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## हमारे भविष्य का निर्माण

प्रिय सहयोगी,

हमने बाधाओं से पार पाया है और नये उत्साह के साथ आगे बढ़े हैं। कार्य निष्पादन में चहुंमुखी सुधार में सेल की उत्तरोत्तर प्रगति से मदद मिली है। कंपनी ने शानदार कार्याकल्प प्राप्त करने के बाद, निरन्तर अपने संचित लाभ में वृद्धि करते हुए आगे कदम बढ़ाये हैं। सेल वस्तुतः ऋणमुक्त हो गई है, क्योंकि इसके बाज़ार ऋण कम होकर 4,298 करोड़ रुपये रह गये हैं, जो कंपनी की बैंकों में अल्पावधि जमा राशि की तुलना में कम हैं। इसी तरह हमारी व्याज अदायगी में पुनः 137 करोड़ रुपये की कमी आई है।

हमने हर वर्ष इस्पात का उत्पादन तकरीबन 10 लाख टन बढ़ाया है। हमारी प्रमुख उत्पादन यूनिटों में निरन्तर 109% औसत क्षमता उपयोग जारी रहा है। इसके अलावा, तकनीकी-आर्थिक मानकों में महत्वपूर्ण सुधार हुआ है और सेल की श्रम उत्पादकता निरन्तर बढ़ते हुए 150 किलोग्राम/व्यक्ति/वर्ष की नई ऊंचाई पर पहुंची है।

नव निर्माण के इस दौर से गुज़रते हुए और सभी क्षेत्रों में निरन्तर सुधार करते हुए, हमने अपनी विकास योजना बनाई है, जिसके अंतर्गत हमें 2012 तक अपनी तप्त धातु उत्पादन क्षमता को बढ़ा कर 225 लाख टन करना है। अनेक परियोजनाओं पर कार्य पहले ही शुरू हो गया है और अन्य अनेक गतिविधियों के लिए निरन्तर मंजूरी दी जा रही है।

एक ओर, हमने अपनी कार्य दक्षता को दुरुस्त किया है और कंपनी के लिए विकास पथ तैयार किया है और दूसरी ओर हम चुनिंदा विलयों और अधिग्रहणों के जरिये अपनी शक्ति को सुदृढ़ करते हुए समकालीन व्यावसायिक प्रवृत्तियों के अनुरूप आगे बढ़े हैं। इस दिशा में जरूरी सामंजस्य स्थापित करने के लिए इस्को का विलय ऐसा पहला कदम था। जैसे-जैसे हम आगे बढ़ेंगे, कई अन्य विलय एवं अधिग्रहण होंगे जिसे बेहतर लाभ मिलेगा एवं हमारे संगठन की शक्ति और बढ़ेगी। हमें यह समझना होगा कि किसी भी व्यावसायिक

प्रतिष्ठान की भावी सफलता के लिए एकीकरण एक कुंजी के रूप में उभरी है। इस्पात उद्योग पर तो यह कुछ ज्यादा ही लागू होती है। विश्व भर में अत्यंत विविधतापूर्ण इस्पात उद्योग अब इस प्रवृत्ति का साक्षी बन रहा है। यहां तक कि चीन में बनाई गई योजना के मुताबिक 2010 तक इसका कुल इस्पात क्षमता का 50% नियंत्रण इसके 10 सर्वोच्च इस्पात निर्माताओं के पास होगा और यह अंश 2020 तक बढ़ कर 70% हो जायेगा। हमें इस प्रवृत्ति के संकेत को समझना होगा और अपने भविष्य के निर्माण के लिए समय पर कदम उठाने होंगे।

अब तक हमने अपने मौलिक ढांचे को दुरुस्त बना लिया है और हमारा संगठन भावी परिवेश की प्रतिस्पर्धा का सामना करने के लिए पूरी तरह से तैयार है। हमने उत्पादन, उत्पादकता और लागत में किफ़ायत की दिशा में जो अच्छा काम किया है, हमारे सामने जिम्मा है निरंतर प्रौद्योगिकी उन्नयन और महत्वपूर्ण कच्चे माल के स्रोतों और इनपुट पर नियंत्रण पाने के लिए रणनीतियों के कार्यान्वयन के जरिये इन प्रयासों को जारी रखने का, हमारे सम्पूर्ण संगठन को पहले से सक्रिय बनाने, सकारात्मक चिंतन सुनिश्चित करने एवं तेजी से निर्णय लेकर उच्च स्तरीय कार्य निष्पादन कायम रखने की जरूरत है।

सेल आज एक ऐसे गतिशील एवं तीव्र बिज़नेस प्रतिष्ठान की तस्वीर पेश करता है, जो सफल उद्यम के रूप में स्वयं को प्रतिस्थापित करने के लिए आगे बढ़ रहा है। भिलाई इस्पात संयंत्र को देश में 2004-05 के लिए सर्वश्रेष्ठ कार्य निष्पादक एकीकृत इस्पात संयंत्र का खिताब मिलना, कार्य दक्षता की दिशा में हमारे संगठन के प्रयासों का प्रमाण है।

हमारी कंपनी की तंदुरुस्ती और प्रतियोगी शक्ति से यह आज देश में इस्पात उद्योग के नेतृत्व की अपनी भूमिका को जारी रखने की स्थिति में है।

वी.एस. जैन

15 जुलाई, 2006  
नई दिल्ली

वी.एस. जैन  
अध्यक्ष

# Building the future

Dear Colleague,

We have overcome obstacles and moved ahead with renewed enthusiasm. SAIL's steady ascent has been facilitated by all-round improvement in performance. After achieving a spectacular turnaround, the company took further strides, consistently adding to its cumulative profits. SAIL has become a virtually debt-free organisation with its market borrowings reduced to Rs 4,298 crore, which is lower than the company's short-term deposits with banks. Similarly, our interest outgo has been further reduced by Rs 137 crore.

On the production front, we have added almost one million tonnes of steel every year. The average capacity utilisation of our major production units continues to be at a level of 109%. Besides, there has been significant improvement in the techno-economic parameters and SAIL's labour productivity has consistently moved up to touch a new high of 150 kg per man per year.

While passing through this phase of rejuvenation and continuous improvement in all facets, we drew out our growth plan, designed to enhance our hot metal production capacity to 22.5 million tonnes by 2012. Work has already commenced on numerous projects and more activities are being progressively sanctioned.

On the one hand we have beefed up efficiency and drawn up a growth trajectory for the company, and on the other we have moved in sync with the contemporary business trends by consolidating our strength through selective mergers and acquisitions. The merger of IISCO was the first such step to build the desired synergy. As we move ahead, there will

be further acquisitions and mergers, bringing in greater advantage and added strength for the organisation. We must realise that consolidation has emerged as the key to the future success of a business organisation. It is all the more relevant for the steel industry, which is highly fragmented. The steel industry globally is now witnessing this trend. Even in China, it is projected that the top 10 steel producers will be controlling 50% of steel capacity by 2010 and this will increase to 70% by 2020. We must take a cue from this trend and take timely steps to build our future.

By now we have brushed up our fundamentals and the organisation is well poised to face the competitive environment of the future. The task for us is to continue the good job done by our efforts on production, productivity and cost effectiveness through sustained technological upgradation and implementation of strategies to gain control over vital raw materials sources and inputs. The entire organisation needs to be proactive, ensure all-round positive thinking and maintain high level of performance through speedy decision making.

SAIL today presents a picture of a dynamic and buoyant business entity moving ahead to carve out a place for itself as a successful enterprise. Awarding of the Prime Minister's Trophy to Bhilai Steel Plant for being adjudged as the best performing integrated steel plant in the country for 2004-05 is a testimony of the organisation's efforts on efficiencies.

The health and competitive strengths of the company today put it in a position to continue to be the leader of the steel industry in the country.



## Making a meaningful difference in people's lives

*What makes a company successful – sales, customer base or merely profits? Or is there something beyond all this? This is the question that follows many large corporates and companies across the world. The general consensus would be that it is much more than all this. A company is successful when it creates sustainable wealth – i.e. creates products, goods and services that can be sustained socially – and, in turn, lead to the general well-being for the society in which it operates. This concept is known as Corporate Social Responsibility, or CSR in short. A look at SAIL's efforts and achievements in this area.*

One can spend hours discussing the subject of CSR or strategising for it, but implementing it on the ground is something very different. And very difficult. Uplifting the socio-economic conditions of the populace in the areas in which it operates, and indirectly empowering them, has been part of SAIL's work ethos since its inception in 1973 as a successor of Hindustan Steel Ltd. In addition to maintaining its leadership in the domestic steel market, SAIL has been working relentlessly all these years towards increasing social value through its actions, fuelling change through business, while enjoying the overwhelming support of stakeholders, customers, employees and, above all, the

community at large. As a corporate leader in fulfilling its social responsibility, too, SAIL is building on decades of uncompromised ethical business practices through credible leadership in human resource management and value-based governance to reinforce its commitments to customers, employees, suppliers, partners and communities.

By systematically addressing a gamut of issues such as health and medical welfare, education, access to water, sanitation, power and roads, women's empowerment, generation of local employment, etc., at each of its plants and units, SAIL has contributed immensely to the economic development of its peripheral areas. Providing basic amenities

of life to our communities is a significant challenge, and SAIL has been taking this challenge head on. By partnering creatively with small, local entrepreneurs, NGOs, state government and the centre, SAIL has ensured that the benefits arising out of its activities actually reach the grassroots level and not merely remain on paper. SAIL is committed to linking business opportunity and corporate responsibility in ways that fulfill one of SAIL's core purposes – *To make a meaningful difference in people's lives.*

In spite of doing a job that probably few other corporates can equal in terms of diversity and range of penetration, SAIL has chosen not to publicise its endeavours and achievements in the field of CSR. But the facts would leave any interested person spellbound. SAIL's initiatives cover an entire gamut of societal concerns, including increased access to health, education, improved water and sanitation, electricity, roads, ancillary development, sports, culture, etc.

### **Spreading the light: Education**

Ever since its inception, SAIL has been committed towards making education accessible to as many people as possible in the vicinity of its operations. The endeavour is to provide education not only to the company's employees and their wards but also to the community at large, particularly benefiting the populace residing in the peripheral areas around the steel plants. SAIL's efforts in this area have been aligned along the National Education Policy (1986) that targets meeting gaps in public



provisioning for literacy improvement, particularly in the educationally backward states.

The system of education encouraged by SAIL not only helps impart quality education but also supports general development of the community at large through increased knowledge and awareness. SAIL's education initiatives lead from the front to justify the company's status of a responsible corporate entity. Look at the data: the company supports around 150

schools in the peripheral areas of SAIL's plants/units in the country. More than 1.5 lakh children receive education in these centres, a majority of which is located within 1-2 kms of the target population, making education easily accessible. Apart from its own schools, SAIL also supports other public schools, managed independently and opened primarily to support the growing demand for education.

To ensure higher retention rates of students, SAIL takes care to see that the schools are well-equipped. It has a three-pronged strategy for this:

- Providing basic infrastructure that gives the schools airy classrooms, drinking water and sanitation facilities, electricity, playgrounds, high grade learning equipment, etc.
- Hiring the services of trained, dedicated teachers to make learning a pleasurable experience for the students.
- Imparting IT-based education at several schools so that children can grow up as computer-literate persons and have the potential



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*An inmate of DSP's Happy Home (inset) exercising on a physiotherapy machine*

to avail of higher learning and IT-based jobs. (SAIL has installed 225 computers in 20 middle and higher secondary schools in Bhilai, earning it the sobriquet of 'hi-tech city of Chhattisgarh'.)

Consequently, in terms of completion of primary education (up to class five), SAIL has the distinction of having a survival rate of 95%. This is significantly higher than the national average of 60% (1999-2000). Primary education in Hindi and other vernacular languages is provided gratis in several SAIL schools where the survival rate of students is 90%. Since the plants and mines had been established in greenfield remote areas, education to children belonging to SC/ST communities and economically weaker sections has been made free.

In order to reduce inequity and to make quality education affordable to all, across its plants and mines, SAIL communities are

offered quality education at subsidised fees, that may be up to 50% lower as compared to the fee structure of other private institutions operating in the same area.

Another fact worth noting is the 1:1 boy-girl ratio in SAIL schools. This indicator of equality of educational opportunity, measured in terms of school enrolment, is a measure of both fairness and efficiency. It targets elimination of gender disparity at all levels of education that in turn would help to increase the status and capabilities of women. Further, in line with the Government's Mahila Samakhya programme, SAIL schools have adopted several proactive steps to ensure the enrolment and continuation of the girl child in its schools.

In order to encourage students to continue their education, especially in the remote parts of the country, a system of

scholarships based on merit as well as merit-cum-means is well established across all SAIL plants and mines. Both academic performance as well as family income are considered as decision-making criteria in awarding these scholarships. Certain students from the weaker sections are adopted each year and provided with free tuition, boarding, lodging and other facilities so as to ensure that they are brought into the mainstream.

Taking a step further, SAIL has also extended its support in the field of education to differently abled persons such as the physically challenged, etc., in close collaboration with some local NGOs. SAIL's Bhilai Steel Plant (BSP) has been supporting Sneha Sampada, a residential and daycare centre for specially abled children. This institution started off in 1991-92 as a two-roomed school, but with the help of BSP has grown into a medium-sized institution housing 32 day-scholars and 12 permanent residents.

Narrating the help extended by BSP, an emotional Mrs P.R. Shirke, one of the founders of the society, says: "We started small, but now BSP has given us a plot within the plant township. Apart from this, BSP has also provided us with facilities for water and electricity and a Maruti van for our transportation needs. We want to take this institution forward with BSP's help. We plan to introduce vocational courses for the hostellers like manufacturing of paper plates, etc., and would like BSP to purchase these items for all their functions."

*Another inspiring example is*

Durgapur Handicapped Happy Home supported by Durgapur Steel Plant (DSP). The Home provides facilities for the education and training of physically and mentally challenged children, some of them permanent residents. Proper care is taken to make these children self-reliant which would help to bring them to the mainstream. Well-trained teachers use innovative and interest generating methods to motivate the children.

DSP has provided the building & other related infrastructure and special educators for the children have been engaged with the help of SAIL's Alloy Steels Plant (ASP). DSP is also building a boundary wall around the premises to discourage overt interest in the young children and harassment by outsiders and passersby. A physiotherapy unit has also been installed for these children and routine medical check ups are conducted regularly.

SAIL as a company has been laying great emphasis towards education of the girl child, especially those living in tribal villages. Priyadarshini Mahila College located in Lathikata block near Rourkela Steel Plant (RSP) is a perfect example of SAIL's social concerns. This exclusive girls' college has all the modern facilities and ensures that the tribal girls get quality higher education. RSP has contributed towards the growth of the college by construction of 8 classrooms, 7 lecture halls, toilet, auditorium, a science hall, one tubewell in the premises, boundary wall, electrification of college building, erection of iron gate, etc.

Another initiative taken to educate and make the people

residing in the community stand on their feet is the Imam-ul Urdu High School and Women's Polytechnic, located at Sevandi in Bokaro. Bokaro Steel Plant (BSL) has constructed the school building along with a playing ground and drinking water facility. A very positive sign in the school is that 55% of about 1,850 students comprise girls from the nearby areas. Many of these girls appeared in the class X boards this year. The school boasts of its comparatively high pass percentage amongst the students appearing for the board exams with the girls leading the race. Sports also form a major portion of their learning experience at school. While the boys play cricket and volleyball, the girls indulge in kho-kho and volleyball.

"We try to strike a balance between their inner and outer world," explains a teacher of civics. "These kids belong to backward communities and attaining education is not a priority for them. They have a certain mindset that has no

orientation towards how the outer world works. While teaching them about fundamental rights and duties, I found their inquisitive minds wandering to the depths of their imagination and emerging with relevant questions on prevalent conditions of their life. We consciously make efforts to channelise their tender minds in thinking in a positive manner."

The building premises turns into a women's polytechnic by the evening and people residing in the nearby areas benefit from this facility. They are provided with training on bag making, knitting, cane work and other vocational activities, to help them earn and sustain livelihood. BSL has plans to introduce some more facilities like drinking water, a proper volleyball court and construction of a suitable approach road, etc., for this school.

SAIL is also looking at adult education as a thrust area so as to achieve holistic growth in a particular area. It runs around 90 adult education centres for

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School for underprivileged children at Rourkela

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## ‘We cannot live as an island of prosperity. Our periphery has to develop in tandem’

*Mr S.K. Roongta, then Director (Personnel), SAIL, spoke to SAILNews in June 2006 on the company’s CSR activities*



**SAILNews:** *SAIL has been extending support to the communities residing near its plants/units ever since the inception of the organisation. What is the basic philosophy behind such service extended by the organisation?*

**Director (Personnel):** SAIL was founded with well-articulated socio-economic objectives that were meant to benefit the people of India along with its own stakeholders. SAIL’s socio-economic objectives are further echoed in its Credo that includes commitment to uphold **highest ethical standards in conducting business** and valuing the **opportunity and responsibility to make a meaningful difference in people’s lives**. One of SAIL’s major tasks was to spread prosperity through economic and social development in and around all the places where its plants/units were set up. It has been striving hard to do so as an ideal corporate citizen.

**SN:** *Could you please elaborate on the significance of peripheral development activities in today’s scenario in SAIL?*

**D (P):** Peripheral development activity is only one facet of corporate social responsibility (CSR).

We have performed this activity with utmost sincerity. Our approach has revolved around three basic components – economic, social and environmental. We believe that since we derive our sustenance from the society, it is our duty as a responsible corporate citizen to give something back to the society. Be it our contribution to the country’s economy by making critical goods available at reasonable prices, be it meeting the environmental norms, or be it a social activity, we really want to contribute by uplifting the condition of the people who are around us. We believe that we cannot live as an island of prosperity and excellence. Our periphery has to develop in tandem, and the expectations of the stakeholders need to be met consistently.

SAIL, through its various peripheral development activities, has been supporting educational, charitable and welfare institutions within and outside the steel townships. The activities include schemes relating to health & medical welfare, education, sports & culture, ancillary development, roads and other infrastructure, water and sanitation, self-help groups, etc. The infrastructure created by SAIL

includes 39 primary health centres, 18 reproductive and child health centres and four super-specialty hospitals that have provided relief to about 22 million people cumulatively over the years. SAIL has opened about 150 schools in the steel townships that employ more than 6,000 teachers providing modern education to around 122,000 students. Apart from managing its own schools, SAIL also supports other public schools managed independently.

SAIL is conscious of the quality of its footprints on local, regional, national and global societies. We are committed to minimising the environmental impact of our operations through legal compliance, continual improvement and voluntary initiatives.

**SN: SAIL has been associated with NACO for creating awareness in prevention and control of HIV/AIDS. Can you highlight some of the key achievements under this programme?**

**D (P):** One key initiative in the area of preventive health which is being implemented across all plants/units is the HIV/AIDS prevention and control programme. This national programme is being implemented by SAIL as an inter-sectoral collaborator of the National AIDS Control Organisation (NACO) under the Ministry of Health & Family Welfare, Government of India since 1999-2000. SAIL was one of the first PSUs to get associated with this noble cause.

From 2000-01 till date, approx. 110,000 employees and over 600,000 of general population (non-employee category) have been covered under the awareness programme/campaign as part of NACO's information, education and communication (IEC) initiative. In the school AIDS education programme (for class IX and above) taken up across the company, till date 111 schools have been covered where more than 2,800 teachers and 34,000 students have been sensitised and made aware on HIV/AIDS issues in line with NACO guidelines. An HIV/AIDS policy has also been incorporated with the approval of the SAIL Board of Directors.

**SN: Has SAIL's long track record in peripheral development activities been aligned with its business objectives?**

**D (P):** We have all along pursued our peripheral development programme as a part of our commitment to the society. However, one cannot overlook the linkage of this function with the

business objectives of the organisation. No business operates in a vacuum. A congenial environment, in fact, helps to further business objectives. We sincerely believe that our existence as an organisation depends on long-term sustainability. And long-term sustainability would not come unless we are giving back adequately to the society compared to what we are taking from it.

In today's competitive world, the corporate brand plays a significant role. The intrinsic value of a brand not only reflects its product quality but overall image of the organisation as well. This, in turn, is closely linked to its track record in areas of CSR and commitments to society in and around its areas of operation and development of its human resources. Through the multi-level initiatives taken in the area of CSR, SAIL as a brand will be known as a caring and sharing brand. It will be recognised as a brand that not only operates for making profits but works steadily towards carving a better future for the society.

**SN: How do you evaluate the success of SAIL's CSR-related endeavours?**

**D (P):** The major areas of SAIL's endeavours have been health & medical welfare, education, income generation schemes, sports & cultural activities, ancillary development, water and sanitation, etc. On an average, we provide nearly 2.2 million people access to quality **medical & healthcare** every year. The infant mortality rates at SAIL's plants/units are at 0-38.6 per 1,000 live births, compared to the national average of 64. Our townships in Bhilai and Bokaro and peripheral areas within a 10-km radius have been declared 'Polio-free' by WHO since 2000.

Through its initiatives in the field of **education**, SAIL is now able to cover about 320 villages in the peripheral areas providing thousands of students access to quality education.

The company constructs on an average 124 new infrastructure every year providing access to potable **water** for people living in far-flung areas.

SAIL has been involved in the construction and repair of 40 kms of pucca **roads** per year, thereby providing nearly 0.2 million people across 329 villages per year access to modern infrastructure facilities.

SAIL has approximately 1,375 units registered with the company as **ancillary units**. This number

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is constantly rising. Also the company has reserved a number of items exclusively for procurement from these ancillary units. Apart from this, the plants conduct various sensitisation programmes for informing the unit owners about SAIL's requirement, etc.

The **Mahila Samaj/Samitis** in the SAIL plants/units, with 4,000 members and 15 affiliations to national-level organisations, have been pioneering community welfare activities, benefiting thousands of women from the weaker economic sections or belonging to SC/ST communities. Self-help groups (SHGs) formed by these women of SAIL are now being able to generate incomes through activities like manufacturing gloves, ground spices, soap, towels, gunny bags, overalls, etc. The Mahila Samaj/Samitis also conduct community campaigns on literacy, cleanliness, tree plantation, etc., workshops on subjects like banking/insurance, women's rights and IT, and take the lead in providing material assistance during natural calamities.

In the area of **sports**, SAIL has been working hard for bringing up talented youngsters by providing infrastructure support and an enabling environment. SAIL's four academies – for hockey at Rourkela, for athletics (boys) at Bhilai, for athletics (girls) at Durgapur, and for football at Bokaro – are an attempt to spot such talented youngsters.

To preserve the **environment** in and around its plants/mines, SAIL has taken a number of steps, including afforestation, seed regeneration, conservation of local flora and fauna, etc. More than 30 lakh saplings of over 30 species of vegetation have been planted and painstakingly nurtured.

The figures that I just quoted are only representative, considering the huge gamut of company's activities. While these figures speak about the extensive nature of SAIL's CSR activities, we are conscious of our responsibility to cover still larger spheres of activities in this regard.

**SN: What are the key positive impacts that SAIL's peripheral development programmes has had on the people living around the plants and unit locations?**

**D (P):** The activities undertaken by SAIL in the last four decades have been successful in creating an environment of growth and prosperity. This has led to access to improved medical care, education, roads, etc., creating new opportunities for direct and indirect employment.

The most important and critical impact has been in the area of education. We have tried to provide access through primary, secondary and higher education as well as adult literacy programmes. The enhanced levels of literacy among the peripheral population through the efforts of SAIL are a matter of pride. A large number of people from these tribal villages have joined the mainstream with the help of the infrastructure and facilities developed by SAIL. Substantial number of people have found direct employment and now the second and third generation are emerging as well-educated and upwardly mobile members of a new society. A number of people from these villages have completed their higher education from prestigious institutions and found employment. This itself stands testimony to SAIL's contribution.





the plant to National Highway #7. SSP purchased the land over an 11.5 km stretch, extending from the plant to NH#7 and commissioned State Highways Authority of India (SHAI) to construct a world-class 20-metre, four-lane road. This new road called Steel Plant Road was built alongside the old bituminous road and traversed through 11 villages with a total population of 60,000 people. The job was completed in 2 years, and in 1982 the road was handed over to SSP.

From then on, the lives of the villagers in the region have witnessed a sea-change. There has been rapid development of various public/social infrastructure facilities. These include opening of commercial establishments/shops, increased accessibility to the road due to electrification, safe and speedy mobility of pedestrians, two wheelers, cycles, etc. This road not only brought better connectivity but also enhanced health, education, sanitation and employment opportunities. Real estate along the road also witnessed a boom in prices. Life at Salem has changed manifold since the construction of the roads.

SAIL has constructed/repaired more than 50 kms of roads in the erstwhile state of Madhya Pradesh (including Chhattisgarh) where only 38% villages with a population of less than 1,000 people were connected by roads. Similarly, it has constructed/repaired more than 75 and 200 kms of roads in West Bengal and Bihar, respectively, that are the only two Indian states where villages with populations of more than 1,500 have not been connected by roads. In the same

*Continued from page 7*

the benefit of the adults residing in the vicinity of the plants and units.

It is no wonder then SAIL schools have been contributing to the national economy through its various professionals in the fields of engineering, medicine, civil services, etc.

### **Roads: Connecting communities**

It is said that the road to prosperity and success is always under construction. In the Indian context, it can be rightly pointed out that more than 50% of villages with a population of less than 1,000 are yet to be connected by proper roads. Hence, a large number of people are unable to access the basic facilities of the urban world.

Good road connectivity of villages allows people easy access to basic health and educational services, as well as infrastructure support for production, trade and commerce. In a scenario wherein a number of villages with sparse populations are well connected, there is no requirement for public provisioning of some of the

services like health centres, education services, etc., in each and every village. At the same time, this helps such habitations forge durable economic linkages with the rest of the economy. Once a road develops the residents of the village can easily access services relating to health, education, etc. Therefore the importance of well-connected villages for economic growth can never be overstated.

Like Nokia, SAIL is also connecting people, though not through ethereal airwaves but a more tangible means like roads. Adding one more feather to its cap in the field of peripheral development, the company has been actively involved in the construction and repair of 40 kms of pucca roads per year, thereby providing communication facilities to nearly 2 lakh people across 329 villages every year. This compares well with the national average of 25.82 kms per million population.

*One of the most brilliant examples of SAIL's road building initiative can be seen in Salem, Tamil Nadu. In the year 1980, Salem Steel Plant (SSP) started construction of a road connecting*

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vein it has developed more than 75 kms of roads in its mines that are located in dense forests and where the terrain is extremely inhospitable.

SAIL has not been resting on its laurels. Day by day, more and more projects are being executed and more villages are being connected to the economy. What is interesting is that most of these construction activities happen in close consultation with the local villagers. Tracing the history of the peripheral areas, it is quite evident that SAIL has been building roads of success and bringing a visible change in the living standards of the people. SAIL has thus provided the peripheral villages with access to the real world, a world that's full of opportunities.

## **Healthcare: Ensuring long life**

The old saying 'Health is wealth' rings so true. This is probably the main reason that when we talk about social prosperity, health is an issue that just can't be ignored. There is a dual benefit of providing access to improved healthcare facilities – first,



survival and improved health has an intrinsic positive value; second, health improves the productive national capacity by realising a human and national potential that otherwise would be wasted through sickness or death. But then the ground reality is that in a developing country like India, access to healthcare remains more of a promise than a reality. There are significant disparities in the urban and rural populations for various indicators like morbidity, mortality and health.

Ever since inception, SAIL has endeavoured to provide a healthy life to the people living in the peripheral areas of its plants/units. As the plants and units were located mainly in backward areas, the company took steps to create better and healthy living conditions for both its employees as well as people living in the periphery. It took upon its shoulders the humungous task of identifying and resolving the health related issues of its employees, their families and the community at large. Now after three decades, SAIL is successfully operating 39 primary health centres, 18 reproductive and child health centres and 4 super-specialty hospitals that cater to a huge number of people. On a conservative estimate, these initiatives have resulted in access to improved health infrastructure for about 2.2 million people every year.

Apart from the primary health centres, which take care of patients suffering from minor ailments like cold, cough, malaria, snakebite, etc., the company also organises a number of health



*Free medical check-up at a health centre*

camp at various villages on fixed days. Villagers with major ailments like cataract, tuberculosis, etc., are referred by these centres to the main plant hospitals, where they receive treatment. These centres also observe certain occasions such as World Health Day, World Blood Donor Day, New Born Week, etc., to enhance awareness and sensitise people on health-related issues. Another major function of these centres is to create health awareness by distributing handbills, condoms, water purification tablets, etc., in health camps/melas, putting up hoardings in prominent locations and conducting debate, painting and quiz competitions, etc.

*Speaking about the contribution of SAIL's Rourkela Steel Plant (RSP), to the health and medical welfare of his village, Mr Patras Soreng, headman of Bankibhar village in Rourkela's Kuarmunda block, said: "The health centre in our village caters not only to this village but also to the people living in the nearby 12 villages. There is no government medical facility here. Earlier we used to go to a private doctor at a village around 4 kms away. But he used to charge a huge amount from poor villagers. Also in the rainy season it would almost become impossible to visit him. But ever since RSP started this centre in 1995 our lives have become much better." This centre on an average treats about 70-80 persons per day and it is held twice a week. This centre is a boon for poor villagers residing here."*

Through its medical & health services, SAIL endeavours to

provide medical, surgical and family welfare services at the doorstep of residents in peripheral villages with the help of well-equipped mobile dispensaries and OT vans. Besides, the medical teams visit the nearby villages at regular intervals for providing treatment and medicines as per guidelines enumerated by the national health programmes. SAIL has also taken up unique initiatives to boost the cause of health and family welfare. SAIL's Raw Materials Division has adopted four tribal villages –



Tantra, Tinko, Dengula, and Sashyakala – in the neighbourhood of its Barsua Iron Mines to ensure provision of basic medical care to the villagers. The unit organises free medical camps in two of the villages every month. Doctors and medical staff from SAIL hospitals visit these adopted villages, attend to the patients and distribute free medicines. In case a particular disease cannot be treated at the mines hospital, the patient is then referred to one of the four super-specialty hospitals being operated by SAIL at its integrated plant locations.

RSP has identified 250

mentally challenged children in its peripheral areas and runs two healthcare centres especially for them. The children get attention from physio and speech therapists twice in a month at each centre.

As a part of community welfare activities, the SAIL hospitals also undertake sterilisation and immunisation campaigns under the National Reproductive & Child Health (NRCH) programme. Family and school health education camps are held from time to time at the surrounding villages and

towns. Medical examination of students, health counselling and education regarding general health is provided in schools through the Public Health Department.

SAIL has successfully limited infant mortality – probability of a child born in a specified year dying before reaching the age of one – rates, expressed per 1,000 live births, at its RCH centres to less than the lowest recorded in the nation. While the national average infant mortality rate (IMR) was 68 in the year 2001, the average in SAIL communities was only 39. The high success rate of SAIL in ensuring low IMR is as much due to the availability

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## Small but significant

*The smaller plants and units of SAIL are equally attentive to their social commitments*

□ **Maharashtra Elektros melt Ltd (MEL)** at Chandrapur in Maharashtra, being a small unit of SAIL, does not have any scheduled peripheral development programme. However, MEL undertakes peripheral development activities on need basis. MEL was approached by the local administration of Chandrapur city for lending a helping hand in certain aspects. Accordingly, a 302.43-metre long and 1.5-meter wide footpath at Sarafa Lane was constructed for the benefit of the people. This project entailed an expenditure of Rs 1.75 lakh.

Apart from this, 'MEL Milap', the socio cultural organisation of MEL ladies extended technical/financial help in providing a tube well/hand pump for drinking water in the underdeveloped area of Chandrapur city.

□ **Salem Steel Plant (SSP)** in Tamil Nadu has been doing its bit for the people living in the vicinity of the steel plant. It has been consistently improving existing roads and undertaking the construction of new ones. Apart from these, the other major jobs under progress or executed include:

- Repair of drinking water pipeline at Maramangalathupatti village
- Issue of furniture and play equipments for Government School at Konagapadi
- Issue of ladies' bicycles for girl students in PU Elementary school, Tharamanglam
- Construction of urinal facility for girl students at Government Higher Secondary School at

Sivathapuram village

- Construction of additional school building at Government Primary school at Thirumalaigiri village
- Providing borewell, overhead tank and fixing submersible motor at Indira Nagar in MM Patti

SSP also undertakes reproductive child health programmes, AIDS awareness camps and medical health camps for the peripheral areas.

□ Together with production augmentation **Raw Materials Division (RMD)** of SAIL devotes a great deal of time and resources to develop the quality of life of the people living in peripheral villages of its mines.

RMD mines are located in remote areas of Jharkhand, Orissa, and Madhya Pradesh. A number



of superior medical infrastructure, as the regular camps held on subjects such as family planning, antenatal checkups, good nutrition for expectant mothers, essential newborn care, benefits of breastfeeding, immunisation, etc. In fact, UNICEF has certified the SAIL hospitals at Bhilai, Bhadravati and Rourkela as 'Baby friendly' for promoting breastfeeding.

The four general hospitals of SAIL at Bhilai, Bokaro, Durgapur

and Rourkela, are the nerve-centres of the company's healthcare initiative. Each equipped with over 700 beds, they are considered to be the apex referral institutes in the states they are located in. These hospitals have developed modern primary, secondary and tertiary healthcare systems and offer medical services not only to SAIL employees but to the villagers residing in the peripheral areas as well. Beside state-of-art medical

facilities, SAIL hospitals have some of the most renowned doctors of the country who are striving endlessly to save lives of the SAIL family and the community at large.

The super-specialities offered by the SAIL hospitals include disciplines such as neurology, cardiology, gastroenterology, nephrology, oncology, nuclear medicine, ophthalmology, neurosurgery, cardiac surgery, burns, orthopaedic surgery,

of villages, chiefly populated by tribal groups, surround the mines.

RMD provides these villages with certain facilities and amenities from time to time. RMD has spent around Rs 50 lakh in 2005-06 for peripheral development activities which include construction and development of roads/culverts, civil construction, supply of drinking water, medical support, aid for education (adult education, teaching aids, etc.), aid for rural sports & cultural etc. Besides this, employment generation activities through community training on poultry, dairy, farming, tailoring and embroidering are organised.

In addition to fulfilling basic needs RMD gives constant patronage for development of the ethnic culture of the local people especially of the tribal groups. Making up the absence of proper transport, a shuttle bus service for daily commuting of villagers between Horomoto and Kiriburu Township has been provided. A mines level peripheral development committee has been constituted to ensure proper implementation and review of the developmental plan, and to generate new ideas. A meeting once in a quarter is convened with the village heads (*Mundas*) to discuss developmental issues.

□ SAIL's **Research & Development Centre for Iron & Steel (RDCIS)** at Ranchi has been undertaking peripheral development work for quite some time now through small but sustained works for development of the communities living in its



*Solar lamp at Bandua in Ranchi*

periphery.

In 2005-06 RDCIS undertook the following projects:

- Installed five solar street lamps at Bandua village, which is a non-electrified village, for night-light.
- Donated one sal-leaf moulding machine for needy women of Tupudana.
- Organised training programmes on chemical therapy, beauty therapy and desk top publishing
- Deep boring at 13 locations particularly schools for provision of drinking water
- Donated a Braille computer with printer to the Blind Girls School
- Held free Medical camps at the nearby Basti.

□ In 2004-05 **Visvesvaraya Iron & Steel Plant (VISL)** at Bhadravati initiated peripheral development works in the surrounding area of the plant. 2005-06 saw the plant take these activities a step further. VISL identified government schools located within 10 kms radius from the township and extended facilities like additional classrooms, benches, etc. Further, VISL augmented drinking water supply at various villages by constructing bore wells.

During 2006-07, VISL plans to spend Rs 40 lakh towards peripheral development schemes like providing benches, classrooms, sports material, develop sports field and undertake women's upliftment projects.

urosurgery, reconstructive surgery, kidney transplantation, paediatrics, etc. Around 3,000 major surgeries are performed at the SAIL hospitals annually, while over 4,000 outpatients are examined on an average daily, or 1.5 million annually.

*Bhilai Steel Plant has established a free intra-ocular lens implantation surgical unit for people below the poverty line. Free camps for eye surgery, cleft lip reconstructive surgery are also*

*organised from time to time in the villages. Earlier, lens replacement operations were conducted in mobile vans. But this method was leading to huge discomfort for both patients and doctors and survival rate of lenses was also being affected.*

*In 2002, BSP established the Community Lens Transplant Centre (CLTC) in Sector-I of its township to overcome these difficulties. At present, eye check-up camps are organised in the*

*peripheral areas and those who require lens transplant are referred to the CLTC, where trained doctors and staff replace the lenses.*

*A beneficiary of this scheme is Mrs Shanti Devi (32), a resident of Shankar Nagar Cantonment near BSP. She was afflicted with diabetes*



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Bringing potable water within reach through wells and tubewells; (below) dhobi ghat at Hamirpur

at a very young age. This led to problems with her eyes. A private doctor said that an operation costing Rs 7,000-8,000 could cure her of the problem. Her husband, who works with a small-time contractor, expressed his inability to arrange for the sum.

Then the doctor suggested that the couple seek the help of BSP's CLTC. They did, and an operation was conducted after examination of her eyes. Now with her vision fully restored, Mrs Shanti Devi cannot stop singing praises about BSP. She says, "What I have got from this

centre is invaluable. Bhilai has helped restore my vision. I will go back and tell other needy people about this facility. BSP's work in restoring eyesight is something that nobody else is doing."

SAIL has also been actively involved in eradication of myths associated with some specific diseases such as leprosy, AIDS, etc. Working in close association with National AIDS Control Organisation (NACO), SAIL organises awareness campaigns and provides medical facilities to the care seekers.

## **Water & Sanitation: Meeting basic needs**

The irony with water is that the more we have it the more we waste it. What we do not realise is that nearly 40% of the households in India still do not have access to potable water. Also millions of Indians suffer from water-borne diseases like hepatitis, choleric fever, etc. SAIL recognised this in the very beginning and has consistently worked towards providing potable water to the people of its township and those living in the nearby areas. Each plant has ensured that the nearby villagers within a radius of 20 kms of its township would have access to potable water. This has been done by installing 1,831 water sources, including borewells with handpumps, overhead tanks, ponds and taps, as well as by laying pipelines for transportation of water. These facilities are provided within a radius of 1-2 kms of the targeted households and provide a minimum of 20 litres of water per person per day. What is interesting to note is that nearly 25 lakh people have been able to access these

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# Combating the curse called AIDS

India has recently been identified as the country containing the largest prevalence of AIDS. The HIV/AIDS epidemic is recognised as the greatest social challenge facing our generation and the worst public health disaster in at least 600 years. It can affect anyone and everyone irrespective of class, creed or gender. Currently, there is no cure for HIV/AIDS and a cheap effective vaccine is still many years away. The anti-retroviral (ARV) treatment costs between Rs 1,200-5,000 per month per patient, putting it out of the reach of many in India. In this kind of a scenario, prevention is definitely better than cure. It is not the disease that is dangerous but the stigma and discrimination associated with it that kills many of those affected.

Keeping this in mind SAIL has been working non-stop to spread information and awareness about the disease. SAIL realised that addressing the issue of human rights violation and creating an enabling environment that increases knowledge and encourages behaviour change are extremely important. Hence, the company's AIDS programme has addressed the issue as a social one to resolve the stigma attached with HIV/AIDS and attempted to create an atmosphere such that free and frank discussions could be advocated.

As part of an inter-sectoral collaboration with NACO, SAIL has been implementing the policies under National Aids Control Programme-II in all plants/units since 1999-2000. SAIL's programme targets two different sets of populations:

- Those residing within the township area such as employees and their dependents, CISF personnel, teachers, school children, contract labourers; and
- Those residing in the peripheral areas within a radius of 4-8 km of the townships, all schools and colleges (government as well as private), medical professionals, etc. Village sarpanches and religious leaders are also targeted as opinion makers in order to expand the scope of the target group and extend the initiative to the rural population.

Whilst planning the implementation, SAIL had ensured that an entire spectrum of people from different walks of lives participated actively in the programme. For instance:

- Nearly 7,000 doctors and paramedics at SAIL units have been trained according to the guidelines of WHO/NACO in the prevention and control of STD/HIV/AIDS. These people in turn not only train other personnel but also ensure the treatment of patients along the prescribed protocol.

- In order to reach the rural people, sarpanchs, panchayats and religious leaders have been sensitised on various core issues concerning HIV/AIDS. This in turn has led to increased awareness of the respective villagers on the issue.

- High-risk behaviour group such as commercial sex workers and truck drivers are important stakeholders of this programme, who are made aware of the risks and of observing the necessary precautions.

- 15-24 year olds account for nearly half of all new HIV infection in the world. Accordingly, high school/college students were also



targeted for imparting awareness and sensitisation on HIV/AIDS, under the School AIDS Education Programme.

To ensure that the message passes to the targeted audience SAIL has used many methods, some of which are very innovative. The company's health check-up camps are a major way of disseminating information on AIDS. Teams from BSL also participate in local *melas* wherein they set up camps for spreading the word about the disease.

BSL in 2005 used the 'Condom Man' – a man wearing the disguise of a big-size condom – riding the 'AIDS Jagrukta Rath' for spreading the word about HIV/AIDS and usage of condoms for safe sex. This man also distributed condoms as he went from village to village in the rural hinterland during a month-long campaign held in December.

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water sources in the last 25 years. On an average, SAIL creates 124 new water sources for peripheral villages every year, to benefit approx. 6,000 persons.

