

Integrated Management Systems - Activities and Benefits

Introduction: Continual improvement journey of BALCO Plant I started in October 2002 through Management Systems Certification process. The chronological progression has been given below.

- BALCO Plant I was certified to Quality Management Systems (QMS) as per ISO 9001:2000 in February 2004.
- Subsequently in November of the same year, the Environmental Management System (EMS) and Occupational Health and Safety Management System (OHSAS) Certificates conforming to ISO 14001:1996 and OHSAS 18001:1999 respectively, were attained.
- The EMS was upgraded as per 14001:2004 version in December 2005.
- The Occupational Health and Safety Management System and Quality Management System too have been upgraded as per revised standards in due course.
- Presently all the three Management Systems of BALCO Plant I have been certified, conforming to QMS ISO 9001:2008, EMS ISO 14001:2004 and OHSAS 18001:2007.
- The current expiry date for the certificates is 12th February 2013.

Activities

Objectives and Targets: The unified Quality, Environment and Occupational Health and Safety Policy has been released by the CEO & Whole Time Director. The Top Management reviews it in the six-monthly Management Review Meeting and necessary amendments (if any) are carried out as per Standards' requirements and existing business scenario.

- In line with the Top Management's commitments as stated in the policy for business mission, plant level objectives and targets are determined by the Top Management - Chief Executive Officer / Chief Operating Officer (CEO/ COO).
- The departmental objectives and targets are derived on the basis of plant level objectives and targets and Management Programmes are prepared to achieve the same.
- These objectives / targets/ Management Programmes are reviewed by respective Departmental Heads / SBU Heads and Top Management as per a pre-determined frequency (mostly monthly) and in accordance with the level of excellence that is aimed at.

Internal Audit : An independent Internal Audit is organised generally once in a quarter and at least twice in a year to ensure and verify –

- Follow-up of the work instructions
- Compliance to legal and other requirements

- Corrective and preventive action for observed non conformities / initiatives for continual improvement
- Other systems requirements as per standards and / or norms defined by the departments

The non-compliance of the Systems' requirements is reported as Non Conformity Report (NCR). Necessary Corrective Action and Preventive Actions (CAPA) are taken to resolve the non-conformity without undue delay in the part of concerned departments. The CAPA are verified by the Management Representative / Top Management Appointee / nominated Auditors. The effectiveness of CAPA is also reviewed by the Management.

Management Review : The Compliance of the Standards' requirements and stated Systems' requirements of the plants for smooth operation as ensured by the internal audits are also on the review agenda for by the Top Management. BALCO has a two-tier Management Review of the Integrated Management Systems –

- A monthly Operation Review meeting for process and product conformity, environmental performances, OHS performances, legal compliance and business issues and
- Six-monthly specific Management Systems' requirement related issues as outlined in the standards.

Benefits To Business : The benefits envisaged from the implementation of the Management Systems are -

- Enhanced credibility of the Company by registration of Company products in LME.
- Participating in and capturing markets where Management Systems Certifications are one of the essential requirements of customers.
- Improvement in product quality through objectives / targets / Management Programmes and following PDCA cycle. Examples are –
 - Reduction of iron content in Alumina
 - Hot Metal Purity
 - Reduction in customer complaints
 - Reduction in raw material consumption (furnace oil) for steam generation
- Improvement in Occupational Health and Safety Performance, evidenced through considerable reduction in reportable and non-reportable accidents.