

Tata Steel Engineering & EqMS

How to handle 50% growth – smoothly



Tata Steel is a top-ten global steel company. As a long time business partner of Tata, Renoir Consulting was asked to assist Tata Steel in optimizing their resources in Engineering Services and Equipment Maintenance, to handle a planned 50% growth in production volume. The Departments maintain approximately 203 km of track, 40 km of pipeline, 3500 Air Conditioners, 550,000 M2 of roads, 59 locomotives, and 180 Heavy Earth Movers. They also paint 600,000 M2 annually and employ 800 employees and 1400 contractors.

“In addition to the estimate of \$2 million in annualized savings for the first set of factors identified, many benefits have been generated by the Engineering Services Department of Tata Steel, including the conversion of frontline supervisors from reactive firefighters to proactive, problem prevention planners.”

Anan Sen
Vice-President, Total Quality Management & Shared Services

Key Results

\$2 million (US)
 in financial benefits

85% improvement in
 customer complaints

84% productivity attainment
 (against goal of 80%)

“conversion of frontline supervisors from reactive firefighters to proactive problem prevention planners”

ANALYSIS

Renoir conducted a brief 1 week “dip stick” study, primarily in the Building Inspection & Maintenance (BIM) and Civil Maintenance Group (CMG) sections. Studies revealed that there were significant improvement opportunities through better planning, supervision and contractor management.

PROJECT APPROACH

Renoir then carried out a 30 week programme, “Project Drishti”, to develop and implement improved systems and processes. The Project structure consisted of a Steering Committee, Management Action Teams (MATs) and a full time, Tata taskforce to drive the project in the areas within scope. The Engineering Services MAT was comprised of the Air Conditioning, Pipeline, Building Inspection & Maintenance, Paint Application, Permanent Way of Engineering (Rail Tracks), Civil Maintenance Group, Roads, and Public Health sections, while the Equipment Maintenance Services MAT was represented by the Locomotives and Mobile Equipment sections.

Initiating Change: Renoir carried out an initial 10 week Focus Process™ to engage the entire organization in initiating change. This exercise enabled the organization to understand and own the existing problems to facilitate solution development and implementation. Various activities including brain storming sessions, observational studies and data studies were conducted to unearth the potential.

IMPLEMENTATION

The teams designed and developed simple solutions which made the planning, control and reporting system usable and robust. Throughout the programme, weekly MAT reviews, on-the-job training, and coaching, helped promote strong buy-in by each stakeholder. Key areas of process re-design and implementation were: a work order prioritization system, tools for effective management of daily plans, including short interval controls, contractor performance scorecards, comprehensive indexing of AC’s, a colour-coded job card system, revision of PM schedules, Gantt charts for improved daily management, and establishing manhour standards and supervisory estimates for recurring activities.

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.

“We should have had this kind of control system much earlier.”

Supervisor, BIM

“Thank you Renoir”

ES MAT Chairman

“Process redesign has produced an additional capacity of 40 man-hours per day”

Section Head, Locomotives

Sustaining Change: One of the client's major goals was to ensure sustainability of the newly implemented work practices. Using Renoir's Situational Audit process, including a strong review and audit framework, ensured success in this area. When employees and contractors began using the new systems and work practices, they could see the positive effects, which ensured a high level of motivation among personnel to continue with the new way of working.

RESULTS

Overall financial benefits of \$2 million along with the team succeeding in bringing about a “system” mindset change in the department. Improved planning and control elements resulted in a decrease in customer complaints (85% improvement) and increase in overall productivity (84% against a target of 80%) and strong compliance, as well as a decrease in lost time. The mode of operations shifted from a reactive to a proactive approach.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.