While at one end of spectrum SAIL is providing new sources of water for village communities, at the other end the company is doing its bit to conserve traditional sources and structures. The company has been actively participating in the conservation and reconstruction of traditional

Hamirpur is a small village near RSP mainly inhabited by *dhobis*. Now these *dhobis* had to travel a long distance on foot with head loads to reach the river where they used to wash clothes. They approached RSP to alleviate their plight by constructing *dhobi ghats* and wells within Hamirpur itself. RSP responded by constructing two *dhobi ghats*, each with eight platforms and two wells for the village. The *dhobis* admit that they “do more work in less time”.

SAIL has been laying great emphasis on proper sanitation in the villages lying in its periphery. This is being done so as to prevent the outbreak of diseases and to ensure health of villagers. The underlying principle at SAIL is that it is much simpler and cheaper to prevent the outbreak of a disease rather than controlling

it once it starts spreading. Keeping this as the backdrop, the company is doing a lot of groundwork both in terms of educating the villagers about the need for proper sanitation and also by constructing various public utilities like toilets and separate, covered bathing *ghats* for women. A large number of villages have benefited by this drive.

Another initiative aimed towards bringing ‘relief’ to villagers is evident in the villages near Durgapur Steel Plant. DSP

has built individual low-cost toilets just outside their homes for people residing in the area in order to develop the habit of using a toilet. The villagers used to visit the nearby jungle to defecate. This habit fostered a low level of hygiene which in turn increased the chances of spreading various diseases amongst the locals. DSP joined hands with Swami Vivekananda Prachar Samiti (SVPS) to introduce this facility based on the model developed by Lok Shiksha Parishad. These units are mainly a simple structure, simple enough to be used by all the members of the family and have benefited these underdeveloped villages tremendously.

In *Hetadoba* village, the residents of which are mostly *Santhals*, individual toilet have been built for the 67 families residing in the village. The scheme has achieved 60% success rate with the habit gaining more and more acceptance with time. The *mukhiya* of the village acts as the source of information about the practice for the villagers. A videographic presentation on the facility and its proper usage is communicated through regular campaigns. It is supplemented by door-to-door awareness campaigns for the villagers from time to time and special workshops for kids attending the school nearby are also undertaken.

The scheme faced some resistance initially as it involved accepting a new lifestyle system and nurturing it as a habit. “Some of the families started using the toilets as safes for keeping their valuables and continued to defecate in the

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*One of the low-cost toilets provided at Hetadoba village*

water storing structures such as *ghats*. To cite an example, Chhattisgarh has a large number of ponds but no *ghats*/steps leading to them. Fearing they will drown, villagers rarely use the water available in the ponds. When BSP became aware of this, it constructed *ghats* at a number of ponds in order to make them accessible to the local people. Similarly, Bokaro Steel Plant has constructed several *ghats* for utilisation during the popular *Chhat* festival.

# Women: Working out with welfare

The year 1957 saw the wives of some Bhilai employees coming together under an umbrella organisation called Bhilai Mahila Samaj. From having a mere 50 members on board initially, the Mahila Samaj/Samiti movement has an established presence today in almost all the plant and unit locations of SAIL, with around 4,000 members and 15 affiliations with national level organisations. Deepika Mahila Samiti at RSP, Ispat Mahila Samaj at VISL, Mahila Karmodyoga Cooperative Industrial Society at DSP, Bokaro Mahila Samiti at BSL and Bolani, Hilltop & Kiriburu-Meghahatuburu Mahila Samitis, among others, are doing yeomen's service in their respective areas of operation.

Over a period of time, these organisations have become pioneers in community welfare, ensuring income generation through various schemes for the people of the nearby areas. *Their income generation schemes have been so effective that SAIL has now given them the status of an ancillary industry.* They are involved in various activities, especially those involving women from the weaker sections or belonging to SC/ST communities. The members, through internal revenue collections, conduct/operate various units making an array of products, including handgloves, masala, soap, gunny



bags, etc., that are purchased by the SAIL plants/units, and contribute towards women's colleges and rehabilitation of the differently abled, among other similar activities. Some of these Samaj/Samitis also run canteens for SAIL employees at plant/unit locations.

The community welfare initiatives of these women's bodies include:

- Sewing/embroidery centres ❖
- Creches ❖
- Kindergarten schools ❖
- Schools for special persons ❖
- Adult education ❖
- Children's libraries ❖
- Health and hygiene education ❖
- Psychological support to ill-treated tribal women ❖
- Medical centres & dispensaries

**Community based campaigns** are regularly organised on themes such as Literacy, Anti-polythene use, Cleanliness, Tree plantation, Water & electricity conservation. **Workshops** are conducted on subjects such as banking, insurance, women's rights, information technology and civic facilities. The Mahila Samaj/Samitis have also been in the forefront of **providing assistance during natural calamities:**

- Kargil War Relief ❖
- National Defence Fund ❖
- Cholera Control ❖
- Orissa Flood/Cyclone/Super Cyclone Relief ❖
- Welfare for poor women ❖
- Orissa Chief Ministers Blood/Drought Relief Fund ❖
- Gujarat earthquake



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## Living to learn, learning to live

**B**irhor, a primitive tribe which has only about 1,000 surviving members at present, earn their livelihood through small time jobs like rope making, etc. This tribe is far from civilised, so much so that their current lifestyle sees them through only 40 years of their life. The government of Jharkhand realised the importance of preserving this disappearing tribe. They found a partner in Bokaro Steel Plant in putting this vision into action.

A scheme titled 'Gyan Jyoti' was launched with an objective to provide education free of cost to 15 children belonging to this tribe. The scheme envisages rehabilitation of the tribe as a whole, with 'Gyan Jyoti' being the first step towards it. These kids would act as living examples of civilised life for the whole tribe and would entice a habit of healthy and hygienic living amongst them. The government handpicked these children who would receive education in BSL schools. Their new home is Management Trainee Hostel in Sector 3, Bokaro where they learn and enjoy.

"These kids are raw talent," explains Mr Sitanshu Prasad, DGM(Edu.)/BSL. "They possess great natural talent. They are natural athletes and are slowly and steadily improving their academic performance. They attend school with students from mainstream families and have adjusted to the new society." So, what makes them special? "Well, the ability to pickup things quickly has made them strong and robust. Initially, there was some resistance to this



change towards a whole new world, from their side. They even tried to run away from their

new 'home' in order to go back to their original state. We had to call their parents to make them aware of their 'special' status. They were convinced by their parents, that the change was all for their good. Slowly they started accepting the new lifestyle. However, one boy has run away from the hostel. In spite of that the remaining boys have now transformed their strength from rope making to athletics and football. The scheme has taught them to live with pride and dignity," says Mr Prasad.

The scheme strives towards providing the boys education till class XII free of cost. The cost of their stay, uniform, food, etc. is borne by BSL. To make these kids catch up with others and provide them special attention, a teacher/tutor voluntarily visits them every day. The boys keep themselves neat, tidy and well-kept, so much so that others try to emulate them. Other etiquettes like food, clothes, and toilet habits have been taught to them by the dedicated care takers available round the clock. These boys are allowed to visit their parents twice a year. They act as learning examples for people residing back home and teach them many things by sharing their experiences.

BSL has plans to extend the benefits of the scheme to a higher degree. Plans are being made to train them with skills which would help them earn their livelihood. This could be by way of providing vocational training. With aspirations to become teachers, scientists and engineers the boys sure do hope to strive

for the best. BSL is extending its helping hand, helping them learn to live and live to learn.

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jungle,” explained a volunteer of SVPS. “We felt that for this particular habit to become ingrained into their lifestyle, the mother of the family should be targeted. By doing so, the scheme has started gaining acceptance successfully in the area.” This is evident from the fact that a total of 310 other families in nearby villages like Jabbarpally, Bonsol, etc., have also been provided with this facility recently by DSP. A total of about Rs 30 lakh has been spent on the scheme and plans are being drawn to extend the scheme to other nearby areas.

## **Creating sustainable incomes**

There are many factors that go into the creation of good quality of life. Access to clean water and air, decent food, shelter and clothing, education, etc., are important factors for leading a good life. But what is most important is a sense of hope for the future. And at the very centre of this hope is having a sustained income – to pay for the basic necessities of life, to invest in the future, and to save for a rainy day. The challenge is to identify and use community-based strategies that can maximise the opportunities for low-income families to create their own unique mix of sustainable incomes.

SAIL’s endeavours in the area of CSR are targeted to adding value for enriching lives and ensuring a strong future for the beneficiaries. Imparting them with skills that help them lead a better life and sustain their respective generations is a key focus towards creating communities that are in



*Women making soap for use by DSP*

complete control of the time to come. Development of such families through workshops and skill enhancement training programmes has been a major entrepreneurial gesture of the company. SAIL is constantly working to identify various areas where training and help to the communities can be imparted so as to make them self-sustaining units that can generate incomes for themselves.

People living in the peripheral areas of SAIL’s plants/units are taught skills that will help them to merit more than two square meals a day. These programmes promote rural savings and credit, natural resource management, village infrastructure development, increased agricultural productivity through better management of resources & intensive cropping, and skill development & enhancement of the community.

RSP has done some pioneering work in this regard. It has tied up with the Society for Rural

Industrialisation (SRI) in Ranchi which is supported by the Department of Science & Technology, Govt. of India, for training villagers in various skill-based activities. These programmes are undertaken as capacity building measures for the village youth and women for self-sustained economic development in various trades that have helped many to start their own enterprise or join any professional organisation. One special dimension of these training programmes is the involvement of large number of women. These skill-based training modules have not only enhanced their earning potential, but have also encouraged them to spread the acquired knowledge among their family and friends, thereby spreading the skill rapidly. 48 villagers (including 45 women) from four different identified villages have undergone training on mushroom cultivation, embroidery & food processing in Rourkela.

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## Handling burning issues

**I**ISCO Steel Plant (ISP) forms the mainstay of the economy in and around the area of Burnpur in West Bengal. When the plant was in private hands, villagers used to come with demand for hand pumps, sheds for school buildings, bridges, wells, etc. No record was kept for these developmental activities which were mainly need based. It was felt that taking care of the needs of the locals was a fundamental duty of the plant.

As part of its more recent CSR initiatives, ISP provided a shed covering the four pyres at a local burning ghat that were built in the 1980s, with the help of Asansol Municipal Corporation in 1999. The shed above the pyres enable last rites to be undertaken even during rainy and hot weather. ISP also provided a connecting road and a building which has an office area and two waiting rooms. This office issues death certificates and the locals do not have to travel long distances for attaining the certificates any more.

With the theme of generating maximum participation and not as charity initiatives, the plant envisages to undertake various initiatives like:

- Adoption of two villages for all round development
- Infrastructural development which includes construction of approach roads, culverts/bridges,

deepening of tanks, repair/renovation of bathing ghats, installation of tubewells/digging new ponds

- Initiatives in the area of education include
- Construction of additional classrooms in and repair/renovation of existing school buildings
  - Opening a library for students and supply of books and study materials at regular intervals
  - Construction of adult education centre/community hall
  - Motivational schemes for school children by way of award on merit basis

Economic development of local villagers is proposed to be obtained through:

- Construction/development of village markets
- Skill-based training for income generation
- Development of pisciculture(fishing)
- Assistance in development of poultry/piggery/dairy/goat keeping, etc.

Besides identification of local talents, ISP has decided to strengthen its peripheral sports & cultural activities by

- Supplying balls, nets and other accessories for football, volleyball, kho kho, kabaddi, etc.
- Developing sports arenas
- Organising inter-village tournaments
- Organising events for propagating traditional cultural activities
- Supplying musical instruments to local talents.

Similarly, 30 women have been trained at SRI, Ranchi for manufacturing low-cost sanitary napkins and three production centres have been set up. Besides enhancing health and hygiene standards, this project has also encouraged the entrepreneurship spirit of the women self help groups (SHGs) operating them, who are now into marketing their products. At present this project is in the initial stages and these women in each of these centres spend 5-6 hours per day. There are others who have been trained in trades like embroidery,

masonry, carpentry, cycle & hand pump repairing, diesel engine repairing, electronics and motor cycle repairing, electronics repairing, 2/4 stroke engine repairing, computer, diesel engine and water pump repair, etc.

Speaking about the help extended by RSP, Rosalina Kangari of Fastulla village explains, "I had undergone training for tailoring. When I was selected by RSP for the embroidery course at SRI it was as if it was served on a platter. Earlier I used to do just normal day-to-day tailoring, but now I

am able to make specialised items like pillow covers, handkerchiefs, etc., with lots of intricate embroidery work on them. This helps me earn more money and after the training I have expanded my business by training two girls. Work is on the increase for me due to this value addition."

DSP has also taken various steps to ensure longstanding benefits and introduced self-sustaining schemes for development of the community. The same is evident from the various self-employment schemes

chalked out by joining hands with some renowned NGOs. Vivekananda Service Centre being run by the SVPS is one such example in DSP. 12 poor women have been engaged in making soap and gunny bags. These women also attend school in the second half of the day which helps them keep abreast with the outer world. The centre was established in December 2005 and the land for the centre and the equipments required for producing soap and bags have been provided by DSP. The finished products are procured by the plant for consumption.

Apart from these major initiatives, other units of SAIL undertake training programmes. Raw Materials Division undertook employment generation activities through community training. These include poultry, dairy, farming, tailoring, and embroidering, etc. RDCIS has organised training programmes on chemical therapy, beauty therapy,

desktop publishing, etc.

### **Ancillary development: Building capacities**

In the 1960s, the Government of India had launched a nationwide programme for encouragement and development of the small scale industries (SSI) sector. With this objective in mind, the Bureau of Public Enterprises issued specific guidelines in 1971 to all PSUs asking them to promote SSIs and ancillaries in their respective regions.

Good suppliers are intangible assets to any organisation. Ancillary industries are not only suppliers of materials but are also extremely important sources of information with regard to market conditions, price trends and the general industrial climate. Having a number of industries in the vicinity, supplying the same product helps in import substitution and also brings about a fair amount of competition amongst them thus ensuring better

products and prices. Therefore developing ancillary industries helps in growth of industries in the country.

SAIL has been developing ancillary industries from as early as 1978. SAIL started ancillarisation with 31 units on record. On an average the company has been adding 45 units annually thus creating employment for nearly 800 people each year.

This could be achieved only by the steady support given by SAIL to the ancillary industries not only in terms of purchase preference but also other resources. To promote ancillary industries SAIL has been supporting these industries by providing land, supply of potable water and other infrastructure facilities, consultation for developing the industry, publication of printed matter to inform the entrepreneurs of SAIL's requirements, special exhibitions of parts and drawings to get the

exact specifications and ideas, exemption from paying EMD, security deposit, etc. SAIL also provides handling equipment to these industries on hire basis, testing facilities, providing available raw materials for manufacture, etc.

*In recognition of its promotion of ancillarisation and actively developing industries in the Chhattisgarh region, the Government of Madhya Pradesh had conferred the prestigious Sahayak*



# COVER STORY

*Udyog Mitra award on Bhilai Steel Plant in 1997. BSP was the first organisation to be honoured with the award.*

Reminiscing about the past Mr Suresh Lath, owner of Techno Engineers, Rourkela, says: "I shifted from Bargad in western Orissa to Rourkela solely to start an ancillary unit. With an investment of mere one lakh rupees, I started my unit in 1974 and got registered with RSP within a few years. Today the turnover of my company is almost Rs 3 crore. I look at RSP as the mother unit on which I am dependent for sustenance." He goes on to add that even during the recent crisis faced by the steel industry, RSP was always sympathetic towards the SSIs of the area. He adds, "RSP does a lot to ensure that we are kept abreast with the latest information. They organise seminars on quality assurance and hold vendors' meets, etc., for our benefit."

It is indeed heartening to know that the company is promoting a healthy relationship with all its vendors, which is based on a mutual relationship of understanding. It is not just SAIL that benefits from these transactions but the industries operating in the region are also benefited. Increased industrialisation of the area leads to better prosperity for the region, which in turn translates, into a better economy for the country.

## Breeding biodiversity

SAIL's iron ore, coal and flux mines in various parts of the country are mostly located in thickly forested areas. Each area is, however, remarkably different from the others in terms of its legacy, lifestyle, culture and customs, etc. To preserve the ethnic environment, SAIL has taken a number of steps, including afforestation, seed regeneration, conservation of local flora and fauna, etc. SAIL has



*Plantation in a waste dump at Barsua mine*

## Hope floats at Kapatmunda

Reaching Kapatmunda village is an arduous task. With no proper road in place it is indeed difficult to approach this small and dusty hamlet. It is special because it is not only a small village in the interiors of Orissa but has a peculiar speciality associated with it. It is an island; an island not surrounded by water but by railway lines.

There are about 45 families that inhabit this hamlet which is completely surrounded by a set of three different electrified railway lines going in three different directions. The presence of these railway lines made it difficult for the state electricity board (SEB) to provide Kapatmunda with electricity. The wires could not be taken over the railway lines as the railway authorities were not allowing this, and the SEB was not interested in taking the electricity wires underground due to high costs.

Hence this village could not be electrified for a long time.

It was in this kind of a scenario that Rourkela Steel Plant came as a saviour for the villagers. Explains Sunil Dhanwar, a resident: "We discussed the problem and decided that we would approach RSP, our last option."

The plant swung into action immediately. It was decided that the most viable option was to install a supply line underground. Prompt permission was obtained from the railway authorities and work began in real earnest. The cable was taken underground below the railway line and then to a distribution point from where it is distributed to the households.

"Had it not been for RSP, our children would never have had the opportunity to study after daylight is gone. It is more than a boon for us," said Dhanwar.



*Loknath Sabu is happy with his healthy livestock*

planted more than 30 lakh saplings of over 30 species of vegetation in and around the mines. They have been painstakingly nurtured and have resulted in survival rates of 85-100%. Well-equipped nurseries are sustained in these areas to produce saplings, generate seeds, and augment germination through greenhouse environments. Nature and Bio Clubs set up in the plant/unit locations of SAIL contribute additionally to the environment conservation efforts of the company.

### **Veterinary health: Better livestock productivity**

Vehicular penetration in rural India may have hit an all-time high, but most villages still use animals both in their fields and as a mode of transport. They also use animals like cows, buffaloes, goats, etc., as a source of milk. Therefore the importance of domesticated livestock in the lives of the villages of India cannot be neglected.

SAIL plants in association with

the local authorities have been providing excellent veterinary care to the livestock of the villagers residing in the nearby areas. Regular health check-up camps are organised by the plants for animals where the breeders are educated about ways and methods of taking care of their animals and improving their productivity. These camps also help introduce



*A young talent practises archery*

new varieties of livestock and help in cross breeding programmes for improving the productivity of the domestic animals.

BSP has been consistently working with the villagers to undertake activities such as artificial insemination, annual health camps, etc. The plant has also been helping the village communities by constructing buildings where the government veterinary doctor can sit and examine the animals on a regular basis. These building also have a small makeshift room, which also serves as an operation theatre where small surgeries on the livestock are conducted. Speaking about BSP's contribution to the village development, Mr Loknath Sahu, sarpanch of Kuthrail village of Durg, says, "BSP constructed a community hall, hand pumps and other amenities which were missing in the village. They also conduct health checkups not only for humans but also for our animals. This has lead to all round development of this village and also of the villages in the nearby areas."

Under its Integrated Tribal Development Project, RSP envisages helping the villages in better fodder production, genetic improvement in indigenous cattle and livestock development, etc. This will be done slowly over a five-year period and would definitely bring prosperity to the nearby areas.

### **Sports: Promoting holistic growth**

Contribution to sports has been embedded in the corporate philosophy of SAIL right from its inception. The focus on sports and games can be traced back to

# COVER STORY



the formative years of the company, when the major steel plants like RSP, BSP, DSP and BSL came into existence.

SAIL created and provided sports facilities at the steel townships when their blueprints were being drawn. These were created with a view to make sports a major pillar in developing better citizens and enhancing sportsmanship and team spirit. This was all done at a time when these regions were highly underdeveloped and far away from conceiving such facilities.

Taking it a step further SAIL developed these sports centers into full-fledged academies. SAIL has set up sports academies at its major plant locations:

- ❑ Hockey at Rourkela
- ❑ Athletics for boys at Bhilai
- ❑ Athletics for girls at Durgapur
- ❑ Football at Bokaro.

SAIL has also started Day Scholar Training Centres in different disciplines, in association with the Sports Authority of India- hockey and athletics at Rourkela, athletics and boxing at Bhilai and football and athletics at Durgapur.

Well-qualified sports persons and accredited coaches impart training at these academies. These people scan the peripheral areas of the steel plants as well as different regions of the country and select suitable young talents for enrolment. Once selected the trainees are put through strict training regime by these coaches in order to groom them to higher levels of competence. During their stay at the SAIL academies the company takes complete care of the cadets. Starting from the education of the cadets to their

boarding and lodging, good care is taken to ensure that they concentrate on the game and excel in the national and international arena. Once these cadets complete their training they are allowed to move into the next level.

Wherever possible SAIL has been helping promote various games by developing sports fields in the villages, contributing sports materials like football, hockey sticks, nets, volleyball, etc., to encourage children to take interest in various games. The company also sponsors various sports competitions and prizes for them.

Continuous emphasis on sports activities has helped SAIL develop players who have gone on to compete at state and national levels of various tournaments.

## **Art & culture: Conserving heritage**

“Chhattisgarh has a lot of performing art forms, many of which are dying. BSP is doing a good job by promoting these art



forms and preserving them,” informed Parmeshwar, head of the Jai Maa Saraswati group which performs a dying art form called Ramdhuni. Parmeshwar was at BSP to perform for the annual Lok Kala Mahotsav.

Over the years more than 1,000 groups have participated in this cultural festival held in Bhilai, giving an opportunity to more than 10,000 local artistes to perform on stage. Some of these artistes have even performed and earned accolades from international audiences. BSP initiated the Mahotsav in 1976 as a platform to perform as well as promote Chhattisgarhi culture. Today the festival has become a landmark in the cultural arena of the state as well as the nation. Pandawani, the story of the Pandavas in the Mahabharata told through song and theatre, is another dying art form of Chhattisgarh being preserved by SAIL support.

Recognising that there are talents all over the country, SAIL has acquired the face of a mentor for a huge number of artistes scattered around the country. Aware and appreciative of the various cultures of its communities, SAIL has always shown a great enthusiasm in spotting and thereafter nurturing talents. Padma Bhushan Dr Teejan Bai, Usha Barle and Ritu Varma are a few artistes who have benefited from this.

Another brilliant example of SAIL’s commitment towards preserving the rich and ancient heritage of India is its endeavour towards the conservation of the shattered and broken worship place of Sri Burha Dev in Chhattisgarh. A tribe called Gonds believes that they are

descendents of the Burha Dev. During mining activities at Mahamaya jungle, a lot of artifacts of this tribal community were discovered.

Understanding the importance of these artifacts, SAIL’s Bhilai Steel Plant quickly swung into action and started the process of conservation of this heritage. The team constituted to look into this, tried to restore the shattered broken place of worship. The

the industry. CSR is an expression about the company’s goodwill. India being a developing country, it becomes imperative that companies share their prosperity with those living in their peripheral areas and with the country in general.

SAIL and its endeavours are targeted to building better lives and ensuring a strong future for the people surrounding its vicinity. Imparting them with



*A Chhattisgarhi music troupe with traditional instruments*

team interacted with the local people and the leaders of the Gonds and developed the place with modern amenities. ASI then took over the excavation work and with the help of BSP the place was revived as a historical and ancestral heritage place of the local tribes.

### **In conclusion**

Corporate Social Responsibility can never be measured in terms of cost or profits. CSR speaks volumes about the company’s commitment – to the nation, to the community and, above all, of being a long-term player in

skills that help them to lead a better life and sustain their respective generations is a key initiative towards creating communities that are in complete control of the time to come. Indeed at SAIL the rule is to empower people so that they are able to sustain their lives.

*(The statistics quoted in the main article are courtesy the draft document ‘Contributing to Communities’ being prepared by Price WaterHouse Coopers for SAIL, and excludes achievements of IISCO Steel Plant.)* ◆



*Master trainers of IPD educating village womenfolk*

## From charity to sustainability

***Rourkela Steel Plant has been on a mission: to make the CSR activities of the plant sustainable partnership projects. Though this is not an easy task considering the entire gamut of activities, RSP is confident that it will achieve this change***

A little knowledge that acts is worth infinitely more than much knowledge that is idle.

– ***Khalil Gibran***

**T**his indeed seems to be the underlying philosophy that drove Rourkela Steel Plant (RSP) to establish the Institute for Peripheral Development (IPD) in 2005. The basic aim of the institute is to impart training to the people of peripheral villages towards building their capacity for sustainable livelihood and income generation.

While stimulating and strengthening the social fabric of the region surrounding the plant, proper care was taken to preserve and nurture the tradition and culture of the tribes under this scheme. Continuing its thrust on enhancing the quality of life in the region and infusing a sense of pride in the minds of the community, regarding their proximity to the industry, RSP has drawn

up a holistic action plan, that would not only touch every aspect of life in the periphery but will also simultaneously encourage others to invest in the area to bring prosperity.

Like most industrial towns, Rourkela's periphery too is a zone of marginalised poor people. Hence, the main thrust area for development activities is on improving human capital along with infrastructure. The priority areas identified in this plan include issues like enhancing the earning capacities, skill upgradation, facilities for youth, primary health care and sanitation, provision of drinking water, education, communication, recreation and availing the conveniences of modern society to the rural populace.

Keeping this as the long-term objective RSP has entered into a memorandum of understanding (MoU) with Bharatiya Agro

Industries Foundation (BAIF), Pune, for helping the IPD facilitate growth and sustainable development in the peripheral villages of the plant. BAIF is the pioneer in the field of social service established by Manibhai Desai, a trusted disciple of Mahatma Gandhi, and functions on the Gandhian philosophy in order to generate gainful self-employment for the poor.

IPD aims at moving CSR at Rourkela from charity to sustainability mode. Along with BAIF, IPD will implement a project christened 'Parshwanchal Vikas', which is essentially an integrated tribal development project. Proposed to be implemented over a period of five years, the project will have four key activity categories –

- family-focused livelihood interventions;
- community mobilisation and capacity building;
- community/area-focused interventions; and
- women-focused interventions.

The aim of the project is to provide sustainable livelihood to the poor people living in the periphery, by direct involvement of the people at the grassroots level.

Various prototype models are proposed to be used for training and demonstrations at IPD. These models will be covering a wide gamut of agro horticulture such as fruit orchard (*wadi*), crops, medicinal plants, nursery and floriculture. Apart from this, there will also be models to demonstrate water harvesting in rural areas and facilities for demonstration of modern agricultural implements as well as vermi-composting. The

laboratory, in turn, will have state-of-the-art equipments to impart knowledge to the villagers about basic electronics, diesel pumps, two- and four-stroke engines, hand pumps, tubewells, mushroom cultivation and food processing. A separate room will be utilised for audio-visual demonstrations of the various activities carried out by RSP in the field of peripheral development.

The Field Project comprises an integrated field programme that has been taken up in 15 villages of two revenue blocks – Bisra and Kuarmunda – in the first phase. The field programme consists of two types of major interventions – community-focused and family-focused. In all 2,765 households with approximate population of 16,100, of which 88% population are from socio-economically backward classes, will be benefited by these programmes.

In order to enable comprehensive development of the participant families, the activities will cover land-based development, skills training, off-farm activities and development of the natural resources base.

Some of these activities will be extended to all the participating families, while others like the land-based activity will be based on the resources available with the family. Activities for the overall benefit of the community are the development of micro-watersheds and village common lands.

The community-focused interventions comprise formation of self-help groups, formation of village level organisations, watershed development, village common land development,

capacity building, training of project staff, field workshops, drinking water supply and sanitation, health guides and establishing agro service centers.

## **Sustainable management of natural resources**

**Land based activities:** One of the key areas of operation in this direction is, initiating preliminary operations in *wadi* and improved agriculture. The activity aims at helping the tribals to establish one-acre horticulture plantations to provide long-term sustainable income. In this system, annual crops and horticulture crops like mango, lichi, guava, lemon and cashew will be used. So far about 85 families have participated this year in 15 villages and pits have been prepared. In the ensuing monsoon, saplings and other help will be provided to develop these fields as fruit orchards.

Along with this, multipurpose trees for fodder, fuel wood and other non-wood forest products to meet fuel and timber requirement of the family will also be provided. Depending on the land and soil fertility, these species will be arranged in different agro forestry systems.

Under improved agriculture, cultivation of intercrops (food and cash crops) will be promoted on small plots and improved cultivation practices, incorporating superior varieties of rice, will be demonstrated. Treatment measures such as improving paddy field bunds will be taken up to ensure in-situ moisture conservation. Important fodder species such as stylo and multipurpose tree species like *Gliricidia* will be promoted on the field bunds as

# FOCUS



A BAIF expert explains 'wadi' cultivation techniques

**IPD is helping tribals to establish one-acre horticulture plantations of crops like mango, lichi, guava, lemon and cashew that will provide long-term sustainable income. So far about 85 families have participated in this project this year in 15 villages and pits have been prepared. Saplings and other help will be provided to develop these fields as fruit orchards**

a source of green manure for the paddy fields.

Scope for setting up of agro service centres will be assessed through meetings with the farmers and estimating input requirements in agriculture in terms of seeds, fertilisers and plant protection chemicals and for services such as hiring of implements and machinery. Steps like desilting of ponds, recharging of wells and tubewells have been taken up in a phased manner.

**Watershed management:** This mostly focuses on land and water management and community land management. Two areas have been identified in Bisra block for construction of watershed projects. These will be developed soon.

**Livestock management:** Cattle breeding and management,

management of small ruminants, fodder development and animal health are the key areas under these projects. An Artificial Insemination Centre is being set up at Dumerjor for livestock development, and a person has been trained at BAIF, Pune for this. The centre will provide services for crossbreeding through artificial insemination. Animal health services will be provided through regular vaccinations. Demonstrations will be organised on feeding and management practices.

Induction of animals and promotion of improved breeds of goat and poultry for income generation is proposed with the selected farmers to have immediate income support to the family. Demonstration of high yielding varieties of fodder and

supplementary nutrition and small plot resource use trials will also be organised with selected farmers.

**Community health:** Under these schemes, awareness camps and programmes will be organised that will focus on mother and child healthcare, sanitation and drinking water. IPD will also impart training to the villagers and peripheral development staff in the field of healthcare.

## Formation of people's organisations

**Self-help groups:** The project aims at formation of six women's self-help groups (SHGs) in the first year. Exposure and training of the SHG members will be organised, while the existing SHGs in villages will also be strengthened through their inclusion in the training and other programmes. These teams will be exposed to income generation activities such as organised collection and sale of forest products, leaf cup/plate making etc.

**Village-level organisations:** Formation of peoples' organisations will be undertaken to carry forward the development process in the villages in a participatory and transparent manner. In all, 15 VLOs will be established to ensure active participation of the community in the development process.

**Training and capacity building:** Empowerment of local people, trained staff for the project implementation and dissemination of the project will involve training on technical matters and exposure to areas with development projects being implemented under similar agro climatic and social situation.



# FY '06 net profit Rs 4,013 cr

Despite steel prices dipping steadily through most of the year and price of coking coal soaring to unprecedented levels, SAIL achieved a net profit of Rs 4,013 crore during 2005-06, the second highest since the company was established 33 years ago. The company also recorded highest-ever saleable steel production of over 12 million tonnes (MT) and total sales of 11.3 MT during the year. In addition, the company attained new heights in efficiency parameters during the year by adopting new operational initiatives.

The company's audited financial results for FY'06, which were taken on record by the SAIL Board of Directors on 25 May 2006, included the financial performance of IISCO Steel Plant (ISP) that was merged with SAIL recently. The SAIL Board has recommended a dividend of 20% on paid-up equity amounting to Rs 826 crore for the company's shareholders, including the 12.5% interim dividend paid in February 2006.

During 2005-06, in tune with the target set in its Corporate Plan 2012, SAIL operated all its blast furnaces leading to record production of 14.6 MT of hot metal (11% growth), 13.5 MT of crude steel (8% growth) and over 12 MT of saleable steel (6.6% increase). The four main integrated steel plants of SAIL operated at record-breaking 109% average capacity utilisation (saleable steel). The 3 lakh tonne operating capacity of ISP is presently being upgraded under a modernisation plan. The impressive

◆  
Record steel production,  
109% capacity utilisation  
◆  
Best-ever  
techno-economic parameters  
◆  
Turnover Rs 32,280 crore  
◆  
Total debt reduced by  
Rs 1,472 crore  
◆  
20% dividend to  
shareholders, including  
12.5% interim dividend  
◆

production performance was supported by the captive mines of SAIL meeting almost 100% requirement of iron ore, with all-time best despatches of nearly 24 MT in 2005-06.

The company continued with its strategy of utilising the available potential of existing units and optimising production of value-added products. Record continuous cast production of 7.9 MT showed a growth of 4% over the previous year. The special steels plants of SAIL also

recorded highest-ever saleable steel production of 4.27 lakh tonnes, a growth of 13% over 2004-05.

Besides substantially higher (12% increase) labour productivity of 150 tonnes per man per year, the company achieved lowest-ever coke rate as well as energy and power consumption in 2005-06. In addition to injection of alternate fuels like coal dust and tar in blast furnaces, initiatives such as maximising sinter usage, improving gas management, optimising equipment usage and controlling idle operations in the plants enabled SAIL to record best-ever overall energy consumption of 7.24 giga calories per tonne of crude steel with a reduction of 1.2% over the previous year. The company achieved its lowest coke rate ever at 543 kg per tonne of hot metal with a reduction of 1.1% over 2004-05.

Steel prices, which decreased steadily from April to December 2005, dipped to nearly 22% of the previous year's peak mainly due to decline in global prices. As a result, though SAIL achieved record sales

# SNIPPETS

of 11.3 MT during 2005-06, realisation was affected. Substantial growth was achieved in making value-added products like plates (6%), wheels & axles (6%), galvanised products (7%), CRNO steel (23%) and wire rods (11%) available in the market. For the first time, SAIL developed and supplied special steel as an import substitute for building naval warships. Rails of 260-metre length were also produced for the first time for the Indian Railways. Exports of SAIL steel increased by over 23% to nearly 5.8 lakh tonnes during 2005-06.

At the end of FY '06, SAIL's market borrowings, which reduced by Rs 1,472 crore from the previous year, stood at Rs 4,298 crore. With the company's total short-term deposits in banks exceeding the borrowings, SAIL remained virtually debt-free during the year. Interest outgo for the company was lower by Rs 137 crore during the just-concluded financial year. Procurement and sales of material through e-platforms by SAIL increased by 40% to Rs. 1,750 crore during the year.

Implementation of phase-I of

SAIL's Corporate Plan continued apace during the year. Capital schemes valued at over Rs 4,400 crore are currently under various stages of implementation. Some of the important projects under implementation include setting up a bloom caster at Durgapur Steel Plant, slab caster at Bhilai, modification of MaeWest block system at Bokaro, and rebuilding of three coke oven batteries each at Bhilai, Bokaro and Rourkela steel plants. The company is also implementing Enterprise Resource Planning across the organisation in a phased manner.

Commenting on the results achieved, Mr V.S. Jain, Chairman, SAIL, said: "The company is surging ahead on the tremendous strengths of its human resources, available infrastructure and financial strength. With the current trends of steel prices improving and price of coking coal reducing, the adverse impact on profitability will be substantially neutralised in the coming months. Envisaging higher production and productivity, SAIL is confident of meeting any competitive challenge from domestic and global players."

## New Steel Secretary



**M**r Raghav Sharan Pandey (56) has assumed office as the new Secretary in the Ministry of Steel. Prior to this posting, Mr Pandey was Secretary, Ministry of Parliamentary Affairs.

Hailing from Bihar, Mr Pandey is an IAS officer from the 1972 batch of the Nagaland cadre, and is a science graduate. During his 32-year-long career, he has handled diverse portfolios in a variety of areas, including district administration, education, industries, social welfare, personnel management, vigilance, agriculture and horticulture. He has attended training programmes in UK and USA.

## Rs 319 crore project approved

**S**etting into motion the revival and expansion of IISCO Steel Plant (ISP), the recently amalgamated steel unit of SAIL, the Board of Directors of SAIL recently accorded approval to a proposal for rebuilding Coke Oven Battery (COB) # 10 at ISP at an estimated cost of Rs 319 crore.

The COB, built in the early 1980s, was closed down in 1997. ISP needs to run two batteries simultaneously to produce 0.75 million tonnes per annum

## for ISP

(MTPA) of coke for 1 MT of hot metal production. Hence, it is crucial that rebuilding of COB # 10 be taken up and completed by 2008-09 so as to give a continuous coke supply for 1 MT of hot metal production. The rebuilding of the coke oven will also help in lowering coke rate in ISP's working blast furnace.

ISP, which was a fully owned

subsidiary of SAIL, was amalgamated with the parent company with effect from 16 February 2006. SAIL has already drawn up a major modernisation programme involving an estimated expenditure of Rs 8,017 crore to expand its annual production capacity from the present level of 0.85 MTPA to 2.5 MTPA by 2011-12. The investment plan includes upgradation and expansion of mines and collieries.

# SAIL-BCCL MoU for development of Moonidih coal mine seam

SAIL signed a memorandum of understanding (MoU) with Bharat Coking Coal Ltd (BCCL) on 27 April 2006 for development of the 16 top seam of BCCL's Moonidih mine in Jharkhand. The project envisages procurement of long wall equipment which will help to provide additional

supplies of around 0.5 million tonnes (MT) of prime washed coking coal to SAIL. Currently, SAIL sources around 4 MT of prime and medium coking coal from various subsidiaries of Coal India Ltd (CIL), mainly BCCL.

The MoU, signed by Mr S.K. Roongta, Director (Personnel)/

SAIL, and Mr P.S. Bhattacharya, Chairman & Managing Director, BCCL, is part of the ongoing efforts of the two companies to maximise indigenous supplies of coking coal in order to reduce dependence on imports. As envisaged by SAIL's Corporate Plan, the company's annual requirement of coking coal will go up to around 22 MT by 2011-12. SAIL expects that about 8-10 MT of this requirement will come from indigenous sources. Consequently, BCCL has launched a number of initiatives to maximise coking coal supplies to SAIL.

Under the MoU, SAIL will extend fund support amounting to Rs 166 crore to BCCL to enable development of 16 top seam at Moonidih. SAIL also plans to enter into a strategic partnership with BCCL in the future for development of seam 15 of Moonidih mine, Kapuria mine, etc.

Terming the MoU a "landmark" SAIL Chairman Mr V.S. Jain said on the occasion that the decision of BCCL to concentrate on increasing supplies of coking coal would benefit SAIL substantially. "We should also explore the possibility of joining hands to look at coking coal sources abroad," he added.

Mr P.S. Bhattacharya, CMD, BCCL, on his part, informed that the MoU was the first of its kind for his company which had so far received funding from CIL for its mining operations. He also said that he looked forward to similar collaborations in future.



Mr S.K. Roongta (left) and Mr P.S. Bhattacharya signing the MoU as Mr V.S. Jain (seated centre) looks on

## Steeling bullock carts

For promoting increased use of steel in the rural sector, SAIL is distributing 50 bullock carts made of steel to its plants and regions covered by its Central Marketing Organisation (CMO).

Developed by the Institute for Steel Development & Growth, which is jointly promoted by the Ministry of Steel and steel producers, the 2-tonne capacity low-maintenance steel bullock carts are lightweight, durable, environment- and all-terrain

friendly. Most importantly, the use of steel bearings makes pulling the cart comfortable for the animal.

The SAIL plants and CMO have selected suitable rural locations where the steel bullock carts would be distributed free of charge mostly to panchayat heads for use in community purposes. A part of SAIL's rural marketing initiative, this exercise will expose the rural populace to the innovative usage of steel.

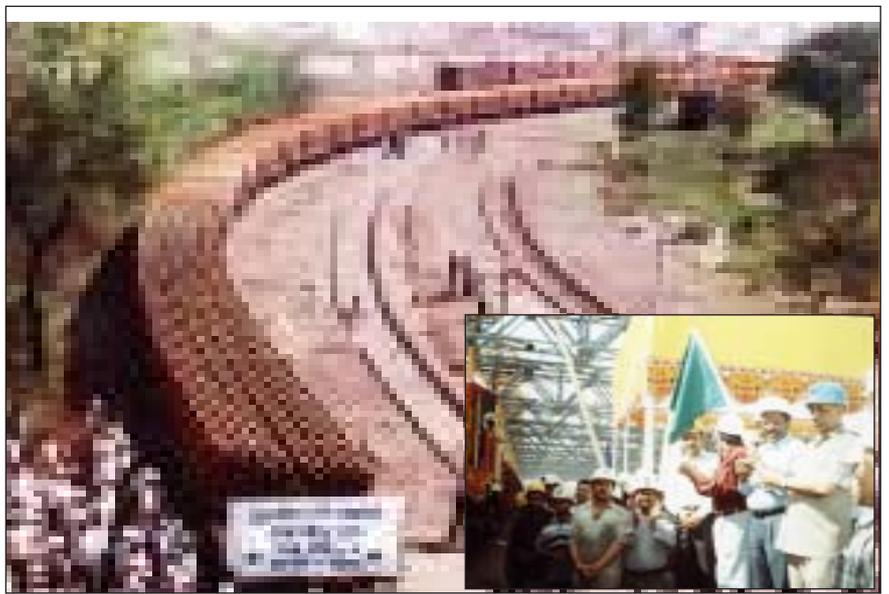
# SNIPPETS

## Plantfile

Env. Mgmt Dept of BSP has commissioned a new circuit for LD gas injection in the plant's gas holder complex. Introduced to overcome the calorific value fluctuation in the coke oven gas network and to create the potential for enhancing LD gas recovery, the project was completed with the help of CED and Instrumentation Dept with MECON as consultant. Envisaged at a total project cost of Rs 1.87 crore, cash outflow was to the tune of Rs 73 lakh only. The fabrication and erection of electrostatic precipitator, hydraulic non-return valve and gas pipeline was accomplished through internal resources.

