

## **SAFETY FORUM FOR ENVIRONMENT {S A F E} - APPLICATION OF KAIZEN IN SAFETY & EMS**

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### **SYNOPSIS**

**KAIZEN**, a management concept of Japan, means “Continual improvement by involvement of people”. Safety Forum for Environment (SAFE) is a scheme suggested for Safety and Environment Management System with an application of **KAIZEN**.

### **INTRODUCTION**

Safety Committee, a statutory forum, existing in many organizations is at times ineffective and becomes a complaint forum. A forum titled “**Safety & Loss Control Circle**” has been initiated in Kerala State under the guidance of Directorate of Factories & Boilers. The forum is found effective in integrating the activities of statutory & voluntary forums. The working of these forum are already communicated to the concerned people through two books on Safety Management released in 1994 & 1999 by N.S.C., Kerala Chapter.

We are now in an age of Environmental Management System. Many organizations are even heading towards ISO:14000. A scheme for integrating regulatory, statutory and voluntary activities will be very much useful for enhancing participation of all levels of people concerned towards achieving a safe and environment friendly institution.

With the application of **KAIZEN** a three tier management system can be formulated in any organization with a title **Safety Forum for Environment (SAFE)**. This system is an extension of Safety & Loss Control Circle with direct involvement of top management with a result oriented approach.

### **KAIZEN**

Human Resource is the most important and vulnerable factor in any company. Whatever be the extent of technological development, the success of its implementation will depend solely on the whole-hearted participation of people working in all levels of the organization. The **KAIZEN** system introduced by Japan thirty years ago is a combination of various steps of management to enable continual improvement of any existing organization by involving every one. The philosophy of **KAIZEN** is that our working life, social life and home life deserves to be constantly improved. For this, an unique and simple strategy is proposed that

“not a day should go by without some kind of improvement being made somewhere in the company.”

To meet this strategy, the concept of management is broadly divided into two (1) Maintenance management and (2) Improvement management.

Some important features of KAIZEN are given below:-

- 1) If we work for improvement in the process of any field the improvement on the result will come automatically.
- 2) Three levels of Management shall be introduced for improving participation of all people. Namely Management Oriented, Group Oriented and Individual Oriented.
- 3) The Management Oriented level shall deal with strategies, logistics, progress etc. and try to improve resources utilization.
- 4) The group oriented level shall include managers and workmen. The managers for leading, supporting and motivating. Workmen for acting on to Plan, Do and Control. Quality circles may also be there as voluntary participation forum.
- 5) The individual oriented level of Management include multi job assignment, suggestion system, giving.
- 6) Management Cycle generally followed is Plan, Do, Check, and Act. But once the plan is achieved there should be a standardization of any activity. Hence for effectiveness in continual improvement the management cycle should be Standardize, Do, Check and Act.
- 7) If we improve our work place, there will be indirect improvement in Quality of product.
- 8) The general belief that worker is only a medium for carrying out physical job is wrong. He can very well contribute for planning, checking and action.
- 9) If we are able to build Quality into the people, it is ensured that Quality Products are produced easily.
- 10) The inconvenience caused to the people down stream or in the next process or the ultimate customer should be treated as problems in a business.
- 11) Multi skill techniques may be introduced to perform various jobs, become familiar with relevant subjects and achieve better productivity.
- 12) The cycle of improvement shall be Identify problems, Training the people, Finding solution, Solve the problem and Standardize the same in the work area.

- 13) No problem shall be passed on to the next process and the problem must be expressed in quantitative terms, as far as possible.
- 14) Consider the next process as the customer and speak with data.
- 15) The result of improved Productivity shall be fairly distributed among the management, labour and consumers.

The above features are applicable to any managerial functions. Since safety and environment management systems need total participation from all people for its success, “KAIZEN” methods are very much suitable in this field also.

### **SAFETY FORUM for ENVIRONMENT {S A F E}**

Many organizations include Safety and Environment protection in the general or quality policy of the company. As per the concept of **KAIZEN**, Safety can be said to have been truly deployed as policy only when safety is translated into specific actions with specific control and check points established for each employee’s job. In case of environment protection also the policy need to be framed with similar considerations, but with total involvement of the top management of the company. The effective method is to make policy deployment with annual, medium and long range targets. As per **KAIZEN**, it is also necessary to evaluate previous years goal in the light of existing problem before setting up new goals. The effort for achieving the policy shall be delegated in different levels. General direction for qualitative change is given by the top management, specific goals are set by middle management and specific actions are done by supervisors. The **SAFETY FORUM for ENVIRONMENT** “SAFE” is a scheme to integrate the top management, the middle management, the group oriented and individual activities. For ensuring Safety and Environment protection, the **Management Review Meeting** is generally formulated by most of the companies. This self regulatory set up may act as the Forum for management oriented activities. There may be statutory **Safety Committee** of the company and the voluntary **Safety Circles** working in various department of the company. These may work as a catalysts to group oriented forum. The Safety Suggestions, safety competitions and other individual awards and recognition schemes may motivate the employees as **Individual Oriented forums**.

