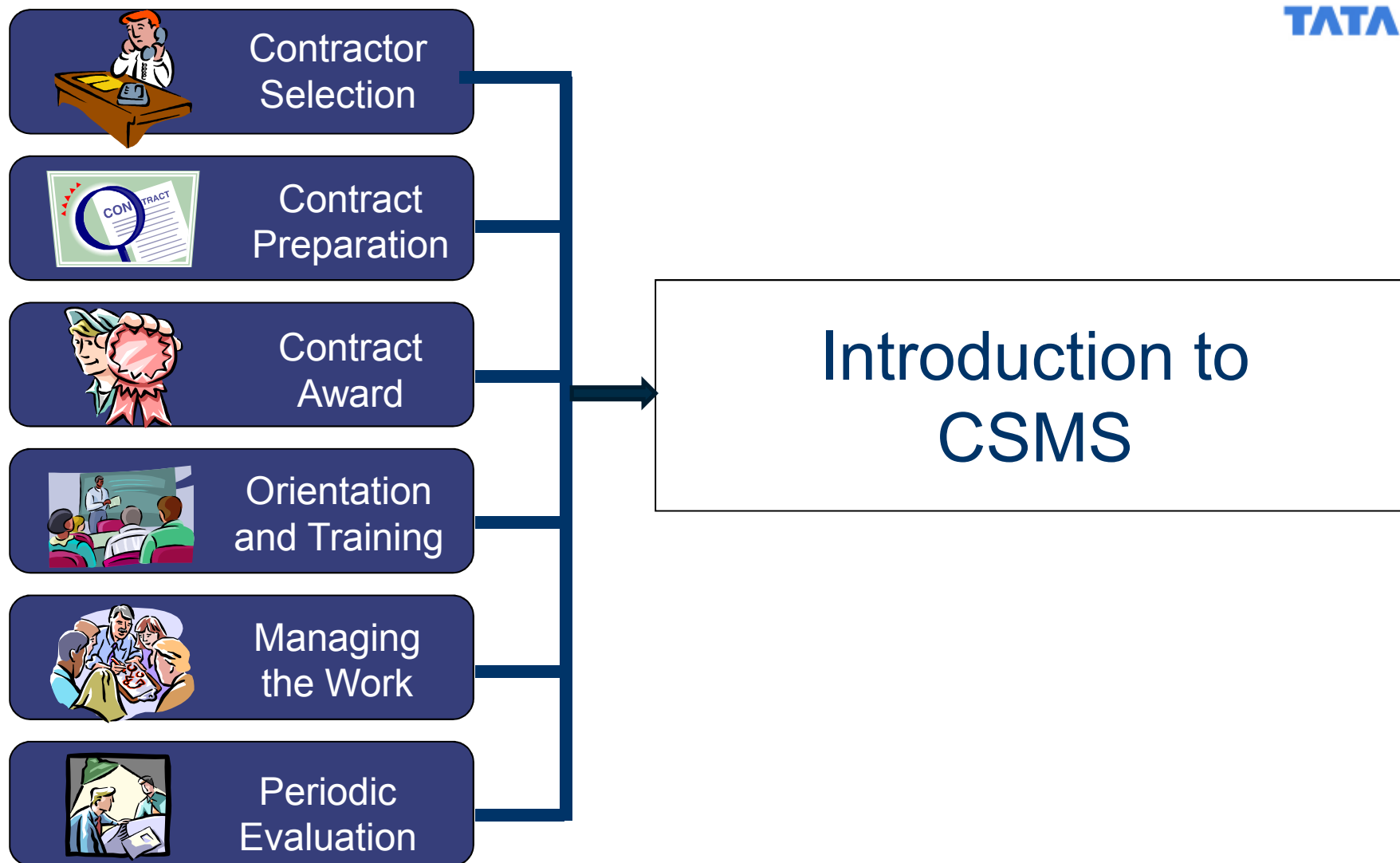
- Reluctant to adopt safety culture
- Unaware of industrial safety practices
- Difficult to implement basic mandatory PPEs
- Rehabilitation and social welfare
- Quality medical facility
- Competent people for the right job