**As an energy conservation initiative, the collective of BSP's Merchant Mill (Elect.) has installed and commissioned two highly energy efficient VVf drives for Roller Table Sec. 53 (250 kw cap.) and Sec. 28 (150 kw cap.). The VVf drives ensure additional benefits of jerkless operation resulting in improved life of equipment apart from being energy efficient and maintenance free. The drives have a low maintenance cost as compared to conventional MG sets scheme and by virtue of their design operate at V/f of 8 resulting in excellent torque characteristics.**

A 270-tonne teeming ladle was successfully revamped and rebuilt by Steel Structural Shop for SMS-I at BSP by utilising inhouse resources. Used in SMS-I in the production of molten steel, the ladle weighs 33 tonnes.



Consignment of world's longest rails being flagged off (above) by Mr R.P. Singh, the then MD/BSP (inset)

## World's longest rails from Bhilai

**B**hilai Steel Plant (BSP) has so far despatched five rakes of 260 metre rails, the longest produced by any rail manufacturer in the world, totalling a volume of 3,800 tonnes. The rails have been sent to various locations in the eastern region where the Indian Railways is laying new tracks. The destinations include Andal, Asansol, Liluah and Dhulianganga. BSP is today one of select few steel makers capable

of producing world-class long rails.

Each 260m rail panel was manufactured by welding together four 65 m rails at the Flash Butt Rail Welding Plant of BSP. The welding of long rails into panels enables reduction upto 70% in the number of weld joints per track kilometre. This results in a more comfortable journey for passengers while reducing the maintenance cost.

## Thick web asymmetric rails

**B**SP has recorded a significant achievement in product development with successful design and manufacture of thick web asymmetric rails for the Indian Railways (IR).

The profile was a long-standing requirement of IR for use in switches of high speed and heavy haulage tracks and will be useful in catering to the needs of the freight corridor that the Union Rail Minister talked about in his Rail Budget speech. The profile is produced by only a few rail manufacturers in the world and is currently being

imported by IR.

BSP's Roll Pass Design Bureau, Roll Turning Shop and Rail Mill worked in tandem through the various stages of product development and the entire exercise conducted over a period of four months saw the successful trial production of one of the toughest rolled profiles. The straightening of the rails through biplanar straightening machine fitted with modified straightening rolls completed the development phase of what will be one of the most valuable products of the plant.

# ISO certification for SAIL Corporate Vigilance



Dr Mano Ranjan (left) handing over the certificate to Mr V.S. Jain (centre) and SAIL's Chief Vigilance Officer Mr Venugopal K. Nair (right)

SAIL's Corporate Vigilance function has been awarded the prestigious ISO 9001:2000 certification by TUV India Ltd. The certification is in recognition of the high standards achieved in customer satisfaction in terms of transparency and efficiency by the department.

S A I L ' s Corporate Vigilance is the first service

department in any PSU under the Ministry of Steel to be awarded the ISO certification.

Dr Mano Ranjan, then Secy (Steel), presented the certificate to Mr V.S Jain, Chairman, SAIL, at a function held at Ispat Bhavan in New Delhi on 10 March 2006.

Almost all units of SAIL have been covered under ISO certification.

## RSP's Personnel Dept gets ISO too

The Personnel Department of Rourkela Steel Plant has received ISO 9001:2000 QMS certification from TUV India Ltd. RSP is the second plant of SAIL to bag this prestigious accreditation for personnel functions after BSP.

## JS, Steel hails Bhilai's team spirit

Mr George Elias, Joint Secretary, Ministry of Steel, was impressed by the pride that the people of Bhilai take in their plant and its performance as well as the team spirit of the workforce during his maiden visit to Bhilai Steel Plant (BSP) on 19-20 April

2006. Following his visit to the various shops and units of the plant, he interacted with senior BSP executives. Mr Elias observed that these positive factors could be Bhilai's strengths while fulfilling the objectives lined up in SAIL's Corporate Plan 2012.

## Plantfile

A team from Mech. Repair Shop (MRS) of CO&CC Dept of BSP successfully revamped a 45-year-old lathe machine by developing and generating substitutes for its damaged parts inhouse. The machine had been commissioned in 1958 for generating spares required for day-to-day maintenance activity in CO&CC equipment. The machine became inoperative after years of continuous working due to non-availability of vital spares like clutch and pinion shafts, control rod, main shaft, speed gear and rake which the original manufacturer had stopped making since 1990. The MRS team successfully developed the damaged spare items, maintaining all critical dimensions within the tolerance limit thereby saving Rs 13 lakh as the cost of a new machine.

The dia 600 mm old mixed gas line to BSP's SP-1 was badly choked and corroded and, as a result, reliability of gas supply and healthiness of pipeline was under threat. The Energy Management Dept undertook an inhouse project of laying a new gas pipeline to overcome this problem. Under this project, a total length of 370 RM of pipeline at a cost of Rs 4.58 lakh was changed in a short period of five months. The entire project was executed with no accidents and zero production loss.

## Plantfile

A system of e-mailing the electronically generated cheque forwarding memos to raw materials suppliers has been implemented in the Raw Material Accounts Section of BSP's Finance Dept. Under this system, the cheque-forwarding memo is generated online from the bill processing system by linking the cheques prepared by the Cash Section. The reasons for recovery are generated automatically from the bill processing system and shown in the cheque forwarding memo which is sent by automatically linking the party for whom the payment is made. The concerned parties immediately know about the status of their paid bills along with the reasons for recovery. The system takes care of both payments through electronic and cheque mode. The system was developed by a two-member team from Finance and C&IT.

*Using inhouse resources, the Projects Mechanical collective of RSP has revived an electric screw compressor declared beyond repair and lying idle. Earlier, while in operation at HSM reheating furnace, the compressor got damaged spoiling its chassis, side cover, canopy, etc. With the original equipment manufacturer not able to assess the exact nature of damage, the team took up the challenge to revive the compressor. All the parts were opened and serviced and complete overhauling done; required parts were fabricated and strengthened with additional support. After overhauling of all the mechanical and electrical parts, assembly and testing was carried out successfully and the equipment was declared fit for operation.*

## Delegates deliberate on ERP, MES at Bokaro

Delegates from Price Waterhouse, IBM, Oracle, Tata Consultancy Services, Wipro Tech, Honeywell Automation, Management Development Institute/Gurgaon, XLRI/Jamshedpur, Bokaro Steel Plant (BSL), Bhilai Steel Plant (BSP) and other organisations presented technical papers touching upon different aspects of Enterprise Resource Planning (ERP) and Manufacturing Execution System (MES) implementation and the common bottlenecks in the way of deriving their full benefits at a two-day all-India seminar

organised by the local chapter of the Institution of Engineers (India) recently at Bokaro.

The papers presented by the teams from Honeywell Automation, BSL and BSP emphasising the need for a seamless integration of ERP and MES and viewing them as business solutions that could be readily evaluated in terms of return on investment, had special relevance to the steel industry. Prof. S.K. Mukherjee, Vice-Chancellor, Birla Institute of Technology/Mesra, presided over the inaugural session.

## Online ultrasonic testing machine at BSP

An online ultrasonic testing machine has been commissioned in Plate Mill of Bhilai Steel Plant (BSP) to meet the stringent requirements of customers for internal soundness of plates. Scanmaster of Israel and their consortium partner, G. Tech Engineers of Mumbai, in collaboration with teams from Mills Zone of Project Dept of BSP and C E T / S A I L installed the machine at the sanctioned cost of Rs 10.37 crore. The machine is designed to inspect plates in accordance with specifications like

ASTM A578, ASTM A435, EN 10160, etc., and will facilitate 100% testing of plates and of all four edges without affecting production of the Mill. The system automatically assesses for rejection and acceptance of whole plate as per international standards.



## RSP-RDCIS joint project commissioned

A joint project of Rourkela Steel Plant and SAIL's R&D Centre for Iron & Steel for improvement in cleanliness of mixed gas for CAL and galvanising lines of CRM at RSP has been successfully implemented with four new-generation mixed gas filters being commissioned recently. Besides increasing the line speed in CAL and galvanising lines, the new state-of-the-art filters will improve mixed gas management, ensure uniform heating, better combustion and desired furnace



*The newly commissioned mixed gas filters*

temperature. Besides, it will also help in eliminating chokage, increase life of pipelines and burners and being low maintenance will have a positive impact on the cost of production.

## Sister plants benefit from shared technical expertise

Consistent improvement in lining life at Rourkela Steel Plant (RSP) has inspired other plants to utilise its expertise. RSP recently produced and despatched refractory bricks for the relining of LD converters in SMS-I of Bokaro Steel Plant (BSL). The first consignment of the prestigious Rs 2 crore order

consisting of 305 tonnes of bricks left RSP's Lime Dolomite & Brick Plant (LDBP) in March. The bricks meet the stringent quality parameters specified by BSL, including bulk density, cold crushing strength and retained carbon.

The high-quality magnesia-carbon bricks produced inhouse at RSP has led to consistent improvement in the lining life of the plant's LD converters. The highest lining life achieved in LD converters of RSP's SMS-II is a commendable 3,001 heats. A similar order for supply of one set of bricks for Durgapur Steel Plant is expected in the near future.



*1st consignment of refractory bricks being flagged off*

## Plantfile

With the combined initiative of various departments a renovated crane has been successfully installed at Slag Granulation Plant of RSP. The 10-tonne modified crane with a 3-metre cube grab bucket is now working as efficiently as a new one to fill the hoppers from which trucks get loaded. The team sourced a surplus crane at HSM and modified it entirely through inhouse resources to replace one of the two cranes at SGP that had become old and needed frequent maintenance. With the joint efforts of Crane Capital Repair, SGP, Design, Heavy Maintenance Electrical, Field Machinery Maintenance, Projects and Traffic & Civil Engineering Services, the loading efficiency of the unit has improved substantially, resulting in timely despatch and better revenue generation.

An innovative effort carried out by the CRM collective in association with Civil Engg Services at RSP has eliminated a chronic problem at the galvanising lines of CRM. During the process of squeezer rolls surface treatment, it was observed that rolls got damaged frequently and had to be discarded, much before their desired life. The high roll consumption was not only adding to the cost of production but also increased the downtime of the mill, thereby adversely affecting the production speed. Added to this due to improper surface treatment, white rust percentage was on a rise. The team identified the different causes and corrective steps were taken resulting in various tangible and intangible benefits. Apart from direct annual savings of Rs 5.6 lakh and improvement in quality of sheets, the average life of the rolls has increased significantly.

## Plantfile

The employees of Elec. wing of RSP's OBBP have improved the signal exchange facility by installing a new cable-free system. Signal exchange is now more accurate and analog signals can be handled with ease. The department collective replaced the existing control cable reeling drum facility with radio frequency controller. In case of any breakdown, locating the fault and rectification jobs were extremely time consuming as all the yard equipments were provided CCRD facility which had a 300-meter control cable. Accordingly, the RF controller was installed at stacker-3 in the base mix circuit. The entire erection and commissioning of this innovative system was carried out inhouse.

An escort crane was successfully reconditioned at the RMD zone of Field Machinery Maint. Dept of RSP. Executed at a total cost of around Rs 3.5 lakh, the reconditioning of the crane will help improve the availability and reliability of the equipment, besides catering during shutdowns and breakdown throughout the plant. Besides engine overhauling, other jobs like reconditioning of the brake system, hydraulic system, etc., and entire electrical wiring was done afresh with fitment of required lights and gauges.

The third loco in the series of locos repaired and refurbished by the Traffic & Raw Material Dept of RSP has been put to service after refurbishing. The GE 90-tonne capacity loco was lying idle in a damaged condition after many years of valuable service. The collective executed the job using inhouse resources within a short span of 45 days.

## MoS for Steel at Bokaro

Dr Akhilesh Das, Union Minister of State for Steel, appreciated the achievements of Bokaro Steel Plant (BSL) while urging the plant collective to gear up for future challenges during his maiden visit to Bokaro on 1-2 May 2006.

After viewing a detailed presentation on the facilities, performance and plans of BSL at Bokaro Niwas on the first day, Dr Das expressed his desire that BSL should significantly increase its activities towards discharging of its corporate social responsibility, especially with regard to supplying basic amenities like potable water in the peripheral villages. While visiting the various production

The next day, Dr Das held meetings with a cross-section of BSL executives, trade union representatives, Bokaro Steel Officers' Association and other interest groups. During his hectic schedule he also interacted with local media representatives and held discussions with top officials of the district administration. In all his discussions, the Minister sought to understand the various issues pertinent to the working and management of BSL.

Dr Das also visited the Udyog Kendra run by the Bokaro Mahila Samiti. He interacted with the womenfolk engaged in the manufacture of various items as well as those attending various kinds of training. He also planted a sapling at the Jawahar Lal Nehru Biological Park in the steel city to commemorate his visit.

(Left) Dr Akhilesh Das addressing the media and (below) being welcomed to Bokaro by then BSL MD Mr G.C. Daga



units of BSL, he evinced keen interest in the operational processes. In the evening, members of the Bokaro Sangeet Kala Academy presented a programme of music and dance for the Minister in the auditorium of the Training & Development Centre of BSL.





## Cost control initiatives pay rich dividends at MEL

The year 2005-06 was a year of achievements for MEL with the plant surpassing almost all previous records and establishing new milestones. Silico-manganese production at 45,025 million tonnes registered a growth of 45% over the previous financial year. Similar records were achieved in production of ferro-manganese, medium carbon ferro-manganese and sinter, net power utilisation from captive power plant and capacity utilisation.

MEL's annual performance plan for 2006-07 envisages a challenging growth of 3.5% over 2005-06.

Cost control measures at MEL paid rich dividends with savings of Rs 15.6 crore accruing from the combined plant effort. New

initiatives like adoption of layer casting for SiMn and e-procurement were implemented successfully resulting in substantial savings. Timely action taken by MEL to change the product mix in tune with the market demand also helped increase sales and reduce inventory. Correspondingly better performance of the company has helped in improving the infrastructure and welfare facilities in the plant and township.

Observing the year 2006-07, as 'Year of energy conservation' cost control efforts in the plant are being further consolidated with specific emphasis in the areas of energy conservation, waste management and mechanisation.

## RMD focuses on faster project implementation

Keeping in view that successful implementation of SAIL's Corporate Plan 2012 depends to a great extent on smooth availability of quality raw materials, especially iron ore, Raw Materials Division (RMD) of SAIL has chalked out plans to augment the production of iron ore further to meet the increased demand of the steel plants. Bolstered by its commendable performance in 2005-06, RMD is presently laying

added stress on project implementation and scouting for new pastures to meet its commitments to the Plan.

To accelerate the process and take stock of the progress in different areas of operation and projects, a meeting with the Key Drivers of RMD was held on 4 April 2006 by Mr M. Roy, ED I/c (RMD). The meeting's prime focus was on the development of South Block at Kiriburu and

## Plantfile

Structural & Fabrication Shop collective of RSP successfully reconditioned a 140-tonne hot metal car and slag car of SMS-I. The team carried out all the major jobs pertaining to the renovation and overhauling of the hot metal car and completed the entire assembly within 15 days. The modification was carried out at a cost of Rs 20 lakh as against Rs 70 lakh for a new car. Similarly, the slag car of SMS-I which had all its major components damaged except the frame, was completely overhauled and given a new look.

A team of maintenance personnel successfully repaired the main pedestal bearing of Converter # 2 of SMS-II at Bokaro which broke down on 27 February 2006, leading to production stoppage. The major challenge while carrying out the repairs was to prevent damage to the refractory lining of the converter, which had completed only 388 heats compared to an average of over 2,000 heats. Working round the clock, the team executed the various involved jobs of jacking up the more than 1,800-tonne refractory lined converter for releasing the shaft, removing bull gearboxes and planetary gearbox to replace new bearings, preparing shaft and new bearing, restoring lubrications, electrical connections and dismantled structures around the converter, etc., in a record time of 12 days. Displaying excellent team spirit, the SMS-II team pitched in with support for spares, Machine Shop for assembly of new bearings and Plant Design Dept for technical drawings. The converter is now functioning smoothly.

## Plantfile

*In a major overhaul, the rotor assembly of Coal Wagon Tippler # 1 of BSL's Coke Ovens have been replaced with a new assembly. Repaired earlier using reclaimed spares from RM&MHP tippers, the rim billet of the central disc developed structural defects after a couple of years of effective operations leading to frequent breakdowns. The new 70-tonne 15.6m long rotor assembly supplied by HEC/Ranchi was installed in an 11-day planned repair. It was executed by a joint effort involving various agencies, including the central mechanical maintenance depts, Engineering Shops, Civil Engg Dept, Operation Garage, Coke Ovens operation and maintenance and Safety & Fire Services.*

**A team of mechanical maintenance personnel from BSL's HSM successfully implemented the challenging job of repair of hydraulic AGC cylinders in the mill. The automatic gauge control hydraulic cylinders at finishing stands F9 to F12 assume critical importance as they control roll gap in microns playing a major role in maintaining strip profile of HR products within the quality parameter of  $\pm 25$  microns. The revisioning of the three spare cylinders provided for replacement at the time of commissioning in 1997 was taken up by the enterprising team. Special arrangements were made for mounting and dismounting of seals ensuring that no damage was caused either to the seals or to the body and piston of the cylinder. With help from Heavy Maintenance (Mech.) dept, the team opened the hydraulic cylinders with hydraulic torque wrench and reassembled it after successful revisioning. Their innovative efforts have ensured that the shop continues to meet the stringent requirements of its valued customers.**

Central Block at Meghahatuburu, augmentation of loading facility and making the 600 TPH crushing and screening plant fully operational at Bolani Ores Mines.

Timely implementation of projects, acquiring lease renewal and permission for greenfields are extremely crucial for SAIL as the steel plants having increased their hot metal

production will consume more iron ore in the near future, observed Mr Roy. Exhorting the Key Drivers to ensure faster action on the pending projects, he called for exhaustive interaction with the concerned state government departments to expedite the processing for long pending matters like Taldih, Thakurani and Chiria mining areas.

## Bokaro installs x-ray thickness gauge

**C**ommitted to enhancing customer satisfaction, Bokaro Steel Plant (BSL) has introduced an important technological development by fitting three x-ray thickness gauges in its Cold Rolling Mill. These machines will help improve the quality of BSL's CR products. While two of these gauges have been deployed alternately before and after the first stand of the five-stand mill to monitor the input material, the third gauge has been fitted after the final stand to assess the thickness uniformity of the Mill output. Installed at a cost of around Rs 2.6 crore, this new

facility through highly accurate and continuous measurement and prompt feedback, is slated to bring about substantial improvement in the CR products coming out of TM-2.

Supplied by Global Gauge Corporation/USA, the new system was installed by Empire Industrial Equipment/Kolkata with teams from Projects and CRM of BSL playing a key role in ensuring minimal disturbance to Mill operations. The shutdowns for completing the project were minimised to two days for each stand at the time of commissioning only.



*The new x-ray thickness gauge machine*

## Chairman lauds VISL collective

Mr V.S. Jain, Chairman/SAIL, formally inaugurated the LRF-IV facility at VISL's SMS recently. The facility was created indigenously to increase liquid steel production.

During his visit to the plant Mr Jain visited the upcoming new Oxygen Plant site and discussed in detail about the progress of the project with VISL officials and representatives of the agency contracted to build the plant. Later Mr Jain held detailed discussions with Mr H.K. Roy Choudhury, ED/VISL, and senior officers to take stock of the plant's performance.

Appreciating the VISL

collective for entering the profit zone for the first time after over two decades with their concerted efforts, Mr Jain called on to improve quantum of profits. He emphasised the need to take immediate steps to reduce coke consumption, envisage drawing of power from sister plants to reduce cost, explore power plant installation simultaneously with coke oven battery installation on BOO basis for uninterrupted power supply, and to enter into long-term agreement with NMDC for supply of iron ore.

Mr Jain also held discussions with office bearers of both VISL-OA and VISL-WA.

## SAIL provides uniforms, chairs for blind school children

As part of the company's social welfare initiative, the Northern Region Marketing office of SAIL provided 600 uniforms and 100 chairs for use by visually impaired school children at a function organised by the Blind Relief Association (BRA), New Delhi at the latter's premises on 4 April 2006. The Association runs a senior secondary school, teachers training programme, computer training centre, as well as vocational training courses on stationery, book binding, candle making, etc. The Association also provides boarding and lodging to 300-350 visually impaired students as part of its rehabilitation programme.

While handing over the items, Mr Sushim Banerjee, Regional Manager, SAIL CMO, appreciated the work being done by the BRA

to ensure that the visually impaired are not marginalised and are provided social and economic rehabilitation. He said that SAIL, through its effort to support such noble initiatives, is also fulfilling its objective of becoming a part of everybody's life in society.

SAIL, which has been ably fulfilling its social responsibilities ever since its inception, undertakes wide-ranging welfare activities as part of its corporate social responsibility initiative at its plant/unit locations across the country round the year.

Among those present on the occasion were other senior Marketing executives of SAIL and office-bearers of Blind Relief Association. Candies and chocolates were also distributed among the children present at the function.

## Plantfile

BSL's Electrical Repair Shop collective have successfully fabricated a stripping machine with inhouse resources to boost its productivity. Faced with high acquisition cost of around Rs 5 lakh coupled with uncertain lead-time in procurement of the machine from the open market, the dept accepted the challenge of fabricating the machine and completed the job within four weeks, two weeks ahead of the scheduled time.

Forge Shop has recently fabricated a higher capacity rolling tong completely with inhouse resources. It has replaced the dept's old and worn out tong of the 5-tonne hammer. Capable of handling jobs of higher diameter, this innovation has opened a host of opportunities for manufacturing crane wheels and other spares in different sizes in BSL through the upsetting technique and reducing dependence on external procurement.

By using internal resources and partially through local outsourcing, a dedicated team from DSP's Elect. Repair Shop, Heavy Maintenance (Mech.) and BBM (Elect.) carried out the critical job of repairing the armature of the 3,000 HP 800 volt DC motor. The bottom motor armature of the 42-inch main drive at Blooming Mill which is driven by two DC motors failed in July 2005. Replacing it with a spare, the enterprising team took up the job of repairing and changing of the more than 50-tonne armature which included the critical commutator.

# SNIPPETS

## Plantfile

An innovative decision taken by DSP's SMS collective saved a beat worth Rs 20 lakh by preventing the recycling of beat. On 15 February 2006, beat no. 413386 in B-Shift planned for R19/93 type steel used in the Wheel and Axle plant was to be taken for recycling due to changes in chemical composition. To offset the costly processing time, a quick decision was taken to add about 10 tonnes of blown metal from the converter to compensate for the chemical composition changes. The beat was further treated in the VAD for getting the right composition, yielding a satisfactory 62 numbers of okay ingots.

**A pump was refurbished and modified by the Gas Cleaning Plant (Mech. Maint.) collective to suit the desired technical requirements at DSP's BF Pumphouse # 1 utilising about Rs 6 lakh worth of idle assets. The team retrieved an idle pump and successfully installed a suction valve, NRV, delivery valve and made a new base for the placement of the different type motor.**

Crucial modifications and alterations made by BF (Mech. Maint.) team in the cradle fixing of DSP's metal side-1 of BF # 2 has delivered immense benefits in the stopping of delays, increasing productivity and independence from support of outside agencies. The team dissected the cradle into three pieces and dismantling of the bearing block assembly was done in a phased manner, as its size coupled with metal build up and hazardous and confined conditions of the workplace made its fixing very challenging.

## National media team visits DSP

A seven-member team comprising correspondents from major newspapers of the Capital visited Durgapur Steel Plant (DSP) on 8-9 May 2006.

On the first day, the team visited different units of the plant, including the upcoming bloomcaster site at SMS. The correspondents took keen interest in the various manufacturing operations. In the afternoon, they visited the various CSR work

areas sponsored by DSP in surrounding villages. The journalists interacted with the beneficiaries of two projects – children residing in the Handicapped Happy Home and the villagers of Hetadoba who have been provided sanitary toilets. They also appreciated the work being done in collaboration with the local Vivekananda Prachar Samity to provide



Above & below: The visiting journalists at the home for handicapped children

education and vocational training to children and women from the lower economic strata.

The two-day visit concluded with a presentation on the plant's performance and future plans at MD's Conference Hall the next morning. Mr S.K. Roongta, then Dir (Pers.)/SAIL and MD/DSP, pointed out the various advances made by DSP in the past few years and replied to the



journalists' queries on market conditions and the role of the plant in transforming the Durgapur-Asansol belt as the biggest steel hub of India's eastern region. The journalists also visited Santiniketan.

## TQM initiatives reviewed

A two-day workshop for Total Quality Management (TQM) heads / Management Representatives (MRs) of the different SAIL plants/units was organised by SAIL Corporate Quality Group at Ispat Bhavan, New Delhi on 21-22 March 2006.

The first day was dedicated to a presentation on Six Sigma by GE. The meeting of TQM heads/MRs held on the second day was inaugurated by the then ED (Corporate Planning), Mr V. Shyamsundar. In his address, Mr Shyamsundar emphasised the need for elimination of system delays while attending to customer complaints.

All the plants/units made presentations highlighting the tangible benefits and TQM initiatives of their respective units alongwith best practices and future plans. It was learnt that TQM initiatives like Six Sigma, Benchmarking, Business Excellence Model, ICS model under ISO:9000, OHSAS 18000, SA 8000, etc., are in different stages of implementation in the plants/units. A CD was presented to all the participants for

communicating the best practices to their respective units.

Chairing the interactive session that followed, Mr S.K. Roongta, then Dir (Pers.)/SAIL, urged that the best practices of each unit should be propagated amongst all SAIL units, and internal benchmarking adopted. Desiring that 2006-2007 be observed as the 'Year of internal benchmarking' for SAIL plants/units, he stressed that best practices should be compiled in all steel plants covering all areas like production, maintenance, township, stores, housekeeping, etc. The Corporate Quality Group would drive the benchmarking exercise, he said.

Among the decisions taken at the meet were the following:

- MRs of plants to be involved in quarterly meetings with CO and CMO for better understanding of customer expectations and faster settlement of customer complaints.
- Areas not yet covered by ISO 9000:2000 QMS in plants to be identified and brought under a firm schedule for implementation of the same.

## Plantfile

**A group of employees in Kiriburu Iron Ore Mines of RMD with their concerted efforts have brought significant improvement in day-to-day operations. The team introduced a new conveyor to carry iron ore fines to utilise the free space on the left side of the reclaimers, thereby helping to store nearly one lakh tonnes of material and ensure consistent loading and more effective blending of fines. Previously stocking was possible only on the right side as there was only one conveyor system in operation.**

*A problem in loader interlock cable has been rectified by a team of enterprising employees from KIOM. As a spare cable was not available, the group used modified cable salvaged from an old installation and restored the cable which had got damaged. All the earlier problems faced like improper loading, spillage and jamming has been solved with no more operational delays now.*

**A leaking bellow unit in BF Cauvery at VISP was rectified using inhouse resources. Bellow assembly, a unit which transfers hazardous BF gas to gas cleaning plant had started leaking due to damage leading to safety hazards. Based on sketches provided by BF (Mech.) collective, a bellow was procured and various required associated work like fabrication and welding was done with the help of Structural Shop. The enterprising team replaced the bellow assembly with the help of a 108 ft boom crane, in a record 5 shifts against the envisaged 9 shifts. The mammoth task was completed with the joint efforts of Safety, Operation, Structural shop and Electrical Depts.**



*The meeting in progress*

# SNIPPETS



**S**AIL put up a beautiful display titled 'Made in India, Made for the World' at the Hannover Trade Fair, considered to be the world's largest exhibition, held in Hannover, Germany from 24 to 28 April 2006. India was the partner country in this trade fair at the Hannover Messe fairgrounds after a gap of 21 years. The Engineering Export Promotion Council (EEPC) sponsored by the Ministry of Commerce, Govt of India organised the huge India Partner Country Pavilion in Hall # 6 of the fairground where SAIL had put up its display.

Over 5,000 companies from more than 60 countries participated in the exhibition that was spread over an area of 154,800 sq. m. and attracted more than 150,000 visitors from all over the world. Indian fashion

and music shows formed part of the evening programmes held during the exhibition.

Ms Angela Merkel, the German

Chancellor, formally inaugurated the trade fair on 23 April 2006 at a grand ceremony held at the Hannover Congress Centre. The



Prime Minister of India, Dr Manmohan Singh, was the guest of honour on the occasion. Scintillating laser shows and Indian and western dance performances were the highlights of the show.

Ms Merkel and Dr Singh jointly inaugurated the India Partner Country Pavilion on 24 April 2006. They went around the various stalls and reviewed the displays. Dr Singh was accompanied by a delegation that included Mr Kamal Nath, Union Minister for Commerce & Industry, Mr Kapil Sibal, Union Minister for Science & Technology and Ocean Development and Mr Ashwini Kumar, Union Minister of State for Industry, plus around



*View of the fairground with the official logo of the fair revolving at the top of the structure in the background*



800 other Indian government officials and industry representatives.

The SAIL pavilion stood out amongst the other Indian displays on account of its impressive design and informative panels that helped exhibit the company's wide spectrum of steel products catering to different market

segments. SAIL's Corporate Plan 2012 was also highlighted in detail. The beautifully laid out stall with huge product photographs and relevant captions and text in English and German, impressed visitors. The SAIL corporate film, subtitled in German, was screened continuously.

In order to facilitate information dissemination, a bilingual booklet containing information on SAIL, its products and their usage was distributed to the visitors. Customers of steel who visited the SAIL pavilion were provided all information and their queries answered to their satisfaction.

"Excellent display," commented Mr B.S. Yediyurappa, Deputy Chief Minister, Government of Karnataka, who visited the SAIL pavilion. "Beautiful stall," was the statement made by Martin Ciupek, Editor, VDI Nachrichten, a German weekly on technology and economy. 



*One-to-one business interaction with a visitor at the SAIL pavilion*



*Prime Minister Dr Manmohan Singh handing over the trophy and cheque to Mr V.S. Jain and Mr R.P. Singh (2nd & 3rd from right)*

## PM's Trophy comes to Bhilai yet again

**B**hilai Steel Plant's superlative performance on all fronts, particularly in the area of industrial relations, technological upgradation and human resource management, during 2003-04 and 2004-05 fetched it the prestigious Prime Minister's Trophy for Best Integrated Steel Plant in the country once again. Prime Minister Dr Manmohan Singh presented the two trophies, citation scrolls, certificates and cheque for Rs 1 crore with each trophy to Chairman, SAIL Mr V.S. Jain and then MD, BSP Mr R.P. Singh at a function in Visakhapatnam on 20 May 2006.

At the same function, the PM's Trophy for 2001-02 was given to Tata Steel while RINL received the Trophy for 2002-03 for effecting a big turnaround in its fortunes and wiping out all losses. The citation for each award was read out by Dr Mano Ranjan, Secy (Steel)/GoI.

BSP now has the unparalleled distinction of being the only steel plant in the country, public or private, to have been honoured with the PM's Trophy seven times out of

the 13 times it has been awarded since it was instituted. BSP remains a leader amongst Indian steel plants in production, productivity and financial performance. It has consistently operated above rated capacity and its carbon rate in blast furnaces is amongst the lowest in the country. SAIL's flagship plant, Bhilai Steel Plant has been adjudged as the best performing steel plant in the country for 2003-04 and 2004-05 for its excellence in spheres of production, techno-economics, R&D efforts and product development, human resource management, employee motivation, environment management, quality as well as execution of its corporate social responsibilities.

Congratulating the steel producers who had been honoured, the Prime Minister said steel is a symbol of the level of industrialisation in the country. Stating that we have to rationalise our policies with regard to natural resources like iron ore, coal, etc., the Prime Minister said it is time we thought of a "connective infrastructure" for steel producers. Dr Singh concluded by

saying that to fulfill our responsibility to give our children a better future, we have to ensure that we take all measures to protect our environment. More and more investment should therefore be made for environment protection.

Union Minister for Chemical & Fertilisers and Steel, Mr Ram Vilas Paswan, who presided over the function, said in his address that steel is the foundation on which the progress of any nation takes place. Stating that we are headed for 11% growth in domestic demand for steel, he remarked he was confident that the target of 110 MT steel production by the year 2020 would be achieved. While the private sector too has to play a role in achieving this target, both SAIL and RINL's present capacity would have to increase three-fold, he pointed out. Announcing the setting up of an R&D Centre for Steel in Hyderabad at a cost of Rs 50 crore, Mr Paswan said this would help the Indian steel industry considerably.

Earlier, Mr Shivsagar Rao, CMD/RINL, welcomed the assembled dignitaries. Chief Minister of Andhra Pradesh, Dr Y.S. Rajasekhara Reddy also addressed the gathering. Dr Akhilesh Das, Union Minister of State for Steel, proposed the vote of thanks.

Bhilai Steel Plant made history in production in the last financial year 2005-06 by becoming the first steel plant in the country to surpass the 5 million tonne (MT) mark in hot metal production and the only steel plant to cross the 5 MT mark in crude steel production. The plant has provided the 260 m long rails to the Indian Railways and special steel plates for manufacture of aircraft carriers

for the Indian Navy. BSP has also developed and supplied corrosion-resistant rails to Railways for coastal areas and plates for manufacturing water pipelines for Godavari & Krishna water projects in Andhra Pradesh.

Redefining boundaries of performance in the Indian steel industry, BSP has achieved continuous reduction in energy consumption and consistent improvement in the quality of products, especially Rails and

Heavy Plates. The plant is also the leading exporter among SAIL plants. In addition, BSP has distinguished itself in human resource development, industrial relations, manpower productivity, technological upgradation and environment management. Bhilai has also taken the lead among the SAIL plants in installing business re-engineering processes like Enterprise Resource Planning, Knowledge Management and Six Sigma.



## QC excellence award for DSP's *Brahmas* team

Quality Circle team *Brahmas* from Durgapur Steel Plant bagged the prestigious Award of Excellence in the National Convention of Quality Circles held at Ernakulam recently. The award was in recognition of their project 'Huge time loss and safety hazard during long travel guide roller changing in cantilever crane'. The project accrued a total cost savings of Rs 23 lakh.

The group tackled the problem of frequent damage to the guide roller bearing at SMS which made the cantilever crane completely immobile leading to a minimum loss of 5 heats every year because of ladle

unavailability. The team members devised a system of changing the guide rollers through an innovative modification. A new detachable bracket assembly was designed and fabricated with available resources by the group and attached by fixing M30 high tensile bolts through compatible flanges. Equal load on each of the rollers were adjusted by inserting packers between the flanges facilitating easy and quick changing of the roller bracket with the help of hoist. By their ingenious efforts roller changing time got dramatically reduced to only 40 minutes from 8 hours.

# AWARDS

## BSP gets CII Sustainability Prize

**B**hilai Steel Plant of SAIL was honoured with the Prize for Independent Unit category of the first-ever 'Sustainability Awards' instituted by the Confederation of Indian Industry (CII). Union Minister for Industry & Commerce, Mr Kamal Nath presented the award to Mr R.P. Singh, then MD/BSP, at a glittering function held at Hotel Taj Palace on 19 April 2006 on the occasion of the CII's annual convention.

The Sustainability Awards have been instituted by the CII to recognise and reward excellence in social, economic and environmental performance of companies operating in India in the area of sustainable development. The essence of the award is to recognise companies that are growth-oriented and financially successful while demonstrating or progressing towards laudable economic, social and environmental practices. Bhilai was adjudged the best individual operating unit in the country by the CII for the award.

Seven times winner of the Prime Minister's Trophy for best integrated steel plant in the



*Mr R.P. Singh (left) receiving the award from Mr Kamal Nath*

country, BSP has consistently promoted sustainability by "creating value for all its stakeholders, enhancing profitability, delivering world-class products, reducing cost of production, increasing operational efficiencies, contributing to a flourishing environment, propagating the culture of learning amongst employees and providing services to the community for social development of the region (Chhattisgarh)", said Mr R.P.

Singh while receiving the award. BSP was also the first steel plant in the public sector to prepare and publish its *Corporate Sustainability Report* for 2004-05, the MD informed.

Since inception, the plant has been proactively involved in satisfying the social concerns of its operating environment. To meet the goals of social responsibility, BSP has provided educational support to more than 35,000 students through 51 schools and 1,300 teaching staff. The plant provides high-class medical services to more than 12 lakh patients in the region every year through its 1,000-bed hospital. BSP has also taken effective measures in the areas of resource and energy conservation, pollution prevention, waste reduction, etc. A consistent financial achiever, BSP supports 194 ancillary industries in the region with orders worth up to Rs 85-100 crore annually.

## RMD mines win awards galore

**T**he mines of Raw Materials Division bagged several prizes under different categories in the Mines Environment & Mineral Conservation Week 2005-06 organised in different regions under the aegis of Indian Bureau of Mines. The weeklong programme included evaluation of publicity and awareness programmes, waste dump

management, reclamation and rehabilitation, etc., and various competitions.

Barsua Iron Ore Mine, Kalta Iron Ore Mine and Bhawanathpur-Tulsidamar Mines walked away with several prizes in different categories. In overall performance Gua Ore Mines was adjudged second among the 'A' category fully mechanised mines.

## SAIL bags national award for innovative training practices

The National Award for Innovative Training Practices was presented to SAIL at a function held on the occasion of the 36<sup>th</sup> National Convention of the Indian Society for Training & Development held in Mumbai recently. Mr R.K. Sarangi, ED (HRD)/MTI, received the award consisting of a trophy and a citation on behalf of SAIL.

The other main contenders for the award included ONGC, Indian Oil Corp., Singareni Collieries, Essar Gujarat Ltd, LIC, IFFCO, etc.

The winner was adjudged on the basis of an all-India competition held in New Delhi in July last year. A two-member team from Management Training Institute at Ranchi comprising Dr Ashok Kumar, GM (HRD), and



Mr R.K. Sarangi (centre) receiving the award

Dr T. Ghoshal, AGM (Acad.), had made a presentation focusing on innovative training practices

related to planning, designing, executing and assessing training programmes in SAIL.

## Greentech Safety Awards for BSP, BSL

Bhilai and Bokaro Steel Plants of SAIL were awarded the Greentech Safety Silver Award-2006 by Greentech Foundation/New Delhi at a function held in Hyderabad on 8 April 2006. BSP won the award in the Mining & Metallurgical category while BSL bagged the award in the Mining & Metals sector. Mr S.K. Jain, ED (W)/BSP, and Mr D. Mahata, GM (S&FS)/BSL, received the awards from Mr G. Vinod, Andhra Pradesh Minister for Labour & Employment, on behalf of their respective plants.

Bhilai has earlier won the Greentech Safety Award in 2003

for the Steel sector, in 2004 under the Metallurgical sector and in 2005 in the Mining & Metal category. Bokaro was given the award for 2006 for its wide-ranging initiatives to ensure a safe working environment.

## CII Productivity Awards go to Bokaro steelmen

Two teams from Bokaro Steel Plant bagged the coveted CII (Eastern Region) Productivity Award. The group from Power Engineering Brigade won the award for their project 'Process of extracting, repairing and re-installing the blades of blower

stator, replacement of air labyrinth seals and dynamic balancing of blower rotor'. The team, comprising Mr R.P Singh, Mr Deepak Roy, Mr K.B. Pandey, Mr B.P. Barnwal, Mr S.K. Sinha, Mr R. Prasad, Mr Ramadhar and Mr C. Mahto, accomplished this assignment under the leadership of Mr A. Roy, DGM.

Electrical Repair Shop of BSL bagged another Productivity Award for executing two projects – 'Coil graphic technique for repair of HT motor' and 'Changing of supply lead's star point key vice-versa to enhance HT motor line'. Led by Mr RV Suman, DGM, this group included Mr V.K. Roy, Mr M.D. Mahto, Mr Irfan Ullah, Mr K.D. Yadav, Mr R.N. Sharma, Mr R.B. Thakur, Mr S.R. Bhagat, Mr R.B. Sa, Mr B.C. Singh and Mr R. Roy. ◆

# Man with the Midas touch

*'A leader's job is to look into the future, and to see the organisation not as it is but what it can become'*

The statement aptly describes Mr Virendra Singh Jain, who relinquished charge as SAIL Chairman on 31 July 2006 on superannuation. His tenure in SAIL coincided with the most vigorous swings in the steel business cycle and included the traumatic period when the steel industry's fortunes plummeted to abysmal levels. Again, he was a member of the team that scripted a grand revival plan for the company. To cap it all, as the Chairman of the organisation, he steered the resurgence of SAIL, leading to one of the most dramatic turnarounds in Indian corporate history. The company wiped out all accumulated losses at one go and not only touched hitherto unknown heights in net profit but was also set on a track of sustained profitability during his chairmanship. Today, riding the upswing in the market and beefing up efficiency through sustained efforts, SAIL is set to retain its leadership in an expanding steel market and remain among the topmost profitable Indian enterprises.

A gentleman and excellent manager, soft-spoken, keenly observant and effective communicator, a finance wizard and exemplary business leader, Mr Jain belongs



to the rare class of visionary CEOs who carved a niche for themselves and the organisations they captained with dexterity and unflagging zeal. Eyes set on the distant shore, Mr Jain steered SAIL out of deep waters, charting a fresh course and making the organisation a force to reckon with in the Indian industrial firmament.