#### **Objective of the SAFE**

1. To **meet** the requirements of Safety/Health/Environment **policy** of the company.
2. To facilitate as **catalysts** to the **Management Review** and **Safety Committee Meetings**.
3. To **involve the grass root level** to the formal activities by ensuring voluntary participation recommendations.

4. Involve in **Emergency preparedness activities**, fire - fighting, first - aid etc.
5. To regulate the **House-Keeping activities, hazard identification** and selection of remedy.
6. Persuading colleague to wear safety appliances and to follow **regulation** in connection with **Environment Protection & Safety norms**.
7. Bring out **suggestions** of employees.
8. To **set right the factors affecting the Quality Circle concept** and re-vitalise, the employees to join hands with **management's mission**.

### **Structure of the SAFE**

A structural diagram of the S A F E is given herewith. (fig. - A)

- # The S A F E is a three tier approach with an integration of **Management Review Meeting, Safety Committee / Safety Circle** and **individual oriented schemes** which are self regulatory, statutory and voluntary forums respectively.

### **Management Review Meeting**

For establishing EMS, the company may have to arrange a Management Review Meeting at the corporate level of the company. The Chief Executive Officer, the Occupier, Chairs of the Management Review Meeting for E.M.S. The meeting will be held at regular intervals, decide on various activities and assign responsibilities to the concerned heads of department with aim to achieve the Safety, Health & Environment Policy. A nominated Management Representative (M.R) will act as the **Additional Coordinator** of the SAFE. He will attend the Safety Committee meetings and Safety Circle meetings as per requirement. His working is in close association with the Safety Officer, the coordinator.

### **Safety Committee**

At the unit level, the Unit chief will be holding quarterly Safety Committee meeting. In this committee, matters related to environment could also be discussed. The committee will be a medium for direct/indirect communication of heads of department, employee representatives and all other concerned towards EMS. The recommendations of the Safety Circle are implemented through the committee. The Safety Officer will help the Management Review Meeting as a Co-ordinator to carry forward the recommendations to the Safety Committee to the concerned circles or vice-versa. He will also work as a Trainer on fire - fighting, first - aid, and the emergency operations.

## **Safety Circles**

At least one Safety Circle shall be formulated in each section with a 6 to 10 voluntary group of employees. Each circle will have one Leader, a Deputy Leader, and a Facilitator.

## **Individual Oriented Scheme**

There shall be schemes for obtaining valuable suggestions for conducting safety competitions and for arranging awards to best performers in S/E fields.