# Safety Strategy – The Priorities



## **Tata Steel Identified Six (6) Core Strategies:**

- (Safety) Leadership Development
- Organizational Safety Competency and Capability Improvement
- Contractor Safety Management
- Road and Rail Safety Risk Management
- PSM, Integrated Emergency Response, Infrastructure Integrity Management
- Occupational Health / Industrial Hygiene (OH/IH)



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



**Mr T V Narendran**  
**Managing Director,**  
**Tata Steel India & SEA**

**“Safety should be  
the core value not  
a metrics”**

# Implementation of CSM at Kalinganagar



## Our Approach

- Study of contracts and gap analysis to find out the gaps for adopting six step process.
- Workshop for proprietors and senior management team of Tata Steel.
- Training programs were organised along with vendor partners and departmental representatives.
- Identification of CA (Contract Administrator) & CO (Contract Owner) for each contract.
- Identification of 148 high risk vendors already awarded the contract.
- Engaging expert agency for cross calibration in assessment process.
- Reward and consequence management for vendor partners

## Assessment of Maturity level ( 2 on a scale of 0-4)



### Contractor Selection

- To define the optimum number of contracting companies
- A capability review of vendors registered before the start / launch of CSMS

### Contractor preparation

- To start Pre-bid and Pre-award meetings in all areas
- To define potentially high risk contractor

### Contract Award

- Categorisation of Contracts to be done to focus on roles and responsibilities of Supervisors
- Ensure pre-work meetings before the start of a job



## Assessment of Maturity level ( 2 on a scale of 0-4)



### Managing the work

- To review the adequacy and appropriateness of adopted processes
- To verify General Safety Clauses and job specific safety requirements by line walk.
- “One man - One lock” principle in positive isolation for contractor employees.

### Training and communication

- Training to contractor supervisors on key hazards and control measures.
- To check the effectiveness of tool box meetings
- Display of safety dash board and
- Emergency contact number at key locations

### Periodic Evaluation

- IT intervention for CSM process
- Mentoring of vendors getting poor rating in star rating evaluation.
- Recognition to vendors having good safety management system

## Step 1: Contractor Selection



### OFIs

- Classification of contracts was not in place.
- Process of selecting the right vendor partner was not of importance.
- Past safety record and their performance was not taken into consideration while registering a vendor.
- No restriction for registration of new vendors.

### Actions

- Classification of contract into different categories.
- Framing of evaluation team
- Conducting nos. of work shop
- Vendor partners evaluation of existing vendors.
- The evaluation report with OFIs.
- Assigning mentor to each contract.



## Step-2: Contract Preparation

### OFIs

- Single point departmental accountability for each was not established.
- JHA (Job hazard analysis) was not in place for each high risk activity.
- Specific safety requirements were not identified in the contract.



### Actions

- IT intervention to identify the risk category by the department.
- Carrying out JHA or prepare SOP for each activity prior to service request.
- Mentioning Generic & Specific safety clauses in the RFQ (request for quotation).

## Step-3: Contract Award

### OFIs

- In consistent Pre-bid and pre-work meeting.
- Competent vendor partners with the past experience evaluation were not consistent.
- High risk jobs were not dealt separately.

### Actions

- Pre-bid, Pre-work meetings were made mandatory.
- Review of vendor proposed safe systems of work and safety plan.
- Obtaining declaration from vendor partners before contract award.



## Step-4: Orientation and training



### OFIs:

- Safety orientation training for workers was not adequate for the job.
- Skill level of workers working in hazardous areas was not consistent.

### Actions:

- Full fledged safety training centre
- Structured training for vendor partner's employees and supervisors separately
- Behaviour based safety training third party
- First-Aider training by Certification agencies
- Behaviour safety training by third party was undertaken.
- Internal auditor training for OHSAS certification by Class A vendor supervisors
- Job specific safety training/SOP, safety standards training by line manager.



## Step-5: Managing the work

### OFIs :

- Involvement of vendor partner's proprietors and supervisors in safety audits review meetings was poor.
- Competency of safe supervisors not adequately addressed.
- Hiding injuries and near miss incidents by vendor partners.
- Motivation of vendor partner's employees for safe practices.

