

Material on management development for senior management



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Organization

- **It is social unit of people**
- **It has stakeholders**
- **It is structured and managed to meet a purpose/need**
- **It has goal and objectives which are to be met**
- **It has a management structure**
- **It is to operate within statutory regulations**
- **It affects and is affected by its environment**

Organizational management

- It develops organizational vision, mission, and values
- It fixes organizational goal and objectives
- It decides organizational structure which determines relationships between members and activities
- It fixes roles/responsibilities and authorities
- It gets people together on a common platform for achieving organizational goal and objectives
- It makes the organization to perform efficiently to make its performance felt
- It enables the optimum use of resources
- It gives a sense of direction to the employees

Organizational management

- **Management of internal elements**
- **Management of external agencies**

Management of internal elements

- **Financial management (budgeting, accounting, costing, working capital etc.)**
- **Operational management (raw materials, process, product, equipment health, energy, water, environment, waste, spares, consumables, utilities, and emergency etc.)**
- **Quality management (system, process, product, work life, etc.)**
- **Human resource management (people, organizational structure, employee relations, motivation, reward and incentives, compensation, discipline, change management, etc.)**
- **Organizational future management (expansion, backward/forward integration, diversification, acquisition/merger etc.)**
- **Safety and occupational health, housekeeping, security, and welfare management**
- **Innovation, research and development**

Management of external agencies

- **Investors**
- **Customers**
- **Suppliers**
- **Regulatory authorities**
- **Local authorities**
- **Local society**
- **Media (electronic, print, social etc.)**
- **Corporate social responsibilities**

Functions of management

- **Planning**
- **Organizing**
- **Directing**
- **Staffing**
- **Coordinating**
- **Controlling**

Planning

- **Planning prepares the organization for tomorrow by assessing today what an organization wants to accomplish and how it will go about achieving that goal**
- **Through planning, management decides the best alternative among others to perform different managerial functions in order to achieve predetermined goals**
- **Planning is essential in every area of the organization**
- **Planned working improves organizational performance**

Steps in the process of planning

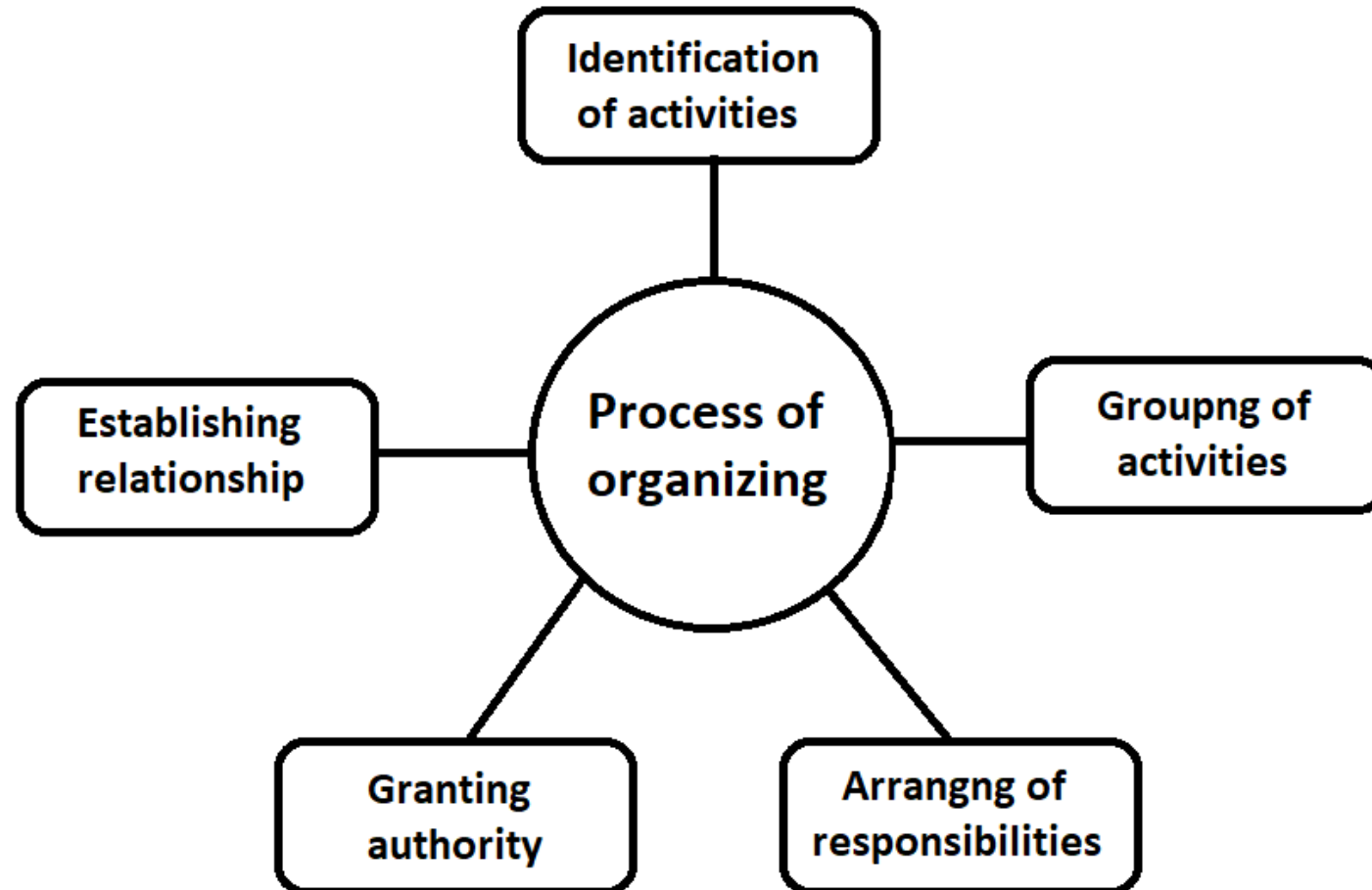


Organizing

- **Organizing is the function of management which follows planning**
- **It is the process of establishing orderly uses for all available resources within the organization**
- **It is a function in which the synchronization and combination of human, physical, financial, and information resources takes place for the achievement of the results**
- **It is the process of identifying and grouping of the works to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most efficiently**
- **It is necessary since it facilitates administration as well as the functioning of the organization**

Organizing

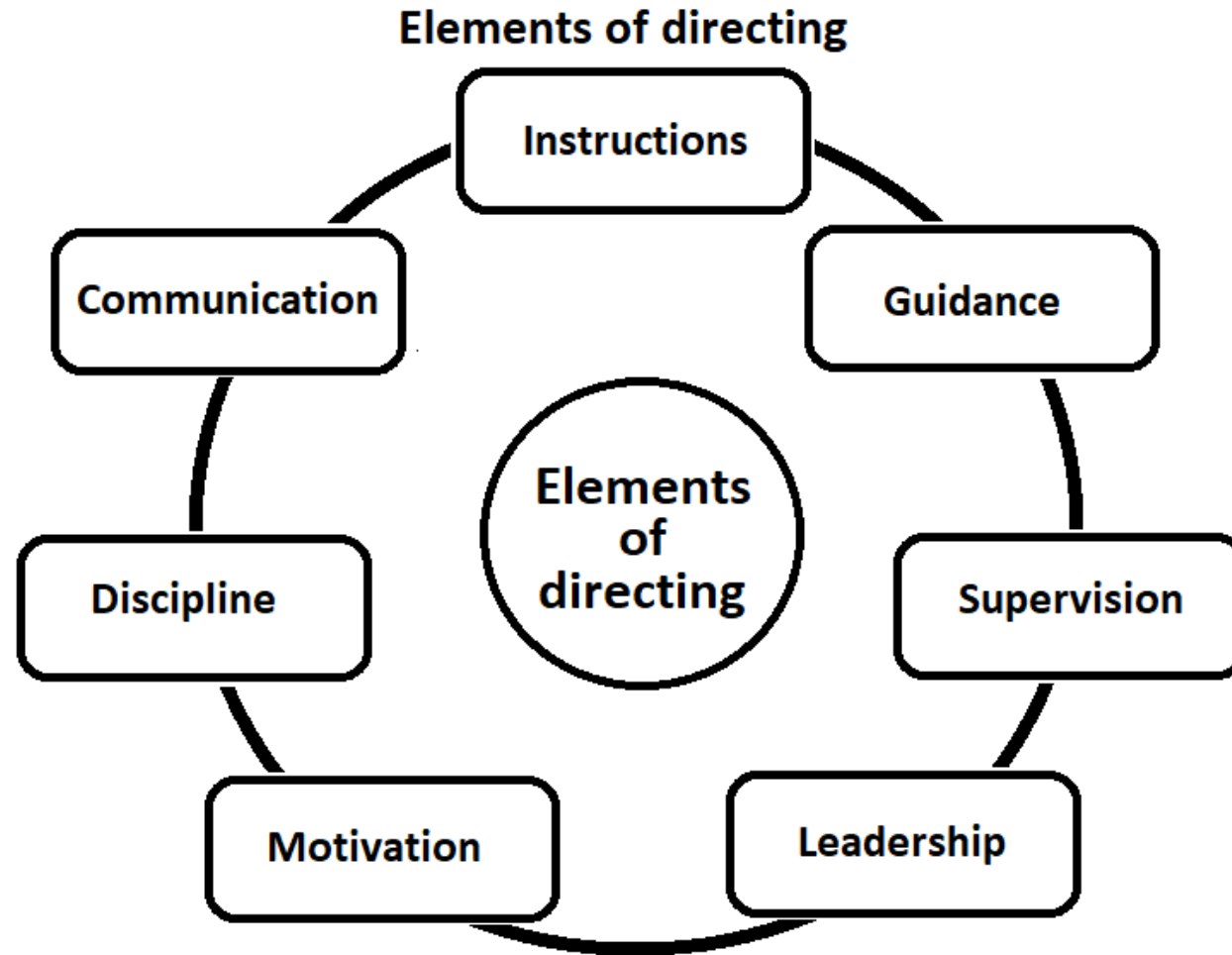
Five steps of organizing function



Directing

- **It is a management function through which the management instructs, guides, and inspires the employees by communicating with them**
- **It also oversees the performance of the employees for the achievement of the pre-determined goal and objectives**
- **It is the function of leading the employees to perform efficiently, and contribute to their optimum for the achievement of the organizational objectives**
- **While the functions of planning and organizing prepare a base for action, the function of directing initiates the action in the organization**

