

MANAGEMENT TRANSFORMATION TOWARDS SAFETY

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Systemic Transformation

When Britishers came on the Indian industrial scene they decided on local issues by the application of the British law. Then transformation of protection system in safety and health started before and after British rule. The labour laws were made gradually and the legal protection on health and safety were provided under the Act. The journey for change is still going on in the form of amendment and changed policies. Still more changes are required to reframe safety system. Continuous improvement and active participation has to be improved for positive results. Resistance to change will result in snatching of bread and butter from the people and loss to environment. Recent closure of industries in Delhi from residential areas is a burning example for it. Change is not required in one direction. It should be done in all directions connected to the problem. The Systemic transformation for health safety and working condition depends ultimately upon the people working together for identifying problem areas. It should be done for Accident prevention, which is misunderstood by most of the people, who believe that the word accident is synonymous with injury. This assumes that no accident is of importance unless it results in an injury. Instead of waiting for injury, concern should be given to change the attitude of the managers to identify unsafe conditions which may cause the injury.

Changing the Culture

Today workplace is faced with accelerating changes in technology. Economic and social developments are also changing the daily life of employees. Despite the progress achieved, the safety, health and condition of work of many workers remains same and gives rise to new problems. This question is of prime importance to governments, employees and workers throughout the world. There is need for the full participation by employers and workers in carrying out improvements for HSE. New ideas or change is an issue of constant learning for all, not a one-shot implementation effort. For change to be effective, we have to find new ways of interacting as human beings in organizational settings. Changing attitude in people is the long-term process but will make the most difference. Change in safety systems involves adaptations in behaviours, practices, skills and support from top management. Changes must be relevant to local needs, concerns and adaptation. Too small or too large change may result in no change. Some steps are to be taken to make work more human and rewarding to give more stimulation and personal development. Action is required to be taken not to change the legislation but to change the adaptability for the implementation of legislation. This can not be achieved unless we emphasize this in our action plan and policies. Changing the culture needs involvement of grass root workers and support of management.

Technological Change and People

Due to increase in mechanization and automation individual work assignments have become more diversified and uninteresting. On the other hand human beings have not changed as compared

to change in mechanization. Organizations needs a successful change in people, which will develop a shared vision, planning, providing for initiatives, empowerment, training on problem solving, analysis to support implementation of norms. In addition to this flexibility and responsiveness are essential in today's environment. A critical success component in execution of effective safety system requires the ability of diverse group of people to effectively work together to achieve the desired result.

Policies

Safety policy which gives standing decision for prevention control of accidents and elimination of health hazard. At present the policy is made to comply the legal requirements. It needs change in the mind of policy maker and should reflect action expressing its desire and intent for implementing the safety system. It should possess the window for the active participation of shop floor employee. This policy should be transformed for the selection of contractors, selection of working systems and duties and responsibility of managers. Change in policy should fit within system goals and priorities. Awareness in safety practices needs to propagate to the grass root level and it should be prioritized on the policy guidelines.

Cost

The incidents poses varied and several types problems like humanitarian, legal, moral, economic and social. If we go to calculate costs of accidents it seems to be very less like an iceberg which is floating at the top and shows only the apparent or insured costs. But if we calculate the direct and indirect cost it will form a mountain eating away major portion of the profit. Costs to management i.e. damage to property, machines, tools, equipment's, fixtures, disruptions in planned production schedules, loss of actual production, upsetting of economic efficiencies, medical treatment, mandays lost, etc., are some of the areas of apparent costs. Costs on legal formalities, the tarnishing effect on company's image, back thrust on society and other indirect costs, are manifold the direct cost. The attitude of the management towards safety needs to be changed keeping the cost point view.

Cost to Society

An industry is a social need and it actually is the part and parcel of the society. Both are very closely interdependent and any untoward incidence is directly reflecting heavy burden on the society. The ultimate of losses is to be borne by society. Accident prevention or maintaining safety should therefore be a laudable goal for all. The Bhopal disaster is one of the examples for it. All establishments should review and change in the system, which if fails, will directly give losses to the society and consequences of the loss will be felt for a long term.

Environment

To control environmental problem for our survival which calls for massive change and needs efforts on all fronts. The major constraints being faced by industries are the non-availability of latest technology in the field of pollution control, lack of financial resources and certain minimum infrastructure facilities. Collaboration with financial institutions, revolving funds, grant soft term loan to industries especially small scale ones for installing the effluent treatment facilities is urgently required in changing environmental conditions. The role of entrepreneurs in this regard can not be overlooked. Information to the common individual should be passed towards protection of environment in all their activities. The effort of individual in a thickly populated country like India, the cumulative contribution is bound to be enormous. It is therefore imperative that every body, common man, the leader, engineer and scientist, industries and universities, etc., takes step for the change and tender their best assistance for this common goal. With the effort of constant research and development program i.e. change in process, substitution of materials and marked for waste which can minimize the pollution and will improve environment.

Resource

Resources are an important part of making change work. They provide support for the substantial effort which needs to be devoted to such tasks as checking on progress, keeping everyone informed of what's happening, linking with other change projects and solving problems. Change will require many resources that are people, money, and time.

Training, Planning and Standards

Changes are required in the field of education and training of the employees. The training should be in the field of safe operation of equipment and safe handling of material. If management, contractor, construction teams, safety teams and workers put their consolidated, sustained, vigorous, exemplary and better organized efforts and work hand in hand, we can endeavor better safety achievements. Remember an accident prevented is bonanza and an accident compensated is an apology. Improvements of the safety health and working conditions needs foresight and long range planning. The planning works cover both equipment and discussions concerning working condition. Standards should meet the requirement of improved machines, which should cope, with the working practices of workers. Employee must be well trained and they should have been given effective communication and training to know what to do, how to do and what can happen, if they don't work as laid down in the instructions.

The changes must be specific; time bound and mission oriented to enhance ability to perform the job without injury. Above this the change should lead to motivation and reflects to the safety of people and society. Effective communication needs to be enhanced for the identification of problem and measures for effective control.