

# कोल इण्डिया लिमिटेड

महारात्न कम्पनी

(भारत सरकार का उपक्रम)

कॉरपोरेट पहचान सं. L23109WB1973GOI028844

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# Coal India Limited

A Maharatna Company

(A Govt. of India Enterprise)

Corporate Identity No.- L23109WB1973GOI028844

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CIL/C5A (PC)/HR Vision/ 6 76

Date: 14.10.2015

The Director (P),  
ECL/ BCCL/ CCL/ WCL/ MCL/ NCL/ SECL

The Director (T/ES), CMPDI.

**Sub : Implementation of Standard Operating Practice (SOP) for 'In-Circles'**

Dear Sir/ Ma'am,

The importance of Quality Circles in our business context was deliberated at the HR conference held on 06<sup>th</sup> May, 2015 at Nagpur and implementation of the concept was adopted in the HR Vision 2020 document. **It is one of the action items to be implemented by 31<sup>st</sup> March 2016.**

In this connection, the Competent Authority has approved a **Standard Operating Practice (SOP) for uniform implementation of the Quality Circle initiatives** in all subsidiaries under the title 'In-Circles' (ICs). Copy of the approved SOP for ICs is enclosed for necessary action.

Under the initiative, the subsidiaries are requested to take the following action:

1. In-Circles, as provided in the SOP, may be **formed and promoted** in every mines/ establishments. All ICs will register through the Online Knowledge Management System under HRIS.
2. **Formal structures and functionaries**, as provided in the SOP, may be appointed/ constituted.
3. Trainings may be organized on the **tools and techniques** of the Quality Circles for IC leaders, facilitators and members.
4. **IC competitions** may be organized at subsidiary level once in a year.
5. **Completed IC projects** may be forwarded to this office for uploading in the Knowledge Management System.

We request you to please provide wide publicity of the SOP and take necessary actions, as above, for effective implementation of the initiative. A quarterly report on the action taken may kindly be submitted for further necessary action.

Yours faithfully,

  
(M. Nazar Ali) 14/10/15  
General Manager (P/PC)

Encl. as above.

Copy to :

1. All CMDs.
2. The D(P&IR)/ D(F)/ D(T)/ D(Mktg), CIL, Kolkata.
3. The CVO, CIL, Kolkata
4. All Directors of subsidiaries.
5. The Head of IICM
6. The CGM/TS to Chairman, CIL
7. All HoDs, CIL
8. GM, NEC

# **In-Circles**

(A quality circle based initiative for continuous improvement & development)

## **Standard Operating Practice for 'In- Circles' in CIL**

### **1. Objectives**

The objectives of the initiatives are as follows:

- a. To contribute towards continuous improvement of various business processes in the value chain.
- b. To provide a platform for unleashing the innovative ability of the experienced as well as the young employees in the company.
- c. To improve employees abilities for solving operational problems.
- d. To develop a positive attitude and a sense of belongingness among the employees.
- e. To reduce redundant efforts and processes in the long run.

### **2. In-Circle**

An In-Circle in CIL is a voluntary group of 6 to 15 supervisors and employees in the same working area who meet regularly to discuss ways of solving particular problems, they have chosen, in their workplace so as to improve their own work, efficiency of operations and for their individual development. Supervisors include junior management level executives performing supervisory nature of works.

### **3. Themes for In-Circles**

Circles would focus on such themes which are relevant and have got direct impact on the production process and allied services. The focus of In-Circle could be:

- a. Improving a process
- b. Prevention of a loss
- c. Elimination of waste and redundant processes
- d. Prevention of overuse (eg fuel, explosives etc)
- e. Prevention of breakdowns
- f. Improving efficiency of equipments
- g. Utilization of scraps
- h. Utilization of unused/ under used manpower

- i. Prevention of rework
- j. Power saving
- k. Reduction of Idle machine hours & Man hours
- l. Cycle time reduction of any process
- m. Improvement in layout
- n. Reduction in unproductive movements
- o. Improving resource sharing
- p. Improving work place discipline
- q. Improving critical manpower availability
- r. Any other mine specific problems

#### **4. Membership in a Circle**

Ideally, the members of a particular Circle come from the same work area or who perform similar work so that the problems they select are familiar to all of them and it is easy to find solutions with their experience and knowledge. Alternatively, a Circle may also be constituted with members from different connected work area. In such cases, they may look at the problem from all angles so that it is easy for them to arrive at optimum solutions. Whichever may be the formation of a Circle, the membership is strictly voluntary.

#### **5. Strength of a Circle**

An ideal size of a Circle is 6 to 15 members.