Directing













Staffing

- **It is the function by which management builds the organization**
- **It is concerned with acquiring, employing, appraising, remunerating, training, developing, and retaining people so that right type of people are available at the right positions and at the right time**
- **It is putting people to jobs**
- **It is concerned with determining (i) the number, and (ii) the type of personnel needed**
- **Four building blocks for the staffing function are (i) division of work, (ii) departmentalization, (iii) hierarchy, and (iv) coordination**
- **Succession planning is an important aspect of staffing function**

Staffing

Activities related to staffing

-  **Manpower planning**
-  **Recruitment**
-  **Selection**
-  **Placement and orientation**
-  **Training**
-  **Development**
-  **Remuneration**
-  **Appraisal**
-  **Promotion**
-  **Transfer**

Coordination

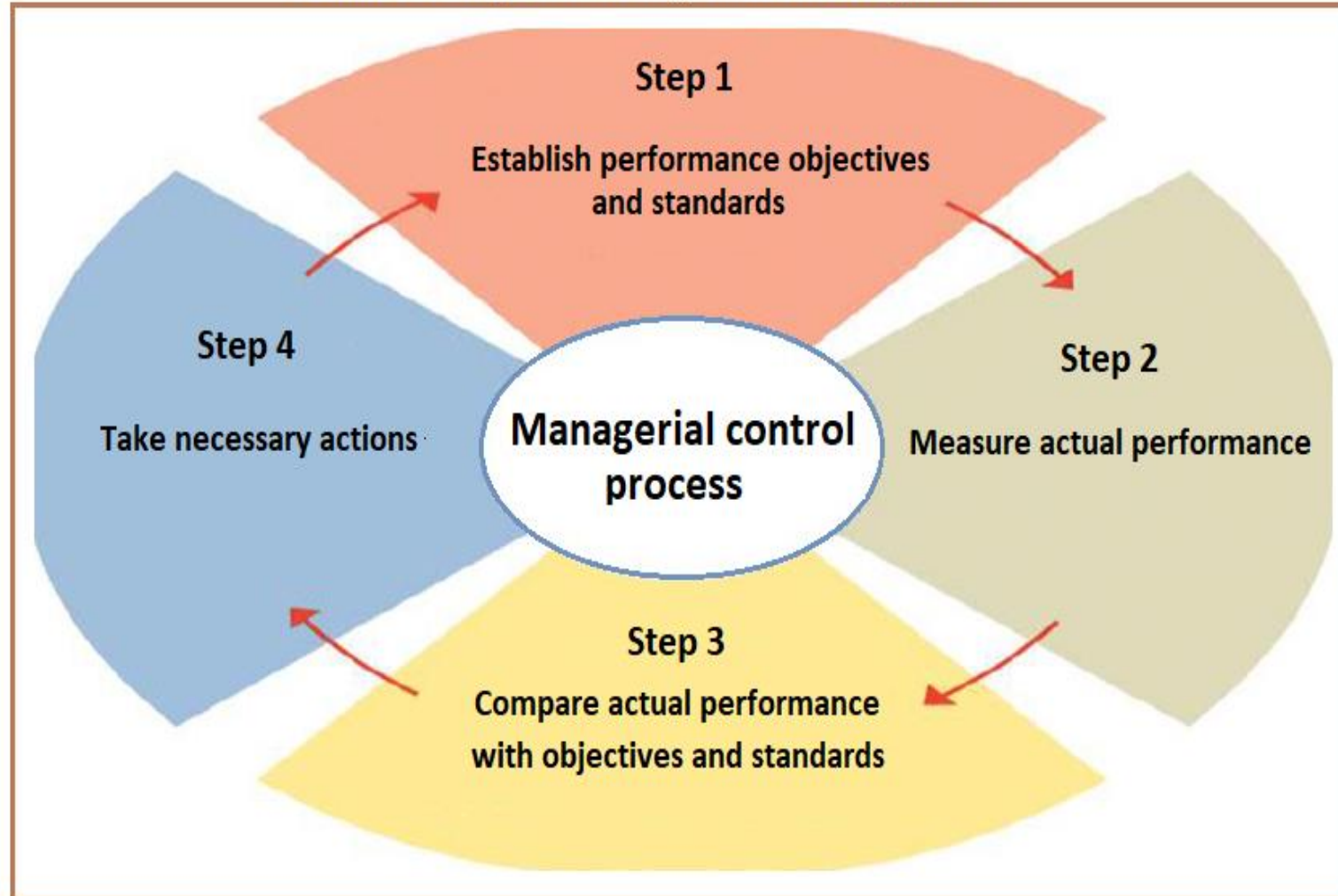
- It is an essential function for achieving a balanced organizational performance
- It always applies to group efforts
- It is a hidden force which binds all the other functions of the management
- It is the orderly arrangement of individual and group efforts to provide unity of action
- It consists of inter-relating the work of different departments
- It involves coordinating the various job roles and responsibilities of the employees
- The effective and efficient coordinating of internal and external organizational components help in reducing internal and external complexities and uncertainties
- It increases productivity, integrating macro and micro level organizational dynamics, connecting of roles among inter and intra organizational groups, bridging performance and trust among competing organizational groups, and defining organizational tasks and their accomplishment

Controlling

- **It is a method for managing the performance of the organization**
- **It is embedded in each level of organizational hierarchy**
- **It is a tool for achieving organizational activities and is an action-oriented process**
- **It refers to the evaluation of actual performance of work against planned or standard performance and taking the corrective action, if necessary**
- **It pinpoints the deviations on the basis of which management can take corrective actions**
- **It is a continuous process and involves a continuous review of performance**
- **There are three types of control namely (i) feed forward controls, (ii) concurrent controls or in-process controls, and (iii) feed-back controls**

Controlling

Essential steps in managerial control process



Characteristics of efficient management

- **Effective communication**
- **Effective decision making**
- **Close monitoring**
- **Leadership**
- **Customer focus**
- **Crisis management**
- **Management of uncertainties**
- **Knowledge management**
- **Talent management**
- **Resource management**
- **Time management**

Effective communication

- **Communication is a process of transferring information from one person to another. Listening is an important aspect of communication specially in case of upward communication**
- **It is a two way process in which there is an exchange of information**
- **It is an essential function in the organization and a channel for flow of information**
- **It is one of the most important tools of the organizational management for the achievement of the organizational performance**
- **Without communication, organizational activities cannot take place**
- **Communication is needed in the organization for the flow of information, resources, and even policies. Communication can be internal communication or external communication**
- **There are many avenues through which management can send messages downward through the organization, but there are few avenues for movement of information in the upward direction**

Effective communication

- **Communication intends to establish good interpersonal relationships, non-confrontational behavioural of the employees for achieving of common goals**
- **One of the most important things the employees do at work is to communicate with each other. Whether with words, gestures, body language, or even silence, employees are always communicating.**
- **Communication is sending, receiving, and understanding of information and its meaning**
- **Receiving and understanding are the most important operations, since the response of the receiver defines whether the communication attempt is successful or not**
- **The organizational 'grapevine' is usually one of the most common and often the most reliable forms of communication**
- **The barriers which impact the communication are cultural, physical, emotional, and personality barriers**

Effective decision making

- **One of the important tasks of the management is the decision making. It is the central part of the management responsibility. It is a fundamental activity of the management**
- **The decision making role is the heart of the executive activities of the management**
- **The process of decision making is not as easy as it sounds**
- **Decision making is a core element in problem solving, and important for efficient running of the organization**
- **Effective management makes timely and right decisions**
- **The three basic issues connected with a decision making process are (i) alternatives, (ii) preferences, and (iii) information**
- **There are decisions of all kinds such as financing decisions, investment decisions, or operating decisions etc.**
- **Decisions are mainly classified into three types namely (i) strategic decisions, (ii) tactical decisions, and (iii) operational decisions**

Effective decision making

- **The important elements of a decision making process are (i) alternatives, (ii) interpersonal issues, (iii) uncertainty, (iv) complexity, and (v) high risk consequences**
- **Decisions reflect the success and failure of the management and the rise or decline of the organization mainly hinges upon the quality of decisions being made**
- **Effective decisions need a solid understanding of realities and social environment**
- **Decisions taken based on analyzed data ultimately help in providing the organization a competitive advantage**
- **Decision making always involves a level of ethics and a degree of risk**
- **Time urgency is a critical consideration. The ‘window of opportunity’ associated with any decision is only open for a limited period of time**

Close monitoring

- **Controls are necessary for running of the organization**
- **Management applies control for ensuring organization is functioning as per plans**
- **Mid-term correction is necessary if there is slippage in the plan fulfillment**
- **It is done by monitoring of the progress**
- **Progress is determined by parameters which are to be such that they are measurable**
- **Measurement of the parameters as to be accurate for monitoring to be effective**
- **Frequency of monitoring depends on the parameters to be monitored**
- **Close monitoring is needed for critical parameters**
- **As the level of management goes up, the parameters to be monitored become lesser**

Leadership

- **Leader is a person who organize a group of people to achieve a common goal**
- **Leadership is the art of getting others to want to do something which the leader is convinced that it is to be done**
- **Leadership is a process by which the leader influences others to accomplish an objective and directs the organization in a way which makes it more cohesive and coherent**
- **It is a way of focusing and motivating group of people to enable them to achieve the objectives**
- **It makes the people accountable and responsible for the organization as a whole.**
- **It is the process of guiding people while operating to meet the organizational requirements and improving the organization**
- **Leaders have soul, the passion, and the creativity. They are flexible, innovative, inspiring, courageous, and independent**