When he assumed charge as Chairman in October 2002, few people had anticipated the metamorphic changes awaiting the fortunes of the company. Responding to his clarion call to "harness the full potential of existing assets", the SAIL collective rose as one to take up the challenge. Mr Jain's inspiring leadership, concerted cost-cutting drive and a well-laid plan to ensure long-term competitiveness in a volatile market

played a pivotal role in the company's revival and, subsequently, record-breaking performance. People who had written SAIL off at one time now sat up and started taking note of the company's activities.

In 1997, when the Indian steel industry faced the beginning of a five-year-long recession, SAIL embarked on a turnaround and transformation plan to pre-empt the consequences. Mr Jain, then Director (Finance), was one of the main architects of SAIL's plan for financial and business restructuring. He helped orchestrate the entire exercise, right from the formulation of the plan to obtaining the Government's approval in February 2000, and played a vital role during its implementation.

Slowly and gradually, things began to fall into place, propelling the steady revival of fortunes for SAIL. It was an uphill journey, but SAIL's never-say-die attitude succeeded. Implementation of the restructuring programme yielded encouraging results. By adopting a prudent financial policy, SAIL was able to reduce its debt burden, and the cash-deficit company was transformed into a cash-surplus one. Non-core assets were successfully hived off, manpower rationalised, marketing wing revamped and other path-breaking initiatives, including unrelenting cost management, chipped in to bring success on all fronts.

Simultaneously, at the micro level, Mr Jain studied the condition and needs of each and every unit of the organisation and evolved individual plans of development for them. "Other than Bhilai Steel Plant, all the units of SAIL were experiencing financial stress," he recalls. "Then there were bottlenecks of all kinds – operational, logistical, procedural. Each problem had to be tackled differently, keeping in mind the overall improvement of the whole organisation. Though there were occasional hiccups, sometimes straining our resources to their limits, eventually we were able to achieve success in our endeavours through commitment and single-minded dedication."

The hurdles sometimes threatened to shake up the foundation, so astutely built through meticulous planning and committed efforts. For instance, a sudden coking coal supply crisis threatened to cripple the SAIL plants. But inspired by the SAIL chief's guideline – "We are now north-bound, and there's no looking back" – prompt measures to identify and introduce alternative fuel injection systems followed. To avert such crises in future,



**15 May 2003:** Mr Jain (extreme right) with President A.P.J. Abdul Kalam and then Steel Minister Mr B.K. Tripathy at a shopfloor in RSP



**1 January 2005:** Looking on along with the Steel Secretary Dr Mano Ranjan as Union Steel Minister Mr Ram Vilas Paswan presents a cheque from the Steel Ministry for tsunami relief to Prime Minister Dr Manmohan Singh



**10 January 2006:** Receiving the SCOPE Award in Special Turnaround category from Vice-President Mr Bhairon Singh Shekhawat while Union Heavy Industries Minister Mr Santosh Mohan Deb looks on

measures were initiated to diversify the supply base and gain access to coal supplies through joint ventures. Some of the initiatives were steps into the future. MoUs signed with GAIL and BHP Billiton and strategic alliance with KIOCL were steps which spelt a departure from the traditional



**20 August 2005:**  
 Receiving a Good Corporate Citizen certificate from Rajiv Gandhi Foundation Chairperson Mrs Sonia Gandhi for donating motorised triwheelers 'Bingo' for the disabled; (right) With one of the beneficiaries of the scheme



way of thinking.

A great leader helps to shape the mindset of his people, channelising it in the right direction. The full potential of the SAIL collective was thus harnessed and it was motivated to deliver record-breaking performances. As one target was achieved, a higher one was set, in keeping with Chairman's philosophy that "there is no peak in achievement. When you reach a peak, there is another still higher to be scaled".

SAIL went on to register significant profits in the last three years. The company's shareholder value increased by more than Rs 30,000 during the period. The tables alongside tell the SAIL success story in figures.

The chief architect of SAIL's turnaround, Mr Jain espoused sound financial management as the key to organisational success. Prudent financial planning, faster decision making, judicious allocation of resources, stringent cost reduction efforts and rightsizing of manpower were the thrust areas for him. Mr Jain stressed that annual target setting should be done keeping a realistic perspective and without shying away from challenges. This has led to a subtle change in the mindset and attitudinal reorientation of the workforce. An innovative communication programme and humane HR

practices spearheaded by Chairman also had their impact.

The SAIL chief, however, prefers to attribute achievements to the unrelenting efforts of the SAIL collective: "The entire credit for the spectacular turnaround of the company goes to the SAIL collective, which showed resilience, adaptability and extraordinary focus on the tasks at hand. We were thus able to set new targets and surpass them," Mr Jain told SAILNews.

As its efforts paid rich dividends, the company gained greater recognition with a stream of awards. The SCOPE Gold Trophy for Excellence & Outstanding Contributions to Public Sector Management (2004-05), PM's Trophy, ICWAI's National Award for Excellence in Cost Management (2003 & 2004), SCOPE Award in the Special Turnaround category for 2003-04, STD-FICCI Award for Excellence in HR Practices (2004), Golden Peacock for Innovation, Greentech Award, among others, were bestowed on SAIL and its units one after another.

The achievements also earned accolades from the company's stakeholders and the success story of SAIL was acknowledged widely across the country. Market analysts held SAIL's performance in high esteem. The stock market responded in tune with the growing strength of the ace Navaratna. SAIL paid highest-ever dividend of Rs 1,170 crore

| <b>Physical performance</b>  |                           |                            |  |
|--|---------------------------|----------------------------|--|
|  | <b>2001-02</b>            | <b>2005-06</b>             | <b>%age growth</b>                                 |
| Hot metal production   | 12.2 MT                   | 14.6 MT                    | 20   |
| Saleable steel production  | 9.7 MT                    | 12.1 MT                    | 24   |
| Production through concast   | 6 MT                      | 7.9 MT                     | 32   |
| Energy consumption   | 7.74 Gcal/tcs             | 7.24 Gcal/tcs              | 6  |
| Coke rate  | 570 kg/thm                | 543 kg/thm                 | 5  |
| BF productivity  | 1.4 t/m <sup>3</sup> /day | 1.46 t/m <sup>3</sup> /day | 4  |
| <i>(MT= million tonnes; Gcal/tcs = giga calories per tonne of crude steel; thm = tonne of hot metal)</i> |                           |                            |  |
| <b>Financial performance</b>   |                           |                            |  |
| <i>(In Rs/crore)</i>   |                           |                            |  |
|  | <b>2001-02</b>            | <b>2005-06</b>             | <b>Improvement</b>                                 |
| Sales turnover   | 15502                     | 32280                      | More than double                                   |
| Net profit   | -1707                     | 4013                       | 13038 (cumulative profit in last 4 yrs)            |
| Interest charges   | 1562                      | 468                        | Approx. 1100 reduction                             |
| Borrowings   | 14019                     | 4298                       | 9700 + 6300 cash deposit (virtually debt-free co.) |
| Debt-equity ratio  | 6                         | 0.35                       |  |
| Net worth  | 2252                      | 12386                      | 10134  |
| Dividend   |                           |                            | 2189 paid during last 2 yrs                        |



**20 May 2006:** With Mr Ram Vilas Paswan and Union Minister of State for Steel Mr Akhilesh Das (extreme right) at the PM's Trophy function in Vizag



**13 February 2004:** Receiving the ICWAI national award for Excellence in Cost Management from then Union Labour Minister Mr Sabib Singh Verma

to the Government on 2 October 2005. The company announced its status as virtually debt-free, considering the deposits in hand exceeding outstanding debts.

Mr Jain's blueprint for strengthening SAIL also emphasised the need for consolidation, in tandem with the global trend. Among the measures taken in this direction has been the amalgamation of IISCO with SAIL. A visionary step and the harbinger of future growth for the company, "(The merger) spells a major move to bring synergy in operations of SAIL and IISCO, now IISCO Steel Plant (ISP). While ISP can take advantage of SAIL's financial strength for funding its modernisation and expansion and the expertise in its human resource pool, SAIL has access to ISP's mines and collieries," in the words of Mr Jain.

Moreover, modernisation had been eluding IISCO, one of the oldest Indian steel plants and a SAIL subsidiary since 1979, for long. The amalgamation ultimately made it a reality. A concrete plan to modernise and expand ISP, now under implementation, includes major investments in mines and collieries to build a strong raw material base for the organisation. Other mergers on SAIL's anvil include MEL (a subsidiary), companies like NINL

## Words that inspired action

### ● Let's upturn the downturn

The clarion call given by Mr Jain on taking charge as Chairman in October 2002. The SAIL collective rose as one to take up the challenge and make it a reality in the last quarter of 2002-03 itself.



### ● 10% more through optimum use of resources

Cost of saleable steel production was maintained at the same level for more than five years through the harnessing of full potential of existing assets.

### ● North-bound and no looking back

Though SAIL was in the red in 2002-03 on a full-year basis, the company achieved net profit in the last quarter. Chairman urged the SAIL collective to take the successful take-off into a long-term trajectory. In 2003-04 itself SAIL achieved a record net profit of Rs 2,512 crore.



### ● Get set for the fast track

In January 2004, Chairman asked the SAIL collective to prepare for intensified market competition resulting from increase in steel demand by China. He called for higher production of quality steel and, anticipating another record-breaking performance for 2004-05, set the tone of operations for the year.



### ● A new wind in our sail

Euphoric over achievement of Rs 6,817 crore net profit in 2004-05, Chairman said: "Let us take advantage of the momentum and drive ourselves harder to achieve higher levels of growth..." SAIL recorded growth in all physical parameters the next year.

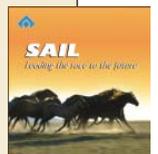


### ● There is no limit to human potential

At one time, Bhilai's Rail Mill found it difficult to meet an annual target of 5 million tonnes. The same mill produced over 7 million tonnes of rails. There are many such achievements in SAIL's chronicle, inspired by the Chairman.

### ● Leading the race to the future

Consolidation, a faster pace of adaptation to new technologies and further improvement in efficiencies will ensure that SAIL remains the market leader, Chairman told employees in January 2006. Indications are that this will also be prophetic.



# SPOTLIGHT

in Orissa and BRL in Jharkhand, and takeover of NISCO in Bengal.

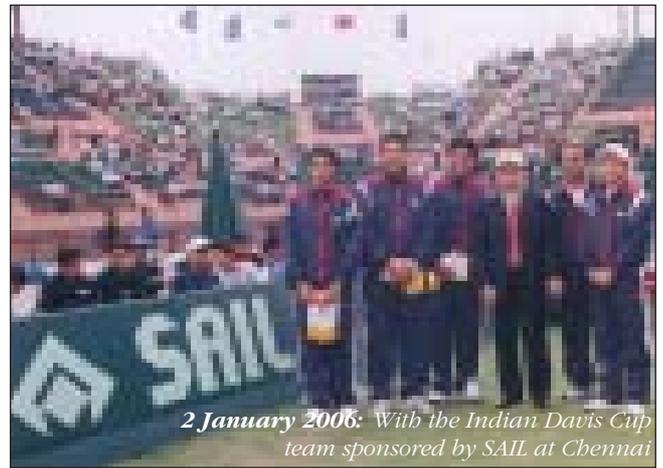
Having put the company firmly on the fast track of growth, Mr V.S. Jain has drawn a roadmap for the company to reaffirm SAIL's leadership in a resurgent domestic market. SAIL's Corporate Plan 2012, drawn under his guidance, has put the company on a sustained growth trajectory. Mr Jain has identified the key strategic direction under the plan as:

- Retaining market leadership in domestic steel industry
- Enhancing market share in the growth segment
- Improving profits by cost reduction and high value added products
- Achieving excellence in quality across the value chain
- Securing availability of key raw materials and alleviating infrastructure bottlenecks

The Corporate Plan designed to take the company's hot metal production capacity to 22.5 million tonnes at an estimated investment of around Rs 37,000 crore involves massive mobilisation of resources and managerial ability. Realising the magnum of efforts required, Mr Jain repeatedly emphasised on the sense of urgency and the need for speedy decision-making. The plan has thus made excellent headway in a short time. Capital

schemes valued at around Rs 6,000 crore are now under various stages of implementation. A very recent step has been to set achievement of the target one and a half years earlier than planned.

Mr Jain has been the guiding spirit for the organisation to adopt a work culture exuding a l l - r o u n d efficiency and professionalism. Organisational



2 January 2006: With the Indian Davis Cup team sponsored by SAIL at Chennai

priorities were continuously communicated to the company's stakeholders through various channels. To beef up employee motivation, facilities withdrawn earlier were selectively re-introduced. Incentive schemes with linkage to cost, quality and profitability were introduced. All these had a dramatic effect on the morale of the workforce.

A strong proponent of R&D, Mr Jain imparted a sustained thrust for its use to gain incremental improvement in all facets of operation. This also helped to align the organisation with latest technological developments for producing world-class steel at competitive cost.

A staunch believer in humane values and compassion, Mr Jain opened new vistas in the area of corporate social responsibility. With the company's improved financial position, funds were earmarked to serve the community in a befitting way. A series of steps like preservation of heritage, culture, support to the needy, contribution to sports and games comprised the large spectrum of activities under corporate social responsibility. He has also constantly verbalised his concern for safety at the workplace: "Human lives are our most precious assets. We cannot, ever, ignore the topmost priority that safety and safe work practices should get at any level of our operations or compromise their practice. In the days to come, this is going to be more important, considering the largescale project work in the pipeline," he told SAILNews.

The past four years, the period Mr Jain held the reins of this steel behemoth, have been the years of glory – a golden chapter for the organisation. While personally insisting on a low-profile conduct, Mr Jain was aggressive enough when it related to the interest of the organisation. His simplicity, humility and kindness endeared him to anyone in the first encounter itself. At the same time, he led the organisation from the front with great astuteness and strength to bring it up as a shining star in the country's industrial firmament. The SAIL collective will ever remain indebted to Mr V.S. Jain. 



24 January 2006: Addressing the gathering at SAIL Foundation Day celebrations in New Delhi

# Wearing many thinking caps

*Communicating is a tricky task, especially when it is a matter of maintaining image, says Mr J.C. Mohapatra*



A couple of years ago I was asked to take a 90-minute session on the topic of 'Public Relations' with the new Management Trainees who had joined the organisation. I gave them a brief talk on PR at Rourkela Steel Plant and on the various activities undertaken by the plant in this function. When we had about ten minutes left, I decided that we could interact to clear any doubts that our new colleagues had. As it invariably happens, the young trainees ask all sorts of questions to slake their curiosity, and one such was: "Why does Company X (I will not disclose the name) have a better image than ours?"

To be very honest, I had not anticipated this question, and said I would like to answer it in phases. But no sooner had I tendered my interim answer another salvo was fired. This time, the question nearly sent me running for cover. One of them got up and said: "Why can't PR people speak the truth?" Now this was like being diagnosed for blood sugar soon after having been diagnosed for high blood pressure.

I decided that this was an opportunity for me to clear some of the doubts that these young minds had and sharpen my own understanding as well. So I put on my thinking cap, falling back on the experiences I had gathered in the profession in all of about three years. I gave them some food for thought by describing a situation that I had heard of. It was like this:

There was a family consisting of a man, his wife, their son and a daughter. The daughter had obtained a masters degree and the parents were looking for a suitable match for her. As is customary, a family interested in the alliance spoke to these people and fixed a date and time for seeing

the girl and discussing how to take the proposal forward. But on the appointed date, the parents of the would-be bride discovered that their daughter was nowhere to be found. As the time for the arrival of the prospective groom's parents came closer the girl's parents got more and more anxious, because of the fear of embarrassment of having to explain the absence of the daughter considering that a date and time had been fixed by mutual consent.

Quite naturally, thoughts of the couple ran berserk and they began to imagine the 'worst', little knowing what 'the worst' could actually be. Just now, all they wanted was to see the genie from Alladin's lamp arrive in a cloud of smoke and deliver their precious daughter. In between, the nervous father told the mother that he had heard of a boy with whom their daughter had been seen.

At this point of time, there was the sound of an auto-rickshaw coming to a stop at the gate and a well-dressed middle-aged couple stepped out after paying the fare. The traditional welcome to the prospective in-laws was performed and the guests were seated comfortably in the drawing room. After the usual greetings, before anything else could be spoken, the mother of the missing girl told the guests that a small problem had cropped up – the girl's aunt had arrived the previous evening and on learning of the likelihood of her marriage had proclaimed: "How can you give away my favourite niece in marriage without her spending some time with me at our ancestral village?" and had taken her away for a week. The formality of their having a look at the girl would therefore have to be postponed to another date, the mother suggested. The lady also profusely apologised for the inconvenience caused but offered the warmest hospitality with sweets, snacks, etc. The couple then left,

# INSIGHT

somewhat disappointed but nevertheless happy with the courtesy and cordiality with which they had been received.

I asked the young minds to recall vividly the situation I had described. I then asked them to spend some time thinking of what all had happened as they would be required to answer a few questions from me. I saw these enthusiastic minds making their notes and getting ready for the questions.

My first question was whether the mother of the missing girl had spoken the truth. I did not have to offer any prize for the correct guess because what followed was a loud chorus sounding a very clear 'No'. But when I asked them what made them so sure, they were

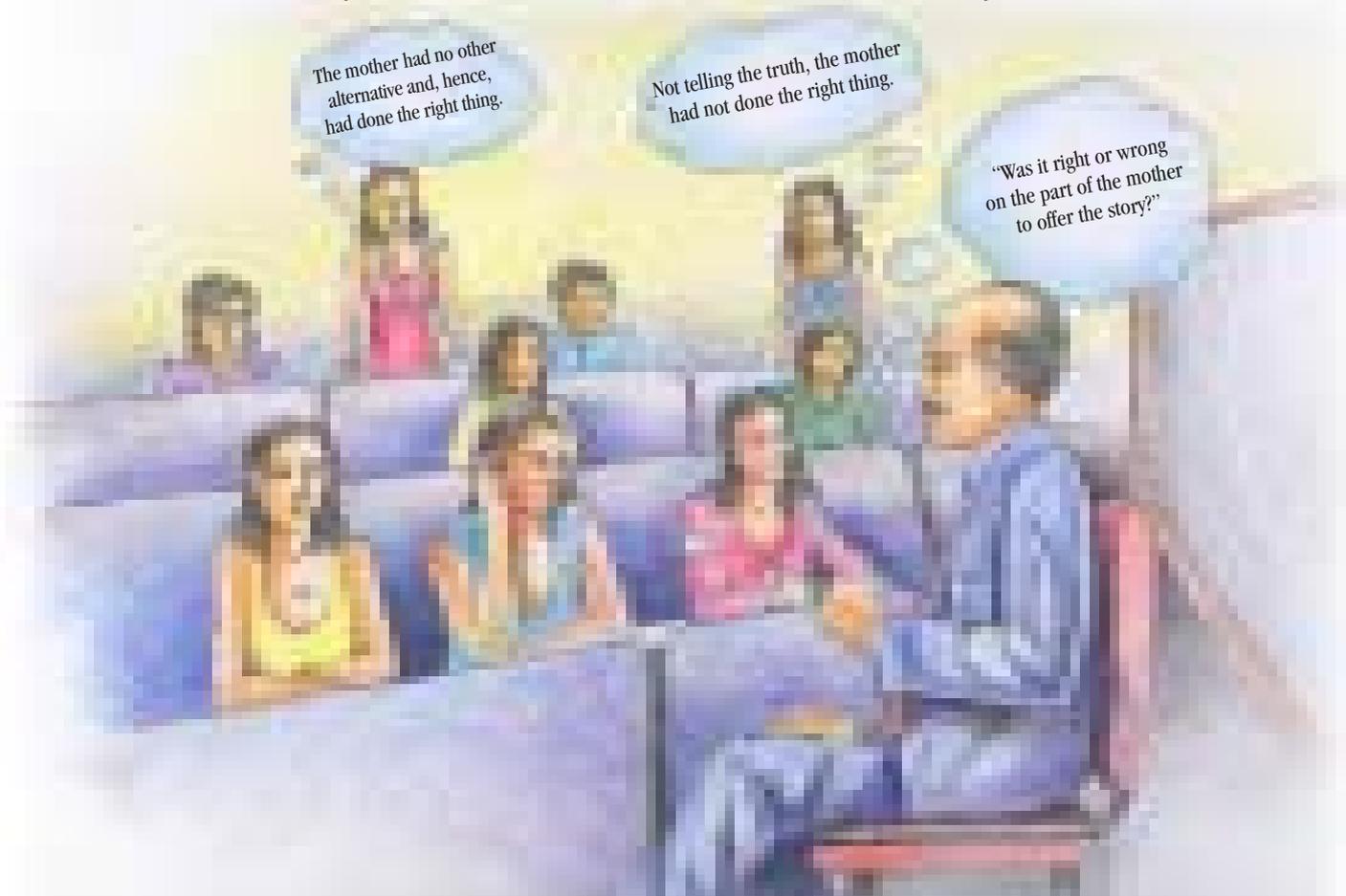
somewhat puzzled and told me that the conclusion was clear from my narration. I told them that I did not share their conclusion and reminded them that I had only narrated something that had happened and had not expressed any opinion of that kind.

I then modified the same question and asked, "Was it right or wrong on the part of the mother to offer the story?" Now there was silence for some time. The young brains were now being invited for their opinions on right and wrong and there appeared to be some discomfort. When the opinions began to get expressed there appeared to be two sides. While one set of trainees thought that by not telling the truth the lady had not done the right thing, an almost equal number felt that

in the circumstances the lady had no other alternative and, hence, had done the right thing.

My next question was divided among the participants. To those who felt that the lady had not spoken the truth, I asked, "What according to you was the truth?" To those who thought the lady had done the right thing in the circumstances, I asked, "What actually do you mean by the circumstances?" This time, the period of silence was a shade longer and the answers were coming in murmurs. "Not sure?" I quipped.

One of the persons belonging to the first group finally got up to say that the lady should have simply spoken the truth and told the visitors that the girl has run away from home with some



stranger and what was the big idea of hiding from this fact. This was greeted by smiles from the rest of the others who shared this opinion. It was my turn to speak again and this time also I asked them how could they be so sure that she had indeed run away with a stranger. Prompt came the reply that the father himself had mentioned that. I now had to remind them that the father had merely mentioned that he had heard it being said that she had been noticed while moving around with a boy, so would they like to have another look at their answer. Before they could answer that, I told them they could take a few minutes for thinking about that and moved on to the group which had said that the mother had acted correctly in the circumstances.

These young people were now very cautious and seemed worried as to what all this was eventually leading to. They felt that the prestige of the family was at stake and so it was better to conceal the truth. But when I asked them what was the truth, they had no answer because they were already aware of the same question to the other group only a while ago. At this point I informed them that I would not ask any more questions but requested them to ponder over the narration and try to get clear answers to the questions I had asked and we would discuss the same.

While the deliberations were long and need not be detailed here, it was interesting that the two groups which had emerged and I were now closing in on some common understanding of what had happened. For instance, it was accepted by all that neither the father nor the

mother nor we in the class could be sure where the girl had gone or why. It was also agreed that at the point of time when the guests arrived, the circumstances were indeed peculiar and any loose statement made on impulse or emotion could have been critical to the prestige of the family and would have spread like wildfire. It was therefore felt that while the 'truth' could eventually be discovered once the daughter appeared, a reasonable explanation was of utmost importance at that point of time. The story told by the mother of the girl revealed her marvellous presence of mind and the 'aunt' twist authenticated her absence very convincingly.

Very interestingly, in the course of the discussion it emerged that if it was indeed the position that the daughter was actually interested in the boy she had been seen with and if the boy was from a good family and would genuinely make her happy, then so be it. But again, if the disappointed visitors had been told about this angle, this would have led to a lot of adverse publicity for the family as well as embarrassment for their relatives for no fault of theirs. It would also have been embarrassing for the boy to approach his parents for their consent to the alliance since some adverse publicity taken place because of an impulsive statement by the father mentioning the mysterious boy to the visitors who had come to see his daughter.

But the champion of all suggestions from the participants in the class was – "Who knows, maybe the unknown boy who had been seen with the girl was

actually the son of the people who had come to see her!"

At this point I interrupted the interaction to make a few observations. I told them that while the incident narrated was a real-life experience of a couple, what we had done while discussing among ourselves was a revelation. In the span of just 10 minutes, the 25 trainees had discovered several angles to the situation. An incident was taking place and an answer had to be given to the most important stakeholders – the visiting couple. A story had to be told to explain a situation keeping a much larger picture in mind. The lady, as analysed by the trainees, had really made a strong communication by keeping things in perspective. She did not have the assistance of the class of 25 who could discover the logic and rationale behind what she had said. She had, perhaps, in a very strict way not spoken the truth but that was only because she did not know the complete truth. She did the next best thing by offering an explanation that saved the day.

I told the trainees that in times of a crisis, the PR man faces the need to find answers to an array of questions coming like the rapid-fire round in high-class quiz contests. I also told them, that they had, in the final analysis, behaved like perfect PR personnel who have to make sure in whatever they do, that the image of the organisation is never placed on the block. I think this made many PR men like me wiser for crisis situations.

***The writer is Deputy General Manager (Public Relations) and Chief of Communications, Rourkela Steel Plant.*** 

## New SAIL Dir (Pers.), MDs for 3 plants

**M**r Ganatantra Ojha, Executive Director (Personnel & Administration), Bhilai Steel Plant (BSP), has been appointed as Director (Personnel) of SAIL. Mr Ojha, who specialised in Personnel Management & Industrial Relations after obtaining a master's degree in History, has also done his LLB. He joined SAIL as an Executive Trainee in 1973. In a career spanning around 33 years, Mr Ojha has handled various challenging assignments in different units of SAIL, especially those having serious industrial relations implications for the organisation.



Under his able leadership, BSP became the first steel plant in the large manufacturing industry in the country to obtain ISO 9001:2000 certification for the entire gamut of personnel functions. Launching of Knowledge Management, OHSAS:18001:1999 certification for safety, SA:8000:2001 for social accountability and ISO:14001:2000 for environment for Bhilai township are some of the initiatives that Mr Ojha took during his tenure in BSP.

**Mr V. Shyamsundar**, Executive Director (Corporate Planning)/SAIL, has taken charge as Managing Director of Durgapur Steel Plant (DSP). In a career spanning over three decades, he has spearheaded various key projects of the company. As ED (CP)/SAIL, he was at the helm of affairs during the formulation of SAIL's Corporate Plan 2012 that is presently being implemented. He also played a key role in IISCO's merger with SAIL, besides examining some other proposals.



A Mechanical Engineer from Madras University, Mr Shyamsundar started his career with SAIL at BSP in 1972. In 1995, he went to DSP as DGM (Oxygen & Power) and was subsequently promoted as GM (Power, Energy & Environment). He was transferred to Corporate Office in 2000 as

Addl Director (Power), a position in which he handled the divestment of some SAIL's power plants to NTPC and DVC. Mr Shyamsundar was promoted as ED (CP)/SAIL in 2003.

Among his other achievements are several strategic initiatives of SAIL, including the one with BCCL for development of coking coal mines and development of SAIL's iron ore mines with the help of KIOCL. Among his key contributions is the successful 'wheeling' of power from DSP to BSP on a regular basis which has helped SAIL in saving cost of power.

A widely travelled technocrat, Mr Shyamsundar has undergone management training at Italy, France and Holland. He is a keen sportsman as well.

**Mr B.N. Singh**, Executive Director Incharge/Rourkela Steel Plant (RSP), has assumed charge as Managing Director of RSP. An eminent metallurgist and iron making expert, Mr B.N. Singh is credited for improving the productivity of blast furnaces in RSP, which he joined in 1972. In 1996, he was transferred as DGM (Iron) at IISCO, where he was promoted as GM in 1998. Mr Singh was transferred back to RSP in 2000 as Principal Head of Iron Zone, covering blast furnaces, sinter plants and Ore Bedding & Blending Plant. Subsequently, he was elevated to the post of ED and became head of SAIL's Environment Management Division in Kolkata in 2003. In October the same year, Mr Singh was posted as ED I/c of SAIL's Raw Materials Division in Kolkata. In March 2006, he went back to RSP as ED I/c.



Mr Singh is a life-member of the All India Management Association and Indian Institute of Metals and is the recipient of the Outstanding Engineers Award given by the Institution of Engineers.

**Mr V.K. Srivastava**, Executive Director (Works)/Bokaro Steel Plant (BSL), has taken charge as Managing Director of BSL. A



Mechanical Engineer from Roorkee University, he joined BSL's Hot Strip Mill (HSM) in 1973. Steadily rising in the ranks, he was inducted into the core group of SAIL looking after BSL's modernisation in the mid-1990s. Promoted as GM (HSM) in 1999, Mr Srivastava was given additional responsibility of BSL's Cold Rolling Mill in 2002. He was promoted as ED (Works)/BSL in 2003.

Mr Srivastava is a fellow of the Institution of Engineers (India), member of the Institution of Plant Engineers and council member of the Indian Institute of Metals.

## PROMOTED

**Mr J. Kanjilal**, General Manager Incharge (Mills), as Executive Director at Bokaro Steel Plant, Bokaro  
**Mr G. Sinha**, General Manager Incharge (Personnel & Administration), as Executive Director at Durgapur Steel Plant, Durgapur

**Mr P.K. Bajaj**, General Manager Incharge (Services), as Executive Director at Bhilai Steel Plant, Bhilai

**Mr K.L. Devangan**, General Manager (Operations – Primary Zone), as Executive Director at Bokaro Steel Plant, Bokaro

**Mr P.M. Balasubramaniam**, General Manager Incharge, as Executive Director at Salem Steel Plant, Salem

## TRANSFERRED

**Mr V.K. Gulhati**, Executive Director (Personnel & Administration), Durgapur Steel Plant, Durgapur, as Executive Director (Corporate Planning), Corporate Office, New Delhi

**Mr M. Roy**, Executive Director, Salem Steel Plant, Salem, as Executive Director Incharge, Raw Materials Division, Kolkata

**Mr B.K. Roy**, General Manager (Aviation), from Bokaro Steel Plant, Bokaro to Bokaro Unit Office, Kolkata,

**Mr S.B. Basu**, General Manager (Marketing – Long Products), from IISCO Steel Plant to Central Marketing Organisation at Kolkata

**Mr Shuman Mukherjee**, General Manager (Marketing – Flat Products) & Regional Manager, from Western Region, Mumbai to Northern Region, New Delhi in Central Marketing Organisation

**Mr V. Dave**, General Manager (Marketing – Long Products) & Regional Manager, Eastern Region, Kolkata, as General Manager (Marketing – Flat

Products) & Regional Manager, Western Region, Mumbai in Central Marketing Organisation

**Mr D.K. Khan**, General Manager (Marketing – Long Products), Headquarters, as General Manager (Marketing – Long Products) & Regional Manager, Eastern Region in Central Marketing Organisation, Kolkata

## REDESIGNATED

**Mr Jagdish Singh**, Executive Director (Collieries & Mines), as Executive Director (Collieries) at IISCO Steel Plant, Burnpur

**Mr Gautam Sinha**, Executive Director, as Executive Director (Personnel & Administration) at Durgapur Steel Plant, Durgapur

**Mr P.K. Sinha**, General Manager (Iron), as General Manager Incharge (Raw Materials Handling Plant & Sinter Plant) at Durgapur Steel Plant, Durgapur

**Mr P.K. Mishra**, General Manager Incharge (Coke Oven & Coal Chemicals), as General Manager (Iron), at Durgapur Steel Plant, Durgapur

**Mr Amit Roy**, General Manager (COR), as General Manager (COCC&COR) at Durgapur Steel Plant, Durgapur

**Mr Y.N. Pandey**, General Manager (Projects), as General Manager (Works) at Alloy Steels Plant, Durgapur

**Mr A. Periathambi**, General Manager (Hot Rolling Mill), as General Manager (Works) at Salem Steel Plant, Salem

**Mr S.B. Khan**, General Manager (Materials Management), as General Manager (Materials Management & Marketing) at IISCO Steel Plant, Burnpur

**Mr Murli Mohan**, General Manager (Sinter Plants & Ore Handling Plant), as General Manager Incharge (Iron) at Bhilai Steel Plant, Bhilai

**Mr Ashok Kumar**, General Manager (Continuous Casting Shop Steel Melting Shop II), as General Manager Incharge (Steel) at Bhilai Steel Plant, Bhilai

**Mr Madhusudan**, General Manager (Steel Melting Shop – Projects), as General Manager (Steel Melting Shop-II) at Bhilai Steel Plant, Bhilai

**Mr H.V. Sharma**, General Manager Incharge (Mills Long Products), as General Manager Incharge (Mills) at Bhilai Steel Plant, Bhilai

**Mr S.K. Sharma**, General Manager (Merchant Mill & Wire Rod Mill), as General Manager (Blooming & Billet Mill) at Bhilai Steel Plant, Bhilai

# SIGNPOST

**Mr P.K. Basu**, General Manager (Blooming & Billet Mill), as General Manager (Mechanical) at Bhilai Steel Plant, Bhilai

**Mr T. Damodaran**, General Manager (Mechanical), as General Manager Incharge (Mechanical) at Bhilai Steel Plant, Bhilai

**Mr O.N. Prasad**, General Manager (Environment Management Division), as General Manager (Power & Environment Management Division) at Bhilai Steel Plant, Bhilai

**Dr R.K. Agrawal**, General Manager (Safety & Fire Services), as General Manager (Safety, Environment & Fire Services) at Bhilai Steel Plant, Bhilai

**Mr A.K. Mathur**, General Manager (Projects – C&M), as General Manager (Projects – Commercial) at IISCO Steel Plant, Burnpur

**Mr M.V. Anand**, Officer on Special Duty, as General Manager (Business Planning & Information Technology) at Salem Steel Plant, Salem

**Mr K.P. Bharathan**, General Manager (P, Business Planning & C), as General Manager (Projects) at Salem Steel Plant, Salem

## RETIRED

**Mr S.K. Sinha**, Executive Director (Materials Management), Corporate Office, New Delhi, on 31.3.06

**Mr A.P. Singh**, General Manager Incharge (P,E&E), Bhilai Steel Plant, Bhilai, on 31.3.06

**Mr S.P. Bhattacharya**, General Manager, Alloy Steel Plant, Durgapur, on 31.3.06

**Mr B.C. Das**, General Manager (Plate Mill), Bhilai Steel Plant, Bhilai on 31.3.06

**Mr M. Rai**, General Manager Incharge (Steel), Bhilai Steel Plant, Bhilai on 31.3.06

**Mr I.S. Baweja**, General Manager (Marketing), Bokaro Steel Plant, Bokaro on 31.3.06

**Mr B.P. Singh**, General Manager (Power Facilities), Bokaro Steel Plant, Bokaro on 31.3.06

**Mr P.L. Talwar**, General Manager Incharge (Works), Alloy Steels Plant, Durgapur, on 30.4.06

**Mr S. Chakravorty**, Executive Director Incharge, Research & Development Centre for Iron & Steel, Ranchi, on 31.5.06

**Mr S. Srinivasan**, General Manager Incharge (Refractories), Bhilai Steel Plant, Bhilai, on 31.5.06

**Mr T. Damodaran**, General Manager Incharge (Mechanical), Bhilai Steel Plant, Bhilai, on 31.5.06

**Mr R.P. Singh**, Managing Director, Bhilai Steel Plant, Bhilai on 30.6.06

**Mr A.K. Shahi**, Executive Director (Technical & Legal Services), SAIL Corporate Office, New Delhi on 30.6.06

**Mr R.C. Srivastava**, Executive Director, Raw Materials Division, Kolkata, on 30.6.06

**Mr B.K. Prasad**, General Manager Incharge (Blast Furnaces), Bhilai Steel Plant, Bhilai, on 30.6.06

**Mr O. Jankiramaiah**, General Manager (Management Services), Bokaro Steel Plant, Bokaro, on 30.6.06

**Mr O.P. Garg**, General Manager (Mines), Raw Materials Division, Kolkata, on 30.6.06

## CONGRATULATIONS!

□ **Mr D. Venkataramanaiah**, Sr Opr (RTD)/VISL and CC (Home Guards)/Shimoga, has been awarded the President's Home Guards & Civil Defence Medal in recognition of his meritorious service in the field of Civil Defence. Mr T.N. Chaturvedi, Karnataka Governor, presented the medal at a function organised



in Bangalore recently. An active member of the Home Guards since 1973, Mr Venkataramanaiah's team has bagged many state and national-level medals. He is also a member of various prize-winning QCs and suggestion schemes. Mr Venkataramanaiah is an accomplished theatre artist having acted in more than 40 dramas under Navodaya Kala Sangha.

□ **Dr (Mrs) S. Sukul and Mr P.R.N. Rao**, both Mgr (EMD)/SAIL/Kolkata, emerged winners of the Green Biz Quiz, a corporate quiz on environment management organised recently by ICC and the American Centre/Kolkata. The duo were adjudged the best 'green team' and were awarded the winning trophy and certificate along with a 2-year membership of American Centre by Dr Jardin, Consul General/US Embassy. 30 corporate teams had participated in the quiz contest which consisted of seven rounds on questions related to basic environmental awareness, corporate profitability tools, environmental technologies, international protocols, etc.

□ **Sagar**, son of Mr M.R. Nagaraj Sastri of VISP's PF section, was awarded a gold medal for bagging 1<sup>st</sup> rank in Visvesvaraya Technological University's BE Industrial Prodn Engg exam conducted in 2005



by Mr T.N. Chaturvedi, Karnataka Governor, at the univ.'s convocation function held recently. A student of JN National College of Engg/Shimoga, he did his primary education from VISP-Welfare school, HUDCO.

□ **Mr Swapan Kumar Pan**, AGM, and **Mr Manish Jain**, Mgr, both from RDCIS/Ranchi, were awarded the prestigious National Mineral Award-2004 instituted by the Ministry of Mines/GoI, by Union Minister for Mines Mr Sis Ram Ola on 8 March 2006 at Vigyan Bhavan/New Delhi. The honour was in recognition of their contribution in developing expertise in mineral beneficiation for upgradation of iron ore through application of innovative technology. Their research work coupled with induction of technology at Meghahatuburu Iron Ore Mines of SAIL have led to the identification and rejection of gangue minerals from iron ore fines. The duo has been credited for revamping the jigging units at our iron ore mines in Barsua, as well as for introducing slime beneficiation improving the quality of fine ores at Dalli.



□ **Dr Sanjoy K. Satpathy**, JD (M&HS)/RSP, was felicitated by Unique Sunrise Club of Rourkela for his lifetime achievement in cricket at a function organised recently. He has played for Orissa in the Ranji Trophy for more than a decade and achieved the distinction of being the first cricketer from the state to capture 100 wickets in the Kalahandi Cup, a prestigious cricket tournament of the state. He had also played international cricket against West Indies and Sri Lanka. A reputed doctor and well-known Oriya litterateur as well, Dr Satpathy has written three novels – Kalusita Lahu, Anamika and Smruti Bimba. He is a faculty member of WHO for training programmes on malaria in SAARC countries. Recently he visited Bangkok for a research project on malaria, dengue and leptospirosis.



□ **Mrs Minati Mohapatra**, AGM (Pers.)/RSP and Arjuna awardee, was felicitated with the Biju Patnaik

Award for lifetime achievement in sports by Mr Naveen Patnaik, Chief Minister of Orissa, at a function held on 4 March 2006 at Kalinga Stadium, Bhubaneswar. Instituted by the Govt of Orissa, the award carries a cash prize of Rs 1.5 lakh



and a certificate of merit. Mrs Mohapatra holds the record of being the state champion in cycling for 10 years in a row from 1970 to 1979. She was national champion (girls) from 1972 to 1974 and clinched the women's championship title from 1972 to 1975 and from 1977 to 1979. She represented India in many international meets, and officiated sports events like the 1992 Asian Games, National Cycling Championship (1995 and 1997) and was manager of the Indian junior team in the 1<sup>st</sup> Junior Asian cycling championship at New Delhi. She was also a member of the National selection committee in 2000.

□ **Aditya**, son of Mr Apurva Mukherji, AGM (TC&RGT)/Mines/BSP, has been selected for IIM-A's post-graduation programme in Agri-Business Mgmt (2006-08) following his B.Tech. in Agriculture & Food Engg and M.Tech. in Water Resources Devt & Mgmt from IIT-KGP. Aditya also has a 'minor degree' in Electrical Engg. Proficient in playing the keyboard and electric guitar, he was member of IIT-KGP's first professional rock band called cArbOn-60.



□ **Parakh**, daughter of Mrs Rita Madan, Jr Mgr (CAD)/CO, & Gireesh Madan, who recently retired as DGM (CET)/SAIL, won the recent Streak Savvy Cover Girl contest by beating 14 other contestants and received a tiara and a cash prize of Rs 50,000 besides loads of gift vouchers from multinational companies. The contest, held in Mumbai on 2 April 2006, was attended by top stars and celebrities of Bollywood and received wide coverage by the electronic and print media. Parakh is a perfect mixture of beauty and brains: a NIFT/New Delhi graduate with a BCA from IGNOU, she was awarded a trophy for academic excellence by the institute. She is also an accomplished Kathak exponent and has performed at several festivals in Delhi, Ranchi and Mumbai. She is currently being trained by Padma Vibhushan Pt Birju Maharaj.



# SIGNPOST

□ A research project by four students of RSP's Ispat English Medium School, Sec-20 has won the 2nd prize in the NASA Space Settlement Design Contest conducted by NASA AMES Research Centre/USA. Group leader **Ullas**, son of Mr B.K Mishra, Jr Exec./R&C Lab, **Amitav**, son of Mr A. Mohanty, Sr Opr/Fert. Plant, **Ashima**, daughter of Mr N.P. Kar, AGM/Silicon Steel Mill, and **Soumya**, son of Mr P. Pati, Sr Tech./FP, of RSP won the prize for their project titled 'Eden'. The project presented by the budding scientists was on an imaginary dwelling place in space providing accommodation for about 10,000 people. The project envisaged every aspect of the new settlement – from the position of the settlement in space to its size and structure, from where to get soil, water and air to how to tackle the gravitational force, the temperature control, the power requirement, and the suitable ecological, biological, technological and social patterns. The enterprising students received a certificate each and have been invited to visit NASA. 95 teams from all over the world participated in the competition.