#### **6. Quality Circle Meetings**

Meetings should take place once a week and each meeting should be for approximately 45 minutes. Meetings may be held at the convenience of the members on a fixed day and place at the working area.

#### **7. Composition of a Circle**

A Circle would have the following type of members:

- a. Facilitator
- b. Leader
- c. Dy Leader
- d. Members
- e. Non Members

## **8. In-Circle Steering Committee at Sub Area Level**

Every Sub Area will form a Steering Committee at Sub Area with the following members

- a. Sub Area Manager, Chairman
- b. Colliery Managers, Dy Chairman
- c. Sub Area Engineer
- d. Project Personnel Executive
- e. Safety Officer.

## **9. Functions of Steering Committee at Sub Area Level**

A steering committee would be responsible for the following:

- a) Promote In- Circles in the Sub Area.
- b) Provide facilities and resources for Circles meetings and deliberations, such as meeting room, sitting arrangement, White Boards, stationary etc
- c) Nominate facilitator.
- d) Attend various presentations of the studies carried out by Circles.
- e) Take decisions for implementation of recommendations of the Circles.
- f) Obtain feedback from facilitators and review Circles activities.
- g) Provide necessary provisions in the annual budget.
- h) Grade the project reports of Circles and recommend for awards.

## **10.Coordinator**

Each Area will appoint a coordinator, preferably the staff officer mining, who will promote and coordinate all Circle activities in the Area.

## **11.Functions of Coordinator**

A coordinator would perform the following responsibilities:

- a. Keep liaison with the facilitators for ensuring regularity of Circle meetings, mid-term presentations, etc., and to analyze activity level charts.
- b. Attend Steering Committee meetings of Sub Areas
- c. Convenes monthly leaders' meetings and circulate record notes thereof.
- d. Organizes Area level presentations in ordination with the facilitators;
- e. Report Circle activities for publication in company magazines.

- f. Prepares training material for facilitators and leaders in conjunction with HR Department
- g. Organizes training programmes for facilitators and leaders in collaboration HR department from time to time
- h. Encourage all employees at the grass-roots and different levels of executives on the concept of In-Circle through Training in collaboration with the HR department.

## **12. Facilitator**

The facilitator is usually an officer of the department where Circles are working and is nominated by the steering committee of the Sub Area.

## **13. Functions of Facilitator**

A facilitator would be responsible for the following:

- a) Attend Circle meetings, at least for brief periods.
- b) Guide Circles in the proceedings of meetings.
- c) Coordinate with Area for organizing necessary training programmes in QC techniques, QC working procedures, etc., for Circle leaders and members.
- d) Coordinate with steering committee members for support and assistance for the Circle and act as a catalyst for the Circle members.
- e) Act as intermediary in resolving Circle's problems.
- f) Ensure that each Circle keeps a record of its activities by way of maintaining registers, follows up for implementation of completed project.
- g) Arrange for periodical management presentations and to schedule meetings of Circles.
- h) Communicate the Steering Committee decisions regarding the implementation of recommendations submitted by Circles, searches for new ideas and publicize the programme.
- i) Collect and arrange dissemination of literatures relating to Circle activities elsewhere.

## **14. Leader and Dy Leader**

Leader is chosen by the members of a Circle among themselves. Members may also decide to have leader by rotation. The deputy leader may also be chosen by the Circle so as to ensure that Circle meetings and other activities would go on

uninterruptedly, even if the leader is not present. Initially the supervisor may be the leader and another worker as deputy leader.

## **15.Functions of Leader**

Leader's functions are as follows:

- a) Conduct Circle meetings regularly.
- b) Maintain registers regarding the proceedings of the Circle meetings, problem-selections, etc..
- c) Train the members with the assistance of the facilitator/coordinator.
- d) Involve every member in the Circle meetings/activities.
- e) Set Circle goals and improve performance towards the same.
- f) Chalk out action plans and delegate responsibility to Circle members.
- g) Bring about a consensus approach in problem solving.
- h) Prepare the project report and present to the departmental heads and Steering Committee.
- i) Appraise the progress of the work with the facilitator and the concerned departmental head.
- j) Interact with other functional areas in problem-solving.
- k) Review progress vis-à-vis goals and objectives set for themselves.
- l) Arrange for mid-term and top management presentations. and
- m) Encourage non-members to join existing Circles or start new ones.

## **16.Members**

Members are the basic elements of the structure of In-Circles. Members of a Circle are a small group of people from the same work-area or doing similar type of work, who voluntarily form an In-Circle. Once a Circle is formed, they remain as permanent members of the Circle, unless they leave the work-area for good. The members should contribute actively to the effective functioning of their Circle, aiming at better performance of their work-area in every way on an on-going basis and their won development.