Customer focus

- **Customer focus is pivotal for the organization seeking to reach a level of sustainable performance**
- **With the objective of the customer focus management makes customers and their needs a primary focus of the actions by developing and sustaining productive customer relationships**
- **Hierarchy of customer requirements constitutes (i) core needs, (ii) added values and (iii) delight**
- **The core needs for customer satisfaction consists of product quality and consistency and on time delivery at competitive price**
- **The added values features are technical support, and access to plant production and quality personnel in addition to the marketing executives**
- **Delight includes such factors as statistical process control and product quality improvements etc.**

Customer focus

For customer focus organization is to

- **Seek to understand the customers by actively pursuing information to understand customers' circumstances, problems, expectations, and needs**
- **Educate the customers by sharing the information with customers to build their understanding of issues and capabilities**
- **Build collaborative relationships with customers by having rapport and cooperative relationships**
- **Take actions to meet customer needs and concerns by taking up the plans which affect customers, by responding quickly to meet customer needs and resolving the problems, and avoiding over commitments**
- **Set up customer feedback systems by implementing effective ways to monitor and evaluate customer concerns, issues, and satisfaction and anticipate the customer needs.**

Crisis management

- **Crisis is an event which harms an organization, its facilities, its finances or its reputation within a short period of time**
- **Three elements common to a crisis are (i) a threat to the organization, (ii) the element of surprise, and (iii) a short decision time**
- **Crisis management is the application of strategies designed to help the organization deal with a sudden and significant negative event. It is the art of making decisions to head off or mitigate the effects of such an event, often while the event itself is unfolding**
- **Crisis management is the management and coordination of the organization's response to an incident that threatens to harm, or has harmed, the organization's people, structures, ability to operate, valuables and/or reputation**
- **Crisis management consists of skills and techniques required to identify, assess, understand, and cope with a serious situation, especially from the moment it first occurs to the point that recovery procedures start.**

Crisis management

- **A great deal of crisis management occurs before a crisis begins. It is about planning and preparing the organization for a crisis. Planning relates to getting the organization in the best position to react to, and recover from, a crisis**
- **Two elements of planning which are unique to manage a crisis are (i) creating escalation rules for the employees, (ii) creating a crisis team.**
- **The goal is to have employees to know when to report an incident which has a potential to become a crisis if not attended upon. Creating escalation rules for the employees is an essential element in crisis prevention, detection, and control. This means that the employees are trained to bring matters to the attention of the management for their analysis and handling as soon as possible, preferably before they become critical.**
- **Management must work to create a culture where employees can communicate these incidents to management's attention without fearing overreaction or any negative consequences to the reporting employee. Without such culture, a developing crisis may go unnoticed by management until it develops and turns into a calamity**

Management of uncertainties

- **Uncertainties are unpredictable events in manufacturing environment which disturb operations and performance of the organization**
- **Organizations are normally functioning in environments which combine known knowns, known unknowns and unknown unknowns**
- **The uncertainties need agile and responsive management for facing the conditions of change and uncertainty**
- **The timing of uncertainty often causes a greater challenge response from the management than the uncertainty itself**
- **Uncertainty exists when details of situations are ambiguous, complex, unpredictable, or probabilistic; when information is unavailable or inconsistent; and when management feels insecure in their own state of knowledge or the state of knowledge in general.**
- **Uncertainty also might be experienced when management assesses the probability of an event**

Management of uncertainties

- **Uncertainties may exist in practically all decision making situations. However, in spite of the profound and partially irreducible uncertainties and serious potential consequences, policy decisions have to be made. Logical decision support helps the management in developing and choosing a course of action, given all of the uncertainties surrounding the choice**
- **Uncertainties can be either short lived or ongoing. Short lived uncertainty can be for the duration of a limited event. Ongoing uncertainty continues for a period of time. During ongoing uncertainty, the uncertainty may transform suddenly as one issue is resolved and another takes its place**
- **Since uncertainties are multi layered, interconnected, and temporal, the appropriateness and effectiveness of responses used to manage them are likely to vary across context and situations**
- **Underestimation of uncertainties can lead to strategies which neither defend against the threats nor take advantage of the opportunities that higher level of uncertainties may provide**
- **Communication is important aspect in the uncertainty management. It helps managing uncertainty that is challenging**
- **Managing uncertainty is essential for maintaining hope**

Knowledge management

- **Organizations create a great amount of data and information (knowledge) in their daily operational activities**
- **It is essential for the organization to have a system of managing the newly created knowledge so it can be reused to solve new problems or can be leveraged to value-add to other operational activities**
- **Knowledge is intangible, dynamic, and difficult to measure, but without it, no organization can survive**
- **The knowledge can be broadly classified into two types namely (i) tacit or implicit knowledge and (ii) explicit knowledge.**
- **Tacit or implicit knowledge is highly invisible and confined in the mind of the people. It is difficult to formalize and hence not easy to communicate.**
- **Explicit knowledge, on the other hand, is formal and systematic which can be easily communicated and shared as in the form of product specifications, scientific formulae, systems, methods, and literature or computer programmes**
- **Transformation of knowledge from tacit to explicit form increases its usability and visibility. Capture of the tacit knowledge of the people which resides within them in the form of knowhow and insights is a difficult and challenging process. Tacit knowledge can be transferred through mechanisms of socialization, mentorships, apprenticeships, and face-to-face communication**

Knowledge management

- **Knowledge management is the systematic management of the organizational knowledge assets for creating value and meeting its tactical and strategic requirements.**
- **It consists of the initiatives, processes, strategies, and systems which sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge**
- **Knowledge management is a concept under which the organizational knowledge is changed into actionable knowledge and made available effortlessly in a usable form to the organizational employees who can leverage it according to their needs**
- **Knowledge management cycle is a process of transforming information into knowledge within the organization. It is a continuous cycle of three processes, namely (i) knowledge creation and improvement, (ii) knowledge distribution and circulation, and (iii) knowledge addition and application**
- **Unlike the conventional material assets, which decrease as they are used, knowledge asset increases with use. Ideas breed new ideas, and shared knowledge stays with the giver while it enriches the receiver.**

Talent management

- **Talent is the composite state made up of several elements. People are called talented when they possess or acquire (i) skills, knowledge, intelligence, and experience, (ii) ability to learn and grow, (iii) judgment, attitude, and character, and (iv) perseverance and self-motivation**
- **Talent management is the processes of ensuring that talented people are attracted, retained, motivated, and developed in line with the needs of the organization. It is a set of integrated processes designed to attract, develop, motivate, and retain productive, and engaged employees**
- **Talent management refers to the skill of attracting and nurturing highly skilled employees, integrating new employees with the organization, and developing and retaining existing employees to meet the present and future organizational objectives**
- **For talent management to be effective, two broad issues are required to be addressed. These are (i) a thorough understanding of the organizational drivers for talent management, and (ii) identification and delivery of people / competencies**
- **Talent management is one of the crucial management functions in an organization**

Resource management

- Resources include all assets, capabilities, processes, organizational attributes, information, knowledge, etc.
- Resources are the tangible and intangible assets organization uses to develop and implement its strategies. Tangible resources are classified as physical assets and technologies, human resources and organizational capabilities. Intangible resources are reputation and political acumen
- There is positive relationship between organizational resources and competitive advantage
- Resources are the foundation for attaining and sustaining competitive advantage
- Organization rich in resources is better able to survive external and environmental turbulence
- Resource management includes planning, allocating and scheduling of resources to tasks for fulfillment of objectives and targets
- Resource management has an impact on schedules and budgets as well as resource leveling and smoothing.
- Resource leveling aims at smoothing the stock of resources on hand, reducing both excess inventories and shortages

Resource management

- **Resource management is an important aspect in managing the efficient and effective deployment and allocation of the organizational resources when and where they are needed**
- **Resource management needs to be systematized for keeping a close eye on the resources. This process of systematization maximizes the efficiency of the available resources as well as minimizing of the wastage of the resources.**
- **Variety of resources shows relatively different impacts on the organizational effectiveness. Some resources have positive and significant influences on the organizational effectiveness while some others have negative or insignificant relationships with the organizational performance**
- **Resource management is an important aspect in managing the efficient and effective deployment and allocation of the organizational resources when and where they are needed**
- **Resource management needs to be systematized for keeping a close eye on the resources**
- **Resource plans enable organizations to maximize resource utilization, balance supply and demand and plan resources over the entire period needed for the completion of the planned tasks**

Time management

- Time is a basic, limited, and dynamic resource and hence it need to be spent judiciously
- Time management is the act or process of planning and exercising of conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency, and productivity as well as for carrying out the activities effortlessly in a natural way
- It is defined as ‘the process of skillfully applying time to finish and perfect a specific activity within time constraint’. It is the process of planning and exercising conscious control of time spent on specific activities, especially to increase effectiveness, efficiency, and productivity
- It plays a very important role in the organization. It includes (i) effective planning, (ii) setting goals and objectives, (iii) setting deadlines, (iv) delegation of responsibilities, (v) prioritizing activities as per their importance, and (vi) spending the right time on the right activity
- Time management is more than just managing time. It is about controlling the use of the most valuable as well as undervalued resource. It is managing oneself in relation to time. It is setting priorities and taking charge of the situation and time utilization. With good time management skills people are in control of their time, stress, and energy levels

Time management

- Time management is a set of skills which allow people to be more productive and efficient in completing the tasks.
- It is the ability to use time to get things done when they are to be done. It is a set of principles, practices, skills, tools and systems which work together to help people to get more value from time to improve their efficiency
- Time management is a necessity when a given task is to be completed in a specific time.
- The absence of time management is characterized by last minute rushes to meet deadlines, meetings which are either double booked or achieve nothing, days which seem somehow to slip unproductively by, and crises which loom unexpected from nowhere. This sort of environment leads to inordinate stress and degradation of the performance
- Time management is necessary for two main reasons and these reasons are related to each other. The first is that the lack of the time management is the main source for the development of stress at work since the expectation is always for doing higher amount of work in the given short time. The second is for creation of suitable strategies for finding time to carry out successfully all the activities, and simultaneously having a good performance at the work