□ Two class-12 students of RSP's Ispat English Medium School, Sec-20 have bagged the coveted Kishore Vigyan Protsahan Yojana scholarship given by the Dept of Science & Technology, GoI for their meritorious academic achievements.



**Suptik**, son of Mr P. Barua, AGM/RDCIS, secured 92% in class-10/CBSE and is an NTS scholar. He has bagged national and state ranks in a number of competitions like Uranium Olympiad, Maths Olympiad and National Cyber Olympiad.

**Tushar**, son of Mr Swarup Mohapatra, Sr Tech. (RSTV)/PRD/RSP, who secured 93% in class-10/CBSE has also bagged awards in the Uranium Olympiad, Jr Maths Olympiad and National Children's Science Congress. One of the highest undergrad-level fellowships, they will receive a monthly scholarship of Rs 2,000 and a consolidated book grant of Rs 4,000 per annum for a period of two years.



□ **Mr Jeet Chandra Mohapatra**, DGM (PR) and CoC/RSP, was conferred the 'Best PRO Award' for 2006 in the state-level Rajiv Gandhi Sadbhawana Award-2006 celebrations organised by Rajiv Gandhi Forum/Orissa at Jayadev Bhawan, Bhubaneswar on 21 May 2006. Mr Mohapatra has earlier received the 'Best Communications Personnel Award' instituted by the Academy of Mass Communications, a premier institution of mass media management studies, in January 2003 for his outstanding contribution in the field of corporate communications.

□ **Mr Debabrata Maiti**, AGM (Opns)/Rail Movement Cell/SAIL/Kolkata, has been honoured with a special commendation by South Eastern Railway during the Railway Week celebrations in April 2006 for "his immense contribution towards fulfilling the requirements" of SER. The efforts put in by him led to 31 million tonnes of rail traffic in 2005-06, a growth of 11%, said the citation awarded by SER.

□ **Mr Dinesh Sharma**, Sr Mgr (ITD)/CMO/New Delhi, has been awarded an MBA in international business by the Indian Institute of Foreign Trade, New Delhi.

□ **Prashant**, son of Mr Pradip Kr Das, Asst Mgr (CO)/BSL, has been selected as a Probationary Officer by State Bank of India for its Mumbai circle. Prashant, a student of DPS/Bokaro, has completed his BCA from BIT/Mesra.



*The following wards of SAIL employees achieved excellence in their respective board examinations:*

| Name           | Ward of                                   | Examination | Percentage |
|----------------|---|-------------|------------|
| <b>Srujana</b> | Mr D. Sudhakar, AGM (IED)/DSP             | ICSE        | 91         |
| <b>Saurav</b>  | Mr A.K. Mondal, Sr Mgr (PPCD)/DSP         | ICSE        | 92         |
| <b>Kingsuk</b> | Mrs Kajal Lekha Chatterjee, SO (Vig.)/DSP | ICSE        | 91.5       |
| <b>Swetha</b>  | Mr S. Rathinamani, OS/BSO Coimbatore/CMO  | CBE (+2)    | 91         |



Srujana



Saurav



Kingsuk



Swetha



*Galvanised iron wires made from SAIL steel ready for dispatch*

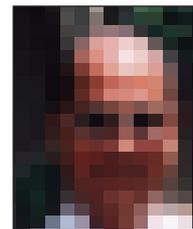
## USHA MARTIN

# Wired for success

**P**unjab, the 'land of plenty', is home to many industries. As one drives down from Jalandhar to Chohal, one can feel the vibrancy in the air – the enterprising spirit that is Punjab. Enterprise lives here in harmony with nature, a unique fusion of the emerald landscape of the countryside with the bubbling industrial township.

A large signboard 'Usha Martin Limited (Wire & Wire Ropes Division - North)' wakes one from the reverie, announcing the entry into the industrial area. Spread across 17.3 acres amidst the lush green fields of Chohal near Hoshiarpur, and 55 kms away from Jalandhar, the division boasts of being the country's premium producer of mild steel and high carbon products catering to leading industries of the country which demand stringent observance of international standards.

Massive iron gates open to a clean driveway with a well-manicured garden teeming with plants blooming with flowers under the pleasant April summer sun. The green exteriors blends well with the serene elegance of the Division office. "We at Usha Martin believe in relaxed and stress-free working," is how **Mr D.K Dasgupta**, Senior DGM (Tech.)/Usha Martin, describes the environment that surrounds the unit.



### Being numero uno

But beneath the relaxed exterior, 'pursuit of excellence' is the buzzword. Being one of India's leading wire makers is a fact acknowledged with humility by the employees. The unit's diversity and versatility

# SHOPPER'S STOP

manifest themselves in a wide range of products for a diverse clientele – from wire netting, cycle and automotive industries to construction, engineering, textiles and machine manufacture as well as for key sectors like defence and power machinery.

SAIL has been a supplier of mild steel wire rods to the plant, formerly known as JCT Steel Division, since 1976 when the first trials were held. "That the relationship has lasted so long speaks of an enduring partnership," voices

**Mr Harbhajan Singh,**  
GM (Works) of



the plant. With JCT hiving off its non-core sector in June 2005, the takeover for Usha Martin (UM), a speciality steel and steel product focused group with a diverse product range in both steel as well as wire rope, was a natural step to bring more synergy to its business. Mr Singh is upbeat about the company's outlook: "Employees are enthusiastic and confident that it will do better and grow."

Acquisition of the JCT Steel Wire unit has been a feather in Usha Martin's cap, acting as a channel for increasing its wire and wire rope business through inorganic growth. With the takeover, technical guidance and availability of raw material has facilitated further capacity enhancement. "An operating plant run by knowledgeable and efficient personnel was starving for raw material and its production hovering around 2,100 tonnes per month within six months got a fresh lease of life jacking up production to 3,500

## Synergy in business

**U**sha Martin was incorporated in 1960 as Usha Martin Black (Wire Ropes) with a wire rope plant at Ranchi. The company today has two other manufacturing units at Jamshedpur and Ranchi. Its Alloys & Steels Division (UASD) at Jamshedpur is one of the largest amongst secondary steel manufacturers of speciality steel long products in India. It produces various types of special steels (alloy steel, bearing grade steel, free cutting, leaded steel, cold heading quality steel including boron steel, low carbon & medium carbon steel, spring steel, etc). A quality producer of high carbon steel ranging from 0.40 to 0.85% carbon basically used for producing high quality high strength ropes applicable for cranes, anchor mooring and elevator industry, the company plans to establish itself as no.1 specialty steel producer in the domestic market.

Its Wire Rope Division at Ranchi has continuously developed and expanded

its range of product offerings and is considered a pioneer in certain classes of products in India. Mr Dasgupta informs: "Usha Martin ropes conforms to all specifications in the world like ISO, DIN, BS, IS, API and so forth." It is not for nothing that Usha Martin is the second largest metal rope producer in the world. The largest business for the company comes from the oil sector, as oil platforms require wire rope for drilling and contribute about 25% of wire rope revenues. Mining contributes 10-12% of the company's revenues with Coal India, and mining companies in Australia, South Africa, etc., driving major demand. Boom in construction industries have further boosted the demand of wire ropes for cranes, which contribute 10-15% of the revenue. Ports contribute about 20-25% of Usha Martin's kitty by utilising wire ropes in conveyer belts and other material handling instruments.





Wire process line

tonnes per month. This is indeed a commendable achievement in the history of such acquisitions” says **Mr S.K. Modak**, Chief Operating Officer and the man at the helm of affairs at Hoshiarpur.



Usha Martin’s North Division is engaged in the processing and marketing of high quality specialised wire ropes and steel wires for specific requirements. The Hoshiarpur unit’s monthly product mix of 3,300 tonnes of wire products includes wire ropes, galvanised steel wires, detonator wires, pre-stressed concrete wires, spring steel wires, stainless steel wires, cold head wires and wires for the textile, needle and two-wheeler industries. According to Mr S.K. Modak, “We are the pioneers in the wire front in producing high tensile spring steel grade III and IV wires used in the automobiles and defence industries.”

### Two trusted brands

The company is very selective in sourcing raw materials since

processes.” This is where there is a convergence of interests. Today the country’s premium wire rope maker buys one-third of its requirement of steel from SAIL. On an average Usha Martin procures around 12,000 tonnes of mild steel wire rods in 6 and 8 mm sizes from SAIL per annum. The company will be lifting 12,010 tonnes of steel from SAIL in 2006-07.

The Wire Drawing unit processes wires of varying sizes – from 0.45 to 5 mm – which are sold to end product manufacturers all over the country. The plant is built entirely with technology from South Korea and contains facilities for wire drawing, heat treatment, galvanising, copper coating, phosphating and intensive testing to ensure high-quality wires customised to requirements and conforming to various standards. Meticulous quality checks are carried out at every stage – from raw material receipt to final dispatch to

quality of inputs decides the quality of the end product. Explains Mr Dasgupta: “As a trusted brand, Usha Martin does not allow any scope for error. We ensure quality in all our

ensure that the product answers to the customers’ desired physical and chemical specifications.

“We cater to specific norms of our customers and everything has to be precise. Auto manufacturers will only take what they have ordered for. So we ensure that our products are wired to perfection” says Mr Modak. Consistency in quality is the key to satisfying its customers. No wonder its clientele includes the likes of Tata Motors, Maruti Udyog, Hero Honda Motors, Bajaj Auto and Bajaj Tempo. The company today tops the list of steel rope makers in the domestic market with a 70% market share. Its steel wire ropes find wide applications in oil exploration, mining, elevators, crane, fishing, construction, load transportation and general engineering sectors. It is one of the very few companies that has approval by OTIS for its worldwide elevator rope supply.

In the detonator segment again it’s a major player with a market share of 80% comprising major consumers like Indian Explosives, Premier Explosives, Tamil Nadu Industrial Explosives, etc. Besides, its ‘cold heading’ quality products are well established and the company has started exporting



Finished products made from the plant’s inputs

# SHOPPER'S STOP

to Unbrako, Australia. Galvanised wires made from SAIL mild steel are produced for mesh manufacturers in Rajasthan, Delhi, Chandigarh as well as for trade channels in northern and eastern India. The company also supplies the basic raw material for nylon coated spiral binding wire to its sister concern, Brunton Shaw in the UK. With continuous endeavour for improvement, technical upgradation of manufacturing facilities and a dedicated workforce, Usha Martin has become a reliable, committed and long-term business partner to reputed companies.

## Saluting the supplier

A key customer of SAIL's Jalandhar Branch Sales Office, Usha Martin is the only national-level key customer for wire rods in SAIL's Northern regional marketing network. While stating that one of the major reason for SAIL being a preferred supplier is the sense of commitment to customers that both the companies share, Mr Modak has a special word for the added accent of SAIL's customer orientation: "Usha Martin's problems are always sorted out on a high priority basis. This has resulted in strengthening of bonds." Mr Harbhajan Singh acknowledges: "Earlier we used to face problem in getting the right quality material consistently. But in recent times we have witnessed tremendous improvement in overall quality of material."

Usha Martin procures mild steel wire rods from SAIL's Bhilai Steel Plant located in Chhattisgarh and any delay in supply becomes a matter of concern. Timely delivery of wire rods from Bhilai



*Steel wire ropes ready for dispatch*

is a crucial factor for the company not only for improving its profitability but also for optimising its inventory level. Mr D.K. Ghatak, Branch Manager, Jalandhar BSO/CMO/SAIL, while agreeing that at times transportation of steel gets delayed due to various reasons beyond SAIL's control, provides a solution: "Usha Martin should opt for rakes so that the delay in lifting from stockyards is minimised. Besides we can ensure loading of the best quality wire rods."

In any relationship there is always room for improvement and adjustment. While all praise for the quality of SAIL steel and certifying it as the "cleanest steel" Mr Dasgupta feels whatever problems arise are because of operational factors. "There are a couple of areas which need to be addressed through better understanding. Bhilai needs to reduce scaling and wastage, increase coil weight and drawability" he observed.

Mr Ghatak is confident that the ongoing modernisation of 'B'

strand at the four-strand Wire Rod Mill of Bhilai Steel Plant will help eliminate numerous quality issues. To improve the various quality parameters, SAIL is currently replacing/revamping 'B' strand. Besides increasing production by about 65,000 tonnes per annum the various benefits which will accrue include uniform mechanical, physical and metallurgical properties along the product length with better surface property, reduction in cobble occurrences and secondary scale formation, proper shape of coils without any dog marks and compact binding of coils without loose ends.

Scheduled to be re-commissioned this year, 'B' strand is set to produce wire rods of TMT grade and smaller sections (5.5 to 7 mm) of high NSR products like EQ and SWR-14 grade with consistent productivity. A part of SAIL's Corporate Plan 2012, the project will help SAIL capitalise on the high demand potential of wire rods in the market. C & D strands were revamped in 1995. Currently,

BSP's WRM produces 0.2 million tonnes per annum (mtpa) of plain and rebar wire rod coils in sizes 8,10,12 mm from A & B strands and 0.225 mtpa plain and TMT bars in sizes 5.5 and 6-12 mm from C & D strands.

## Bonds of steel

What **Mr Ravi Kansra**, AGM (Procurement)/UM Hoshiarpur unit, applauds is the attitude of SAIL towards its customers.



“Whenever a problem cropped up, it was taken seriously and sorted out.” He says quality complaints have drastically reduced because of two factors – technical improvement by SAIL and innovations from Usha Martin’s side. “We have changed processes and mutually worked out issues.” UM officials look forward to close interaction on technological issues and greater frequency of visits to each other by officials from both organisations.

Mr Dasgupta sees a huge potential for SAIL to enter into the manufacturing of high carbon wire rods. Pointing out that Usha Martin had foreseen the potential in this field fifteen years back and had encashed the opportunity by starting production, he says it was high time that SAIL, which had all the infrastructure and technology, started rolling the product.

The fluctuations in steel prices have created problems for UM. According to Mr Kansra, after formalising pricing procedures with customers it is difficult to transfer price hikes in input materials to them. He wished

there was more stability in prices. He hoped that the three decade-long business relationship will be further strengthened in coming years and will lead to stronger and mutually beneficial ties.

With employee morale at an all-time high, the sky is the limit for Usha Martin. Mr Modak reveals “We are now modernising and enhancing our capacity for supplying wires to our Dubai and US plants for manufacturing high-end wire ropes.” With plans to enhance production to 5,000 tonnes in two years the company is focusing on HR in a big way to empower the workers. The company has launched a specially designed training programme for its workers. Enthusiastic about the challenges ahead Mr Dasgupta says, “This will enhance guaranteed quality product to our customers. When quality comes, productivity is sure to follow. With motivated workers productivity will surely be augmented”

Looking forward to strengthening its ties with SAIL to harness the opportunities ahead, Usha Martin conjures a

glorious future for both the business entities.

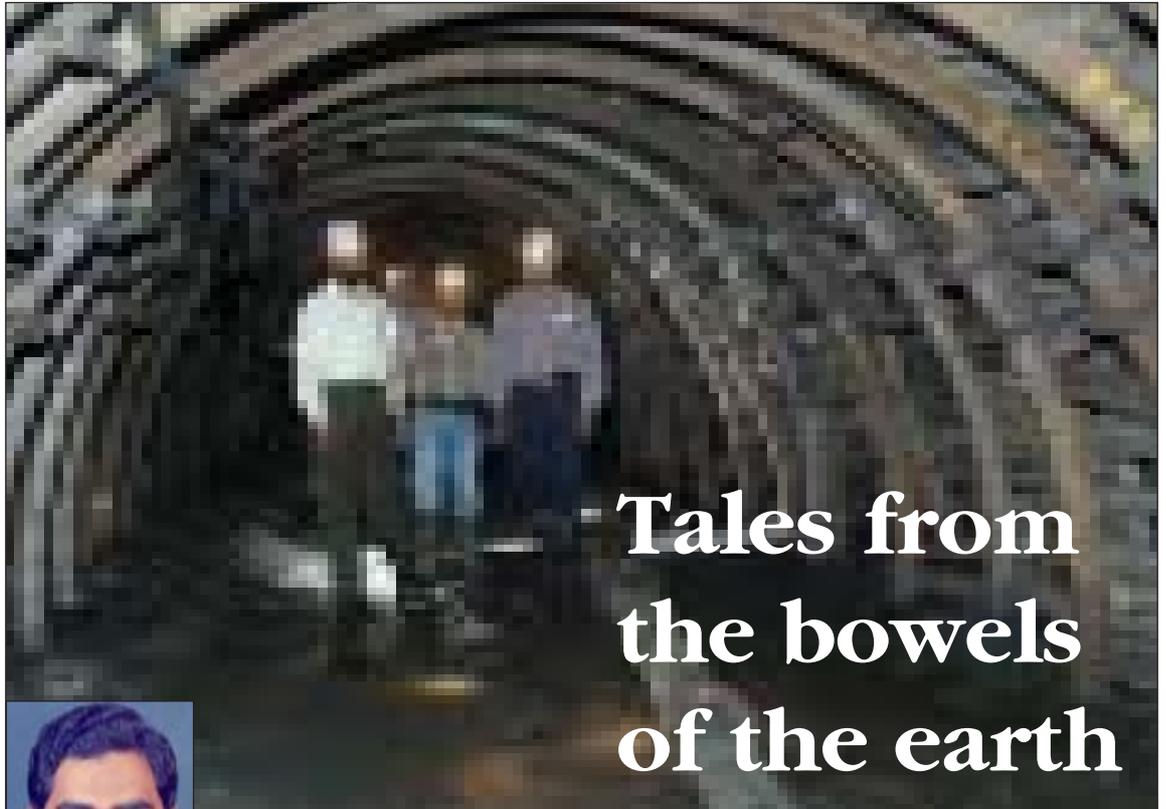
## Global presence

Besides its machinery and cables division, the company has an international division known as Usha Martin International that is wholly owned subsidiary and has its presence in Thailand, Singapore, UK and Dubai. These subsidiaries across the globe manufacture wire and wire rope of over 50,000 million tonnes per annum. With the company’s driving goal to become no.1 rope producer in the world by 2007, efforts are on to start up its plant in USA during this financial year.

Backed by a strong international distribution network its ropes have found a place in different corners of the world. UM distributes its products through a worldwide distribution. Service and marketing network spread across the US, UK, Europe, Australia, Africa, Singapore, and the Middle and Far East. Its products are marketed through a network of branches all over India in the domestic market. 



*Packaged to perfection*



*Mr Rafique Ahmed Jinabade recounts the experiences of his recent visit to SAIL's collieries at Chasnalla and Jitpur*

The barren desolate countryside with an occasional shrub or two rearing its head amidst the dust do not give any indication of what lies beneath the ground nor betray any sign of activity. Yet working under that very ground, in the dark recesses of the earth, our colleagues mine a substance, coal, that helps light up our lives and is getting costlier every day.

This is Chasnalla in north Jharkhand, an area that has millions of tonnes of coal waiting to be mined.

Yes, it is the same place where in 1975 some 375 coal miners perished as water surged into the mine and inundated the colliery, sealing off all escape routes.

The only giveaway signs are two 'towers' – innocuous looking tin structures that can pass off as the remains of a dilapidated factory – that are the points of entry into the bowels of the earth. These are vertical

shafts in which 'lifts' operate. This is the only link, for those working beneath, with the outside world. (Space permitting and the mining depth being not too deep, some mines also have slanting entry points that gradually take you down at an angle as you sit on 'benches' – a crude version of the rides that we city dwellers take at theme parks!)

As you wait for the 'lift' to come up (a call has been made to Level 1 where it is located at the moment), a belt with two contraptions is strapped around your waist. One is a battery weighing about 3 kgs from which a cord snakes up to your headlight on your helmet and keeps it aglow for about 12 hours. The other is a small flask-like object that contains some chemical which when opened reacts with carbon monoxide to form carbon dioxide and gives you some time to get away from obnoxious gases and

head for the lift and the surface in case of an emergency. Both these items are crucial for manoeuvring in the darkness below and to sustain you till such time as you reach the surface or are able to breathe normally again, in case of an eventuality.

As the lift came up to the surface we were frisked to check for any inflammable material on our person and took the one step that separated the terra firma under our feet from the gaping hole before us in to which we were going to be lowered; you could just about see the rim around the lift. You step in with some amount of trepidation knowing well enough that for scores of men it is a routine. Day in and day out, they have been doing it for years. But, it is our first time. The metallic grill is pulled down before our eyes as the five people going down shuffle to make place for each

other.

The descent begins at the rate of 1.2 metres per second. We are informed that in an emergency the lift can be hauled up at a maximum speed of 6 metres per second. I hope that provision does not need to be utilised, at least now. (A moment's reflection reveals what petty selfish creatures we are, worried only about one's comfort and safety.)

We try to peer at the shaft wall before our eyes. Pitch darkness. It is a concrete wall, we are informed. In a couple of minutes the lift stops, the metal barricade clangs open and you are once again on firm ground. This is 700 metres under the ground.

As my eyes adjust to the darkness I realise that the field of vision is restricted to the extent of the range of my headlight (literally so!) and that is about 10 ft. I see similar lights bobbing here and there as the denizens

of the underworld go about their jobs.

We wait awhile for the air circulatory mechanism to get going, for without this we would find the going tough, we are told. As it is we are feeling stuffy and suffocated. But not for long. The machines soon hum with life and we feel the continuous flow of an air draught that lifts our spirits and we set out to explore the colliery. ('Set out' is a euphemism for two reasons – one because we are deep 'inside' a colliery, and, two, with the gumboots and the weight around our waist the most that we could manage is plod, not set out.)

As we moved on in single file, the mine layout and working principles operative there were explained to us. I tried to fathom the architecture of the structure and the mammoth task involved in opening up a colliery. We learnt that after identification of coal deposits a detailed map is

drawn of the entire sub-surface identifying the location of coal beds, water table, rock base and so on. After a thorough study of the same the mining depth/s are determined and accordingly the number of horizontal seams to be cut out are decided. If coal mining is to be done at two depths, i.e. at two levels (eg. between 200-250 metres and between 630-650 metres) then two horizontal shafts are likely to be created so that



*The antique steam-operated lift mechanism at Jitpur*

## What lies beneath

The layout of a mine is based on certain basic principles that are most meticulously adhered to. The lift area at each level serves as the pivot around which activity in the colliery moves; it is the point through which men and material are hauled up and lowered down. Keeping this in mind this area is comparatively spacious; you can move around a bit at this central point. Galleries or tunnels, if you like, converge at this central point. On these routes, there are occasionally, space permitting, a narrow rail track on which a trolley/



mini-wagon rolls down with its burden of excavated material and brings it closer to the central opening. From the various galleries, chimneys or winding tunnels go up towards coal deposits waiting to be tapped. These tunnels are comparatively narrower than the galleries, in fact at several places one may not even be able to stand upright and there may be just sufficient space to allow two persons to walk alongside.

This is the area where controlled blasting takes place and from where a small conveyor belt erected against the wall carries the blasted material down towards the underground collection area. Besides coal, yet another thing is carefully collected in those subterranean tunnels – water!

This would not be surprising if we consider that the great volumes of water that collect under the ground would obviously make its presence felt when we encroach into the depths of the earth. Of course, identification of water areas is one of the first stages of exploration of a mining

area and, accordingly, safe mining seams are identified. Then, after informing and taking permission from the Director General of Mines Safety (DGMS), mining begins strictly in conformity with the guidelines set down by DGMS.

Nevertheless, even if an accumulated water body is at more than 600 metres from the mining area, water trickles through several fissures in the earth into the mining area. Though this does not pose any danger to mining activity, it hampers movement and if not collected and disposed off (by sucking through pumps and discharging onto the surface) a large pool of water will accumulate underground.

To tackle this problem a systematic drainage system – on the lines of those in our towns and cities – is in operation. Beside every tunnel, however narrow that might be, is a gurgling water channel that deposits its contents into a central pool inside a mine. It is from here that suction pumps conduct the water to the surface.

material from these two working areas can be conveyed to the nearest horizontal shaft and from there on transported to the surface. But, I am jumping the gun.

First, I must tell you that from those horizontal shafts one needs to climb up to winding chimneys

where coal is being mined. Yes, one does climb, but not steps. You make do with whatever foothold you get as you make your way up the steep incline. Stones roll off from under your feet and you wildly grope for the first thing that you see in the beam of light before you; if

it happens to be a jagged metal piece you risk lacerating your palm. A little further on you struggle to find some place to rest your feet and see nothing but hard ground with no place for a foothold. Almost forced to turn around you look behind and below, and realise that you have

climbed so high up that letting go and falling to the ground would be more than uncomfortable. Defeated, you have no choice but to dig your feet deep into the ground and haul yourself up holding onto the shreds of rocks that are almost grazing your head.

As we near the end of the ascent from where the tunnel turns left, we hear a rumbling sound that gradually intensifies and translates into a big boom. The walls of the tunnel reverberate and one is too stunned to react. "Blasting," is the nonchalant answer to our astonished looks. Officers and workers yell back and forth and the message is conveyed that another session is due shortly and that till then we should stay put.

Not that I was eager to go where the firm earth was being shattered to smithereens, but I was not particularly comfortable, perched as I was – one leg buckled up under the weight of my body leaning against the ground, another stretched below and balanced on an abandoned pipe and holding on to the earth below and a steel rod above. To add to the discomfort, a stream

of cool water trickled from beside and above and down my shoulder. But for the depths at which we were, it would have made for a wonderful adventure setting!

But this is not what I expected. My exposure to coal mining, limited to Bollywood settings (remember the coy Neetu Singh and the dashing Shatrughan Sinha wooing her in *Kaala Patthar?*), is nowhere close to reality. This is a world far removed from the candy-floss images of mine workers that we see on movie screens. In fact, as per DGM (Director General of Mines) rules, women cannot work in underground mines! I am sure proponents of women's equality will not feel slighted in this particular case. Even as we are surprised about finding something radically different from our expectation we move on.

Another fascinating face of nature that does not fail to surprise us is discovering mushroom-like algae blooming on a piece of wood or on the sides of the mine wall, at that depth. Yet another life form that we noticed here were cockroaches. We were told by old miners that the behaviour of these insects

## Dangers in underground mining

**Fire:** Underground mines are more prone to fire since the presence of methane is rampant. Some other causes are:

- ❑ Spontaneous combustion
- ❑ Coal dust explosion
- ❑ Spark from electrical equipment and
- ❑ Spark from stone friction

**Roof fall:** The Mines Regulation Act specifies that adequate roof support should be provided after excavation of coal. Accidents occur due to inadequate pillaring and lack of proper roof support.

**Inundation:** Ground water is available in abundance inside a coal mine so they need to be de-watered on a regular basis. Failure to do this can result in building up enough pressure on the walls to break it.

serves as an indicator of poisonous gases; on sensing toxic air cockroaches display unusual behaviour or flee from that area in droves. Though we did not see one, rats are also said to scavenge the netherworld in search of food droppings! Yes, every one down there in the pit is out to fill the one pit that is called the stomach.

We gingerly scrape our way by twisting our bodies in the most impossible manners through the small aperture that opens into a dead-end where the wall has just been blasted barely half a minute ago. The air is heavy with the smell of the chemical that has been released as a result of the blasting and we somehow



*The machine that eats into the walls of the tunnel*

# MIRROR

manage to breathe. The blasted material is quickly being pushed onto a conveyor belt and it quickly slides out of view.

Meanwhile, the workers are being reprimanded by one of our escorts – for letting twisted steel beams and shrapnel-like objects lying around in the pit and not keeping the approach area clear of debris. It is heartening to note that the workers' defence that attending to such matters would hamper the production target is severely rebuked: "Production kya aap ke jaan se badh ke hai? Aap log yahaan din mein dus baar upar neeche jaate hain, aap logon ko kuch ho jaaye to? Target poora nahin hua to hum bade saab ko samjha lenge lekin aage se aisi laaparvahi mat karo. ( Is production more important than your life? You go up and down this place atleast 10 times in a day. I do not want any of my men to be in danger in any way. If targets are not met I shall talk to the higher ups. Don't be lax about these issues in future)." The assembled workers get busy clearing the area and their expression betrays a look of gratitude for an officer who cares for them.

Before moving on to another area we cup our hands to drink cool water from one of the many strategically placed outlets in the rock face. This is potable water that is sent from the surface. Since any area underground is in use only till coal is available for excavation, it is neither feasible nor possible to have the luxury of installing taps for water.

It is time to slake my curiosity about the dreaded accidents that occur in coal mines. "Everything seems foreboding and sinister if



*Workers being transported down into Chasnalla mines in a riding car*

you are not acquainted with it," is the response of our colleague-escort. He goes on to add: "For us it is an everyday affair – to come down here, spend hours on end, supervise the work and ensure that all precautions have been taken and rules followed and that mining is going strictly as per schedule. Even in an accident-prone area as the mines, accidents, if any, occur if standard operating norms are not strictly followed."

We learn that there are four possible causes of disasters in a colliery – collapsing of the roof of the mine, inundation by water, fire, and inhalation of poisonous gases, particularly carbon monoxide. With advancements in technology and cautious working almost all such occurrences have been curtailed. In fact, the first two have been virtually eliminated and, theoretically speaking, all four possibilities have been taken care of. But, accidents do happen.

Our mines diligently follow DGM guidelines, we are told, in

all aspects – be it keeping adequate buffer space between an underground water body and mining area, filling up gaps with sand or providing adequate supporting structures, ensuring all machinery is ship-shape to eliminate ignition by friction and sparks, or ensuring proper ventilation, etc. We could not contain our pride when we learnt that it is not unusual for our colleagues to be summoned by other coal producers in the area (BCCL recently did so) in case of an accident to utilise their expertise in managing the situation.

At Jitpur, we were witness to a unique lift system that is still in use. Unlike today's underground lifts that run on electricity, this antique working lift runs on steam power! The entire mechanism, akin to the quaint old steam engines that hauled trains, is worth admiration. Our appreciation for our colleagues goes up a couple of notches when we are told that there are several old

machines besides this that are operational only here. In some instances, the original manufacturer, in England or elsewhere in Europe, when contacted for repairs or spares threw up their arms. 'It has become defunct, such things don't work any longer,' they said. The ingenuity of our colleagues, spurred on by the straitened circumstances, motivated them to tackle the problem and find a solution. What was given up as hopeless by the original manufacturer was salvaged and is still running well. These are our unsung heroes.

However, unlike Chasnala, Jitpur is fully mechanised. Here, a strange contraption greets you in a seam that is being explored. Even as carpenters and other

workers are busy providing bamboo roof supports and drilling holes in the roof to fix a small metal strip to arrest the roof's descent, a giant machine is whirring at the farthest end of the mine. It is cutting into the rock and extending the tunnel further. This machine is mounted on a caterpillar body whose steel wheels rest on a steel belt that easily carry it over various obstacles, just like an army tank. It has an appendage with a mace at the front that has several teeth that 'eat' into the wall ahead as it rotates, while its lower portion collects the coal lumps and sends them onto a conveyor belt.

Seeing this machine and having spent a couple of hours underground and having got a feel of the architecture of a mine

we realise what a Herculean task it would have been, besides of course the careful planning, to transport all these things from the surface to these depths and then lug them to their present positions. Even as we ponder over this we head back towards the surface. As we wait for the lift to come, the worker in charge at that point offers us *muri* and *bhujia*! "Need something to munch on in-between," he smiles. We cannot help but feel gratitude for him and liberally help ourselves in an impromptu feeling of camaraderie.

As we emerge into the open air we realise that darkness has set in. But it is different from the darkness underneath. This is familiar territory. But, beneath our feet lies that vast medley of crisscrossing tunnels that seemed to be an unending labyrinth of apprehension. Every moment spent underground seemed to be under the constant fear of the unknown. Anything can happen any moment. In addition to the physically tough working conditions common with our colleagues at the steel plants or the open-cast iron ore mines, underground coal mining requires the ability to take mental pressure in large doses.

Here, in spite of the fact that all eventualities have been taken care of, the one element of uncertainty that hinges on Fate always casts its dark shadow over the lives of all who work there. Yes, it casts its shadow, but does not cloud their brow.

As we walk back towards the makeshift office on the surface for a cup of tea, I realise I have learnt a lesson or two from my mines colleagues.

*The writer is Deputy Manager (Communications)/PR Dept/CMO/SAIL* ◆



## Collieries in SAIL

**Chasnalla Colliery:** Located in Jharkhand, in the eastern part of the Jharia field about 20 kms from Dhanbad railway station, it supplies coal mainly to ISP and occasionally to SAIL's other integrated steel plants. Mineable reserves: 40 MT.

**Jitpur Colliery:** Also in Jharkhand, about 12 kms northwest of Chasnalla, this is an old underground mine being worked since 1907. Mineable reserves: 16 MT.

**Ramnagore Colliery:** Located in Bardhaman district of West Bengal this colliery lying on the north side of the 'fault' supplies coal to ISP, DSP and BSL. The south side is still unexplored. Mineable reserves: 150 MT.

*(Source: Steel Maker As Miner by R.N Sinha; Published by SAIL)*



## Where time stands still



**Mr Santanu Ghosh**  
takes us into the  
*Ajanta Caves, which*  
*is now a World*  
*Heritage Site*

“Zwei tausend jahre alt. Unglaublich!! (Two thousand years old. Unbelievable!!)”, someone whispered behind me. I slowly turned around, to see a man looking agape at the paintings on the wall.

We were standing in the first of the legendary Ajanta Caves in Maharashtra famous for their centuries-old paintings. It was my first visit there and I rued my destiny for not being born a few centuries ago.

“Das stimmt. Aber es gibt noch mehr (That’s right. But there are still more),” I quipped. My words seemed to bring him back from the world he was lost in for a while. He was obviously delighted to meet someone speaking his mother tongue German in an alien land.

With a “Hello” in English the German introduced himself as Alfons, and soon we became friends. He lives in Berlin, and teaches Oriental Art there. Like me, it was also his first visit to Ajanta.

Alfons knows a lot about Indian art,

culture and history. On hearing that I had come from Kolkata, he gave me some interesting information. Around 100 years ago, he said, Mukul Dey, a student of Rabindranath Tagore’s nephew Abanindranath, came to Ajanta to study these cave paintings. Ajanta was not so easily accessible in those days, and there was no place to stay. Sister Nivedita, the great disciple of Swami Vivekananda, gathered funds for this mission. A couple

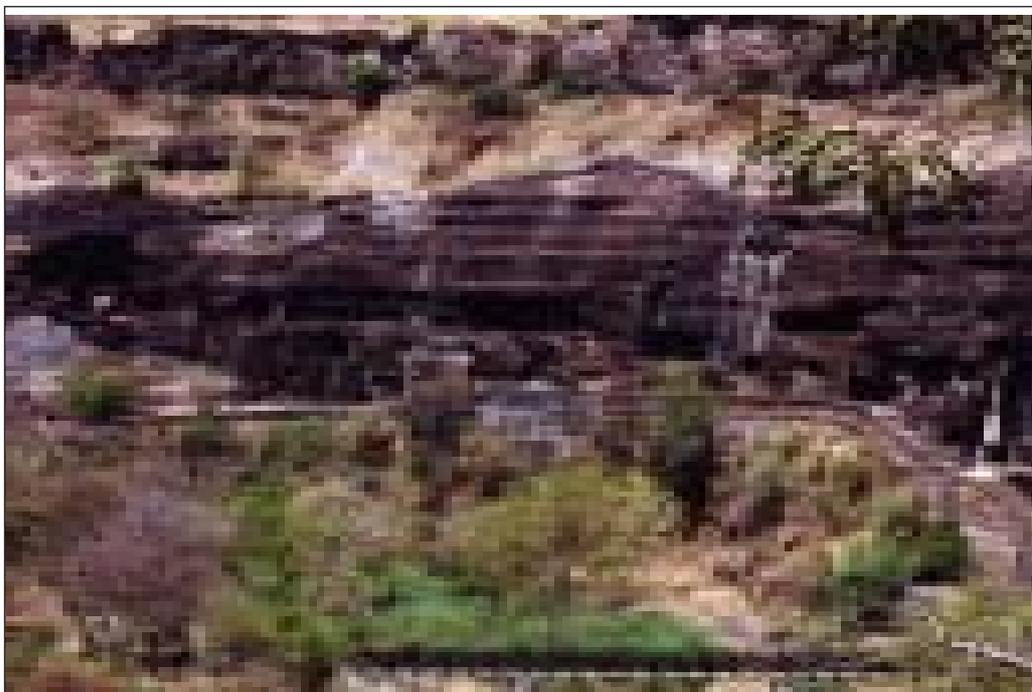


*Fresco of Bodhisattva Padmapani*

of years later, a group of students, including eminent artists Nandalal Bose and Ashit Halder, came here, stayed for years and copied the paintings.

It was pretty hot outside the caves. I realised that choosing April for this visit was a wrong decision. I should have remembered that Ajanta remains cool only from October to February. However, the off-season was a blessing; there was no rush of tourists. So I could enjoy my time quietly concentrating on every painting.

Ajanta is one of the finest examples of Buddhist architecture, cave paintings, and sculptures. Thirty caves are cut into a steep face of a horseshoe-shaped rock gorge on the Waghore river. Five of the caves are *chaityas* – shrines dedicated to Lord Buddha; the rest are *viharas* – monasteries used by Buddhist monks for meditation and the study of Buddhist teachings. They are serially numbered, but not chronologically, so the cave # 1 is not the oldest one. Caves 8, 9, 10, 12, 13 and part of 15 are



*A view of the rock-hewn Ajanta cave chain*

the older, early Buddhist caves.

The paintings that adorn the walls and ceilings of the caves depict *Jataka* tales, incidents from the life of Buddha and various Buddhist divinities. It is assumed that the creations of Ajanta took place in the period between 200 BC and 650 AD. No wonder Alfons was so mesmerised seeing the paintings in cave # 1.

The Buddhist rock-hewn Ajanta caves are only 59 kms from Jalgaon (recently in the news for bird flu) and 104 kms from Aurangabad in Maharashtra. Ajanta is chiefly famous for frescos, while Ellora, which is

just 30 kms from Aurangabad, is ditto for sculptures.

This great work of art remained shrouded in obscurity for over 1,000 years, till John Smith, a British army officer, accidentally stumbled upon them while on a hunting expedition in 1819. In the long time span of around 200 years, with initiative and efforts of different persons in different times, the treasures of Ajanta were gradually unveiled before the rest of the world. Today, Ajanta has been designated as a World Heritage Site. A number of paintings, which the British army could see, are no more available. In spite of constant restoration work, the brilliant art treasures have been decaying with time due to natural causes.

Alfons was taking photographs using very high-speed film, because light inside the cave is not sufficient for normal photography, and use of flash is not permitted. Together we crossed the long rock-cut corridor seeing the caves one after another. Alfons was narrating how earnestly people tried to save the Ajanta paintings now gradually sliding into ruin: "Around 10 years after the caves



*Elephant adorned with ornaments (fresco)*

# TIME-OFF

were discovered, the Royal Asiatic Society of Bombay surveyed the place. Appreciating its



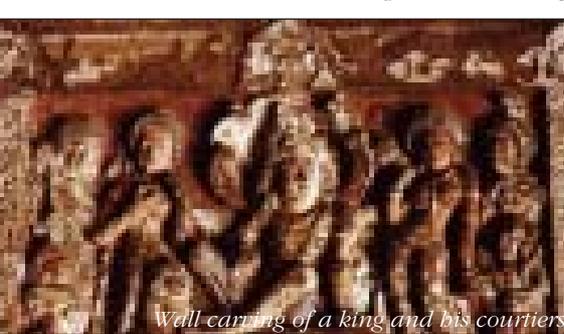
*Painting of two men in discussion*



*Painting depicting aspects of daily life*



*Floral depiction on ceiling*



*Wall carving of a king and his courtiers*

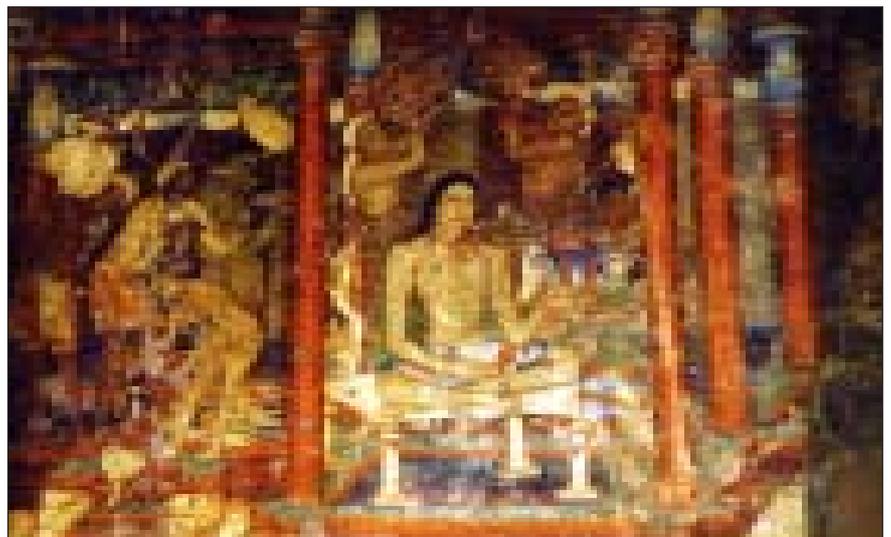
significance, the Society recommended restoration of the paintings to the British government in 1829, probably for the first time. In 1839, James Ferguson visited the caves. His article *Ajanta* was published in the *Royal Asiatic Society Journal* in 1844, through which the scholars of England came to know about the uncovering of the art treasure trove. In early 1860s, Robert Gill from England came here and made 30 copies in oil painting. Unfortunately, barring five, all those valuable paintings were destroyed in a fire at Kensington Museum of London. Under the guidance of George Griffith, Principal of Bombay Art School, 355 paintings were copied in 1875. Strangely enough, all paintings were destroyed in a fire, except 56 of them which are still available in the Victoria & Albert Museum, London. And, as I have already said, in the beginning of the 20<sup>th</sup> century, students of Santiniketan visited Ajanta and made copies of paintings.”