## **17.Functions of members**

Members of a Circle would responsible for the following

- a) Meet regularly as per schedule and actively participate in Circle meetings.
- b) Contribute ideas for problem solving and in the process develop themselves.
- c) Assist the leader in data gathering, record-keeping, interacting with other areas,
- d) Ensure team work.

- e) Strive for the highest standards of performance of the Circle.
- f) Involve in the improvement of the overall performance of the mine/ department and
- g) Take part in the mid-term and top management presentations.

**18.Non-Members**

Non-members are those who are not members of the Circle but may be involved in the process of the implementation of the Circle recommendations. They are welcome, if they so desire, to form new Circles or join existing Circles. They should actively involve themselves in the implementation of the Circle recommendations.

**19.Focused In-Circles (FIC)**

FIC is a circle purposefully formed by a Manager/ Project Officer to focus on a particular problem of strategic relevance. FIC would also follow the same procedure and proceedings as that of a regular In-circle for studying the issue assigned to them.

**20.Circle of Facilitators (CoF)**

CoF would be formed in every Area with all the facilitators of the Area as its members. The CoF will meet once in every quarter and share their experience with the members of the CoF. The CoF in an Area will act as an expert group for the In-Circles and also play the role of catalyst to the initiative in the area.

**21.Circle Proceedings**

In-Circle will use tools and techniques of Quality Circles and will use **P (Plan) D (Do) C (Check) A (Act) cycle** for problem identification, which are described below:

1. **PLAN:** It involves collection and analysis of data.
  - Use a data check sheet to record all problems as stated by each members at the meetings; Use brainstorming technique to generate problems.

**Sample Check Sheet**

Name of the Member	1 <sup>st</sup> week Date & Time	2 <sup>nd</sup> Week Date & Time	3 <sup>rd</sup> Week Date & Time




- Prepare a list of all problems with the help of data check sheet.
- Do **ABC analysis**; Categorize the problems in to three groups A, B and C
  - ‘A’ category – Problems that can be resolved by Circle members
  - ‘B’ Category- Problems that need others help for resolution
  - ‘C’ Category- Problems that need Management’s help for resolution.
- In-Circle will take up ‘A’ category problems only.
- Regroup the items in A category to limit it to 5 to 8 items.
- Do problem selection through **Top Ranking method**. Ranking may be done either through voting by members or by assigning weightage to each problem.

#### Top Ranking Method

Sl. No	‘A’ Category Problems	Quality	Safety	Environment	Adverse Effect	Total Marks
1						
2						
3						
4						
5						
Total						

- Based on the total marks given to each problem rank them and select **Rank No 1** problem.
- Collect data on the Rank No 1 problem using a data collection chart. Use **4W&1H** technique to collect data.
  - Where** is the problem? **When** is the problem? **Why** the problem is coming?

**What** is the nature of Problem? **How** is the problem occurring?

**Data Collection Chart**

Sl No	Rank No 1 Problem	Causes/Sub Problems	Occurrences
1			
2			
3			

- Prepare a **Data Control Chart** for prioritizing the causes/ sub problems. Prioritize the sub problem either by tally rank or percentage weightage system.

**Data Control Chart**

Sl. No	Nature of sub problem of Rank No 1 Problem	How much intense is the problem in %	Priority
1			
2			
3			
4			

- Prepare a **Parateo Diagram** with nature of problem at X axis and % of the problem faced in Y axis and draw cumulative line.

**2. Do**

- **Problem description:-** Prepare a problem description incorporating all the sub problems as per the data control chart.
- Prepare a **Cause and Effect (Fish Bone) diagram** using **4M1E (Manpower, Machine, Methods, Materials and Environment)**. Use **4W1H technique** to identify sub causes.
- Identify solutions/ Recommendations
- **Trial Implementation;** After trial implementation record details such as number of days, Commencement, Completion and other resources required.

**3. Check**

- Develop Process **Flow Chart** for implementation of the suggestion

- Develop **Milestone Chart**; activity planning chart
- **Benefits:** List out the tangible and intangible benefits. Also record current scenario, Challenges in the new methods. Videograph /Photograph of the current and new conditions is also recommended.

#### 4. Act

- Presentation before the Steering Committee:-
  - Approval of management for implementation of the suggestion after presentation.
  - Execution of the suggestion by the Circle members
  - Next Problem identification
22. In-circle will complete its proceedings within 4 to 6 months and take up another problem.
  23. Corporate level steering committee will organize In-circle competitions in the Company in the month of Oct of every year.
  24. Subsidiaries will organize training programmes on the tools and techniques of Quality Circles.
  25. CIL would organize inter subsidiary In-Circle competition every year to promote circle activities.