Basic rules about costs

- **There are three basic rules regarding costs which are to be followed while taking important decisions in an organization**
- **These rules are (i) Cost of Quality, (ii) Tip of the Iceberg, and (iii) 1-10-100 rule.**
- **The three basic rules are applicable both in an individual's daily life as well as during the functioning of an organization**
- **The following of the three basic rules results in improved performance with lesser costs**
- **The three basic rules help the organization in cutting the costs without affecting its capabilities in the long run**

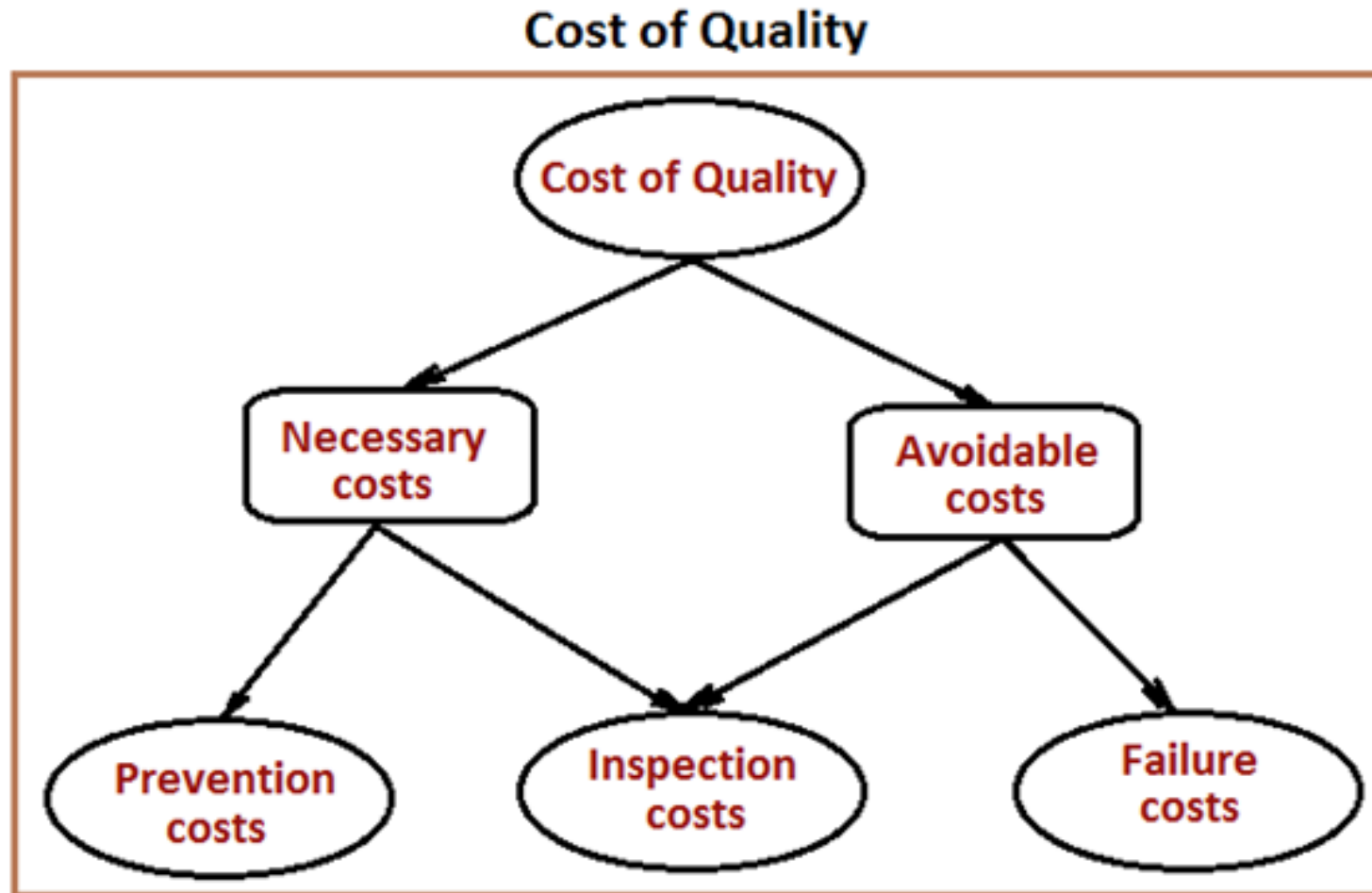
Cost of quality

- **The Cost of quality is the cost of doing an activity and achieving the targeted results of the activity**
- **It consists of two components namely 'necessary costs' and 'avoidable costs'.**
- **Necessary costs are needed to achieve and sustain a defined objective or standard of work. These are those costs which are needed to carry out an activity efficiently and to achieve and sustain a defined standard of work. These costs are required to be incurred. Any action to cut or reduce these costs has an adverse affect on the organizational performance. Necessary costs include prevention and inspection costs.**

Cost of quality

- **Avoidable costs are normally incurred whenever wrong things are being done or things are being done in a wrong way**
- **Management is required to identify where such things are happening in the organization and take the required action to eliminate these things**
- **Avoidable costs include some part of inspection costs and failure costs.**

Cost of quality



Cost of quality

- **Prevention costs are of the actions which intended to be taken to make sure that things do not go wrong**
- **Prevention costs to avoid failures are the necessary costs**
- **Inspection costs are the costs of finding out that the things are going on correctly so that in case of a deviation, corrective and preventive actions can be taken. These are necessary costs**
- **Avoidable inspection costs are also those costs which are being incurred in the organization on inspection after the failure. These costs are normally being incurred whenever inspection is needed since the management is not being able to identify the wrong things which are being done or the things which are being done wrongly**

Cost of quality

- **Failure costs are the costs incurred when a customer is or going to be dissatisfied**
- **The organization pays the price in the form of damaged reputation, rework, waste, legal penalties, special charges or loss of pride**
- **The cost of failure is always huge and bringing back the things to normal conditions need a herculean task involving substantial cost at each step**
- **Identifying the necessary and avoidable costs of an activity is the first step towards reducing the cost**
- **Any saving in the necessary cost becomes counter-productive and results into expenditure somewhere else**
- **All the savings are to be directed towards incurring of the avoidable costs**

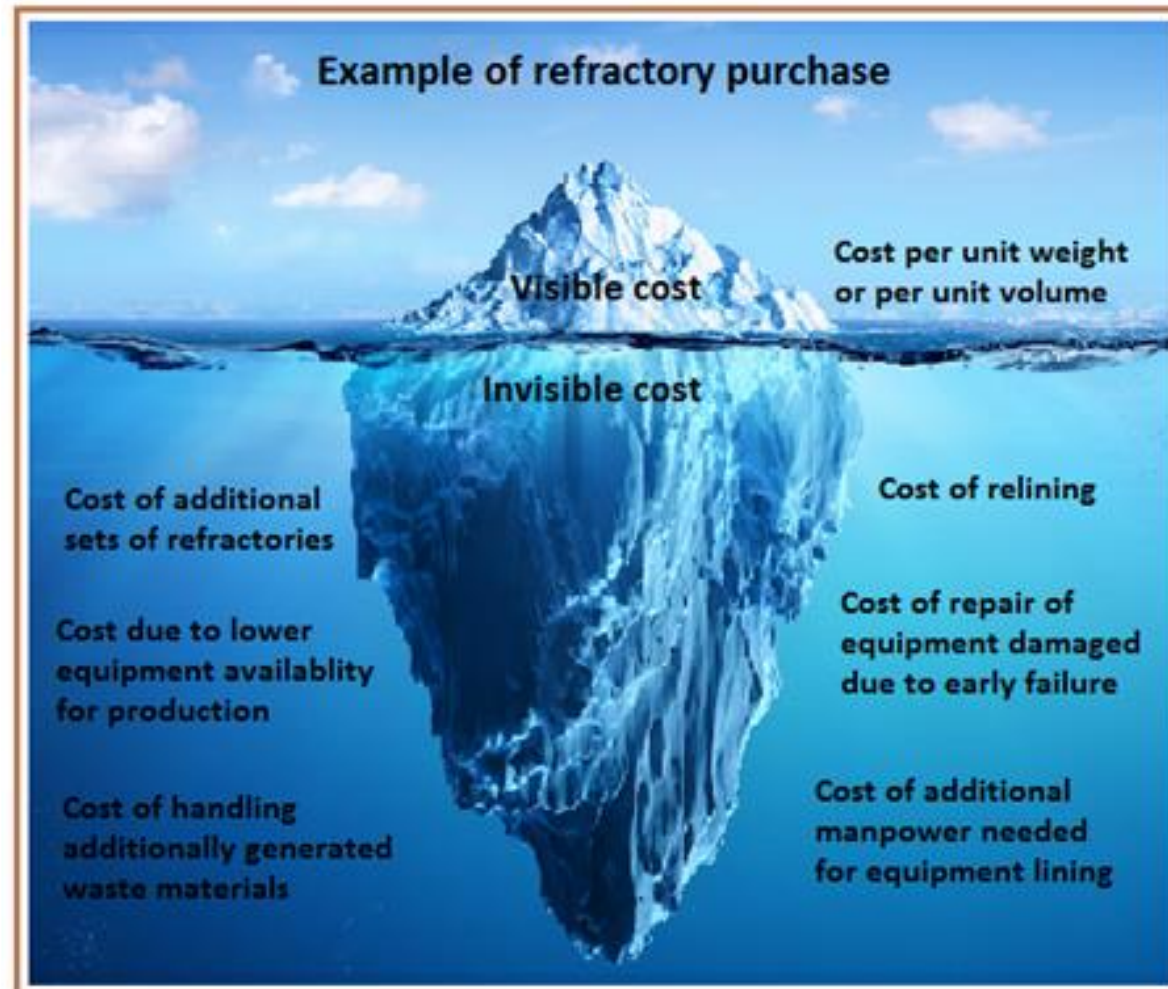
Tip of the iceberg

- **The costs of carrying out an activity have two components namely (i) visible costs, and (ii) invisible or hidden costs**
- **Visible costs are obvious and are visible to everyone in the organization**
- **Invisible costs are the indirect costs which are normally hidden and incurred due to certain action of the management**
- **Visible costs are normally a small fraction of the total costs and are similar to the small area of the iceberg which is visible while it is floating in the sea**

