



## **Guidelines for Young Employees Exchange Programme at Sister Plants/Units of SAIL “On Site Learning Opportunity (OSLO)”**

### **1.0 INTRODUCTION**

- 1.1 SAIL is a huge organisation in terms of the number of plants and units it has, as well as their geographical spread across the country. It has many pockets of excellence in its different plants and units. Isolated good practices are there in specific shop/department of a particular plant/unit in different areas. These good practices need to be transferred across the organisation so that the overall performance of the company is improved.
  
- 1.2 Guidelines for Young Employees Exchange Programme at Sister Plants/Units of SAIL, “On Site Learning Opportunity (OSLO)”, is a framework for exchange of techno- managerial good practices amongst similar departments of different Plant/Unit. It facilitates systematic exposure of young employees to the technical & managerial good practices of sister Plant/Unit.

### **2.0 OBJECTIVES OF OSLO IN SAIL**

- 2.1 To learn good practices, systems and processes of sister plant/unit which have yielded good results.
- 2.2 To transfer best practices from one plant/unit to another to achieve improvements in performance and productivity across organisation.
- 2.3 To support building ‘Communities of Practice’ across plants/units for sharing of domain knowledge and finding solutions to different problems through mutual consultations.

### **3.0 SCOPE:**

- 3.1 All executive and non-executive employees of the company who have completed at least 3 years of service (excluding the training period) and are below 40 years of age can be covered.
- 3.2 All shops/departments in the works area can be covered.



#### 4.0 DURATION OF THE PROGRAMME

Duration of the programme is to be finalized in consultation with the concerned HoDs which shall be limited to 6 days excluding travel time.

#### 5.0 GROUP SIZE

Group size for each plant/unit to be finalized in consultation with the concerned HoDs limiting to a team of 6 employees.

#### 6.0 PROCESS TO BE FOLLOWED

##### 6.1 Pre-programme activities:

- (i) HRD Coordinator of the visitor plant/unit to identify the department/shop/area and finalise the plant/unit to be visited in consultation with the concerned HoD.
- (ii) Training Engineer of the identified department/shop/area or HRD Coordinator of visitor plant/unit to form departmental team for visit in consultation with the concerned HoD.
- (iii) Training Engineer/HRD Coordinator of the visitor plant/unit to coordinate with Training Engineer/HRD Coordinator of the host plant and mutually finalise the dates for the programme in consultation with concerned HoDs of their respective plant.
- (iv) Training Engineer/HRD Coordinator of the visitor plant/unit to organize a 'pre-briefing session' for the visiting team with the HoD and HoT wherein the team should prepare and finalise a study plan including agenda for learning under the guidance of HoD and HoT. Indicative scope of learning is given at Annexure – I.
- (v) Training Engineer/HRD Coordinator of the host plant should prepare a programme schedule in consultation with concerned HoD. The programme schedule should include presentation and interactive sessions, experience sharing by domain experts, shop-floor visits, brain-storming sessions etc.

##### 6.2 Activities during the programme:

- (i) Activities during the programme should be carried out as per the programme schedule.
- (ii) Indicative Programme Flow during the visit is given at Annexure – II.



### 6.3 **Post programme activities:**

- (i) On return to their respective plant/unit the team should make a structured presentation on observations, learnings and action plans to be implemented over short term and long term. The presentation should be made to a committee comprising of HoD, Sectional Heads and representative from HRD.
- (ii) Submission of Report by the team to the concerned HoD and Plant HRD Centre.
- (iii) The above presentations and report should be up-loaded to SAIL e-Abhigyan portal as well as departmental website by visiting team.
- (iv) Implementation of the action plan to be monitored by the concerned HoD/Sectional Heads.

### 7.0 **GENERAL**

7.1 Plant/Unit HRD Centre should nominate a 'HRD Coordinator' for OSLO who shall be responsible for the operation of these Guidelines. For any clarification regarding these Guidelines 'HRD Coordinator' should be contacted.

7.2 'HRD Coordinator' at respective Plant/Unit shall supervise the entire process from start to end.

7.3 These Guidelines should be given wide publicity by the respective HoT as given below:

- Circulated to all the HoDs, Training Engineers
- These Guidelines should be discussed in the TAC Meeting and
- Uploaded in Plant/Unit portals.



**Indicative Scope of Learning**

- i. Operational Practices**
  - Standard Operating Practices
  - Use of IT & Automation for Operational Efficiency
  - Shift Management Practices
  
- ii. Maintenance Practices**
  - Standard Maintenance Practices
  - Mechanical & Electrical Maintenance of Equipment
  - Implementation of RCM, CBMS, CMMS etc.
  
- iii. Planning/Materials Management**
  - Planning – Spares and Consumables
  - Planning for Capital Repairs, Shutdowns
  - Inspection / Store / Despatch
  - Inventory Management
  
- iv. Safety Management and Housekeeping**
  - Human Safety ( Behavioral Safety & Use of PPE)
  - Equipment Safety ( Adherence to SOP & SMP)
  - Special Initiative on Safety
  - Implementation of 5S
  
- v. Cost Management**
  - Reduction of Operational & Maintenance Cost
  - Control over Techno Economic Parameter
  
- vi. HR Management**
  - Employee Relations ( IR, Welfare )
  - Employees Motivation Initiatives
  - Contracts Management & Outsourcing
  - Employee Training and Development Initiatives
  - HRIS
  - Employee Services
  
- vii. Communication System**
  - Intra Departmental Communication
  - Inter Departmental Communication

**Indicative Programme Flow during Visit**

