



Case Study

Strengthening, Invigorating & Sustaining our Material Handling Systems

Location: Hazira

“We are cognizant of the important role material handling plays in eliminating accidents, eliminating redundant work and reducing stress and effort. We understand that the success of our business depends on safe and efficient handling of the materials that we use in various processes. Keeping these factors in mind and with a vision to improve our HSE compliance, we have improved on our existent material handling systems with a vision to develop a robust material handling framework.”

Our Baseline

With a rise in number of unsafe acts and conditions, we at LTHE felt that it was imperative to put in place initiatives to control the MHE operations. Upon discussions focused on concerns and suggestions among internal committees, HSE team members and the Top Management, a management approach to improve on safety performance was formulated, entailing the most feasible initiatives having a direct impact on safety.

Our Approach

Our Material Handling systems and equipment contribute to 60% of our fabrication activities. To reduce the unsafe acts, hazards and conditions that could possibly occur during material handling, we have refined and enhanced our material handling system to cover various thrust areas.

Our Thrust Areas



Improving
Communications



Inspection &
Maintenance
Programs



Deployment of
operators and
improvement in skill of
the rigger



Unstable conventional
hydrams



Hooks of Chain
Slings



Benefits

- Reduction in non-compliance incidences with MHE operation.
- Reduction in workplace hazards, unsafe acts & conditions and accidents by 40%.
- Increase in scores obtained by contractors in contractor compliance evaluation processes with contractors getting 40/40 marks.



Our efforts in Improving Communications

- Showcasing support to our operations, we have started conducting special TBT sessions with the operators on a daily basis with a vision to create a transparent, two way communication channel. During these sessions, concerns are communicated to the operators, providing space for operators to put forth their concerns and suggestions as well regarding our HSE performance. This intervention has been ideal in addressing various site issues at nascent stages of development. Project supervisors also conduct such TBT sessions on a weekly basis.
- To develop holistic HSE communication channels, we have developed a common platform for discussions on feedback related to HSE performance. We have initiated mandatory monthly HSE Meetings with suppliers and supervisors to communicate on end to end HSE aspects..

Benefits

Improvement in two way communications between stakeholders and HSE team, thus strengthening HSE framework.



Inspection & Maintenance Programs

- We have developed stringent procedures to allow vehicle entry into our site premises. Premobilization checks are done before mobilization of the vehicle. The Purchase department allows vehicles to enter the site only after the required clearance is provided by the HSE department.
- Post mobilization of the vehicles, monthly inspections and audits are done of all the MHEs. Audit findings are shared with the supervisors and issues are addressed in a timely basis.
- To improve the quality of preventive maintenance of vehicles ,Quarterly Preventive Maintenance by the Plant Maintenance Team was initiated for all hired material handling equipment (Earlier the preventive maintenance was carried out by the respective contractors which were not effective). Stickers are issued & displayed on the vehicle.

Benefits

HSE concerns are raised and cleared at initial stages before handing over vehicles to production teams. Breakdown Maintenance is drastically reduced & availability of the MHEs are improved



Deployment of operators and improvement in skill of the rigger

We have initiated strict procedures to interview and test MHE operators to analyze individual competencies and skills even before the induction training failing which the workmen cannot enter the site premises.

Benefits

Individual assessments ensure that only competent candidates for particular roles sit for the induction training, thus helping us screen the right candidates at early stages



Unstable Conventional Hydras

Previously, all our old conventional hydras were prone to accidents and breakdowns, thus slowing material handling services. By replacing conventional hydra with pick & carry cranes, stability has been improved & incidents also were reduced.

40 hydras replaced with Pick & Carry Cranes

Benefits

Improvement in stability and decrease in the number of accidents in material handling during construction processes.



Hooks of Chain Slings

Previously, in our project sites, Chain Slings were used extensively in material handling systems. However, as a part of the chains slings, workmen used hooks in which safety latches were removed for loading and unloading purposes instead of clamps. Even though safety latches were changed, many unsafe incidences were reported in relation to absence of safety latches.

To develop a safer system, we have shifted to Clevis type of hook with inbuilt safety latches which led to safer, accident free operations, also avoiding the need of hook loading.

Benefits

Improvement in stability and decrease in the number of accidents in material handling during construction processes.

280 Hooks were replaced with Clevis Type Hook





Sustaining our systems, building a Resilient HSE Plan

To sustain our initiatives focused on Material Handling Systems, we have put in place mechanisms to screen and evaluate contractors on a monthly basis. All our HSE requirements are incorporated into our HSE performance evaluation system. All MHE contractors are evaluated

utilizing this criteria. During the Monthly HSE Meetings, HSE performance scores are discussed with the contractor supervisors and feedback is given whenever necessary to improve on performance.



Contractor Engagement at MFF Hazira