Tip of the iceberg

- **Considering only the visible costs can be highly misleading and this can lead to the organization incurring heavy costs somewhere else**
- **Decision taken, considering only the visible costs, normally ends up in huge escalation in costs afterwards at the time of completion of the activity**
- **Management which takes into account the invisible or hidden costs along with the visible costs, while taking a decision for carrying out an activity, avoids cost escalation when the activity is completed**
- **An example of the tip of the iceberg considering the purchase of refractory for equipment lining is shown in figure in next slide**

Tip of the iceberg



1-10-100 rule

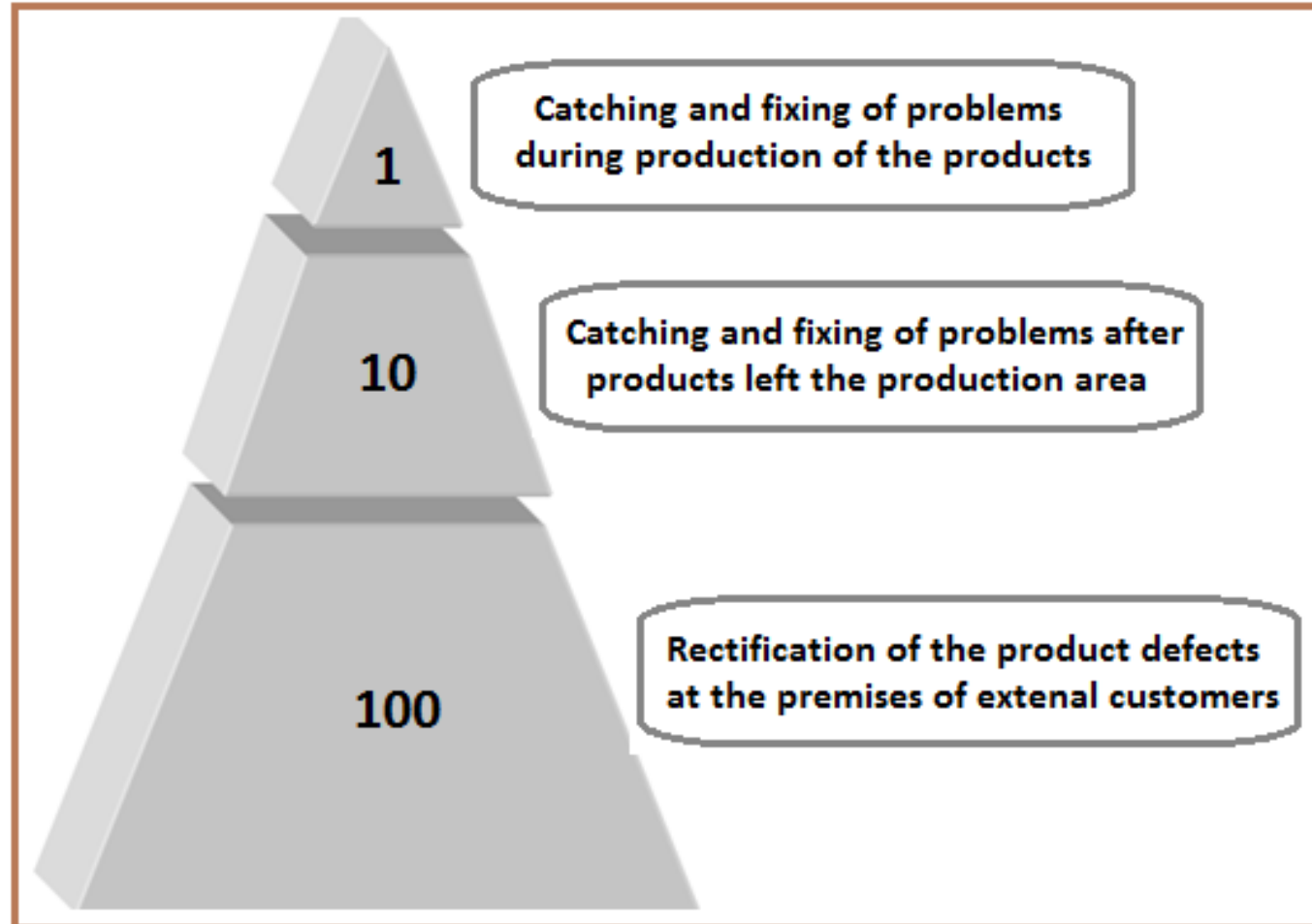
- **This rule states that if a problem is not fixed when it occurs, it only becomes more costly to fix at a later date both in terms of cost and time needed for fixing of the problem**
- **If the cost involved is 1 while catching and fixing the problem in the initial stage, then the cost of fixing the problem becomes 10 times if it is neglected and allowed to reach the next stage**
- **If still the action is not taken and the problem is allowed to reach the next stage then the cost of fixing the problem becomes 100 times**
- **The cost of fixing the problem increases by multiple of 10 in each stage**