Ghulam Yazdani, head of the archaeological department of the

Nizam Dominions, also took a very big step to restore these fragile residues. In 1920-22, he procured the advice and assistance of specialists from Vatican who constantly attend to the preservation of frescos by Michelangelo and others in the Sistine Chapel. Yazdani sought help from Chechhoni and Count Arcini, two Italian artists, who came here and did a painstaking job of restoration using appropriate methods. Based on his intensive study, Yazdani wrote a book titled *Ajanta* in six volumes, which was published by Oxford in 1930. The book, considered as the most authentic document written on Ajanta, is now out of print.

I was fascinated by Alfons's profound knowledge. He planned to shift to the MTDC Resort at Aurangabad, where I was staying. He said he would like to interact with the local people using me as an interpreter. An excellent arrangement, I thought, as I could learn more about Ajanta from him.

The Ajanta paintings are considered the supreme eminence



*Intricate detailing of illustrations are the hallmark of Ajanta*



*23-feet-long carving of Reclining Buddha*

of art ever nurtured in this subcontinent. In cave # 1, which is the best among the 30 caves, the central figure is the Bodhisattva Padmapani – Buddha holding a lotus. His colossal size is adequately warranted by Mahayana texts dealing with Buddha's mythical aspects. The figure is placed in a lovely setting. On his left is a dark princess with a serene expression and a female attendant stands behind her. The background is full of action: all kinds of creatures – animal, human, demonic and divine – surround Buddha and rejoice at his superhuman presence.

I was spellbound by the other caves too, especially nos. 2, 4, 6, 7, 9, 10, 16, 17, 19, 24 and 26. The variety of figures, attitudes, and arrangement of elements in the paintings seemed inexhaustible. There is no obvious geometrical structure to divide and clarify each element. Nevertheless, they do not interfere with each other. The art is one of natural abundance, intending a gentle representation of rich variegated profusion of life, for, the whole composition is a concept of the unity of life.

No effort has been made to achieve the Renaissance type of

stage perspective. However, a spatial depth has been suggested through smooth rounding of the limbs and bodies. Cave 26, a large ruined *chaitya*, contains some fine sculptures, including the huge figure of reclining Buddha waiting for *nirvana*.

The painters at Ajanta used a particular technique. First a layer of clay mixed with rice-husk and gum was applied to the rock, and over this a coat of lime was laid. Then colour was applied, filled in by washes the details being accentuated by lines and dots. The art seems to have well developed by the end of 2<sup>nd</sup>

century AD and to have reached its height in the 5th and 6th centuries. In the 8<sup>th</sup> century, judging from the paintings of Ellora, it began to forfeit some of its grace and vitality, with the figures becoming flat, losing depth.

Time seems to stand still in Ajanta. Yet the clock ticks away, and it is time for us to move on. The eco-friendly bus is waiting down the hill. Alfons and I pick up our rucksacks and board the bus. Tomorrow our destination will be Ellora.

*Photographs are by the writer who is Manager (Public Relations) at Raw Material Division headquarters in Kolkata.* ♦



*Fascinating work on the wall of Cave 26*

# TIME-OFF

## Soo Locks: A man-made wonder

**M**y wife and I were visiting our son Rahul staying at Bloomington in Illinois, USA in the summer of May 2005. Urged by Rahul, we made a trip to Sault Ste Marie, one of the finest tourist attractions in the US, located about 590 miles from Bloomington. It took almost 10 hours to reach the town by road but driving in the US is really a picture-perfect treat, so we had no regrets.

The five Great Lakes of North America – Superior, Michigan, Huron, Erie and Ontario – contain one-fifth of all the world's free fresh water (water not frozen into the polar ice caps). The water in the lakes travels from west to east and makes a total drop of 602 ft (183 m) before reaching sea-level.

### Mapping the lakes

Water flows from Superior, Michigan and Huron through Lake St Clair and the Detroit river

into Erie. From here water flows through the Niagara river into Lake Ontario and further through St Lawrence river finally into the Atlantic Ocean.

Lake Superior is both the largest in surface and deepest of

*Mr G.V. Chaoji visited Sault Ste Marie in Michigan to see the world-famous Soo Lock system that allows vessels of many types and sizes to safely traverse the drop in elevation between water bodies*



*An aerial view of Sault Ste Marie*

the five Great Lakes. Ontario is the smallest and Erie is the shallowest. The largest difference in water level between Erie and Ontario is a 326-ft drop. Superior is 21 ft higher than Michigan and Huron, which are 8 ft higher

than Erie. The St Marys river, the only water connection between Superior and the other Great Lakes, known as the St Marys Rapids, falls about 21 ft from the level of Superior to the level of the lower lakes.

A drop in water level is a natural barrier to ship movement. American history says that the Ojibway (Chippewa) Indians, who lived in the area, used to carry their canoes around the rapids to reach Lake Superior from St Marys river. They used to unload the boats, haul the cargo around the rapids in wagons and then

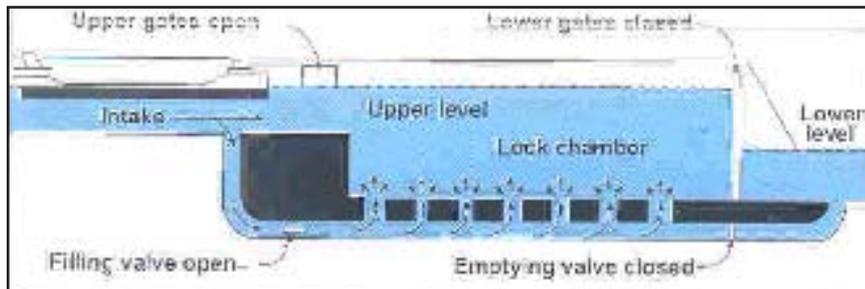
r e l o a d alternate boats on the other side – a time-taking process.

W i t h increase in trading, the need to build a lock became a necessity and that is how the world-famous Soo Locks were built to form a passage around the rapids in the river. Our world is full of natural wonders but the Soo Locks

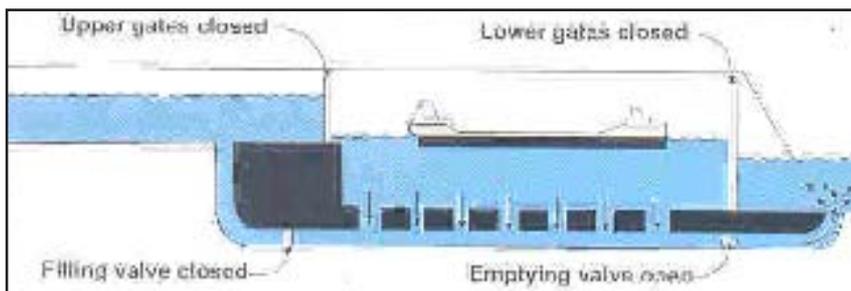
are a wonderful man-made creation.

In the late 1700s, a Canadian company built a lock on the Canadian side of the river. It was destroyed in the war of 1812.

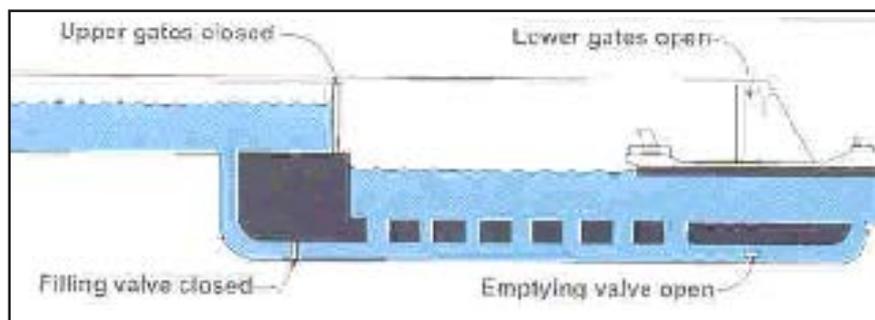
***These diagrams show how a ship is lowered in a lock. A ship is raised by reversing the operation. No pumps are required: the water is merely allowed to seek its own level.***



***With both upper gates and lower gates closed and with the emptying valve closed and the filling valve open, the lock chamber has been filled to the upper level. The upper gates are then opened, allowing the ship to enter the lock chamber.***



***Now the ship is in the lock chamber. The upper and lower gates and the filling valve are closed. The emptying valve has been opened to allow water to flow from the lock chamber to the lower level.***



***With the water level in the lock chamber down to the lower level, the lower gates have been opened and the ship is leaving the lock chamber. After this the lock is ready for an upbound ship to come in and be lifted or may be filled to lower another downbound ship.***

A private American company then built locks on the US side of the river in 1853. These locks were turned over to the State of Michigan in 1855 and then designated the State Locks. In 1881, the locks were transferred to the US government, giving jurisdiction to the US Army Corps of Engineers. The Soo Locks are one of the busiest lock systems in the world. These locks are just across the water from the Canadian lock in Sault Ste Marie, Ontario, Canada.

### **How navigation locks operate**

It is estimated that the Soo Locks water route reduces transportation costs by an average of \$ 5 per tonne, thereby resulting in savings in transportation cost to the tune of many billion dollars. More than 12,000 vessels carrying hundreds of million tonnes of cargo pass through these locks every year, varying in size from small passenger vessels to large 1,000-ft ships carrying more than 72,000 tonnes of freight in a single load.

There are three working locks namely Poe Lock, Davis Lock and Macarthur Lock on the American side and only one Canadian Lock on the Ontario side. These locks are equipped with the latest electronic systems to monitor vessel movement and are periodically inspected for structural soundness during the winter months (January through March) when formation of ice shuts down shipping on the Great Lakes. A beautiful visitors' centre situated near the locks has an observation platform which makes viewing the locks a delight.

**The writer is Resident Manager, Bhilai Unit Office, New Delhi** 

# SAIL needs to do a lot more to boost its image

*It was a time for introspection, to ask our employees what they thought of our company's image. A corporate image, though not tangible as it is a perception that exists in the minds of the stakeholders, is an important aspect of any business. A company's image is determined by its product quality, employees, social concerns, organisation culture, customer care, human resource management, regulatory compliance, advertising, etc. Image management, one of the best marketing tools available, is therefore a tough job because it involves the entire company and its business environment and, in the end, creates happier customers and employees, more loyalty and higher market share. Developing or boosting one's image requires two elements – the ability to distinguish oneself in the marketplace and absolute commitment to consistently sustain what one's image proclaims.*

*All participants of our 31st Viewpoint felt that a good image is not necessarily derived from only good publicity and advertisement campaigns, but is an amalgamation of the different characteristics of a company. While all were proud of the current image of SAIL, they were equally unequivocal about areas where we could do more. Most of our readers wanted SAIL to move past its old image of being a bulk supplier to re-positioning itself as a quality producer of steel. All contributors also stressed that employees project the image of the company to the outside world and in today's competitive market where most of the large organisations forge together as a cohesive and committed team, SAIL should do no less.*

*Excerpts from the three best entries are published here*

## Need for a switchover

Life is no brief candle for me. It is sort of a splendid torch which I got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations.

– **George Bernard Shaw**



The image of a business organisation is important for the future growth of the company and therefore not to be given a cursory approach. Contrary to popular perception a good image is not necessarily derived from only good publicity and advertisement campaigns. It is a collage of various elements that project a company as a good company.

A company's image is determined by

**1<sup>st</sup> prize**  
**Mr B.V. Saranyan**  
 Branch Manager  
 Salem Steel Marketing Division, Salem

many factors, the predominant ones being:

- Quality of products
- Ability of the organisation to respond to change
- Market leadership
- Growth and expansion
- Paymastership
- Good employer
- Social corporate concerns
- Approach to environmental issues

- Profitability and bottom-line
- Professional approach
- Media image
- Product advertisements
- Financial condition

Let us look at each factor individually.

**Quality of products:** Hitherto we have been projecting ourselves as a tonnage and bulk producer of steel, but the market reality is that the quality of most of our products needs to be augmented. We must acknowledge this fact and re-position ourselves as quality producer of steel. We need to do this by continuously expanding our spectrum of products with further value additions, manufacturing special steel such as auto grades, micro-alloys and so forth. Capability to manufacture sophisticated products in line with the market demand, particularly in up-market grades would certainly project SAIL as a quality steel maker. A switchover of image is necessary with the emerging trends in the industry and for this we need to capitalise on our R&D facilities to stay ahead. The future trends with respect to quality are going to be very demanding, so quality high-end products, catering to niche markets will go a long way to boost our image.

**Ability of the organisation to respond to change:** SAIL has done well in its ability to respond to change. The company has veered with deftness from its 1950s' socialistic objectives to the competitive 21<sup>st</sup> century global market, from a greenfield industry to a business entity, from labour orientation to automation. The agent of change was the SAIL collective and this ability to change according to the changing market realities augurs well for SAIL.

**Market leadership, growth and expansion:** So far foreign investments in steel have been miniscule but with the end of the Raj-era, many global players are entering into the steel arena which is going to lead to fierce competition by 2010. Here SAIL's position as market leader could be threatened, but how quickly we go ahead with our new projects, capacity enhancements etc is crucial to our image as market leader.

**Paymastership:** It doesn't mean early or advance payments, but paying on the contracted days. Such work culture vastly improves the business interest of the organisation, competitive prices from vendors, direct supplies from manufacturers, etc.

**Good employer image:** Employees project the image of the company to the outside world. A good disciplined workforce which oozes commitment, creativity bred out of encouragement by the management and one which excels in team spirit becomes an exemplary image booster. SAIL has been able to project itself in the recent past, with reduced employee strength, introduction of process automation and emergence of constructive unionism. Better safety records also emphasise SAIL as a good employer. Today most of the large organisations forge together as a cohesive and committed team. SAIL should do no less.

**Social corporate concerns and approach to environmental issues:** Perhaps this is an area where SAIL is way ahead of other companies. Considering the tough working/environmental conditions steel plants pose, the myriad social and environmental activities of the company is one worthy of praise.

**Profitability, bottomline and professional approach:** In the end it is the bottomline that speaks loud and clear and as of now SAIL has every reason to keep its chin high. It is not merely the buoyant steel market which has catapulted the company's financial results but it is the foresight of the company with respect to investments, the adaptation to emerging technologies, the colossal change in work-culture, the positive approach, concern for productivity, etc., which has allowed SAIL make an impact.

**Media image and product advertisement:** Performing well is good but even market leaders need publicity to stay in business. While some of our advertisement campaigns in the past have been the talk of the nation, continuation of image-building is important. A well-planned image building exercise like IOC's which has learnt to compete like Coke and Pepsi would do wonders. Steel is no less a household item so we need to boost up our image through product advertisements.

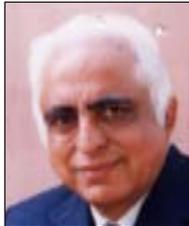
**Financial condition:** The image of a financially sound company itself would finance future growth. This factor plays a crucial role as a springboard.

Each of the above factors plays a critical role to determine the image of a company. To have a sound image a company should do well in each of the above factors. As a company we should periodically evaluate ourselves to determine our performance in all of them. Areas we find ourselves lacking should be viewed with concern.

# VIEWPOINT

## Employees hold the key

How a company is perceived in the market is the exclusive deciding factor about the reputation of the company, its future, its goodwill and its market leadership. Image is decided by many factors- its employees, media, its products, financial status, work culture, share price, and so forth.



# 2<sup>nd</sup> prize

**Mr Shashi Kant**

*Executive Director (Safety)*

*SAIL Safety Organisation, Ranchi*

It has been seen that employees form the best means of communicating the image of a company. It is the employees' actions and behaviour that to a large extent decides the perception about the company. Committed employees go a long way in boosting the image of the company more than any other factor.

One of the ways to create committed employees is to have a good communication channel in place. A direct and transparent link with the employees where they are apprised by the management about company policies, its market share, its potential and its bottlenecks creates an atmosphere of mutual trust.

Many things are in place in SAIL which has helped in establishing its image. The efficient and transparent manner in which wage revision and disbursement of arrears was handled has to a large extent helped in boosting the morale of the employees and in return the image of the company.

The excellent medical and educational facilities in the steel townships have gone a long way in improving the company's image. Small acts of excellence in medical care are narrated by employees at every possible forum and are a great morale booster, but again acts of neglect ruin the goodwill built over a long period. Areas where good education facilities are not available especially in mines and isolated areas are cause of heartburn for the employees.

Another important image building factor is through preventive

vigilance. A strong preventive vigilance machinery can go a long way in improving customer handling where work is attended to promptly without any hidden agenda expressed explicitly or implicitly.

One cannot underestimate the power of word of mouth and the role it plays in boosting or ruining a company's reputation. I once had the experience of two suppliers discussing their experiences with me in a train and I was discreet enough not to disclose my identity to them.

A fair and transparent promotion policy if followed in letter and spirit could provide a big morale booster for the true performers and would help in identifying future leaders or managers of the company. Generally at present we try to oblige all employees, which does not do justice to the objective of identifying performers from the rest.

Any image of the company is finally decided by its products and after sales service. Employees who have an interface with customers regarding their procurement requirements, delivery schedules etc sometimes have a final word on the company image. Promptness in handling complaints and delivering as per and commitment is necessary.

It is generally found that at times it is the lack of coordination between marketing function and the plants which is the root cause of dislocations. If marketing and plants talk on the same platform and see other's views comprehensively then many issues can be resolved. The issues are less technical and more human.

I feel the company has lot of responsibility

*One of the ways to create committed employees is to have a good communication channel in place. A direct and transparent link with the employees where they are apprised by the management about company policies, its market share, its potential and its bottlenecks creates an atmosphere of mutual trust.*

towards the safety and health of employees and the environment in general. Any fatal accident should be thoroughly investigated to find out the root cause and work for its elimination with all sincerity rather than merely giving lip service. This would give confidence to the workforce and credibility to the intentions of the management. Learning in one plant need to be implemented and followed up continuously till new work practices are adopted.

At times accidents are blown out of proportion by the media because of ill-informed or half-baked information. Proper communication with the media will to a large extent sort out this issue.

We have defined human resource as our most vital resource and there would be hardly any

justification for neglecting the safety and welfare of this vital resource. Proper utilisation of resources, be it raw materials, water, energy or human potential gets good media coverage and would improve the image of the company.

Environment protection plays a major role in boosting company image. Any carelessness in polluting the air or water can cause irreparable damage to the reputation of the company. One should not only comply with statutory regulations but be above the minimum compliant level.

All these are important issues but the most important and vital factor are the employees of the company. It is the employees alone who can boost the image of the company and make SAIL ready for the challenges of the competitive market.

## Positive image is a must



The image or reputation of a company is the way the company, its activities, products or services are perceived by outsiders. It is an important component of an organisation that begins with the corporate vision, strategies, values and goals. In

fact the image of an organisation begins within the offices of a company's managers; people experience the brand the way they are dealt with.

A large number of factors contribute to make an image or brand. The most important foundation to build an image are outstanding products, customer care, right pricing strategy, employee motivation, transparency in dealing with stake holders, clean image with respect to regulatory compliance, organisation culture, good human resource management, sustainable product and sustainable reporting system, peripheral and community development etc.

In a competitive business climate, many organisations actively work to create and communicate a positive image to their customers, shareholders, the financial community, and the general public. A company that mismanages or ignores its image is likely to encounter a variety of problems. Some of the warning signs that a business might have an image problem include loss of major customers, drop in stock value and poor relationships with vendors or government officials etc. If an image problem is left un-addressed

3<sup>rd</sup> prize

Ms Ajanta Sengupta  
Manager, EMD, Kolkata

it leads to a cycle of problems for the company. A company should have many systems in place to ensure a good corporate image:

### Communication & feedback system

Communication is the link between company's identity and company's image and it should be defined in the broadest possible sense. Communication encompasses everything and it includes almost everything the company does, from the way phone calls are answered to the involvement of company employees in community activities. Some of the principal tools of corporate communication include company's website, logos, formal statements (mission statements, credos, codes of conduct, annual report, press release, media advertising, and company slogans) and public conduct during events.

Continuous feedback about the company's image is essential to the management, as business owners and managers need accurate information on how their company is perceived if they are to make sound decisions. Continuous feedback can be elicited from company's stakeholders and based on such

# VIEWPOINT

inputs, modifications can be made in the company's communication methods.

## Transparency in dealing with customers

Transparency in dealing with customers is required to ensure clean and fair dealings to prevent any undue advantage to any customer. Equal approach and sharing of information like pricing and product availability with all customers is a must. Creating and maintaining a healthy long-term relation with customers had been one of hallmarks of SAIL. Extensive customer contact, product and segment specialisation, close monitoring of order servicing and feedback analysis through the Customer Satisfaction Index are established norms at SAIL/CMO. To achieve our target to be the market leader amongst global steel producing companies, we also believe in the values of People, Excellence, Change, Integrity and Culture.

The new generation marketing strategy stresses not only on customer satisfaction but also on creating loyalty. When customers have faith in the supplier's values and integrity, finds transparency in their dealings, and its sincere intention to serve them, they don't want to go to other suppliers. Quality and culture is really a way of managing an organisation which automatically boosts up the company's image.

The recent enactment of Right to Information Act 2005 also promotes openness, transparency and accountability in the working of public authority.

## Eco-labelling of products – eco mark schemes

Eco-labelling is the practice of labelling products based on a wide range of environmental

considerations. It allows the consumer to choose and to make comparison amongst products with respect to its safe disposal/recycle ability, energy efficiency, etc. In Japan and South Korea, BF slag and cement made from BF slag have been labelled as eco products, like tiles and blocks made from waste materials like fly ash. As Life Cycle Assessment study which is a prerequisite for Indian Eco Mark scheme, has already been conducted by MoEF, SAIL may think in this manner which will certainly boost up the company's image as an environmentally conscious organisation.

## Introduce corporate sustainable reporting system

Sustainable reporting is being adopted by many companies in order to give a clear and transparent picture to the stakeholders about the societal and ecological impact of a business activity, their products and services. Sustainability reporting is a tool for linking typically discrete and fragmented information i.e. economic, environmental and societal in a more strategic manner.

International Iron & Steel Institute (IISI) has taken initiative in this regard and many steel companies around the world are reporting their Sustainable report as a tool for global competitiveness. Arcelor, Dofasco, Posco, Kobe Steel, Nippon, Jindal Vijaynagar Steel, RINL, Tata Steel, etc., are among the participating countries.

Many corporate sectors in India have started sustainable reporting as per Global Reporting Initiative (GRI) guidelines. SAIL may also explore this avenue if not fully, at least with an incremental approach at this stage.

## 'सेल को अपनी छवि निखारने के लिए अभी भी बहुत प्रयास करना आवश्यक है'



हर दूरी हमने नापी है, औद्योगिकता उभरने को प्रति राहें हमने मोड़ी हैं समृद्ध देश बनाने को यही सपना है, अभिलाषा है सेल है हमारा, हमने सँवारा....

सेल की उत्कृष्टता से हर कोई भली-भांति परिचित है। विपरीत, विषम व क्लिष्ट परिस्थितियां वे चाहे

वैश्विक मंदी हो या घरेलू संकट हर झंझावातों को सेल ने अपने फौलादी इरादों द्वारा समर्पित कठोर परिश्रम एवं विजयी मानस के साथ सदैव खुद को विजेता ही सिद्ध किया है। विशिष्ट व उल्लेखनीय उपलब्धियों का सिरमौर सेल की एक अति विशिष्ट इकाई 'भिलाई' अपनी अग्रसरता का विश्वमान्य

# 3<sup>rd</sup> prize

पी.वी. राघवेन्द्र राव,  
मानचित्रकार, बी.ई.डी.बी., भिलाई इस्पात संयंत्र

प्रतीक है। अपने सम्मुख प्रस्तुत किसी भी अवसर को चुनौती मानकर अनकूल विजय प्राप्त करना ही सेल की छवि को उज्वलता प्रदान करता है। वस्तुतः हमारी यही मानसिकता ही सार्वजनिक क्षेत्र व निजी क्षेत्र के प्रति विश्व में तिष्ठ अवधारणाओं को धराशाही करती रही है। कुल गुणवत्ता की

**हम सब कुछ प्राप्त कर सकते हैं किन्तु समय का एक पल भी नहीं। कार्य समय के परिपूर्ण उपयोग द्वारा ही हमारी दक्षता में निपुणता प्रवेश करती है। यह आत्म विवेचना का विषय है कि सप्ताह के 48 घंटों का हम कितने कारगर ढंग से प्रतिष्ठान के लिए प्रयोग करते हैं।**

उपादेयता से हम सभी अच्छी तरह से अवगत हैं। हाल ही में भिलाई के तत्वावधान में मुम्बई के बहुचर्चित 'भोजन डिब्बे' वालों की एक वृहद् कार्यशाला सम्पन्न हुई। सिक्स सिगमा प्रयोजन के तहत त्रुटिहीन कार्य निष्पादन शैली की उक्त कार्यशाला अनुपम, अनुकरणीय व स्तुत्य उदाहरण सिद्ध हुई।

छवि मूलतः हम खुद को जिस तरह प्रस्तुत करते हैं उसी के अनुरूप निर्मित होती है। "विश्व इस्पात बाजार" हो अथवा 'घरेलू' सेल की छवि सर्वविदित है। हमारी वर्तमान छवि और बेहतर परिलक्षित हो इसके लिए बहुतेरे आयाम हो सकते हैं और हैं भी। तुलनात्मक अध्ययन के आधार पर अकसर निजी क्षेत्र को सार्वजनिक क्षेत्र से कहीं आगे समझा जाता है। आज भीषण प्रतिस्पर्धा का युग है, इससे औद्योगिक परिदृश्य भी अछूता नहीं रह सकता। सतत् उत्कृष्ट गुणवत्ता के साथ समग्र गुणवत्ता में भी अग्रसर पैठ बनाना आज हमारे लिए फौरी आवश्यकता है। हमारी और बेहतर छवि के परिपेक्ष्य में विभिन्न परिमार्जनों के साथ प्रमुख हैं समय प्रबंधन, ससमय कार्यनिष्पादन और अन्तर्गमन से समर्पण।

#### समय प्रबंधन

हम सब कुछ प्राप्त कर सकते हैं किन्तु समय का एक पल भी नहीं। कार्य समय के परिपूर्ण उपयोग द्वारा ही हमारी दक्षता में निपुणता प्रवेश करती है। यह आत्म विवेचना का विषय है कि सप्ताह के 48 घंटों का हम कितने कारगर ढंग से प्रतिष्ठान के लिए प्रयोग करते हैं।

भोजन अवकाश के 30 मिनट का 1,2,3 घंटों में अनायास परिवर्तित हो जाना कहीं न कहीं विमुख विसंगति को ही इंगित करता है। 10 से 30 मिनट के विलम्ब की सहज रूप से अनदेखी कर लेना और समय के पाबंद को प्रेक्टिकल आदमी नहीं है समझ लेना आदि से हमें यथाशीघ्र मुक्त होना आवश्यक है। हमें यह ध्यान रखना है कि ग्राहक ही हमारे लिए राजा है लेट लतीफी और सेवा के प्रति उदासीनता अंततः संस्थान की प्रतिष्ठित छवि को

**यह आत्मचिन्तन का विषय है कि नित दिन आधुनिक टेक्नोलॉजी को अपनाते वर्तमान औद्योगिक परिदृश्य में उपरोक्त अवधारणाओं/प्रवंचनाओं का किसी भी तरह का स्थान नहीं है। अतः रूढ़िग्रस्त मानसिकता से मुक्त होना ही हमारी छवि के लिए महती आवश्यकता है।**

ही धूमिल करेगा। कार्य समय को प्राथमिकता के आधार पर योजनाबद्ध ढंग से पूरा करना हम सभी का नैतिक दायित्व है।

समय व्यतीत करने की मानसिकता को कर्तव्यपरायण भी देखते और समझते हैं। किन्तु कुछ व्यक्त नहीं करते क्योंकि कर्तव्यनिष्ठ का मनोबल इतना प्रबल होता है कि विमुखता उन्हें विचलित नहीं कर पाती। कार्य समय के अधिकतम उपयोग का श्रेष्ठ उदाहरण हमारा अभीष्ट ग्राहक भारतीय रेल ही हैं। बिना समुचित कारण के ट्रेन की लेटलतीफी पर चालक को भारतीय रेल द्वारा तत्काल 'कारण बताओ सूचना' जारी कर दिया जाता है। अनुशासित समयबद्धता हेतु कार्मिक के निष्पादन को सीधे वेतन से जोड़ा जाना वर्तमान गलाकाट प्रतिस्पर्धी औद्योगिकता के अनुरूप प्राथमिक आवश्यकता है। हमारी छवि को निजी क्षेत्र के तारतम्य में सशक्त प्रतिद्वंद्विता हेतु हमें

1. चलता है।
2. कुछ नहीं होता।
3. समय से पहुँचने पर क्या हासिल होगा।
4. सरकारी काम को सरकारी तरीके से ही करना है।
5. कुछ करें या ना करें क्या फर्क पड़ता है।
6. ज्यादा काम क्यों करें।
7. संस्थान हेतु समर्पण के साथ सृजनात्मकता से हमें क्या वास्ता।
8. अतिरिक्त परिश्रम चापलूसी का द्योतक है।
9. बहुकौशल निरर्थक है, हमें सीखने की क्या आवश्यकता है।
10. कम्प्यूटर तो मशीन है, हम जो फीड करेंगे वही प्रदर्शित करेगा।
11. हर हाल में हमारा वेतन, वेतनवृद्धि, महंगाई भत्ता, अन्य सुविधाएं व कलस्टर के तहत हमें प्रमोशन तो मिलना ही है।

आदि बहुप्रचलित कार्मिक अवधारणाएं हमारी छवि को परिमार्जित करने में प्रमुख बाधक हैं। उपरोक्त अवधारणाओं से अमूमन किसी भी संदर्भ में हम अवगत होते ही रहते हैं। यह आत्मचिन्तन का विषय है कि नित दिन आधुनिक टेक्नोलॉजी को अपनाते वर्तमान औद्योगिक परिदृश्य में उपरोक्त अवधारणाओं/प्रवंचनाओं का किसी भी तरह का स्थान नहीं है। अतः रूढ़िग्रस्त मानसिकता से मुक्त होना ही हमारी छवि के लिए महती आवश्यकता है। उपरोक्त प्रचलित कार्मिक मंतव्य के साथ भी सेल की छवि आज लाभप्रद कंपनी के रूप में है। इस प्रकार परिलक्षित है कि उक्त नकारात्मक मंतव्यों से मुक्त होकर हम दुगुनी लाभप्रदता द्वारा सेल की छवि को देदीप्यमान बना सकते हैं। एक क्षण कल्पना करें तेजी से अग्रसर प्रतिद्वंद्विता के दौर में उपरोक्त विसंगतियाँ हमारी छवि को किस सीमा तक प्रभावित करती होंगी। प्रवंचनाएँ सीधे तौर पर हमारी कार्यपटुता को प्रभावित करती हैं और फलतः हम स्वस्थ प्रतिस्पर्धा में समग्र समर्पण स्थापित नहीं कर पाते।

अंत में मैं यहीं कहना चाहूँगा कि सार्वजनिक उपक्रमों के प्रति निष्ठ अवधारणा को कुछ सीमा तक धराशाही कर आज हमारी जो छवि है उसमें बेहतर निखार हमारे दृढ़ क्रियान्वयन द्वारा ही संभव है क्योंकि घड़ी के भीतर ही सारे पुर्जे रहते हैं बाहर नहीं इस तथ्य से हम सभी परिचित हैं।

## भिलाई में अखिल भारतीय राजभाषा संगोष्ठी



डॉ. रत्नाकर पाण्डेय, संगोष्ठी का उद्घाटन करते हुए।

**न**गर राजभाषा कार्यान्वयन समिति (नराकास) भिलाई-दुर्ग एवं भिलाई इस्पात संयंत्र के संयुक्त तत्वावधान में 27-28 मार्च, 2006 को 'अखिल भारतीय राजभाषा संगोष्ठी' का आयोजन किया गया।

संगोष्ठी के उद्घाटन सत्र में भारत के प्रख्यात साहित्यकार, समाजसेवी तथा शिक्षाविद् माननीय डॉ. रत्नाकर पाण्डेय, पूर्व सांसद, मुख्य अतिथि तथा छत्तीसगढ़ के प्रख्यात पत्रकार एवं अध्यक्ष, बख्शी सृजन पीठ, श्री बबन प्रसाद मिश्र, विशिष्ट अतिथि के रूप में विराजमान थे। मुख्य अतिथि डॉ. पाण्डेय ने संगोष्ठी का उद्घाटन करते हुए कहा कि भारत दुनिया की पहली ताकत

हिन्दी के माध्यम से ही बनेगा और हिन्दी शीघ्र ही राष्ट्रसंघ की भाषा बनेगी।

विशिष्ट अतिथि श्री बबन प्रसाद मिश्र ने राष्ट्रीय संगोष्ठी का आयोजन करने के लिए भिलाई इस्पात संयंत्र के राजभाषा विभाग तथा नगर राजभाषा कार्यान्वयन समिति की सराहना की।

समिति के अध्यक्ष तथा भिलाई इस्पात संयंत्र के प्रबंध निदेशक श्री आर.पी. सिंह ने अपने अध्यक्षीय सम्बोधन में कहा कि प्रबंधन अपनी उद्घोषणा के अनुसार हिंदी में तकनीकी पुस्तकों के लेखन को प्रोत्साहित करने के लिए पुस्तक प्रकाशन का पूरा व्यय वहन करने पर आज भी

कायम है, ताकि भावी पीढ़ी मातृभाषा में तकनीकी ज्ञान प्राप्त कर सके। राजभाषा हिन्दी के लिए राष्ट्रव्यापी अभियान चलाकर हम एक जागृति पैदा कर सकते हैं।

संगोष्ठी में पावर प्वाइंट के माध्यम से निर्धारित चार विषयों पर आलेखों का भी प्रस्तुतिकरण किया गया।

समापन सत्र से पहले 28 मार्च को राजभाषा क्विज़ का आयोजन किया गया तथा संगोष्ठी की स्मारिका प्रेरणा का विमोचन भी किया गया एवं विजयी प्रतियोगियों को पुरस्कार प्रदान किये गये। संगोष्ठी के परिप्रेक्ष्य में प्रबंधन ने कार्मिकों की वेतन पत्रियां हिन्दी में मुद्रित करने का निर्णय लिया।



अखिल भारतीय राजभाषा संगोष्ठी।

## आर.एम.डी. में राजभाषा कार्यान्वयन

**आर**एम.डी. की सभी खदानों/अधीनस्थ कार्यालयों के हिन्दी अधिकारियों की बैठक का 12 मई, 2006 को कार्यपालक निदेशक प्रभारी, आर.एम.डी. श्री एम. राय ने उद्घाटन करते हुए कहा कि आर.एम.डी. के हर स्तर पर कार्मिकों में हिन्दी कार्यान्वयन के प्रति जागरूकता आई है तथा हमें आगे भी इसी लगेन से इस कार्य को करते रहना है।

महाप्रबंधक (का. व प्रशा.) श्री मोहित मुखर्जी ने कहा कि हिन्दी कार्यान्वयन में पूरे प्रबंधकीय कौशल का प्रयोग करने के लिए जरूरी है कि हिन्दी अधिकारियों का जनसम्पर्क अच्छा हो। राजभाषा कार्यान्वयन के लिए सरकार द्वारा निर्धारित लक्ष्य हासिल करने के लिए सभी हिन्दी

अधिकारियों को आर.एम.डी., कोलकाता कार्यालय से जो भी सहयोग व सहायता चाहिए वह उपलब्ध कराई जाएगी।

बैठक में सभी हिन्दी अधिकारियों ने अपने-अपने कार्यालयों में हिन्दी कार्यान्वयन की स्थिति का ब्यौरा व वर्ष 2006-07 की कार्य योजना प्रस्तुत की तथा राजभाषा कार्यान्वयन हेतु कई महत्वपूर्ण निर्णय लिए गए।

इससे पूर्व 27 मार्च, 2006 को नगर राजभाषा कार्यान्वयन समिति (उपक्रम) (नराकास) कोलकाता की छमाही बैठक कार्यपालक निदेशक प्रभारी श्री एम. राय की अध्यक्षता में सम्पन्न हुई जिसमें भारत सरकार, राजभाषा विभाग, कोलकाता व सार्वजनिक उपक्रमों के कार्यालयों

से कुल 205 अधिकारी उपस्थित थे।

प्रारम्भ में महाप्रबंधक (का. व प्रशा.) श्री मोहित मुखर्जी ने समिति के सदस्य सचिव के रूप में प्रतिवेदन प्रस्तुत किया। मुख्य अतिथि भारत सरकार, गृह मंत्रालय, राजभाषा विभाग के सचिव श्री देवदास छोटाराय, आई.ए.एस. ने नराकास के सदस्यों को उनके अच्छे कार्य निष्पादन के लिए बधाई दी तथा हिन्दी प्रतियोगिताओं के पुरस्कार भी वितरित किए। इस अवसर पर समिति की गृह पत्रिका “अभिव्यक्ति” के दशम् अंक का विमोचन भी किया गया।

कार्यक्रमों का कुशल संचालन आर.एम.डी. के प्रबंधक (राजभाषा) श्री कैलाश नाथ यादव ने किया।

## भद्रावती में हिन्दी सम्पर्क समारोह

**वि**श्वेश्वराया आयरन एण्ड स्टील प्लांट (वीआईएसएल) व नगर राजभाषा कार्यान्वयन समिति (नराकास)-भद्रावती के संयुक्त तत्वावधान में हिन्दी सम्पर्क समारोह का आयोजन किया गया। समारोह का उद्घाटन वीआईएसएल के कार्यपालक निदेशक व अध्यक्ष नराकास-भद्रावती श्री एच.के. रायचौधुरी ने किया।

समारोह में श्री अधिकारी वेणुगोपाल, प्रबंधक

कहा कि इस समारोह द्वारा अहिंदी भाषी प्रदेश में कार्मिकों को हिन्दी के प्रति जागरूक बनाना है।

श्री विवेक चक्रवर्ती, महाप्रबंधक (वर्क्स) ने कार्मिकों को हिन्दी प्रोत्साहन राशि का वितरण किया। श्री जीवेश मिश्र ने हिन्दी परीक्षा उत्तीर्ण होने पर भारत सरकार द्वारा दिये जाने वाले प्रमाण पत्रों का वितरण किया। मुख्य अतिथि श्री एच.के. राय चौधुरी ने विगत माह आयोजित हिन्दी क्विज प्रतियोगिता के पुरस्कार तथा हिन्दी में सर्वाधिक



राजभाषा शीलड के साथ उप महाप्रबंधक (विपणन)।

ईकाई में हिन्दी कार्यान्वयन के लिए उपयुक्त माहौल है और प्रबंधन का यह प्रयास है कि भारत सरकार द्वारा निर्धारित लक्ष्यों की प्राप्ति के लिए सामुहिक प्रयास किये जायें।

## बोकारो में राजभाषा कार्यान्वयन प्रगति पर

**बो**कारो स्टील प्लांट की राजभाषा कार्यान्वयन समिति की वर्ष 2005-06 की चतुर्थ बैठक 31 मार्च, 2006 को कार्य. निदेशक (परियोजनाएं) श्री डी.पी. शर्मा की अध्यक्षता में संपन्न हुई।

कार्यसूची के अनुसार विगत बैठक में लिए गए निर्णयों के अनुपालन की स्थिति, 31 दिसम्बर, 2005 को समाप्त तिमाही की हिन्दी प्रगति एवं अन्य मुद्दों पर विचार-विमर्श किया गया।

ईडीपी विभाग द्वारा हिन्दी की एक वेबसाइट खोलने का निर्णय लिया गया, जिसमें मानक मसौदे तथा दैनिक व्यवहार में काम आने वाली शब्दावली उपलब्ध कराई जाएगी तथा प्लांट के नई दिल्ली स्थित कार्यालय में हिन्दी कामकाज बढ़ाने संबंधी पत्र दिया जाएगा। आसूचना प्रतिवेदन के हिन्दीकरण के लिए विभाग प्रमुख से समन्वयन



बोकारो नगर राजभाषा कार्यान्वयन समिति की बैठक।

का निर्देश दिया गया। अध्यक्ष महोदय ने हिन्दी पत्राचार बढ़ाने के लिए अपने-अपने कार्य क्षेत्र में दृढ़ संकल्प से जुड़ने का आह्वान किया। इससे पूर्व बोकारो स्टील प्लांट के विभिन्न विभागों

में कार्यरत मनोनीत हिन्दी अधिकारियों की बैठक 6 मार्च (प्लांट के भीतर कार्यरत) एवं 8 मार्च (प्लांट के बाहर कार्यरत) 06 को संपन्न हुई।

बैठक में चर्चा के उपरांत निर्णय लिया गया कि सभी मनोनीत हिन्दी अधिकारी तिमाही समाप्त होने के बाद परवर्ती माह की 5 तारीख तक अनिवार्य रूप से अपने विभाग का प्रगति प्रतिवेदन राजभाषा विभाग को भेज दें। कम्प्यूटर प्रशिक्षण के लिए मनोनीत कार्मिकों की सूची राजभाषा विभाग को यथाशीघ्र

