



CHANGING MINDSETS

Proactive Measures for a Superior Safety Culture and Performance at MFF Hazira

The efficiency of a complex machine depends on the robustness of every working element. Even if one of these elements were to fail, the entire system would collapse.

At LTHE, we take the safety of our workers very seriously. With a host of targeted initiatives, we have successfully introduced best practices within various segments of our organisation. Our efforts have not gone unnoticed. We have won various awards and certificates for the successful implementation of a positive safety culture at MFF-Hazira. Our aim is to introduce these changes to the other parts of our organisation as well.

Safety Cultural Transformation - The DuPont Way

DuPont Sustainable Solutions is a global benchmark for safety systems and safety performance and was engaged for a period of nine months (May, 2011 – Jan., 2012), the key highlights are mentioned below.

Transition to the New System



Leading Safety Efforts, a workshop specifically designed for introducing safety systems, standards and procedures through a safety cultural transformation, was conducted for both senior and line management. The structure and methodology of implementation was thoroughly discussed during this workshop.

APEX and Risk Containment Committee



A Risk Containment Committee (RCC) was formed, consisting of the Head of MFF as its chairman, zone owners as its members and the Head of the HSE departments for coordination & operation. RCC would meet once a month and required all zone owners to present their safety performance including details of leading and lagging indicators.

Preparation and Planning



The Facility was divided into 10 Safety Zones which were assigned to zone owners, selected from the respective line managers. Zone owners were responsible and accountable for the safety performance of their zones and were required to form their own teams and schedules for Safety Field Audits (SFA) involving all Engineers and Supervisors in their respective work areas.

The senior management would conduct Safety Field Audits as per its schedule and a separate zone called Zone-H was created to record and track details of the audits conducted by the Unit Head, Yard Heads and the HSE Head.

Training and Development



A 3-days Safety Training Exercise was conducted for all line managers, engineers and supervisors at L&T's world-class Safety Innovation School at Hazira. This exercise primarily comprised CPR training, awareness through construction hazard simulations and experiential learning, demonstrations, HSE Golden Safety rules, legal requirements, incident investigation, and Root Cause Analysis.

10 line managers and engineers were nominated for the NEBOSH IGC Safety Training & Certification course, conducted by NEBOSH, U.K. Selected candidates / NEBOSH-qualified line managers are further motivated to conduct safety training programmes for the others.

Every employee is now required to sign Safety commitment forms. Line managers and zone owners have taken the lead in all safety promotional activities like toolbox talks, monthly safety award functions, safety campaigns and Celebrations such as Road Safety Week, National Safety Day etc.

The Safety Field Audit System



Developed by DuPont, the SFA is a reporting system that provides guidelines for internal safety auditing. This consists of two weekly audits by zone owners and one monthly audit by the Unit Head, Yard Heads and HSE Head.

The system was further improved by developing an in-house software to effectively track and analyse SFA findings.

FICCI Safety Systems Excellence Awards for Manufacturing, 2013

MFF Hazira was awarded the first prize (Platinum Award) for Safety Systems Excellence in Manufacturing by FICCI (Federation of Indian Chambers of Commerce and Industry) for 2013.

This award assesses the robustness of the safety systems in manufacturing set-ups, which are then used for benchmarking exercises. In 2013, more than 107 companies in the manufacturing sector participated in the contest and MFF Hazira ranked first.



OUTCOME

Significant reduction in the number of accidents

- No personal injuries
- No work-related ill health
- No harm to the environment
- No occupational accident and material damage

MFF Hazira successfully achieved 12.44 million LTI free Safe Man-hours as on 31st May, 2014