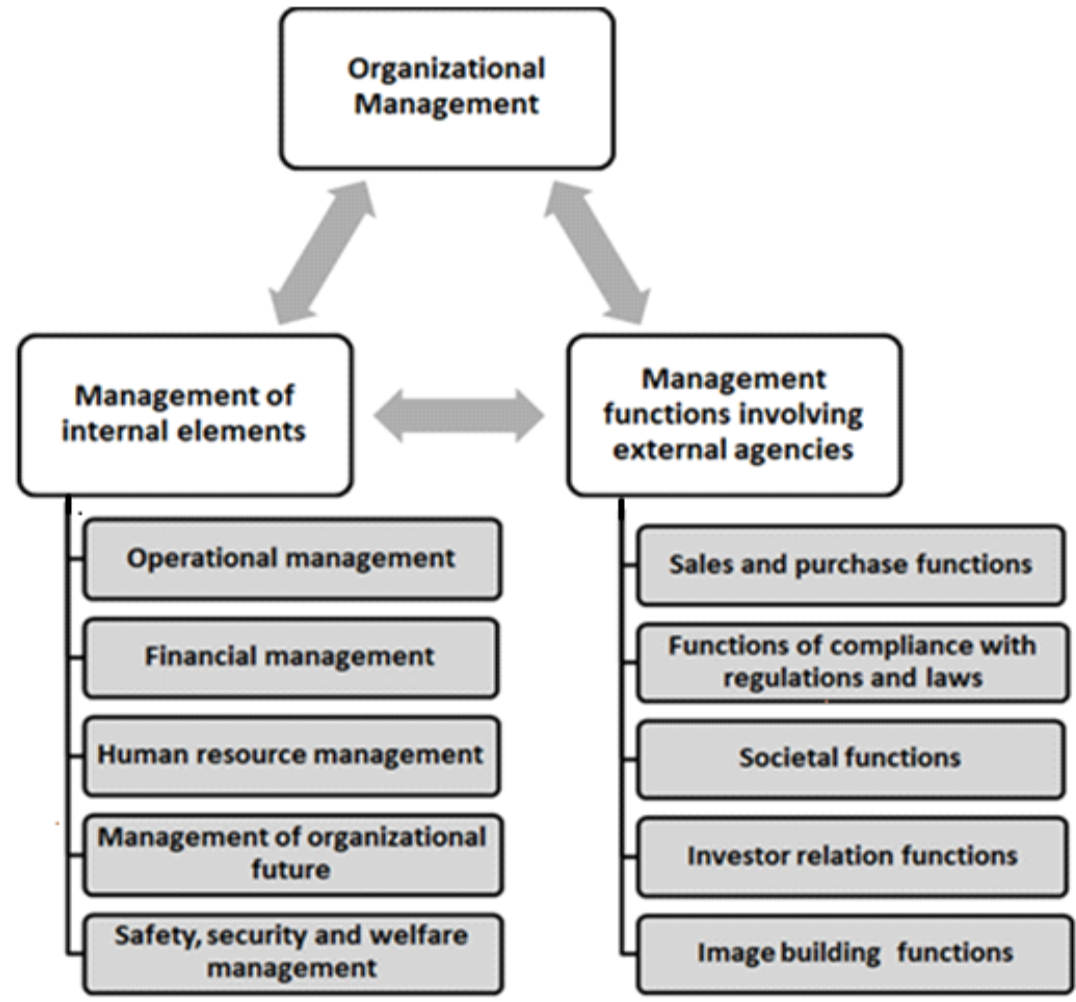
1-10-100 rule

Figure next slide explains the 1-10-100 rule through an example

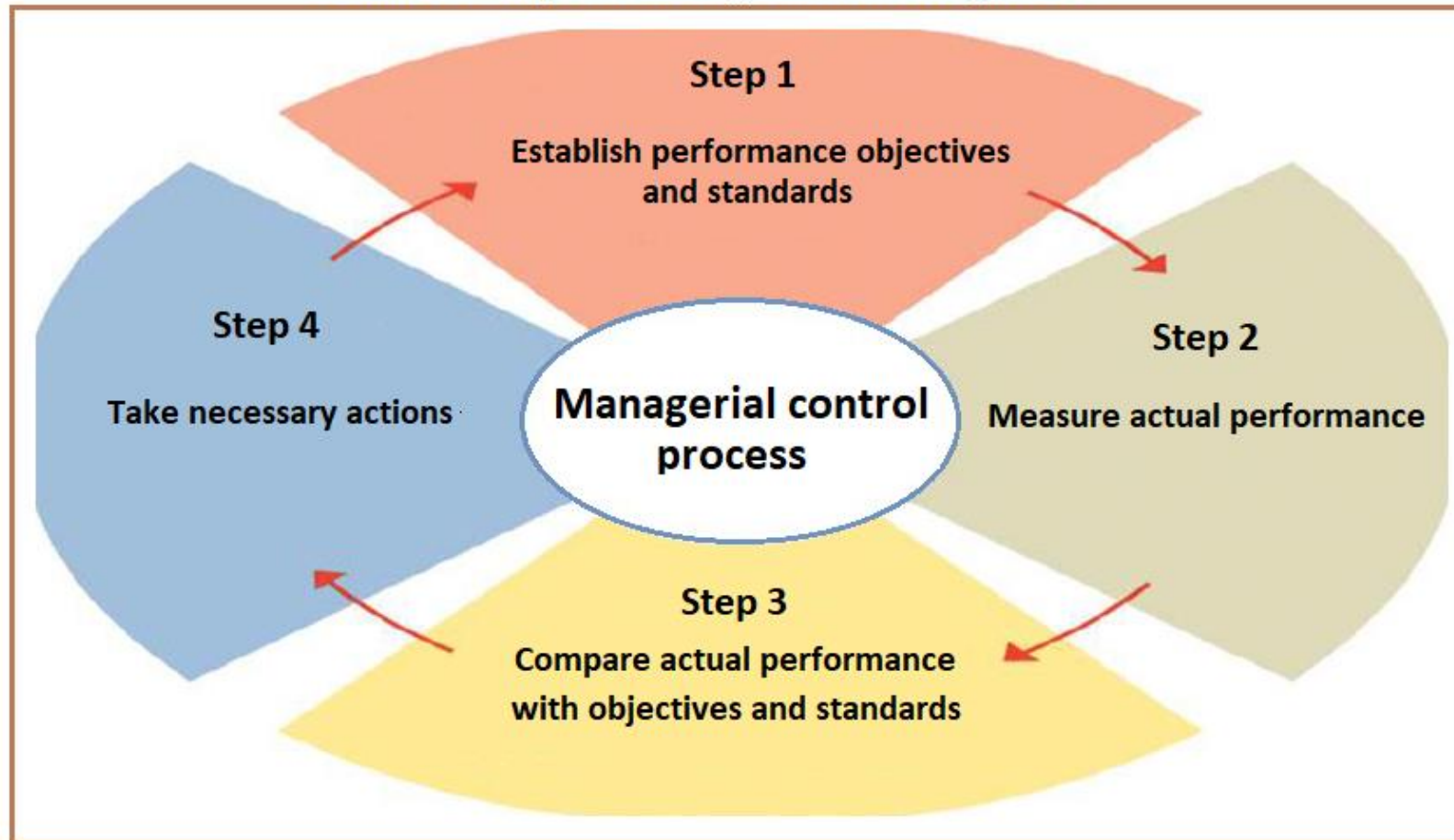
- The stage 1 is when the defective product can be detected at an early stage of production and at this stage the corrective actions like the changes in the process parameters, changes in the operating procedures, changes in the inspection and testing practices, or adjustments in the quality of the input materials can be taken. The costs involved in fixing the problem at this stage are not high.
- The stage 10 is considered when the defective product is not noticed at the place of production and the product is dispatched from the plant. In this case the defect is noticed enroute say in the stock-house. The costs involved in the product rejection / downgrading / rectification are substantially high
- The stage 100 is when the defective product reaches the customer / user and they are not satisfied with the product. At this stage, the organization pays the price in damaged reputation, compensation / rework, waste, legal penalties, special charges or loss of pride. The cost of involved is always huge

1-10-100 rule

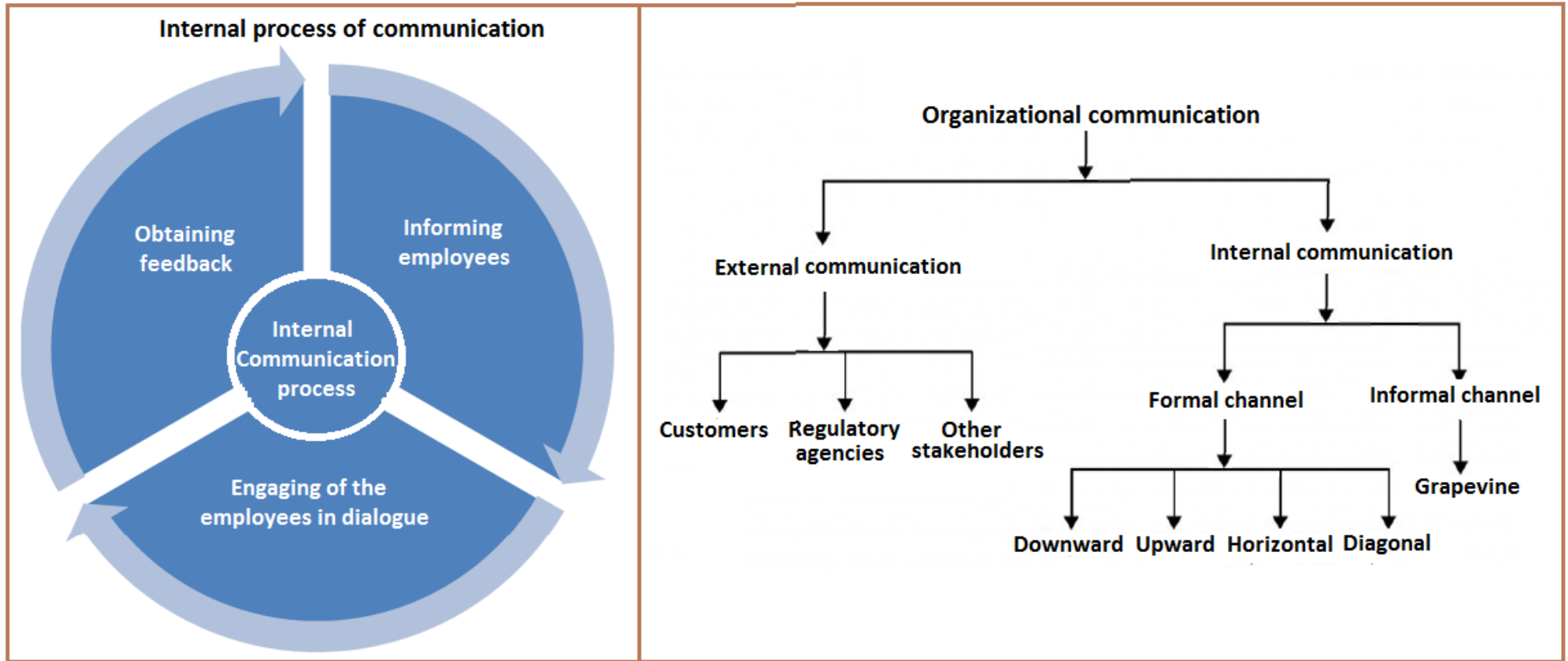




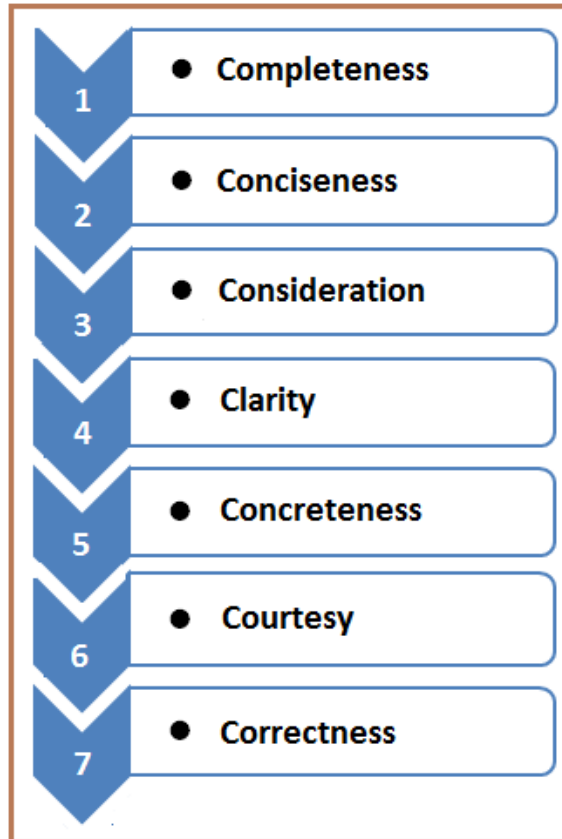
Essential steps in managerial control process