भिजवाई जाए।

बैठक में तिमाही रिपोर्ट के प्रगति प्रतिवेदन में पायी जाने वाली विसंगतियों को दूर कर इसे सही ढंग से भरने का तरीका बताया गया।

श्री सुरेन्द्र मिश्र उप महाप्रबंधक प्रभारी (संपर्क एवं प्रशासन) ने कहा कि वार्षिक कार्यक्रम में निर्धारित लक्ष्य की प्राप्ति के लिए हिन्दी पत्राचार एवं टिप्पण-आलेखन में वृद्धि करने का प्रयास किया जाए। बैठक में नराकास बोकारो के तत्वावधान में प्रकाशित होने वाली पत्रिका "कलश" के लिए सभी विभागों से रचनाएं आमंत्रित की गईं।

## राउरकेला में वैशाखी काव्य संध्या

**रा**उरकेला इस्पात संयंत्र के तत्वावधान में 22 अप्रैल को हास्य एवं व्यंग्य से भरपूर एक भव्य "वैशाखी काव्य संध्या" का आयोजन किया गया। इस अवसर पर देश के विभिन्न भागों से आए सुविख्यात कवियों ने कविता पाठ किया। हास्य एवं व्यंग्य से भरी इन कविताओं ने सभी के दिलों को छू लिया।

कार्यक्रम का प्रारंभ मुख्य अतिथि संयंत्र के कार्यपालक निदेशक (कार्मिक एवं प्रशासन) श्री एस.एस. महान्ति द्वारा दीप प्रज्वलन से हुआ। इस अवसर पर सम्मानित अतिथि, ख्यातिप्राप्त ओड़िया कवि श्री उमाशंकर पंडा, बहुचर्चित हिन्दी कवि डॉ. सुरेन्द्र दुबे (एचएसएम और रोलिंग

मिल) श्री आर.एन. पांडे, महाप्रबंधक एवं उप महाप्रबंधक (नगर प्रशासन एवं प्रोटोकॉल) श्री नारायण पति भी उपस्थित थे। उद्घाटन सत्र का संचालन राजभाषा अधिकारी डॉ. जगन्नाथ दाश ने किया।

काव्य पाठ का सत्र श्री महान्ति द्वारा सभी कवियों को सम्मानित करने के साथ प्रारंभ हुआ। कवियों की टोली में शामिल थे मुंबई से श्री सुरेश मिश्र, बालेश्वर से श्री नखिआ तिआड़ी, बलांगीर से श्री सुशील मिश्र, कोलकाता से सुश्री रेहाना नवाब, ढेंकानाल से श्रीमती पंकजिनी दाश, मध्य प्रदेश से डॉ. शंभुसिंह मनहर और मुजफ्फर नगर से श्री अशोक साहिल। व्यंग्यात्मक शैली में प्रस्तुत



राउरकेला में आयोजित वैशाखी काव्य संध्या की एक झलक।

कविताएं समाज में बढ़ते दोहरे मापदंड, स्वार्थपरता और घटती संवेदनशीलता तथा देश में प्रदूषित राजनीतिक वातावरण पर प्रहार कर रहीं थी। राउरकेला स्टील टेलीविजन चैनल द्वारा इस कार्यक्रम का सीधा प्रसारण किया गया।

## राउरकेला नराकास की बैठक सम्पन्न

**वि**गत दिनों राउरकेला नगर राजभाषा कार्यान्वयन समिति की 13वीं बैठक राउरकेला इस्पात संयंत्र के कार्यपालक निदेशक (प्रबंधन सेवाएं) श्री बी.बी. महांति की अध्यक्षता में सम्पन्न हुई। इस बैठक में राउरकेला स्थित केंद्रीय सरकार के कार्यालयों, बैंकों, इश्योरेंस कंपनियों, सेल यूनिट कार्यालयों और अन्य सार्वजनिक उपक्रमों से वरिष्ठ अधिकारियों ने भाग लिया।

नराकास राउरकेला के सचिव तथा राउरकेला इस्पात संयंत्र के उप महाप्रबंधक (प्रोटोकॉल तथा

नगर प्रशासन) श्री नारायण पति ने सचिवीय रिपोर्ट प्रस्तुत की। नराकास, राउरकेला के सह सचिव तथा राजभाषा अधिकारी डॉ. जगन्नाथ दाश ने अर्धवार्षिक रिपोर्ट प्रस्तुत की जिसकी समीक्षा समिति के अध्यक्ष द्वारा की गई।

विचार विमर्श के बाद कई महत्वपूर्ण निर्णय लिए गए जिनमें राउरकेला द्वारा हाल ही में प्रारंभ की गई राजभाषा चल वैजयंती, राजभाषा कार्यान्वयन की स्थिति का जायजा लेने के लिए सदस्य कार्यालयों का निरीक्षण, सदस्य कार्यालयों की वार्षिक सहायता राशि का नवीनीकरण, नराकास

की बैठक में प्रशासनिक प्रमुख की भागीदारी और राजभाषा कार्यान्वयन में अधिक से अधिक लोगों को जोड़ने के लिए उठाए जाने वाले कदम आदि शामिल थे।



राउरकेला राजभाषा कार्यान्वयन समिति की 13वीं बैठक का दृश्य।

# सेल को वित्त वर्ष '06 में 4,013 करोड़ रुपये का शुद्ध लाभ

- रिकार्ड इस्पात उत्पादन; 109% क्षमता उपयोग
- अब तक के सर्वश्रेष्ठ तकनीकी-आर्थिक मानक
- 32,280 करोड़ रुपये का कारोबार
- कुल ऋणों में 1,472 करोड़ रुपये की कमी
- शेयरधारकों को, 12.5% अंतरिम लाभांश समेत, 20% लाभांश

वर्ष के अधिकांश समय में इस्पात के दामों में भारी गिरावट और कोकिंग कोयले की कीमतों में अभूतपूर्व वृद्धि के बावजूद सेल ने 2005-06 के दौरान 4,013 करोड़ रुपये का शुद्ध लाभ कमाया है जो 33 वर्ष पूर्व स्थापित इस कंपनी का दूसरा सर्वोच्च लाभ है। वर्ष के दौरान कंपनी ने अब तक का सर्वाधिक 120 लाख टन से अधिक विक्रेय इस्पात का उत्पादन और 113 लाख टन कुल विक्रय किया। इसके अलावा, कंपनी ने नये प्रचालन उपाय कर वर्ष के दौरान कार्य दक्षता मानकों में नई बुलंदियां प्राप्त कीं।

सेल निदेशक मंडल द्वारा रिकार्ड में लिये गये कंपनी के वित्त वर्ष '06 के अंकेक्षित वित्तीय परिणामों में हाल ही में सेल में विलय हुए इस्को स्टील प्लांट (आईएसपी) के वित्तीय कार्य निष्पादन को शामिल किया गया है। सेल निदेशक मंडल ने कंपनी के शेयरधारकों को चुकता इक्विटी पर 826 करोड़ रुपये के 20% लाभांश की सिफारिश की है जिसमें फरवरी, 2006 में अदा किया गया 12.5% अंतरिम लाभांश शामिल है।

निगमित योजना-2012 में निर्धारित लक्ष्य के अनुरूप सेल ने 2005-06 के दौरान अपनी सभी ब्लास्ट फर्नेसों में प्रचालन किया जिसके फलस्वरूप 146 लाख टन तप्त धातु (11% वृद्धि), 135 लाख टन कच्चे इस्पात (8% वृद्धि) और 120 लाख टन से अधिक विक्रेय इस्पात (6.6% वृद्धि) का रिकार्ड उत्पादन हुआ। सेल के चार प्रमुख एकीकृत इस्पात कारखानों ने 109% औसत क्षमता उपयोग (विक्रेय इस्पात) के रिकार्ड तोड़ स्तर पर प्रचालन किया। इस्को स्टील प्लांट की 3 लाख टन प्रचालन क्षमता को मौजूदा रूप से एक आधुनिकीकरण योजना के तहत बढ़ाया जा रहा है। शानदार उत्पादन के अनुरूप सेल की निजी खानों का कार्यनिष्पादन रहा। वर्ष 2005-06 के दौरान इन खानों से लगभग 240 लाख टन लौह अयस्क का अब तक का सर्वाधिक प्रेषण करते हुए लगभग 100% मांग पूरी की गई।

कंपनी ने मौजूदा यूनिटों की उपलब्ध अंतर्निहित क्षमता का दोहन करने और मूल्य संवर्धित उत्पादों का अनुकूलतम उत्पादन करने

की अपनी रणनीति जारी रखी। कंटीन्युअस कास्ट से 79 लाख टन का रिकार्ड उत्पादन विगत वर्ष की अपेक्षा 4% अधिक है। सेल के विशेष इस्पात कारखानों में भी 4.27 लाख टन का अब तक सर्वाधिक विक्रेय इस्पात उत्पादन किया गया - 2004-05 की अपेक्षा 13% वृद्धि।

श्रम उत्पादकता में भारी वृद्धि (12%) के साथ 150 टन प्रति व्यक्ति/प्रति वर्ष के अलावा, कंपनी ने 2005-06 में अब तक की सबसे कम कोक दर के साथ-साथ ऊर्जा एवं बिजली खपत प्राप्त की। ब्लास्ट फर्नेसों में कोल डस्ट और टार जैसे वैकल्पिक ईंधनों का प्रक्षेपण करने के अलावा, कारखानों में सिंटर का उपयोग बढ़ाने, गैस प्रबंधन में सुधार, अनुकूलतम इक्विपमेंट उपयोग और अनुपयोगी यूनिटों को उपयोगी बनाने जैसे उपाय किये गये। इससे सेल को प्रति टन कच्चे इस्पात के उत्पादन पर 7.24 गीगा कैलरीज की अब तक की सर्वश्रेष्ठ ऊर्जा खपत, जो विगत वर्ष की अपेक्षा 1.2% कम है, दर्ज करने में मदद मिली। कंपनी ने 2004-05 की अपेक्षा 1.1% की कटौती के साथ अब तक की सबसे कम कोक दर 543 किलोग्राम प्रति टन तप्त धातु प्राप्त की गई।

इस्पात के दामों में, जिनमें अप्रैल से दिसम्बर, 2005 तक भारी गिरावट आई, प्रमुख रूप से अंतर्राष्ट्रीय दामों में गिरावट की वजह से विगत वर्ष की अपेक्षा लगभग 22% की गिरावट आई। इसके फलस्वरूप विक्रय वसूली प्रभावित हुई, यद्यपि 2005-06 के दौरान सेल ने 113 लाख टन रिकार्ड विक्रय किया था। बाजार में उपलब्ध प्लेट्स (6%), व्हील्स और एक्सल्स (6%), गैल्वेनाइज्ड उत्पाद (7%), सीआरएनओ स्टील (23%), वायर रॉड्स (11%) जैसे मूल्य संवर्धित उत्पादों के उत्पादन में भारी वृद्धि की गई। पहली बार सेल ने नौसेना जहाजों को बनाने के लिए विशेष इस्पात का विकास एवं आपूर्ति की जिसे पहले आयात किया जाता था। भारतीय रेल के लिए पहली बार 260 मीटर लम्बी रेल्स का भी उत्पादन किया गया। निर्यात में 23% से अधिक वृद्धि करते हुए 2005-06 के दौरान लगभग 5.8 लाख टन सेल इस्पात का निर्यात किया गया।

सेल के बाजार ऋणों में विगत वर्ष की अपेक्षा 1,472 करोड़ रुपये की कमी के साथ वित्त वर्ष '06 के अंत में ऋण 4,298 करोड़ रुपये थे। कंपनी की बैंकों में छोटी अवधि की कुल जमा राशि ऋण से अधिक होने के कारण सेल वर्ष के दौरान वस्तुतः ऋणमुक्त रही। अभी समाप्त वित्त वर्ष के दौरान कंपनी ने 137 करोड़ रुपये कम ब्याज अदा किया। वर्ष के दौरान सेल द्वारा

# गतिविधि गरिमा

ई-प्लेटफार्मस के जरिये खरीद एवं बिक्री में 40% वृद्धि के साथ यह राशि 1,750 करोड़ रुपये पहुंची। सेल की निगमित योजना के चरण-1 का वर्ष के दौरान कार्यान्वयन तेजी से जारी रहा। वर्तमान रूप से 4,400 करोड़ रुपये से अधिक मूल्य की पूंजीगत योजनाएं कार्यान्वयन के विभिन्न चरणों में हैं। कार्यान्वित की जा रही कुछ प्रमुख परियोजनाओं में शामिल हैं - दुर्गापुर इस्पात कारखाने में ब्लूम कास्टर व भिलाई में स्लैब कास्टर की स्थापना, बोकारो स्थित मेवेस्ट ब्लॉक प्रणाली में संशोधन, और भिलाई, बोकारो तथा राउरकेला इस्पात कारखानों, हरेक में एक-एक कोक ओवन बैटरियों का पुनर्निर्माण। कंपनी चरणबद्ध तरीके से पूरे संगठन

में इंटरप्राइज रिसोर्स प्लानिंग भी कार्यान्वित कर रही है।

प्राप्त परिणामों पर टिप्पणी करते हुए सेल अध्यक्ष श्री वी.एस. जैन ने कहा, “कंपनी अपने मानव संसाधनों, उपलब्ध बुनियादी सुविधाओं और वित्तीय शक्ति के भारी बल पर आगे बढ़ रही है। इस्पात के दामों में सुधार और कोकिंग कोयले के दामों में कमी की वर्तमान प्रवृत्तियों को देखते हुए, आगामी महीनों में लाभप्रदता पर प्रतिकूल प्रभाव काफी हद तक निष्प्रभावी हो जायेगा। उच्चतर उत्पादन और उत्पादकता की ओर बढ़ते हुए, सेल घरेलू और विश्व इस्पात निर्माताओं से मिलने वाली प्रतियोगिता की किसी भी चुनौती का मुकाबला करने में समर्थ है।”

## राउरकेला में विश्व जल दिवस

**रा**उरकेला इस्पात संयंत्र ने 22 मार्च, 06 को विश्व जल दिवस का पालन किया। इस अवसर पर संयंत्र के जल प्रबंधन विभाग और नगर जल आपूर्ति विभाग द्वारा संयुक्त रूप से आयोजित समारोह में एक सेमिनार, बच्चों और कर्मचारियों के लिए कार्यक्रम, प्रतियोगिताओं का आयोजन, जागरूकता पैदा करने के लिए मानव कड़ी का आयोजन, आकाश में गुब्बारे छोड़ना और पुरस्कार वितरण कार्यक्रम शामिल थे।

राउरकेला इस्पात संयंत्र के निजी केबिल टी.वी. चैनल पर विश्व जल दिवस के उपलक्ष्य में कार्यपालक निदेशक प्रभारी श्री बी.एन. सिंह का एक संदेश प्रसारित किया गया जिसमें पिछले कई वर्षों में लोगों के सहयोग एवं निरंतर उपाय

से प्लांट में विशिष्ट जल खपत को काफी कम करने के लिए, राउरकेला इस्पात संयंत्र के जल प्रबंधन विभाग के प्रयास की सराहना की गई और कर्मिकों से विश्व स्तर पर सर्वश्रेष्ठ बनने के लक्ष्य का आग्रह किया।

22 मार्च को “जल की बचत करें” संदेश लिख कर एक बैलून आकाश में छोड़ा गया तथा राउरकेला के पाँच सौ स्कूली बच्चों द्वारा मानव कड़ी भी बनाई गई। इसके उपरांत इस्पात संयंत्र के अंदर उच्च स्तर की टंकी में एक नवीकृत पेयजल केंद्र का उद्घाटन किया गया तथा पहले से आयोजित प्रतियोगिताओं में विजेता विद्यार्थियों और कर्मचारियों को पुरस्कार प्रदान किए गए।



राउरकेला में विश्व जल दिवस समारोह की एक झलक।

## मुबारकबाद! एक और पी.एम. ट्रॉफी भिलाई के नाम

खुशी से आँखों में सबकी दिख रहा इक “नूर” है

लग रहा है जैसे कोई बात तो जरूर है

भिलाई कर्मियों के चेहरे ऐसे मुस्कराये हैं रहनुमाँ हमारे पी.एम. ट्रॉफी फिर से लाये हैं

भिलाई कर्मी तो शुरू से ही कर्मवीर हैं अपने काम में तो सब बेहद गम्भीर हैं

कड़ी मेहनत से इस मुकाम पर हम आये हैं सातवीं ट्रॉफी के तभी हकदार बन पाये हैं

भिलाई कर्मियों को खबर नहीं दिन और रात की

इनको तो है फिकर बस हर वक्त एक बात की

हर लम्हा भिलाई की बुलंदियाँ बढ़ती रहें

भिलाई की शौहरत शिखर पर चढ़ती रहे

भिलाई के आंगन में ट्रॉफियों की अब कतार है अपने चमन में अब बहार ही बहार है

जिस तरफ निगाह जाती है वहीं यह शोर है हर तरफ मुबारक-मुबारक का दौर है

वक्त तो रूकता नहीं यह वक्त भी गुजर जायेगा

प्यारी सी कुछ यादें जेहन में छोड़ जायेगा

आओ एक-दूजे को मुबारक के हार दें इन लम्हों की यादें दिल के शीशे में उतार लें

सुदेश मोदगिल “नूर”  
भिलाई

# बोकारो संगीत कला अकादमी का वार्षिकोत्सव



बोकारो संगीत कला अकादमी का वार्षिकोत्सव।

बोकारो संगीत कला अकादमी ने अपने वार्षिकोत्सव पर 29 मार्च को एक संगीत संध्या आयोजित की। इस अवसर पर श्री डी.पी. शर्मा, कार्य. निदेशक (परियोजनाएं) मुख्य अतिथि एवं श्री सुरेन्द्र सिंह, महाप्रबंधक प्रभारी (कार्मिक एवं प्रशासन) विशिष्ट अतिथि थे।

मान्य अतिथियों ने मंगल दीप प्रज्वलित कर

संगीत संध्या का उद्घाटन किया। सरस्वती वन्दना से आरंभ हुए कार्यक्रम में वृन्द वादन, भरतनाट्यम, कथक और शास्त्रीय गायन की प्रस्तुतियों से अकादमी के कलाकारों ने दर्शकों का खूब मनोरंजन किया।

महाप्रबंधक प्रभारी (कार्मिक एवं प्रशासन), श्री सुरेन्द्र सिंह ने अपने सम्बोधन में कहा कि संगीत कला अकादमी ने बच्चों की प्रतिभा निखारने में अहम् भूमिका निभाई है। उल्लेखनीय है कि इस संगीत संध्या का संचालन सात वर्षीया अपूर्वा ने किया।

## पुस्तक विमोचन

माननीय इस्पात मंत्री के निजी सचिव श्री सत्य प्रकाश द्वारा लिखित पुस्तक 'एट वर्ड एक्सप्लोरर' अपने आप में अद्वितीय है। पुस्तक अंग्रेजी भाषा में महारत हासिल करने के लिए एक महत्वपूर्ण दस्तावेज है। इस में संकलित अंग्रेजी शब्द बोलचाल और लेखन में काफी सहायक हो सकते हैं। हमारे अन्तःकरण में जो अति संवेदनशील एवं अति सूक्ष्म विचार तथा भावनायें उत्पन्न होती हैं उनको अंग्रेजी भाषा में उपयुक्त शब्दों द्वारा अभिव्यक्त करने के लिए यह पुस्तक संदर्भ ग्रंथ के रूप में उपयोगी सिद्ध होगी।

विभिन्न भाषाएं बोलने वाले लोग शब्दों और

मुहावरों के लिए लालायित रहते हैं। लेखक ने विभिन्न संदर्भों में इस प्रकार की अभिव्यक्ति को इस पुस्तक में समेकित करने का प्रयास किया है। कारपोरेट जगत के प्रबन्धकों, पत्रकारों, विद्वानों, छात्रों, वकीलों और अन्य पेशेवर लोगों के लिए यह पुस्तक अंग्रेजी भाषा के ज्ञान को सुदृढ़ करने में निश्चित रूप से लाभप्रद सिद्ध होगी।

लेखक ने इस पुस्तक में अंग्रेजी बोलने वाले लोगों और अंग्रेजी लेखकों की शंकाओं का समाधान करने का प्रयास किया है। यह पुस्तक लोगों को ग्लोबल इंग्लिश बोलना और लिखना सिखाने में भी सहायक हो सकती है।

आज के बदलते परिवेश में सम्प्रेषण न केवल निजी जीवन बल्कि कारोबार में भी अनिवार्य है। विश्व के विभिन्न भागों में अंग्रेजी भाषा का काफी महत्व है क्योंकि यह विश्व के विभिन्न समुदायों और संस्कृतियों के बीच एक सेतु का काम करती है।

श्री सत्य प्रकाश द्वारा संकलित शब्दों का यह संग्रह हर किसी के लिए उपयोगी है। यह पुस्तक संज्ञात्मक, विशेषणात्मक एवं क्रियाविशेषणात्मक मुहावरों का एक अद्भुत संग्रह है जो प्रत्येक व्यक्ति के जीवन में उपयोगी सिद्ध हो सकता है।

## बोकारो स्कूल ऑफ नर्सिंग का सर्वश्रेष्ठ परीक्षाफल

बोकारो जनरल अस्पताल द्वारा संचालित स्कूल ऑफ नर्सिंग की अंतिम वर्ष तथा द्वितीय वर्ष की छात्राओं ने झारखंड राज्य नर्सिंग काउन्सिल परीक्षा में सर्वोच्च दो स्थान प्राप्त कर अपनी सफलता का परचम लहराया है। अंतिम वर्ष की परीक्षा में शामिल इस स्कूल की सभी 25 छात्राओं ने 80% से अधिक अंक अर्जित करते हुए विशिष्टता के साथ प्रथम श्रेणी में सफलता दर्ज की। नीलम कुमारी ने 91.3% अंक अर्जित कर राज्य में प्रथम तथा कु. किरण प्रभा ने 91% अंक अर्जित कर द्वितीय स्थान प्राप्त

किया है।

द्वितीय वर्ष की परीक्षा में 20 परीक्षार्थियों में से 13 ने 80% से अधिक अंक अर्जित कर विशिष्टता के साथ तथा अन्य 7 ने भी प्रथम श्रेणी में सफलता पायी। कु. कविता ने 87.4% अंक अर्जित कर झारखंड राज्य में प्रथम तथा कुमारी स्मिता ने 87% अंक अर्जित कर द्वितीय स्थान प्राप्त किया।

बोकारो जनरल अस्पताल का स्कूल ऑफ नर्सिंग अपनी स्तरीय शिक्षा के लिए पूरे देश में जाना

जाता है। 1977 में स्थापना के बाद से ही इस स्कूल की छात्राएं राज्य स्तरीय परीक्षाओं में उच्च स्तरीय सफलता दर्ज करती रही हैं। स्टूडेंट नर्सिंग एसोसिएशन द्वारा आयोजित कार्यक्रमों में भी इस स्कूल की पुरस्कार विजेता बनती रही हैं। इस विद्यालय की छात्राओं ने बोकारो स्टील प्लांट की क्वालिटी सर्किल गतिविधियों को भी अपनाया है और अपनी परियोजनाओं के लिए राष्ट्रीय स्तर पर मान्यता प्राप्त की है।

# गतिविधि गरिमा

## भिलाई में 'रेनवाटर हार्वेस्टिंग सिस्टम'

भिलाई इस्पात संयंत्र के जल प्रबंधन विभाग द्वारा प्लेट मिल के फिनिशिंग क्षेत्र में बारिश के पानी एवं प्लेट मिल के अलावा

कन्वर्टर शॉप, ब्लॉस्ट फर्नेस 7 व कूलिंग के अनुपयोगी जल को संचित कर मरोदा-एक के माध्यम से पुनः उपयोग करने वाली प्रणाली का

विश्व जल दिवस के अवसर पर 22 मार्च 2006 को कार्यपालक निदेशक (वर्क्स) श्री एस.के. जैन ने उद्घाटन किया।



भिलाई में 'रेनवाटर हार्वेस्टिंग सिस्टम' का उद्घाटन करते हुए श्री एस.के. जैन, कार्य. निदेशक (वर्क्स)।

जल प्रबंधन विभाग द्वारा प्लेट मिल के फिनिशिंग एरिया के वर्षा जल एवं कन्वर्टर शॉप व ब्लॉस्ट फर्नेस के अनुपयोगी जल से भिलाई इस्पात संयंत्र अब प्रति घंटे लगभग 300 क्यूबिक मीटर पानी बचा सकेगा, जिससे अनुमानतः प्रति वर्ष 270 मिलियन क्यूबिक मीटर पानी की बचत की जा सकेगी। पचहत्तर लाख रुपये की लागत से आठ माह में तैयार एवं 4 जनवरी, 2006 से उपयोग में लाई जा रही इस प्रणाली से भिलाई इस्पात संयंत्र पानी पर 4 करोड़ पांच लाख एवं विद्युत पर दो करोड़ दस लाख समेत कुल छह करोड़ पन्द्रह लाख रुपये की शुद्ध बचत कर पायेगा।

## सेल में विश्व स्वास्थ्य दिवस

सेल निगमित कार्यालय, नई दिल्ली में 7 अप्रैल, 2006 को विश्व स्वास्थ्य दिवस के अवसर पर सभी महिला कर्मिकों के लिए एक स्वास्थ्य कार्यशाला 'वर्किंग टूगैदर फॉर हेल्थ' का आयोजन किया गया। कार्यशाला में सेल की प्रथम महिला श्रीमती चन्द्र लेखा जैन उपस्थित थीं। निगमित कार्यालय के डॉ. ए.के. चक्रवर्ती की पत्नी श्रीमती करबी चक्रवर्ती ने सभी का स्वागत किया। कार्यशाला में विमहांस अस्पताल की डॉ. रितु छाबड़ा ने भागदौड़ से भरी जीवनचर्या में परिवार तथा कार्यालय में महिलाओं को सही तालमेल रखते हुए अवसाद एवं तनावमुक्त रहने के उपाय बताए। आनन्द अस्पताल की डॉ. डी.एस. जयलक्ष्मी ने महिलाओं में होने वाले विभिन्न प्रकार के कैंसर की जानकारी एवं अन्य स्त्री रोगों से बचाव तथा उपचार पर एक व्याख्यान दिया।

इस स्वास्थ्य कार्यशाला में सेल की महिला कर्मिकों के अलावा कौशांबी स्थित सेल के आवासीय परिसर

में रहने वाले सेल कर्मिकों के परिवार की महिलाएं भी बड़ी संख्या में उपस्थित थीं।



स्वास्थ्य कार्यशाला को सम्बोधित करते हुए श्रीमती चन्द्रलेखा जैन।

# सेल में अंतरराष्ट्रीय महिला दिवस

अंतरराष्ट्रीय महिला दिवस के अवसर पर राउरकेला इस्पात संयंत्र ने 8 मार्च को एक विशेष कार्यक्रम आयोजित किया जिसका मुख्य आकर्षण था संयंत्र की शीर्ष प्रबंधन टीम का संयंत्र की करीब 100 महिला कर्मचारियों के साथ विचार विमर्श।

इस अवसर पर संयंत्र के कार्यपालक निदेशक श्री बी.एन. सिंह ने कहा कि महिलाएं न केवल समान रूप से जानकार हैं, बल्कि आंकड़ों से पता चलता है कि कार्यरत महिलाओं में उच्च स्तर की ईमानदारी एवं सत्यनिष्ठा का भाव विद्यमान है।

इस अवसर पर एक सक्रिय विचार विमर्श सत्र में संयंत्र के विभिन्न क्षेत्रों में कार्यरत महिलाओं ने शीर्ष प्रबंधन के सामने अपने विचार, अनुभव एवं सुझाव रखे।

उप महाप्रबंधक (मानव संसाधन विकास) तथा रा.इ.सं. में महिला कर्मचारियों की सुरक्षा, स्वास्थ्य एवं कल्याण संबंधी नीतियां बनाने वाली स्थायी समिति की सदस्या श्रीमती संगीता मिश्र, भारत के सर्वोच्च न्यायालय के निदेश में स्थापित शिकायत समिति की अध्यक्ष श्रीमती मिनती महापात्र ने संयंत्र में स्थापित इन समितियों की भूमिका, कार्य एवं गतिविधियों से उपस्थित कार्मिकों को अवगत कराया।

बोकारो स्टील प्लांट के महिला सशक्तिकरण प्रकोष्ठ द्वारा 8 मार्च, 2006 को अंतरराष्ट्रीय महिला दिवस का आयोजन किया गया।

श्री शीतांशु प्रसाद, उप महाप्रबंधक (शिक्षा) द्वारा महिला सशक्तिकरण से संबंधित एक प्रभावी प्रस्तुतिकरण किया गया, जिसमें संयुक्त राष्ट्र संघ द्वारा घोषित अंतरराष्ट्रीय महिला दिवस की प्रासंगिकता तथा विभिन्न क्षेत्रों में भारतीय महिलाओं की उपलब्धियों का संक्षिप्त वर्णन किया गया।

इस कार्यक्रम में बोकारो स्टील प्लांट की सहायक महाप्रबंधक (कार्मिक) एवं महिला प्रकोष्ठ की सदस्य श्रीमती प्रवीण माला हेम्ब्रम ने महिला सशक्तिकरण की दिशा में बोकारो स्टील प्लांट



बोकारो में आयोजित अंतरराष्ट्रीय महिला दिवस की एक झलक।

के प्रयासों का उल्लेख किया।

मुख्य अतिथि श्री डी.पी. शर्मा, कार्य. निदेशक (परियोजनाएं) द्वारा 25 महिला कर्मियों को उत्तम कार्य हेतु पुरस्कृत किया गया तथा वर्ष 2005 की महिला प्रबन्ध प्रशिक्षुओं द्वारा परिवर्तन नामक एक लघु नाटिका प्रस्तुत की गई।

भिलाई में अंतरराष्ट्रीय महिला दिवस के अवसर पर 'महिलायें और स्वास्थ्य' विषय पर आयोजित तीन दिवसीय कार्यशाला का आयोजन किया गया। जिसमें भिलाई महिला समाज की अध्यक्ष डॉ. श्रीमती प्रीतिलता सिंह तथा भिलाई में निवास कर रहीं रूसी महिलायें भी बड़ी संख्या में उपस्थित थीं।

मुख्य अतिथि डॉ. श्रीमती प्रीतिलता सिंह ने कहा कि सृजनशील स्वभाव के साथ महिलायें आज समाज में अनेक कठिनाईयों से जूझते हुये भी परिवार, कैरियर आदि को सफलतापूर्वक 'मैनेज' कर राष्ट्र के विकास में हर स्तर पर अपना योगदान दे रही हैं।

अंतरराष्ट्रीय महिला दिवस के इस वर्ष के केन्द्रीय विषय 'रोल ऑफ वूमन इन डिसिजन मेकिंग' पर एक रोचक प्रस्तुतिकरण किया गया था। कार्यक्रम के अंतिम सत्र में जवाहरलाल नेहरू चिकित्सालय एवं अनुसंधान केन्द्र, सेक्टर-9 की वरिष्ठ उप निदेशक डॉ. सुजाता हिरेन ने महिलाओं के स्वास्थ्य से संबंधित सावधानियां और उपचार विषय पर प्रस्तुतिकरण दिया।

इसके पूर्व तीन दिवसीय कार्यशाला के दूसरे दिन 'महिलायें और स्वास्थ्य', 'महिलायें और शिशु स्वास्थ्य' तथा 'शिशु और रोग' विषय पर डॉ. उमा चतुर्वेदी, संयुक्त निदेशक तथा शिशु रोग विशेषज्ञ डॉ. उज्ज्वल तमेर ने ज्ञान वर्धक व्याख्यान दिये।

अंचल की महिलाओं की प्रमुख समाजसेवी संस्थाओं में से एक भिलाई महिला समाज द्वारा एक समारोह का आयोजन किया गया जिसमें आकर्षक सांस्कृतिक कार्यक्रम प्रस्तुत करने के अलावा समाज की सदस्याओं को उल्लेखनीय कार्य के लिये पुरस्कृत किया गया

# गतिविधि गरिमा

## राउरकेला में विश्व नाट्य दिवस

**रा** उरकेला इस्पात संयंत्र के तत्वावधान में 27 मार्च को विश्व नाट्य दिवस और राउरकेला के प्रमुख सामाजिक सांस्कृतिक संगठन “संपर्क” का 11वां वार्षिक समारोह मनाया गया। संयंत्र के कार्यपालक निदेशक प्रभारी और मुख्य अतिथि, श्री बी.एन. सिंह ने पारंपरिक दीप प्रज्वलित कर समारोह का उद्घाटन किया। कार्यपालक निदेशक, (सामग्री प्रबंधन), श्री मधुसूदन बड़पंडा, ओड़िशा साहित्य अकादमी के सचिव, श्री चन्द्र शेखर दासवर्मा और उप महाप्रबंधक (नगर प्रशासन) एवं पी.एच.एस. तथा “संपर्क” के अध्यक्ष, श्री नारायण पति भी इस अवसर पर उपस्थित थे।

इस अवसर पर श्री बी.एन. सिंह ने सुप्रसिद्ध नाटककार श्री पुलिन बिहारी मानसिंह और प्रख्यात ओड़िशी गुरु श्री गोपीकृष्ण बेहेरा को सम्मानित किया जबकि श्री बड़पंडा ने श्री दासवर्मा को साहित्य के क्षेत्र में योगदान के लिए सम्मानित किया। उद्घाटन समारोह के उपरांत “संपर्क” के कलाकारों द्वारा दो नाटक “अतुल आत्मा” और “अखि तृतीया” प्रस्तुत किए गए जिनका उपस्थित दर्शकों ने भरपूर आनंद लिया।

इससे पहले, “नाट्यकला शिक्षा” विषय पर एक सामूहिक परिचर्चा का आयोजन किया गया जिसमें स्कूली बच्चों ने भी भाग लिया।

## राष्ट्रीय सम्मेलन में डॉ. अशोक घोरपड़े का व्याख्यान

**भि** लाई इस्पात संयंत्र के जवाहरलाल नेहरू चिकित्सालय एवं अनुसंधान केन्द्र के चर्मरोग तथा यौन रोग विभाग के प्रमुख तथा बी.एस.पी. एड्स नियंत्रण प्रकोष्ठ के संयोजक डॉ. अशोक घोरपड़े ने चर्मरोग, यौन रोग और कुछ रोग विज्ञानियों के 34वें राष्ट्रीय सम्मेलन में अतिथि वक्ता के रूप में व्याख्यान के लिए आमंत्रित किये जाने का गौरव हासिल किया है। डॉ. अशोक घोरपड़े ने इस विषय पर उल्लेखनीय कार्य किया है। हैदराबाद के शिल्पकला वेदिका में आयोजित इस सम्मेलन में सर्वश्रेष्ठ शोध पत्र के लिये उन्हें गोविन्दन नायर पदक प्रदान किया गया। सम्मेलन में देश-विदेश के 5000 से अधिक विशेषज्ञों ने भाग लिया तथा चिकित्सा क्षेत्र में हुये अनुसंधान एवं विकास से संबंधित दुर्लभ विषयों पर वक्ताओं ने अपने विचार रखे।

डॉ. अशोक घोरपड़े ने इसके पूर्व भी राइनोस्पोरोडियोसिस पर उल्लेखनीय कार्य किया है।

## राउरकेला द्वारा शिक्षा प्रोत्साहन

**रा** उरकेला इस्पात नगरी एवं परिधीय क्षेत्र के योग्य विद्यार्थियों को उच्च शिक्षा के लिए प्रोत्साहित करने हेतु प्रेरक वातावरण देने के उद्देश्य से राउरकेला इस्पात संयंत्र वर्ष 2004 से योग्यता के साथ हाई स्कूल परीक्षा में उत्तीर्ण विद्यार्थियों को छात्रवृत्ति प्रदान करता आ रहा है। इस दिशा में एक कदम और बढ़ाते हुए संयंत्र ने वर्ष 2005 से माध्यमिक स्कूल की परीक्षा में योग्यता प्राप्त विद्यार्थियों के लिए भी पुरस्कार/छात्रवृत्ति आरंभ की है।

14 से 15 फरवरी, 2006 को सम्पन्न दो अलग-अलग समारोहों में संयंत्र के कार्यपालक निदेशक (कार्मिक एवं प्रशासन) श्री एस.एस. महांति ने परिधीय गांवों के 30 स्कूलों के 360 बालक और बालिकाओं को करीब 6 लाख रुपये के नकद पुरस्कार प्रदान किए।

उल्लेखनीय है कि रा.इ.सं. विद्यार्थियों को नकद पुरस्कार के साथ ही शिक्षा को बढ़ावा देने के लिए विभिन्न स्कूलों एवं कॉलेजों में अतिरिक्त कमरे और अन्य सुविधाएं भी प्रदान कर रहा है जिससे राउरकेला और इसके आस-पास रहने वाले विद्यार्थियों को निश्चित रूप से पढ़ने के लिए एक अनुकूल वातावरण उपलब्ध होगा।

## इस्को में राष्ट्रीय धातुविद् दिवस

**इ** स्को स्टील प्लांट (आई.एस.पी.) तथा इण्डियन इंस्ट्र्यूट ऑफ मेटल्स, बर्नपुर चैप्टर के संयुक्त प्रयास से 30 मार्च को राष्ट्रीय धातुविद् दिवस (स्थानीय) का आयोजन किया गया। आई.एस.पी. के प्रबंध निदेशक श्री नीलोत्पल राय ने अपने-अपने कार्यक्षेत्र में उल्लेखनीय भूमिका निभाने वाले 132 कर्मियों

को इस अवसर पर पुरस्कृत किया। अपने संबोधन में श्री राय ने बताया कि जल्दी ही दो नम्बर ब्लास्ट फर्नेस तथा दस नम्बर कोक ओवन बैटरी का पुनर्निर्माण कार्य शुरू हो जाएगा।

चैप्टर के शाखा अध्यक्ष श्री सुब्रत कुमार मुखर्जी ने कारखाने के निष्पादन पर चर्चा करते हुए कहा कि आज उत्पादन लक्ष्य को प्राप्त करना एक चुनौती

है। सेल के साथ इस्को का विलय हो जाने के फलस्वरूप अब पहले की अपेक्षा कार्य की सुविधा बढ़ी है।

कार्यपालक निदेशक (का. एवं प्रशासन) श्री तड़ित कुमार पाल ने आई.आई.एम. के प्रयास की प्रशंसा करते हुए कहा कि हमें अपने संगठन को एक लाभजनक इकाई में तब्दील करना है।

# राउरकेला अस्पताल में चिकित्सा सुविधाओं का संवर्द्धन

राउरकेला इस्पात संयंत्र के इस्पात जनरल अस्पताल (आई.जी.एच.) ने रोगियों को बेहतर सेवा प्रदान करने हेतु अपने नवजात शिशु यूनिट में छः नये उपकरण स्थापित किए हैं। इन उपकरणों में शामिल हैं एक “डिफिब्रिलेटर एवं मॉनीटर” एक “पल्स ऑक्सीमीटर” तथा चार इनफ्यूजन और सीरिज पम्प। इन उपकरणों को संयंत्र के रिप्रोडक्टिव चाइल्ड हेल्थ प्रोग्राम के तहत पंद्रह लाख रुपए की लागत से प्राप्त किया गया है।

प्रत्येक नया उपकरण विशिष्ट नवजात शिशु सेवा की जरूरतों को पूरा करेगा। डिफिब्रिलेटर एवं मॉनीटर का उपयोग गंभीर रूप से बीमार शिशुओं

के लिए यह देखने के लिए किया जाता है कि उनके महत्वपूर्ण अंग सही रूप से काम कर रहे हैं या नहीं, पल्स ऑक्सीमीटर, अन्य उपकरण नवजात शिशुओं में ऑक्सीजन सांद्रण को मापते हैं। 1000 से 1500 ग्राम तक वजन वाले नवजात शिशुओं के उचित भोजन उपचार हेतु इन्फ्यूजन और सीरिज पंपों की आवश्यकता होती है।

उल्लेखनीय है कि आई.जी.एच. में अस्पताल-आधारित नवजात शिशु मृत्यु दर देश और अन्य सेल अस्पतालों में भी सबसे कम है।

इसी क्रम में इस्पात जनरल अस्पताल की चिकित्सा एवं स्वास्थ्य सेवाओं में इमरजेंसी सेवा एम्बुलेंस भी शामिल की गई है।

23.3 लाख रुपए कीमत की इस अत्याधुनिक एम्बुलेंस में



राउरकेला के आई.जी.एच. में नई एम्बुलेंस।



राउरकेला के आई.जी.एच. में नये चिकित्सा उपकरण शामिल।

निवास स्थान पर तथा अस्पताल के आई.सी.यू. में शिफ्ट करते समय गंभीर रोगियों के लिए हृदय संबंधी और श्वसन सहयोगी सेवाएं उपलब्ध कराने हेतु अनेक जीवन रक्षक उपकरण मौजूद हैं। शिफ्टिंग के दौरान गंभीर रोगियों की देखभाल के लिए इसके अन्दर वेंटिलेटर के साथ श्वसन एवं हृदय संबंधी सहयोगी उपकरण ई.सी.जी. मॉनीटर के साथ “कार्डियक डिफिब्रिलेटर”, उचित ऑक्सीजेनेशन के लिए दो ऑक्सिजन सिलिंडर और बायोमेडिकल अपशिष्ट की निकासी की भी सुविधा है। स्ट्रेचर कम ट्रॉली तथा स्कूप स्ट्रेचर गंभीर रूप से बीमार रोगियों के निर्विघ्न परिवहन को सुनिश्चित करेंगी। इस पूर्ण वातानुकूलित एम्बुलेंस में डॉक्टरों और सहयोगी स्टाफ के समंजन की व्यवस्था है और आपातकालीन स्थिति में छोटे ऑपरेशन भी किए जा सकते हैं।