### Actions :

- Contractor AIC (Area Implementation Committee) was formed in each depts. and vendors having good performance in safety made the chairman.
- Weekly severity based safety audit by CA/COs, vendors site and safety supervisor.
- Proprietor line walks along with line manager





- Qualification and experience of site supervisor was made mandatory.
- Daily Tool box meetings and periodic mass meetings made mandatory in each depts.
- Conducting JCC (Job cycle check), preparing SOP (standard operating procedure) & JHA (Job hazard analysis).
- Incident and near miss reporting and root cause analysis by vendor partners.
- Catalytic role played for reward and recognition for their employees and arranging transportation.
- Restriction of vendor employees having more than 60 yrs.
- In house vendor partner's health check-up facility was established for extensive and quality medical check-up.

## Step-6: Periodic Evaluation

### OFIs:

- System to monitor the performance of vendor partners during work was inadequate.
- No linkage of the periodic assessment with the billing process of vendors.
- Interaction with departmental line function was irregular.



### Actions:

- Assessment of vendors was carried out on a scale of 0-5 ( star rating)
- Re-assessment was carried out every 6 months and feed back to them on OFIs.
- Monthly review of improvement plans of vendor partners by CO.
- Subsequently from **31<sup>st</sup> Mar'17** those vendors could not comply to our internal star rating score of 3, was debarred from further enquiry.
- Engaged third party for CSM star rating for cross calibration.





## Results

- 100 % evaluation of any new vendor before entry
- Quality vendors for the job
- Risk categorisation of the job
- Pre-bid and pre-award meetings pre ordering
- Ownership and involvement of CA/CO for each contract
- Pre-work meetings before deployment
- Commitment from the vendor partners
- 100 % safety orientation training before entry
- Mandatory SOP/Job specific training prior to engaging in the job
- Deployment of competent supervisors
- Two way communications

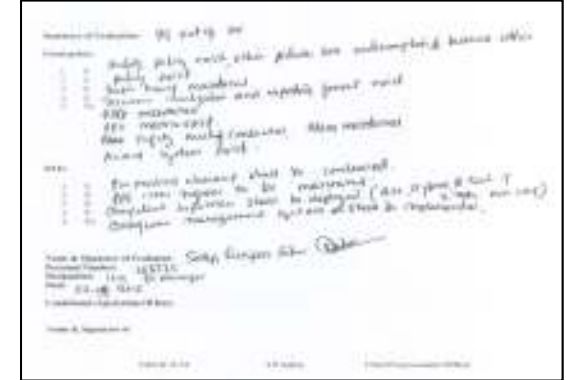
# Practices



Awareness session for CA/CO



Identification of high risk before service request



Selection process before registration



Visual Standard Operating Procedure



First aid box checking at vendor office

MIPL KALINGANAGAR, JAIPUR  
**JOB HAZARD ANALYSIS**

<p>1. Job description: ...</p> <p>2. Job location: ...</p> <p>3. Job duration: ...</p> <p>4. Job start time: ...</p> <p>5. Job end time: ...</p>	<p>1. Job description: ...</p> <p>2. Job location: ...</p> <p>3. Job duration: ...</p> <p>4. Job start time: ...</p> <p>5. Job end time: ...</p>	<p>1. Job description: ...</p> <p>2. Job location: ...</p> <p>3. Job duration: ...</p> <p>4. Job start time: ...</p> <p>5. Job end time: ...</p>	<p>1. Job description: ...</p> <p>2. Job location: ...</p> <p>3. Job duration: ...</p> <p>4. Job start time: ...</p> <p>5. Job end time: ...</p>
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Job Hazard Analysis by Vendors