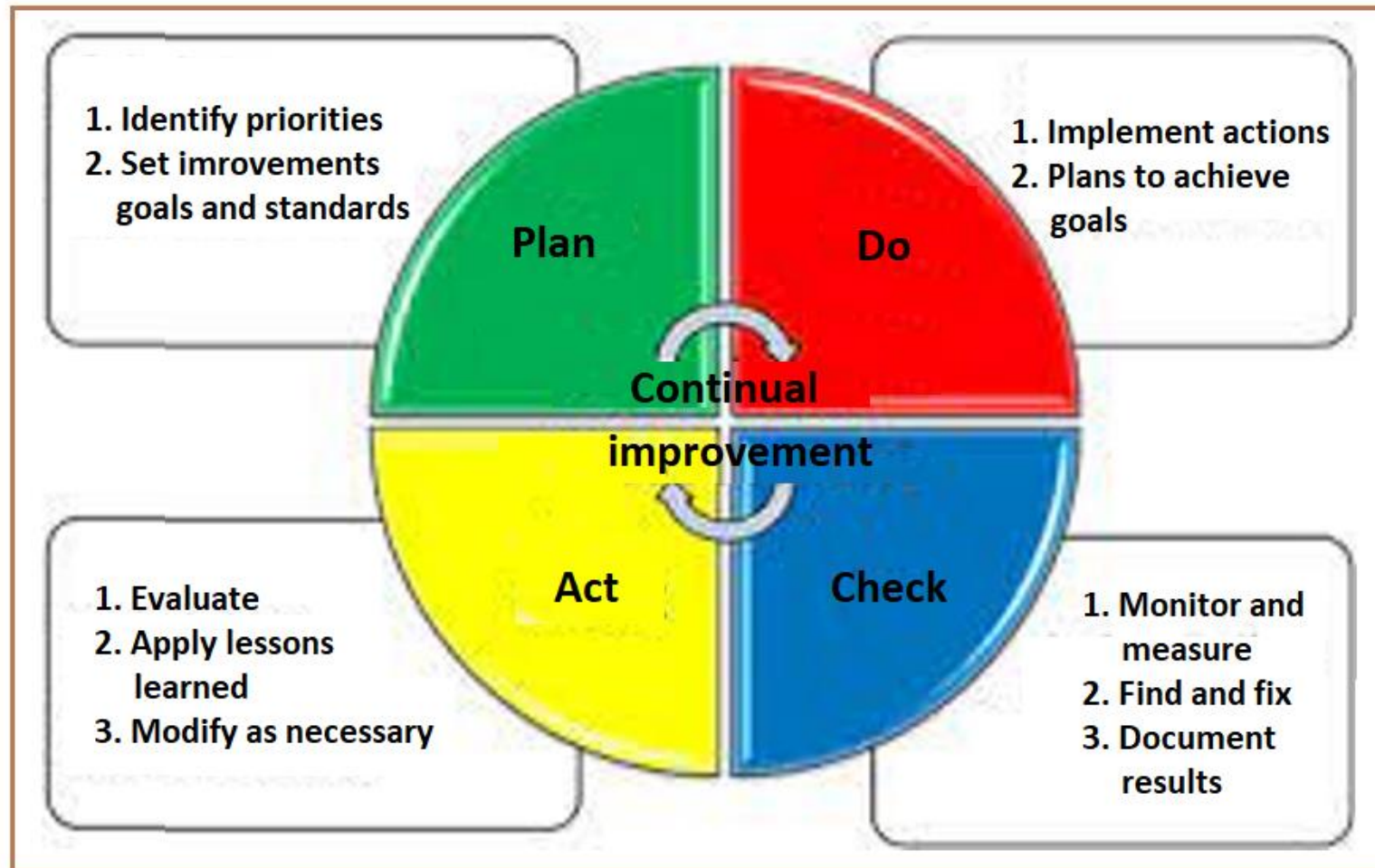
Types of organizational communication



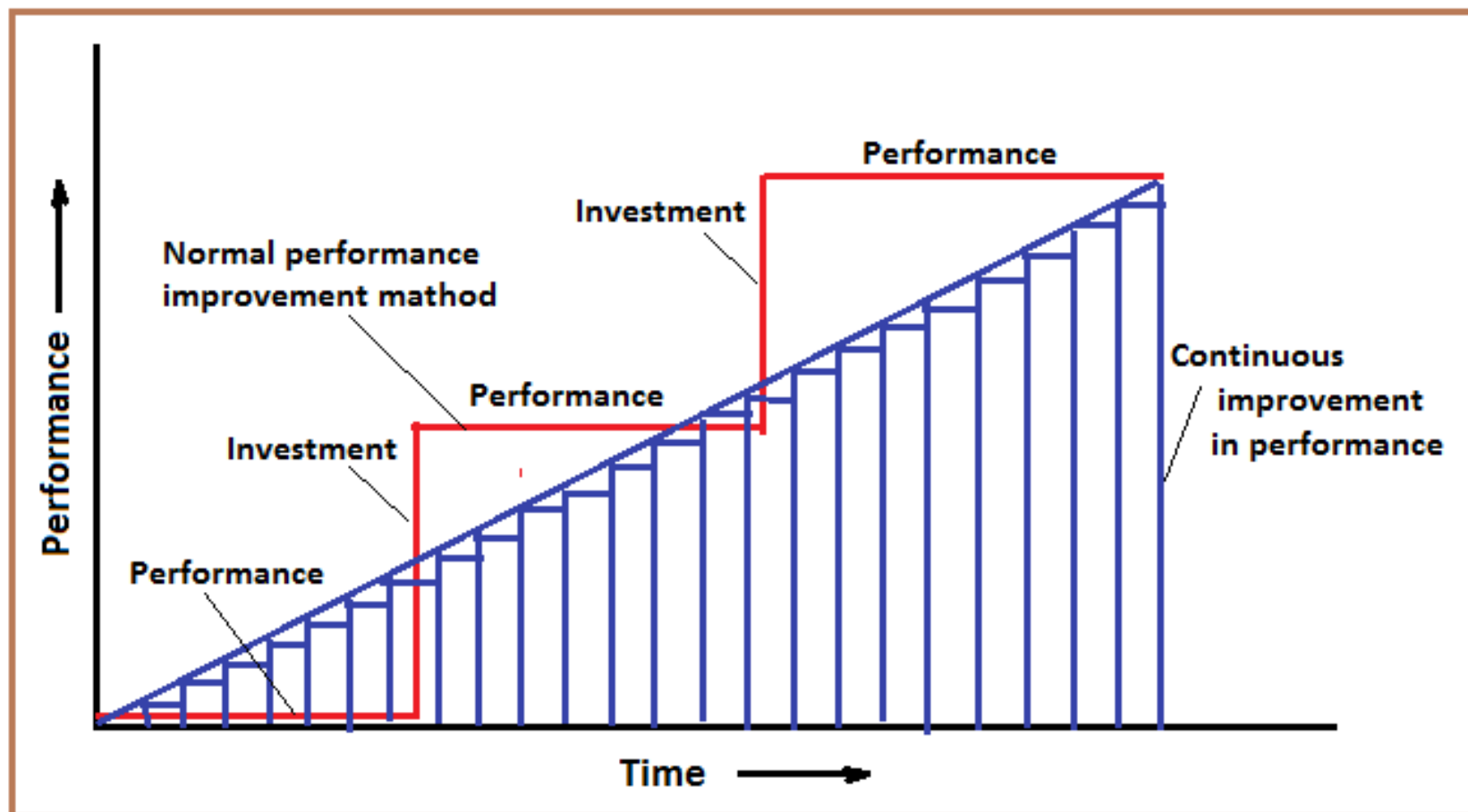
7 C's of effective communication



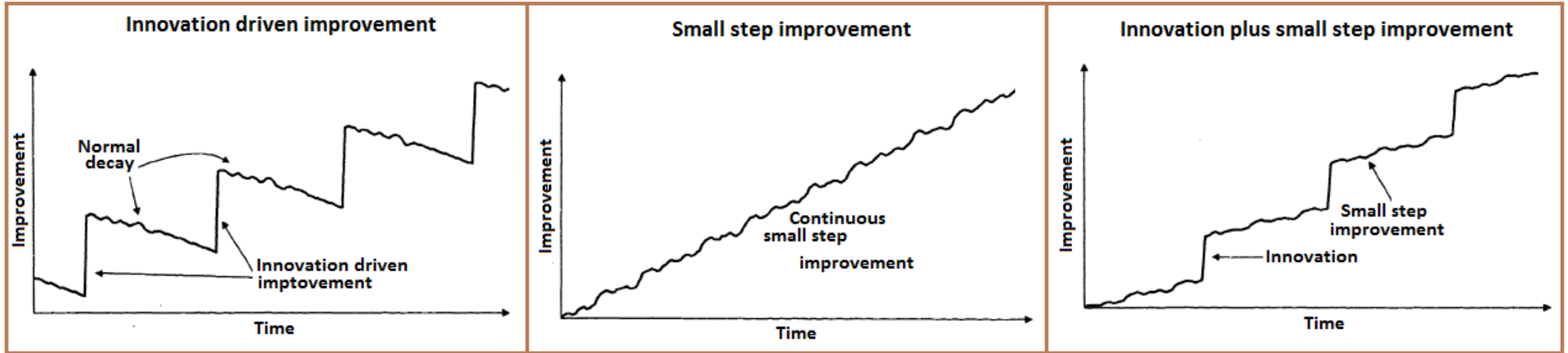
PDCA cycle



Continuous improvement



Concept of continuous improvement



Safety, occupational health, and house-keeping

- **At its simplest, safety can be defined as ‘the avoidance, prevention and amelioration of adverse outcomes or injuries stemming from the process of iron and steel production.’**
- **Safety is an important issue in the operation of a steel plant. It has implications for cost, delivery, quality, and social responsibility**
- **Minor accidents can interfere with production in a variety of ways, and a serious accident can shut down the entire operation**
- **Safety culture which is desired is characterized by behaviours aimed to be safe, quality, and flexible production**
- **The health, safety, and protection of employees, equipment, and the environment are of serious concern in the iron and steel plant.**
- **The health and safety of employees is crucial since it affects both economic and social factors**
- **Accidents and incidents taking place also cost money and time because of employees off work, material costs, and damage to the buildings, plant and equipments, or products**
- **A healthy and safe workplace contributes towards plants competitiveness as well as in profit growth**