## **Role Play of Personnel**

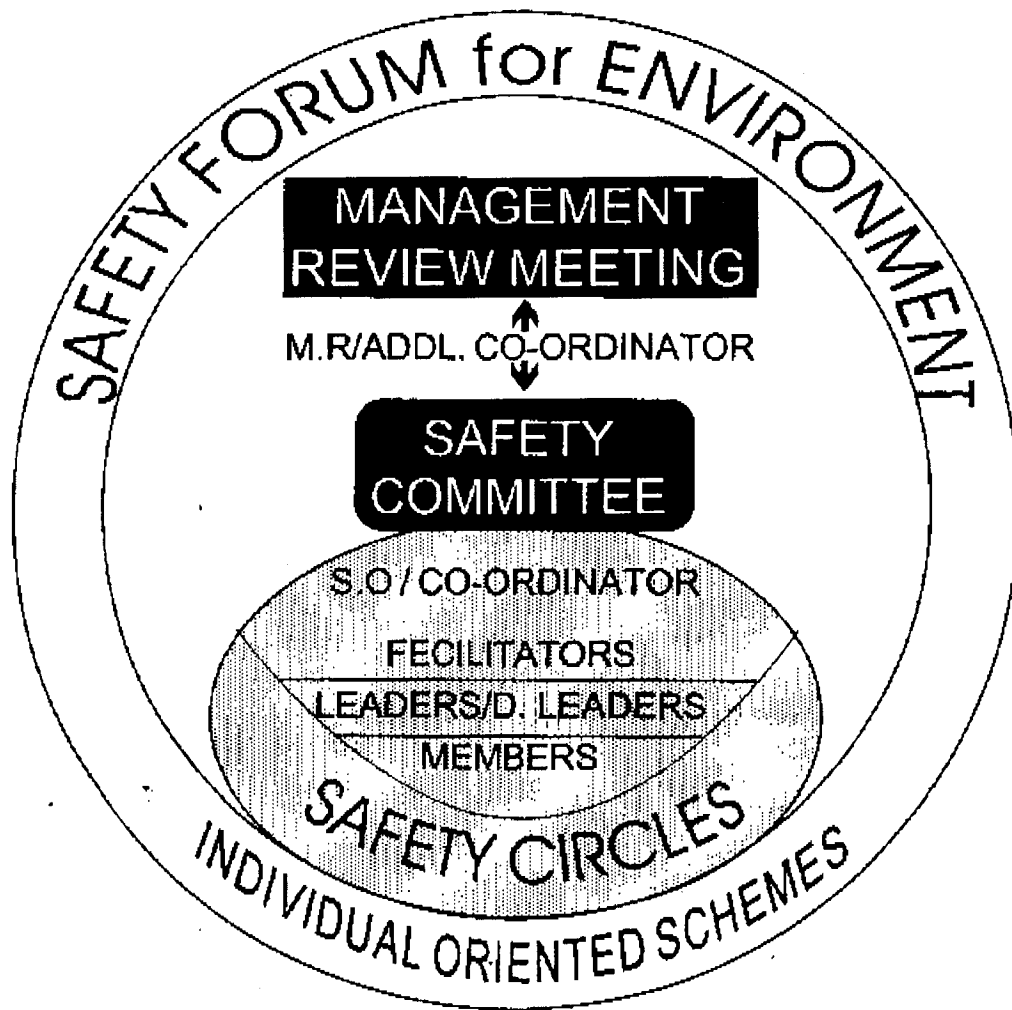
- # The Chief Executive Officer, the Occupier, chairs the Management Review Meeting for the E.M.S.
- # Unit Chief chairs the Safety Committee. Heads of Departments and Union Representatives act as members of the committee.
- # Employees (6 to 10 nos.) of a particular section voluntarily form Safety Circles.
- # Management Representative for E.M.S. acts as an Additional Co-ordinator for SAFE.
- # The Safety-in-charge act as the Co-ordinator for the S A F E / Circle and Convener for the Safety Committee.
- # A Section Officers act as the Facilitators of the Safety Circles.
- # A Leader/Dy. Leader is selected by members of the Safety Circle.
- # All other employees are Non-Members, but they have free access to the Circle meetings for any S/E related problems.

## **Methodology of the SAFE**

- Management Review Meeting identifies issues of general, specific and those needing grass root level voluntary participation.
- **General issues** are directly dealt by **H.O.Ds.**
- **Specific issues** are brought to **Safety Committee** by the Co-ordinator.
- Any issue needing **voluntary participation** brought by the Co-ordinator to the **Safety Circle** through the Facilitator.
- **Recommendations of Safety Committee** on specific issues are presented by the Facilitator to the **Safety Circle** for participation of employees.

- **Brain storming** is done in the **Safety Circle** through Leader/Dy. Leader for arriving at feasible solutions.
- **Feasible solutions** are implemented at shop floor level by the **Safety Circle** directly.
- **Specific solutions** are presented by the Leader to the **Safety Committee** for **recommendation** / approval.
- **Safety Committee** recommendations are implemented by **H.O.D.'s**.
- Status of **various issues** presented to **Management Review Meeting** by the Additional Co-ordinator.
- **Non- members** may present any Safety or Environmental issues to **Safety Circle**.
- The **Circle** will provide **Safety & Environmental trainings** to the employees on regular basis.
- The Circle may conduct quiz, slogan etc. related to Safety & Environmental for **awareness** of employees.
- Feasible **suggestions** on these fields will be implemented.

The structure of the SAFE is made such that the Management Review Meeting will always mobilize the activities of the other Safety forums to ensure a total participation from **grass root level to the top management of the organization**. The scheme will definitely work as a tool for **revitalizing the Quality Circle concept**. The forum is undoubtedly a media for ensuring a good and Safe/Environment. The effective operation of SAFE will improve management/employee relationship and will make an **INDUSTRY** into a **HOME** and will prosper.



M.R. = Management Representative  
 S.O. = Safety Officer

STRUCTURE  
 OF

**SAFETY FORUM for ENVIRONMENT (SAFE)**

'KAIZEN' System application in Safety & EMS