# गतिविधि गरिमा

## सेल यूनिटों में राष्ट्रीय सुरक्षा दिवस

सेल के कारखानों/यूनिटों में 35वें राष्ट्रीय सुरक्षा दिवस के अवसर पर अनेक कार्यक्रम आयोजित किए गए। प्रस्तुत है एक रिपोर्ट:-

### बोकारो

बोकारो स्टील प्लांट द्वारा 4 मार्च को राष्ट्रीय सुरक्षा दिवस समारोह का आयोजन किया गया। समारोह का शुभारंभ स्कूली छात्राओं द्वारा प्रस्तुत स्वागत गीत तथा मंगलदीप प्रज्वलन से हुआ। श्री बी.एस. शर्मा, सहायक महाप्रबंधक (सुरक्षा अभियंत्रण) ने सभी उपस्थित कर्मिकों को सुरक्षा प्रतिज्ञा दिलायी और प्लांट में सुरक्षा सावधानियों

खोजकर प्लांट को दुर्घटनामुक्त कराना है। कार्यपालक निदेशक (सामग्री प्रबन्धन) श्री एम. भट्ट ने कहा कि सुरक्षा सामूहिक जिम्मेवारी है और अनुशासन इसकी पहली शर्त है।

महाप्रबंधक प्रभारी (कार्मिक एवं प्रशासन) श्री सुरेन्द्र सिंह ने सुरक्षा क्षेत्र की खामियों को दूर कर शून्य दुर्घटना के लक्ष्य को प्राप्त करने की सलाह दी।

### राउरकेला

35वें राष्ट्रीय सुरक्षा दिवस के अवसर पर राउरकेला इस्पात संयंत्र के कार्यपालक निदेशक श्री बी.एन. सिंह ने सुरक्षा संदेश और व्यक्तिगत सुरक्षा उपकरणों से सज्जित वाहन पर एक मोबाइल सुरक्षा प्रदर्शनी को झण्डी दिखाकर रवाना किया। इस मोबाइल प्रदर्शनी का लक्ष्य था सुरक्षा के प्रति कर्मचारियों और आम लोगों के बीच जागरूकता उत्पन्न करना। इससे पहले सुरक्षा बैच लगाना, सुरक्षा संकल्प ग्रहण और झण्डारोहण, नगर इंजीनियरी, परियोजना विभाग और संयंत्र की अन्य इकाइयों में भी आयोजित किया गया। 25 विभागों से आए कर्मचारीगण सुरक्षा ज्योति लेकर ऑडिटोरियम के करीब एकत्रित हुए।

इस अवसर पर श्री बी.एन. सिंह ने एक "सुरक्षा मैनुअल" का विमोचन किया तथा सुरक्षा से संबंधित विभिन्न प्रतियोगिताओं के विजेताओं और सुरक्षा रिकार्ड रखने वाले विभागों को पुरस्कार प्रदान किए।

### दुर्गापुर

दुर्गापुर क्लब में सुरक्षा जागरण सप्ताह के उपलक्ष्य में 5 मार्च को गृहणियों के लिए एक सुरक्षा क्विज का आयोजन किया गया। दुर्गापुर महिला समाज की अध्यक्ष श्रीमती पूर्णिमा गुल्हाटी एवं बड़ी



बोकारो स्टील प्लांट में राष्ट्रीय सुरक्षा दिवस।

के अनुपालन एवं व्यक्तिगत उपकरणों के प्रयोग पर एक सारगर्भित प्रस्तुतिकरण किया। इस अवसर पर मुख्य अतिथि ने सुरक्षा सुरभि के ओहंसास-18001 विशेषांक का विमोचन किया।

महाप्रबंधक (सुरक्षा एवं अग्निशमन सेवाएँ) ने सुरक्षा अभियंत्रण विभाग की गतिविधियों की संक्षिप्त जानकारी दी। मुख्य अतिथि एवं अन्य विशिष्ट अतिथियों ने प्लांट में सुरक्षित कार्य-परिवेश विकसित करने में महत्वपूर्ण योगदान देने वाले कर्मिकों, समूहों और विभागों को पुरस्कृत किया।

मुख्य अतिथि श्री डी.पी. शर्मा ने कहा कि राष्ट्रीय सुरक्षा दिवस के आयोजन का मूल उद्देश्य लोगों में जागरूकता लाना तथा सुरक्षा के नए उपाय



दुर्गापुर में गृहणियों के लिए आयोजित सुरक्षा जागरण कार्यक्रम।

संख्या में समाज की सदस्याएँ इस अवसर पर उपस्थित थीं। श्रीमती गुल्हाटी ने कार्यक्रम में सुरक्षा मानकों के पालन में महिलाओं की भूमिका पर प्रकाश डालते हुए कहा कि सुरक्षा की शुरुआत घर से होती है। गृहणियां घर में आग एवं अन्य दूसरे ज्वलनशील पदार्थों का सावधानी पूर्वक इस्तेमाल करें तो घरों में दुर्घटना दर में काफी कमी आ जाएगी।

श्री पी.के. चक्रवर्ती, महाप्रबंधक (सुरक्षा एवं अग्नि सेवा) ने सुरक्षा जागरण कार्यक्रम में महिलाओं की भागीदारी पर प्रसन्नता प्रकट करते हुए कहा कि सुरक्षा का संदेश प्रत्येक घर में पहुंचना चाहिए। इंडियनऑयल से आमंत्रित विशिष्ट प्रतिनिधियों ने घरों में एलपीजी गैस सिलिंडर का प्रयोग करने में सुरक्षा उपाय बताये।



राउरकेला में राष्ट्रीय सुरक्षा दिवस समारोह में सुरक्षा मैनुअल का विमोचन।

## बहुमुखी प्रतिभा की धनी पर्णिका सोम

**सं** गीत व क्रीड़ा के क्षेत्रों में विलक्षण प्रतिभा की धनी पर्णिका सोम ने इस्पात नगरी से परे भी अपनी पहचान बनाई है। बोकारो और अन्य कई शहरों में अपनी सुरिली आवाज़ का जादू बिखेर चुकी पर्णिका टेबल टेनिस के खेल में भी शानदार प्रदर्शन कर बोकारो का नाम रौशन कर चुकी हैं।

सेंट जेवियर्स स्कूल, बोकारो में पांचवीं कक्षा की छात्रा पर्णिका को संगीत का माहौल घर में ही मिला। बोकारो जनरल अस्पताल के एनेस्थीसिया विभाग में चिकित्सक के रूप में कार्यरत पर्णिका के पिता डॉ. पी.के. सोम को संगीत से गहरा लगाव है। उन्होंने तबला वादन की शिक्षा ली है। पर्णिका की माँ श्रीमती मधुमिता सोम को शास्त्रीय गायन में संगीत विशारद की डिग्री प्राप्त है। पर्णिका ने 4 वर्ष की उम्र से ही संगीत की शिक्षा आरम्भ की और 5 वर्ष की उम्र में पहला स्टेज कार्यक्रम प्रस्तुत किया। बोकारो संगीत कला अकादमी में श्री नरेश सिन्हा से शास्त्रीय गायन की शिक्षा ले रही पर्णिका लाइट म्यूजिक की शिक्षा श्री जगदीश बाबला से प्राप्त कर रही हैं। मैथिली, हिन्दी व खोरठा भाषाओं में संगीत एलबम के लिए गा चुकी पर्णिका को विभिन्न संस्थाओं द्वारा पुरस्कृत किया जा चुका है।

पर्णिका की प्रतिभा का दूसरा पक्ष खेल से जुड़ा है। पर्णिका ने 2004 में टेबल-टेनिस खेलना शुरू किया और 2005 में जिला

स्तरीय प्रतियोगिता के कैडेट वर्ग में प्रथम स्थान प्राप्त किया। पर्णिका पाण्डिचेरी में आयोजित राष्ट्रीय टेबल टेनिस प्रतियोगिता में झारखण्ड राज्य का प्रतिनिधित्व कर चुकी है।

पर्णिका भविष्य में डाक्टर बनना चाहती हैं और साथ ही संगीत व खेल से भी जुड़े रहने की इच्छा रखती है।

## प्रियंका बेदी को बीएचएससी परीक्षा में स्वर्ण

**भि** लाई महिला महाविद्यालय की छात्रा सुश्री प्रियंका बेदी को पंडित रविशंकर शुक्ल विश्वविद्यालय, रायपुर द्वारा आयोजित बीएचएससी फाइनल परीक्षा की मेरिट सूची में प्रथम स्थान प्राप्त करने पर 27 फरवरी, 2006 को स्वर्ण पदक प्रदान किया गया।

भिलाई इस्पात संयंत्र के सहायक महाप्रबंधक (एसीडब्ल्यूई) श्री पी.के. बेदी की सुपुत्री प्रियंका को वर्ष 2005-06 के लिए राष्ट्रीय छात्रवृत्ति भी प्रदान की गई है। वर्तमान में वे इंस्टीट्यूट ऑफ होटल मैनेजमेंट केटरिंग एण्ड न्यूट्रीशियन, पूसा, नई दिल्ली में 'डाईटिक्स' विषय में पोस्ट ग्रेजुएट डिप्लोमा हेतु अध्ययनरत हैं।

## डॉ. चांदवानी एवं कौशल उपाध्याय को लाइफ टाइम एजुकेशन एचीवमेंट अवार्ड

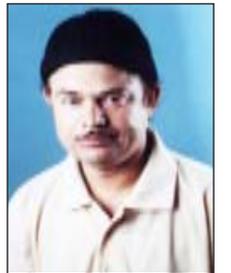
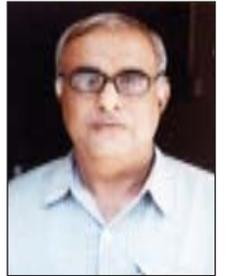
**भि** लाई इस्पात संयंत्र के सीनियर सेकेण्ड्री स्कूल, सेक्टर-10 में गणित के व्याख्याता डॉ. गोपी चंद नारायण दास चांदवानी को 'लाइफ टाइम एजुकेशन एचीवमेंट अवार्ड-2005' से सम्मानित किया गया है। डॉ. चांदवानी को यह सम्मान नई दिल्ली की हेल्थ एंड एजुकेशन डेवलपमेंट एसोसियेशन द्वारा 11 अप्रैल, 2006 को नई दिल्ली में आयोजित समारोह में प्रदान किया गया। उन्हें ऑल इंडिया बिजनेस डेवलपमेंट एसोसियेशन द्वारा भारत विद्या रत्न पुरस्कार से भी सम्मानित किया गया है।

उल्लेखनीय है कि डॉ. चांदवानी को इसके पूर्व भी अनेक पुरस्कार और सम्मान हासिल हो चुके हैं। महामहिम राष्ट्रपति डॉ. ए.पी.जे. अब्दुल कलाम द्वारा राष्ट्रीय शिक्षक सम्मान-2004 भी उन्हें प्राप्त हो चुका है। डॉ. चांदवानी के 7 शोध पत्र प्रकाशित हो चुके हैं। पं. रविशंकर विश्वविद्यालय से वर्ष 1982 में उन्होंने गणित विषय में पीएचडी की उपाधि हासिल की। शिक्षा के क्षेत्र में उल्लेखनीय योगदान के लिये डॉ. चांदवानी को छत्तीसगढ़ के

महामहिम राज्यपाल द्वारा प्रशस्ति पत्र दे कर सम्मानित किया जा चुका है। डॉ. गोपी चंद नारायण दास चांदवानी के लगन और निष्ठापूर्वक अध्यापन के फलस्वरूप इस्पात नगरी के छात्रों ने कई बार आईआईटी की गौरवशाली प्रवेश परीक्षा में सर्वप्रथम स्थान प्राप्त किया है।

भिलाई इस्पात संयंत्र के कोक ओवन और कोल केमिकल विभाग के कार्मिक विभाग में कार्यरत रंगकर्मी और रंग निर्देशक श्री कौशल उपाध्याय को रंगमंच में उनके उल्लेखनीय योगदान के लिए अमेच्योर आर्टिस्ट एसोसियेशन ऑफ जमशेदपुर (आज) द्वारा "लाइफ टाइम एचीवमेंट अवार्ड" से सम्मानित किया गया है। यह सम्मान उन्हें 6 से 10 मार्च, 2006 तक मिलानी, बिस्टुपुर में आयोजित 9वें अखिल भारतीय बहुभाषी नाट्य तथा लोक नृत्य समारोह में प्रदान किया गया।

अखिल भारतीय नाट्य स्पर्धाओं में सर्वश्रेष्ठ निर्देशक और अभिनेता का पुरस्कार जीत चुके श्री कौशल उपाध्याय देश के लगभग सभी प्रमुख शहरों में अपनी कला का प्रदर्शन कर चुके हैं।



## पुरस्कार-सम्मान

### एम एड की मेरिट सूची में नीति को सर्वोच्च स्थान



**सु**श्री नीति शर्मा ने पंडित रविशंकर विश्वविद्यालय रायपुर द्वारा आयोजित एम एड परीक्षा की मेरिट सूची में सर्वोच्च स्थान हासिल किया है। विश्वविद्यालय के दीक्षांत समारोह में मुख्य अतिथि सुविख्यात तकनीकीविद् श्री सैम पित्रौदा ने इस उपलब्धि के लिये सुश्री नीति शर्मा को स्वर्ण पदक प्रदान किया।

भिलाई के सीनियर सेकेण्ड्री स्कूल, सेक्टर-7 की पूर्व छात्रा नीति ने भिलाई के अग्रणी उच्च शिक्षा संस्थान कल्याण महाविद्यालय से गणित विषय में एमएससी की उपाधि लेने के बाद बी.एड. भी उन्होंने घनश्याम सिंह आर्य कन्या महाविद्यालय, दुर्ग से सर्वोच्च स्थान लेते हुये उत्तीर्ण की।

हुडको स्थित स्वामी स्वरूपानंद इंस्टीट्यूट ऑफ एजुकेशन में सहायक प्राध्यापक के पद पर कार्यरत कु. नीति डाक्टरेट की उपाधि लेकर अध्यापन के क्षेत्र में जाना चाहती है।

कु. नीति के पिता श्री मोहन लाल शर्मा भिलाई इस्पात संयंत्र के सीनियर सेकेण्ड्री स्कूल, सेक्टर-10 में रसायन शास्त्र के व्याख्याता के पद पर कार्यरत हैं।

### भिलाई को इनसान अवार्ड



भिलाई के लिए इनसान अवार्ड प्राप्त करते श्री ए.आर. रामनारायणन।

**इं**डियन नेशनल सजेशन स्कीम एसोसिएशन (इनसान) द्वारा मुम्बई में आयोजित 16वें राष्ट्रीय अधिवेशन में भिलाई इस्पात संयंत्र को वर्ष 2005 में सुझाव योजना में उत्कृष्ट निष्पादन हेतु “इनसान अवार्ड” प्रदान किया गया। साथ ही संयंत्र की प्लेट मिल के कार्मिक श्री सत्यवान नायक द्वारा प्रस्तुत “सहभागिता से मूल्य सृजन, सफलता की कहानी भिलाई की जुबानी” विषय पर तकनीकी पेपर को प्रोत्साहन पुरस्कार से पुरस्कृत किया गया।

विगत दिनों मुम्बई में इंडियन नेशनल सजेशन स्कीम एसोसिएशन के 16वें राष्ट्रीय अधिवेशन में भिलाई इस्पात संयंत्र सहित बी.एच.ई.एल., एनटीपीसी, टाटा पावर, बी.ई.एल, फिलिप्स, एचएएल, सिमेंस, बीपीसीएल, आरसीएफ, आरआईएनएल, महिंद्रा एंड महिंद्रा आदि अनेक कम्पनियों ने भाग लिया। दो दिन तक चले इस अधिवेशन के तकनीकी सत्र में इस वर्ष हेतु निर्धारित विषय “सहभागिता से मूल्य सृजन” पर प्रस्तुतियां दी गईं। तकनीकी सत्र की अध्यक्षता भिलाई इस्पात संयंत्र के उप महाप्रबंधक श्री ए.आर. रामनारायणन ने की।

इससे पूर्व उद्घाटन सत्र में उपरोक्त विषय पर आधारित उत्कृष्ट आलेखों की पुस्तिका का विमोचन तथा पुरस्कृत कैलेंडर का अनावरण किया गया।

वर्ष 2005 में सुझाव योजना में उत्कृष्ट योगदान व श्रेष्ठ निष्पादन हेतु वर्ग-4 में भिलाई इस्पात संयंत्र ने द्वितीय स्थान प्राप्त किया। यह पुरस्कार भिलाई की ओर से सुझाव प्रकोष्ठ के प्रभारी उप महाप्रबंधक (कार्मिक) श्री ए.आर. रामनारायणन ने प्राप्त किया। संयंत्र के कार्मिक श्री सत्यवान नायक व श्री के. मोजेस को तकनीकी पेपर प्रस्तुतिकरण हेतु पदक व प्रशस्ति पत्र से सम्मानित किया गया।

### श्री आर.बी.

### गुप्ता पुरस्कृत

**रा**जभाषा संस्थान, नई दिल्ली द्वारा सोलन, हिमाचल प्रदेश में 26 से 28 अप्रैल, 06 तक राजभाषा कार्यान्वयन पर अखिल भारतीय 52वीं स्वर्ण जयंती सेमिनार तथा विशेष हिन्दी कार्यशाला का आयोजन किया गया था। इसमें केंद्रीय सरकार, सार्वजनिक उपक्रमों के विभिन्न कार्यालयों, संसद भवन आदि से कुल 45 प्रतिभागियों ने भाग लिया था। इसमें राउरकेला इस्पात संयंत्र के सहायक महाप्रबंधक (पीपीसी) श्री आर.बी. गुप्ता को आलेख प्रस्तुतिकरण में प्रथम पुरस्कार से सम्मानित किया गया है। पुरस्कार स्वरूप उन्हें शील्ड एवं प्रशस्ति पत्र प्रदान किया गया है।



## इस्पात महिला समाज के बढ़ते कदम

**श्री** मती हेन राय चौधरी की अध्यक्षता में भद्रावती स्थित इस्पात महिला समाज गरीब तथा बेसहारा महिलाओं, जरूरतमंद बच्चों तथा वृद्ध नागरिकों की मदद के लिए उल्लेखनीय सेवाएं उपलब्ध करा रहा है। समाज भद्रावती के पास के शिमोगा नगर में कार्यरत है।

हाल ही में समाज ने 'करुणा निलय' में रह रहे बच्चों को स्टील की प्लेटें तथा पानी पीने के लिए बर्तन, मलन्द अस्पताल में मरीजों के लिए चादरें तथा तकियों के गिलाफ व तकिए, 'जीवन संजय' व शिमोगा के वृद्धाश्रम के लिए तौलिए तथा यतीम खाह ख्वाजा गरीब नवाज न्यास के बच्चों के लिए हवाई चप्पल, जामखाना आदि दान दिए हैं। निर्मला अस्पताल, भद्रावती में मरीजों के लिए चादरें और मच्छरदानी भी उपलब्ध कराई गई हैं। यही नहीं, महिला समाज ने लयन्स क्लब द्वारा हाल में आयोजित एक नेत्र शिविर के लिए 20,000 रु. का दान भी दिया है।

भद्रावती का इस्पात महिला समाज अपने पैरों पर खड़ा एक

संगठन है, जो मेले आदि आयोजित कर अपने सदस्यों के प्रयासों से साधन जुटाता है।

उल्लेखनीय है कि हाल ही में समाज ने एक गरीब छात्रा दीपिका को उच्च शिक्षा प्राप्त करने के लिए 20,000 रु. की वित्तीय सहायता भी उपलब्ध कराई है। इस छात्रा ने 10वीं की अपनी परीक्षा बहुत अच्छे नम्बरों से पास की। उसके पिता इस दुनिया में नहीं हैं और माता की आय मात्र 400/-रु. मासिक है।

महिला समाज में खुशहाली लाने के लिए हर सम्भव प्रयास करता रहता है। मलन्द कैंसर अस्पताल में मरीजों के लिए टेलीविजन, डी.वी.डी. प्लेयर, आरामदायक बिस्तरे देकर इसने एक मिसाल कायम की है। इसके अलावा श्रद्धा देवी आन्ध्र विकास केन्द्र शिमोगा के कर्मियों को यूनिफार्म भी उपलब्ध कराई गई है।

सामज की बढ़ती गतिविधियों को देखकर अब इसकी सदस्यता में निरन्तर वृद्धि हो रही है।



## अंतर इस्पात संयंत्र शतरंज में भिलाई को रजत पदक

**भ**िलाई इस्पात संयंत्र की शतरंज टीम ने 9 मार्च, 06 को दुर्गापुर (पश्चिम बंगाल) में सम्पन्न अखिल भारतीय अंतर इस्पात संयंत्र शतरंज प्रतियोगिता में लगातार दूसरी बार रजत पदक प्राप्त किया है। प्रतियोगिता में भिलाई के अलावा राउरकेला, बोकारो, अलॉय स्टील, विशाखापट्टनम, इस्को एवं दुर्गापुर सहित कुल आठ टीमों ने हिस्सा लिया था। अंतरराष्ट्रीय शतरंज खिलाड़ी श्री दिब्येन्दु बरूआ ने चैम्पियनशिप के मुख्य निर्णायक की भूमिका निभाई।

स्विस लीग पद्धति से पांच चक्रों में खेली गई शतरंज प्रतियोगिता में भिलाई के आशीष श्रीवास्तव को उनके उत्कृष्ट प्रदर्शन के लिए 'बोर्ड प्राईस' एवं 400 रुपये नगद देकर सम्मानित किया गया। भिलाई इस्पात संयंत्र की टीम का नेतृत्व अंतरराष्ट्रीय शतरंज खिलाड़ी श्री आर.एस. गुप्ता (कोक ओवन) ने किया। टीम के प्रबंधक मो. सलीम (टी एण्ड डी) व सुश्री किरण अग्रवाल (एसपीएसबी) बतौर पर्यवेक्षक टीम में शामिल थे।

## बॉक्सिंग में भिलाई उप विजेता

**भ**िलाई इस्पात संयंत्र की बॉक्सिंग टीम ने जमशेदपुर में 7 से 9 मार्च तक आयोजित अंतर इस्पात संयंत्र बॉक्सिंग प्रतियोगिता में उप विजेता का खिताब जीता। प्रतियोगिता में सीनियर बॉक्सिंग टीम ने दो स्वर्ण, चार रजत और तीन कांस्य तथा सब जूनियर टीम ने चार स्वर्ण और पांच रजत पदक जीतने का गौरव अर्जित किया।

सीनियर टीम में संयंत्र कर्मी के पुत्र डी. सुमन तथा संयंत्र के सीआरएम-1 में कार्यरत अशोक राउत ने स्वर्ण; मशीन शॉप-1 में कार्यरत तीरथ राउत के साथ ही संयंत्र कर्मियों के पुत्रों एस.के. स्वैन, आर.के. दास तथा विनोद कुमार ने रजत और वायर रॉड

मिल में कार्यरत श्री सुब्रत बिस्वास, रेल मिल में कार्यरत श्री मनोज प्रसाद और संयंत्र कर्मी के पुत्र श्री सुरेश कुमार ने कांस्य पदक अर्जित किया है। सब जूनियर बॉक्सिंग टीम के सर्वश्री रामदास राजभर, ए. रमेश, वीरेन्द्र यादव और हितेश कुमार साहू ने स्वर्ण तथा वेंकी रमणैय्या, अनिल, उमेश पांडे, एम. पोईधर राव और सुरेश ने रजत पदक अर्जित किया है। श्री हितेश कुमार साहू का चयन गोवा में 26 से 30 मार्च तक आयोजित राष्ट्रीय सब जूनियर प्रतियोगिता में भाग लेने के लिये किया गया।

उल्लेखनीय है कि भिलाई इस्पात संयंत्र के उप प्रबंधक, श्री राजेन्द्र प्रसाद जूनियर राष्ट्रीय टीम के चयनकर्ता थे।

## सेल हॉकी अकादमी के कैडेटों को भारतीय हॉकी कप्तान के टिप्स

**रा**उरकेला इस्पात संयंत्र की सेल हॉकी अकादमी के कैडेटों के लिए यह एक विशेष अवसर था जब भारतीय हॉकी टीम के कप्तान और समकालीन भारतीय हॉकी के आइकॉन श्री दिलीप तिकी ने उनके साथ अपनी खेल कुशलता तथा अनुभव का आदान-प्रदान किया और खेल की बारीकियों के बारे में उन्हें कुछ जानकारियां प्रदान कीं। इस प्रशिक्षण शिविर का आयोजन राउरकेला के बीजू पटनायक हॉकी स्टेडियम के सिंथेटिक टर्फ पर 9 से 17 मार्च तक आयोजित किया गया था।

शिविर में उभरते हॉकी खिलाड़ियों को खेल की आधुनिक शैली, ड्रिब्लिंग, टैक्लिंग, आक्रमण, बचाव और खेल की विस्तृत जानकारी पर प्रशिक्षण दिया गया। उल्लेखनीय है कि सेल हॉकी अकादमी निकट भविष्य में अनेक महत्वपूर्ण टूर्नामेंटों में भाग लेगा और श्री तिकी के प्रशिक्षण से निश्चय ही खिलाड़ियों का

मनोबल बढ़ेगा जिससे कैडेटों के खेल के स्तर में भी सुधार होगा।



राउरकेला की सेल हॉकी अकादमी के कैडेट हॉकी कप्तान श्री दिलीप तिकी से खेल तकनीक की जानकारी लेते हुए।

## विकलांगों की राष्ट्रीय क्रिकेट स्पर्धा

**भि** लाई इस्पात संयंत्र की क्रीड़ा एवं मनोरंजन समूह, स्पोर्ट्स एवं वेलफेयर क्लब फॉर दी डिसेबल्ड और आल इंडिया क्रिकेट एसोसियेशन फॉर दी डिसेबल्ड, मुम्बई के संयुक्त तत्वावधान में आयोजित विकलांगों की 17वीं राष्ट्रीय क्रिकेट स्पर्धा के फाइनल मुकाबले में छत्तीसगढ़ ने विजेता का खिताब जीत लिया। छत्तीसगढ़ की टीम में भिलाई इस्पात संयंत्र के विकलांग कर्मी तथा कार्मिकों के विकलांग बच्चे शामिल हैं।

इस स्पर्धा में भाग लेने वाली 18 टीमों को छः



विकलांगों की 17वीं राष्ट्रीय क्रिकेट स्पर्धा में विजेता छत्तीसगढ़ की टीम ट्रॉफी के साथ।

पूलों में विभाजित किया गया था। लीग कम नॉक आऊट आधार पर खेली जाने वाली इस

प्रतियोगिता में प्रत्येक मैच 12 ओवरों का था तथा फाइनल मुकाबला 15 ओवरों का हुआ।

5 फरवरी, 2006 को प्रतियोगिता के समापन समारोह में संयंत्र के प्रबंध निदेशक श्री आर.पी. सिंह, आल इंडिया क्रिकेट एसोसियेशन फॉर डिसेबल्ड के राष्ट्रीय अध्यक्ष श्री अजीत वाडेकर तथा संयंत्र के कार्यपालक निदेशक (वित्त एवं लेखा) श्री टी.के. गुप्ता उपस्थित थे। मुख्य अतिथि प्रबंध निदेशक श्री सिंह ने इस अवसर पर एक स्मारिका का विमोचन किया तथा विजेताओं को पुरस्कार वितरित किये।

## भिलाई द्वारा पावर लिफ्टरों का सम्मान

**भि** लाई इस्पात संयंत्र के महाप्रबंधक (कार्मिक) श्री बलबीर सिंह ने 9 मार्च, 2006 को फेडरेशन कप व मास्टर राष्ट्रीय महिला व पुरुष पावर लिफ्टिंग प्रतियोगिता में व्यक्तिगत वजन समूहों में स्वर्ण, रजत व काँस्य पदक जीतने वाले भिलाई इस्पात संयंत्र व छत्तीसगढ़ राज्य के पावर लिफ्टरों को सम्मानित किया। यह प्रतियोगिता 22 से 26 फरवरी, 2006 तक उदयपुर (राजस्थान) में आयोजित की गई थी।

सम्मान प्राप्त करने वाले खिलाड़ियों में भिलाई के अंतरराष्ट्रीय पावर लिफ्टर व शहीद राजीव पाण्डे तथा गुण्डाधूर खेल पुरस्कार प्राप्त राष्ट्रीय स्वर्ण पदक विजेता संतोषी माझी, जूनियर राष्ट्रीय स्वर्ण पदक विजेता कु. रोशिता केरकेटा, जूनियर राष्ट्रीय काँस्य पदक विजेता कु. सीमा गोप तथा मास्टर राष्ट्रीय स्वर्ण पदक विजेता श्री दिनेश शर्मा शामिल हैं। इस अवसर पर अंतरराष्ट्रीय पावर लिफ्टर एवं विक्रम व गुण्डाधूर खेल पुरस्कार विजेता श्री

कृष्णा साहू, बालक टीम के प्रशिक्षक श्री त्रिलोक सिंह तथा बालिका टीम के प्रशिक्षक श्री पी.के. राय भी सम्मानित हुए।



भिलाई इस्पात संयंत्र द्वारा सम्मानित छत्तीसगढ़ राज्य के पावर लिफ्टर।

## सेल अखिल भारतीय जयपाल सिंह स्वर्ण कप हॉकी टूर्नामेंट

**रा** उरकेला इस्पात संयंत्र के बीजू पटनायक हॉकी स्टेडियम में 27 अप्रैल से 7 मई,

2006 तक 23वां सेल अखिल भारतीय जयपाल सिंह स्वर्ण कप टूर्नामेंट आयोजित किया गया।



23वें सेल अखिल भारतीय जयपाल सिंह स्वर्ण कप टूर्नामेंट की विजेता टीम ट्रॉफी के साथ।

यह टूर्नामेंट भारतीय हॉकी टीम के पहले कप्तान और ओलंपिक स्वर्ण पदक विजेता स्वर्गीय जयपाल सिंह की याद में आयोजित होता है। सर्वप्रथम वर्ष 1975 में आयोजित यह टूर्नामेंट स्थानीय लोगों के बीच बहुत ही लोकप्रिय है और केन्द्रीय आदिवासी क्लब तथा राउरकेला द्वारा संयुक्त रूप से आयोजित किया जाता है।

30 अप्रैल को संयंत्र के कार्यपालक निदेशक प्रभारी, श्री बी.एन. सिंह ने टूर्नामेंट के झण्डे को फहराकर कार्यक्रम का उद्घाटन करते हुए कहा कि राष्ट्रीय टीम के प्रथम कप्तान के रूप में ओलंपिक गोल्ड जीतने वाले स्वर्गीय जयपाल सिंह जैसे कई और खिलाड़ी इस टूर्नामेंट द्वारा तैयार होंगे।

टूर्नामेंट के अंतिम मैच में सेना-एकादश बंगलौर की टीम ने राउरकेला इस्पात संयंत्र की टीम को 5-0 से पराजित किया।

श्री सिंह ने विजेताओं को व्यक्तिगत और टीम पुरस्कार तथा चैंपियन ट्रॉफी प्रदान की। इसके बाद श्री सिंह ने टूर्नामेंट झंडे को उतारा और टूर्नामेंट समाप्त होने की घोषणा की।

# खेल-परिक्रमा

## इस्को (अंडर-19) को सेल ट्रॉफी

बर्नपुर में 8 से 14 मई, 2006 तक आयोजित सेल ट्रॉफी (अंडर-19) क्रिकेट प्रतियोगिता में इस्को स्टील प्लांट की टीम ने गत वर्ष की विजेता भिलाई की टीम को हराकर पहली बार सेल ट्रॉफी पर कब्जा जमाया।

इस क्रिकेट प्रतियोगिता में आई.एस.पी. और भिलाई के अलावा राउरकेला, दुर्गापुर, बोकारो, अलॉय स्टील प्लांट और आर.डी.सी.आई.एस., राँची की टीमों ने भाग लिया था।

मैच के समापन पर आई.एस.पी. के प्रबंध निदेशक श्री नीलोत्पल राय, कार्यपालक निदेशक (परियोजना) श्री प्रणव कुमार दत्ता और कार्यपालक निदेशक (कार्मिक एवं प्रशासन) श्री तड़ित कुमार पाल ने विजेता टीमों, खिलाड़ियों और तकनीकी अधिकारियों को पुरस्कृत किया।

इस अवसर पर निगमित कार्यालय से पर्यवेक्षक के तौर पर पूर्व अंतरराष्ट्रीय खिलाड़ी श्री राकेश शुक्ला और राष्ट्रीय स्तर के खिलाड़ी श्री गौतम नाग उपस्थित थे।

विजेता टीम के कोच श्री कमलेन्दु मिश्रा ने कहा कि उनके खिलाड़ियों ने बैटिंग, बॉलिंग तथा फील्डिंग तीनों में शानदार काँशल का प्रदर्शन किया।

सेल ट्रॉफी (अंडर-19) इन युवा खिलाड़ियों की एक बड़ी उपलब्धि है।



आई.एस.पी. की सेल ट्रॉफी (अंडर-19) विजेता टीम।

## सेल फुटबॉल टीम का शानदार प्रदर्शन



सेल फुटबॉल टीम ने शानदार प्रदर्शन करते हुए कोलकाता में आयोजित मर्चेन्ट कप फुटबॉल प्रतियोगिता, 2006 में सेमी फाइनल में अपना स्थान बनाया। यह प्रतियोगिता समाचार पत्र टेलीग्राफ और कोलकाता फुटबॉल एण्ड क्रिकेट क्लब ने संयुक्त रूप से मई, 2006 में आयोजित की थी। प्रतियोगिता में कुल 72 टीमों ने भाग लिया।

सेल टीम ने टाटा टी, ग्रे वर्ल्डवाइड, मैटल जंक्शन, इन्नोवा, इन्फो, कैरिंट मोरन, गुडरिक और अनशिन साफ्टवेयर की टीमों को हराया। मेन प्लेट सेमीफाइनल में सेल को सेलवेल की टीम से हार का सामना करना पड़ा। सेलवेल ने अंततः यह प्रतियोगिता जीती।

सेल के एस. दासगुप्ता को प्रतियोगिता में 22 गोल दागने के लिए ट्रॉफी प्रदान की गई।

## A beautiful life

*I was delighted to see the cover story of the January-March 2006 issue of SAILNews on the merger of SAIL with IISCO. I felt nostalgic since I had spent seven years (1951-1958) at IISCO, a very eventful period for the then private company's Burnpur Works, before moving to Durgapur Steel Plant and then retiring. It was one of the most glorious phases of IISCO as well as among the worst, for a month-long lockout in 1954-55 saw employees experiencing major rough times. Here I have culled some history of people and places from the pages of the 'Burnpur Kulti' magazine of IISCO in which I was a regular contributor: **Mr Jyoti Bakshi***

**B**engal was once a major centre for production of iron & steel. There were plants situated in three adjacent villages – Indian Iron & Steel Company Ltd (IISCO) at Hirapur (Burnpur), Steel Corporation of Bengal (SCOB) at Napuria, and Indian Standard Wagon (ISW) at Santa – close to Asansol. The Bengal Iron Works was located nearby, at Kulti.

IISCO's Hirapur Works was incorporated in the year 1918 and went into production in 1922. Its final product was pig iron; the works had nothing to do with production of steel. SCOB's plant started making steel in 1939. The 'Iron & Steel Company Amalgamation Ordinance' promulgated by the President of the Indian Union on 29 October 1952, provided the direction that SCOB would be merged with IISCO. Consequently, IISCO undertook to supply SCOB's entire requirement of steel making iron and auxiliary services such as gas, water, steam and power. The amalgamation had the blessings of experts of the World Bank.

1954 was a glorious year for the Hirapur (Burnpur) Works. Production in each and every department improved in quantity as well as quality. New records were established. By 1957, IISCO became the biggest steel company in India.

### Kulti Works

Cast iron pipes of British standard specification were first produced in India



IISCO in the 1950s

by the Bengal Iron Co. Ltd at their Kulti Works in West Bengal. The company was founded in 1870. The pipes were cast vertically. The Kulti Works changed hands twice – first to Barakar Iron Works in 1880 and then to Bengal Iron & Steel Company in 1890 – before starting to make steel in 1904. In 1936, the Works was taken over by IISCO. In 1945, a spun pipe plant was installed by IISCO at Kulti under licence from the Stanton Iron Works, located near Nottingham in the UK.

Sir Biren Mukherjee, the Bengali industrialist par excellence who was at the helm of affairs of these iron & steel producing units, had immense foresight. He brought IISCO to the notice of worldwide businesses. Shares of the 'blue chip' company were traded in the London Stock Exchange. Besides, he never hesitated to invite foreign experts to improve functioning of his plants. One such was Mr F.W.A. Lahmeyer, a German chief engineer who made a vital contribution towards making the Kulti Works of IISCO a place where people vied to gain employment as well as township development. He used to dash to the works whenever there was a major breakdown, whether during the day or night, from his residence miles away from the plant site.

Mr Lahmeyer was instrumental in setting up the Maithon Boating Club of the Damodar Valley Corporation for recreation of visitors. 'Lahmeyer Park', laid with rock gardens and an artificial lake, came up on one bank of the Damodar river in his honour. It was later named 'Nehru Park'. The beautiful park became a major tourist attraction in later years.

# RANDOM THOUGHTS

## Expert guidance

Among other foreign experts who contributed significantly to the growing stature of Burnpur/Kulti in those years were Mr J. McCracken as GM, Mr S.W. Willet, DGM, Mr T.F. Chalmer, WME, the Scot Mr Ian Bell, OBE as WEE, Mr H.L. O'Connor and Mr I.N. Whitekar. Among Indians similarly respected was Mr N.R. Dutta (brother of thespian Utpal Dutta), who was a very much popular figure and is remembered for his contribution both inside the plant as well as in social and sports arenas. Others of his ilk like Mr. S.C. Guha Mullick, Mr S.R. Mitra, and Mr R.K. Chatterjee, iron & steel making and rolling mills specialists, later joined DSP at its teething stage. Mr Suku Sen was another steel expert of renown devoted towards the plant. Mr T. Leslie Martin, Chairman of Martin Burn, also rendered outstanding administration.

## Modernisation

During an expansion programme, a continuous billet/sheet bar mill (inventor Charles H. Morgan) was commissioned on 22 December 1953. The billets would go to the Merchant Bar & Rod Mill and the sheet bars to the Sheet Mill.

The main attraction of IISCO's steel section was the Bessemer Converter Duplex Plant. The hot metal (iron) coming directly from the blast furnaces to the Steel Melting Shop for making steel was rich in carbon. It also contained other impurities such as silicon, manganese, phosphorous and sulphur, which required removal for turning the iron into steel. The hot metal would first be treated in the Bessemer Converter and finally

refined in the open-hearth furnaces. This double process was thus known as 'duplexing'. The addition of Bessemer Converter, commissioned on 6 February 1946, reduced operation time for steel making.

The Bessemer Converter on 'blow' was a magnificent sight, especially at night, and we would flock to it whenever we had a chance. The converter was a huge pear-shaped vessel that was narrow towards the neck and is almost flat at the bottom, resting on a rack-and-pinion arrangement. Air was blown into the converter from the Turbo Blower House through the tuyeres at the bottom of the converter and gradually the vessel was raised to a vertical position. Hot metal in a molten state was then poured from a mixer into a charging ladle for pouring into the converter. The on-rush of air would keep the metal afloat, away from the bottom. This operation, called 'blowing', generates some chemical changes that help to remove the impurities in the molten iron to a marked degree. The Bessemer converter would take around 14 minutes for an operation on every 25 tonnes of hot metal charged.

An onlooker's first impression of a Bessemer operation would be that of a massive fireworks display than of making steel. As blowing started, yellowish red flames would be visible at the mouth of the converter and huge showers of sparks would shoot out, enveloping the converter. The full glamour of the event could be seen at night when the pitch black sky would glow with the aurora effect of the blow.

But the Bessemer Converter's existence did not last long. Major

malfunctions were a regular occurrence and hastened its end. Later TISCO also discarded the process. But I will never forget the wonderful sight of the Bessemer lit up.

## Socio-cultural activities

IISCO was by tradition a big patron of sporting activity. So Burnpur was always at the forefront in the field of sports. Burnpur United Club participated in the IFA Shield. Burnpur had a lovely stadium where different matches were played, including those of the Santosh Trophy. The Burnpur Cricket Club also held many a grand show. A special attraction was the Inter Steel Plant sports & games events, including boxing, wrestling and kabaddi contests.

Cultural activities also abounded. The Camera Club of Burnpur was formed in 1954. It was the first photographers' club under the Federation of Indian Photography. Its members, including yours truly, won many laurels for it. The Club organised the National Salon of Photography every year at Netaji Bhawan in Burnpur.

Theatres and jattras were staged during the Durga Puja festival every year at Burnpur. Musical soirees were common in the township. Renowned Indian musicians and artistes performed at night-long musical conferences in the winter months. The variety entertainment programmes held during Kali Puja at SCOB Mess and for Saraswati Puja by the Apprentices' Association were added attractions.

I wish SAIL's IISCO Steel Plant a bright and prosperous future, contributing to ensuring 'a little bit of steel in everyone's life'.

**Mr Baksi retired in 1991. He lives in Kolkata.** 