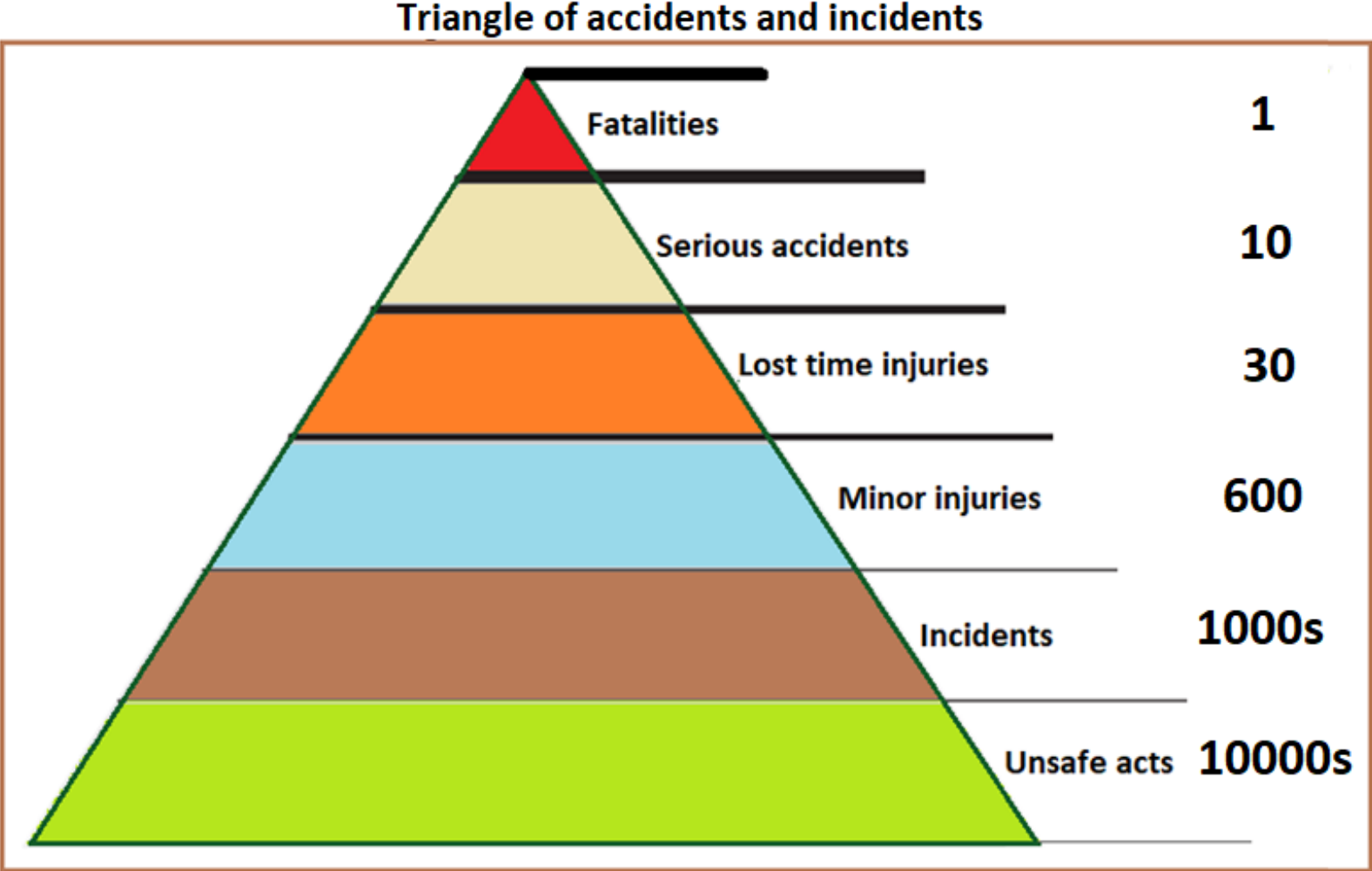
Safety, occupational health, and house-keeping

- There are statutory requirements for the safety and health at workplace that the management is to meet
- Health and safety practices needed for the employees, production processes, plant and equipment, work places and other common areas such as plant roads etc. These practices rely on the cooperation of both the management and the employees to ensure a 'self-generating effort' between 'those who create the risks and those who work with them'
- There are three 'pillars of safety'. They are (i) technical aspects, (ii) safety management system, and (iii) human organizational factors
- Good safety practices can be defined as those practical activities or actions which aim to improve safety and health of the employees at the workplace
- Seriously following of good safety practices assists enhancement of employee's knowledge of operation, results into improvement of technical procedures, maintenance of accurate process safety information, and increase in overall plant productivity
- Safe working practices also reduce down time, improve employees' morale, and promote systematic working, resulting into substantial reduction in the cost of production and contribute to the financial savings

Safety, occupational health, and house-keeping

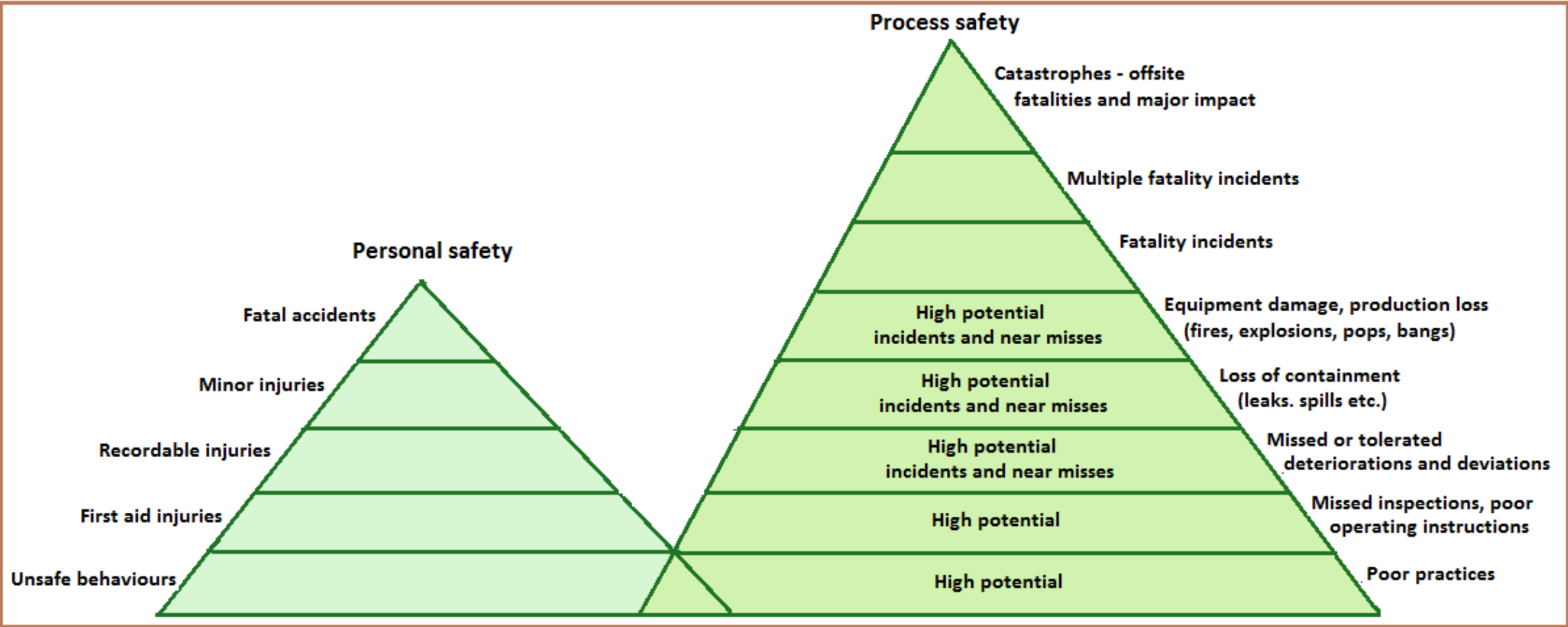
- **The organizational culture in the steel plant, and the existence or non-existence of a health and safety culture within particular plant has a profound effect on the behaviour of the employees of the plant**
- **The health and safety culture is needed to reflect an uncompromising commitment to work safely**
- **Establishing and developing a safety culture within an organization and managing safety from a behavioural perspective, is the most powerful approach to the management of health and safety**
- **World Steel Association has indicated the following six principles for health and safety. These are (i) all injuries and work related illnesses can and must be prevented, (ii) management is responsible and accountable for safety and health performance, (iii) employee engagement and training is essential, (iv) working safely is a condition of employment, (v) excellence in safety and health supports excellent business results, and (vi) safety and health must be integrated into all business management processes**

Safety, occupational health, and house-keeping



Safety, occupational health, and house-keeping

Personal and process safety pyramids



Safety, occupational health, and house-keeping

- **A successful organization recognizes that a healthy workplace is a happy and productive one.**
- **Physical and mental occupational disease and illness can be prevented**
- **There is no excuse for the employees to lose their health such as suffer hearing damage, develop asthma, or have cancer from uncontrolled exposures at work**
- **Working conditions are not to create environments which increase the likelihood of physical or mental ill-health, such as those associated with the occupational stress.**
- **The prevention of occupational diseases calls for a multi-disciplinary approach. While health hazards are to be controlled at source by engineering measures such as enclosure and effective ventilation, there are other complementary control measures including administrative control, use of suitable personal protective equipment (PPE), education, training and supervision of employees, environmental monitoring and health surveillance.**
- **Conceptually when the healthy employees are placed on the jobs, they produce much better than what unhealthy employees produce. Larger the number of unhealthy employees, the greater is the loss to the steel plant in terms of low productivity, increasing healthcare cost, sickness absenteeism, and loss of production.**

Safety, occupational health, and house-keeping

- **Good housekeeping provides a clean and pleasant working environment**
- **Housekeeping is crucial for the safety at the workplace**
- **It can help prevent injuries by eliminating potential workplace hazards which are otherwise present and improve productivity and morale the workforce, as well as make a good first impression on the visitors visiting the plant**
- **Workplace housekeeping may be defined as activities undertaken to create or maintain an orderly, clean, tidy, and safe working environment. It is a necessary component of maintaining a safe work environment at the workplace**
- **Housekeeping practices are among the easiest and most visible safety measures which can be implemented at the workplace**
- **Operations which are neat and organized help reduce the potential hazards at the workplace.**
- **Good housekeeping implies that a workplace is kept in an organized, uncluttered, and hazard-free condition**
- **While this is a relatively simple concept, the benefits which can be realized from good housekeeping practices are far reaching, and affect not only safety at workplace but also the workforce health and productivity. These improvements, in turn, lead to lower operating costs thus providing benefits to both the employees and the management**