# Practices



First aider training to the supervisors



CSM workshop for proprietors



Internal auditor trg to the supervisors



Felt leadership program for vendors



BBS training to the site supervisors



First aid training to the vendor employees

# Practices



Safety mass meeting taken by CA



Safety tool box meeting at site



SOP training by CO



Hazards training at site



Near miss reporting in regional language



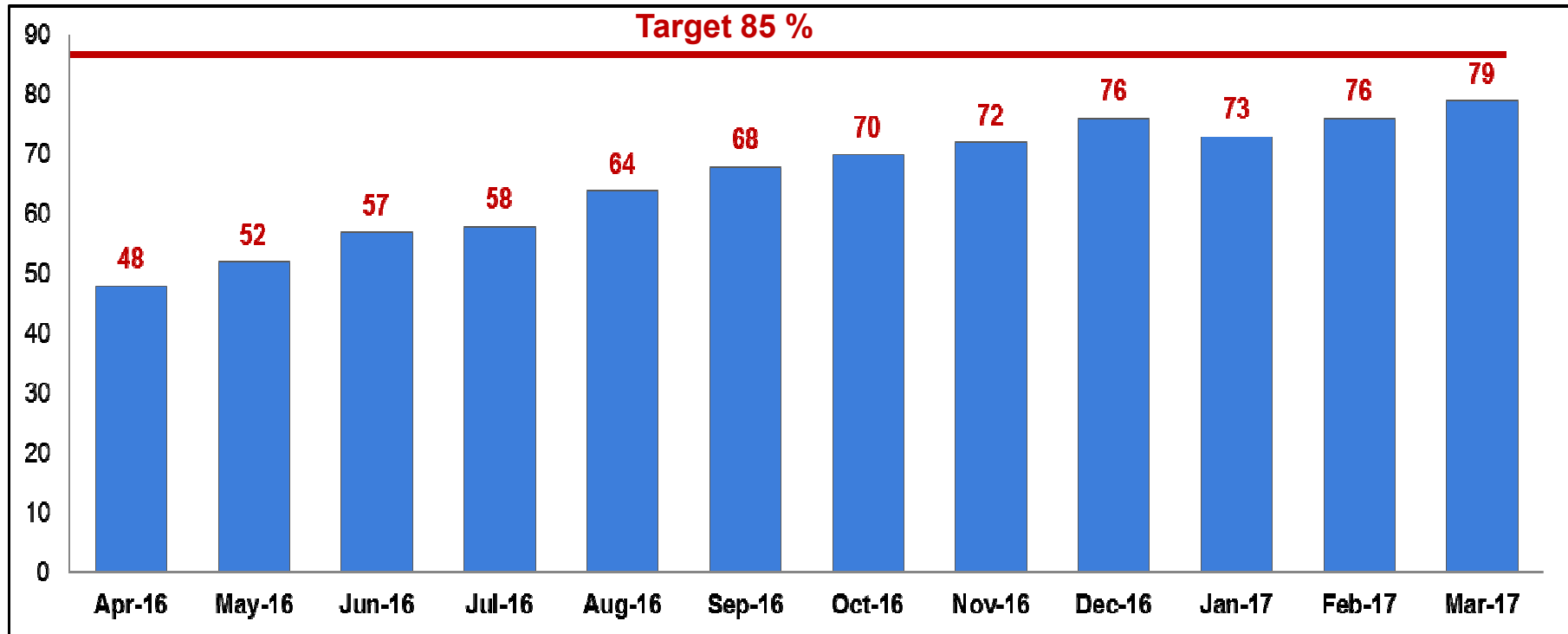
Fire fighting training to workers



Rewarding to best employee



# CSM Implementation



Improving trend of CSM implementation



## Action plan to sustain:-

- To get more capable vendors, vendor development to get more importance and non performing vendors to be debarred.
- Obtaining OHSAS certification for class A/B vendors in a phase manner.
- Providing amenities to all vendor partners workers (Rest rooms, Canteen facility etc.)
- Developing mentor mentee inter-dependent relationship among vendors.
- Skill development of vendor partners employees and selection procedure to be implemented.
- Converting all SOP to regional language through expertise.
- Handhold vendors to achieve 3 star rating through workshops.
- Monthly performance monitoring and linkage of the performance to vendor billing.
- IT intervention in CSM standard implementation.



**Thank you**  
**Questions Please?**