

CHIDAMBARAM A

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Senior level steel industry professional with over 34 years of experience in manufacturing operations and O&M of large integrated steel plants, seeking an executive management role in operations

CEO | COO | OPERATIONS DIRECTOR | GENERAL MANAGER



Astute manager and strategy-oriented executive, credited with rich experience in steel plant operations. Champion industrial best practices, innovation and continuous improvement initiatives to deliver excellence in operations and quality. Proven ability to strategize operations to execute business plan within budget and in accordance with vision and missions of the company. Excellent technical, commercial and administrative skills with cross-functional leadership experience at works level, capable of spearheading manufacturing operations right from procurement through final product delivery. Focused and committed to organizational and team effectiveness, optimum utilization of resources, continuous improvements, effectiveness of Management Systems (Q&HSE), assets reliability & integrity.

Areas of Expertise

- Strategy Planning/Execution
- CAPEX/OPEX Administration
- Excellence Strategy Mgmt
- Plant Operations Management
- Plant Assets Management
- Operational Improvements
- Profit & Loss Management
- CAPEX Projects Management
- Resources & Logistics Mgmt
- Sourcing & Procurement
- Performance Management
- Team Building and Leadership

EXECUTIVE SYNOPSIS

- Career long working experience with India's largest steel industry player Steel Authority of India Ltd. (SAIL)
- Broad based experience in factory/plant operations encompassing budgets, resources, manpower, procurement, production, process control, quality management, maintenance, cost control, industrial relations, and regulatory affairs management
- Extensive experience in managing O&M functions of large steel plants, implementing strategies and plans to achieve short, medium and long term business objectives aligned to corporate vision, mission and values
- Comprehensive expertise in production operations, maintenance of plant and utilities, Brownfield project management operational excellence, business excellence, human capital management, supply chain management and stakeholder relations management
- Proven track record of consistently delivering superior and outstanding results in operating efficiency & cost, contributing to bottom line performance and profitability
- Proficient in devising budgets and operations strategies towards delivering optimum results in key performance areas like cost inputs, OEE, Productivity, capacity utilization, throughput and quality
- Outstanding executive leadership skills, participative experience in Boardroom strategy, expertise in translating strategies to actionable operating plans, and ability to set and achieve goals in a close KPI metrics

EXPERIENCE SUMMARY

General Manager (Works) - Salem Steel Plant (current), Steel Authority of India Ltd.	Mar 1985 onwards
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Growth Path

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| • Mar'85 – Feb'86 | Management Trainee, Bhilai Steel Plant |
| • Mar'86 – Jun'89 | Junior Manager, Bhilai Steel Plant |
| • Jul'89 – Dec'92 | Assistant Manager, Bhilai Steel Plant |
| • Jan'93 – Jun'96 | Deputy Manager, Bhilai Steel Plant |
| • Jul'96 – Jun'00 | Manager, Bhilai Steel Plant |
| • Jul'00 – Jun'05 | Senior Manager, Salem Steel Plant |
| • Jul'5 – Jun'10 | Assistant General Manager, Salem Steel Plant |
| • Jul'10 – Jun'16 | Deputy General Manager, Salem Steel Plant |
| • Jul'16 – Jun'19 | General Manager (Works), Salem Steel Plant |

Key Profile

- Develop and administer in O&M strategies and procedures consistent with defined objectives, company policies, operational standards and QHSE mandates
- Operation and maintenance of LPG, oxygen, nitrogen and argon gases
- Prepare budgets and track expenditure vs. budget, and implement cost control measures as appropriate
- Ensure the operational availability and optimum utilisation of the plant capacity in order to meet business objectives
- Set operation performance goals tailored for each department and ensures adherence to those goals
- Approve short term Shutdown, maintenance and technical modifications to the plant (s)
- Enforce company's Quality, Health, Safety & Environment policy, procedures, regulations and objectives and ensure that they are effectively implemented with risk assessment, measurable HSE objectives and an efficient monitoring system
- Identify, recommend and approve continuous improvement programs to improve and/or sustain all round performance levels
- Secure sufficient funds allocation in order to enable the plant (s) to fulfil set objectives, and control expenditures
- Ensure standards and procedures are established in each area, as well as application of current legislation

- Evaluate the performance & maintenance costs of plant and equipment, while establishing asset management strategy & roadmap
- Develop and monitor KPIs and ensures KPI targets and results are communicated to all staff effectively
- Ensure guidance and counselling is available to staff, with a clear objective of career development
- Set a provision of formal and informal feedback, appraisal and succession planning for subordinate staff
- Track and optimize productivity, performances, and assets utilization targets to maximize operating efficiency
- Analyze plant performance against benchmark targets, troubleshoot bottlenecks and gear up operations to achieve superior performance in output, quality, cost efficiency, productivity, etc. to maximize profitability
- Deliver procurement plan & shedule for raw materials, consumables, spares, and capital items, and follow up timely procurement while, supervising procurement process and negotiations to secure best price and delivery assurance to meet deadlines
- Eliminate obsolescence, and maximize utilization of men, material & machine to enhance productivity
- Prepare and observe periodic in house maintenance schedules, follow up OEM maintenance/overhauling contracts
- Support selection and installation of equipment in projects, and manage project's techno-commercial aspects
- Implement suggestions for improvements in process, operation, cost, etc. within the areas of responsibility
- Identify risks associated with operations and initiate plan for timely mitigation of risks
- Evaluate and streamline the processes and procedures to achieve workflow synergy, enhanced operational efficiency & improved resources utilization efficiency, and optimum productivity
- Direct and supervise shutdown and turnaround operations before and after major maintenance and overhaul
- Ensure all records and documents are properly maintained in accordance with established quality system

Key Highlights

- Received Best Manager award (JAWAHARLAL NEHRU award) in 1998
- Chairman of High Level procurement committee at Salem Steel Plant
- Member of Board of Director @ SAIL-SCL, Kerala Ltd.
- Successfully project managed expansion of Salem Steel Plant from tendering to construction & commissioning
- Visited Italy for procurement of project equipments

CREDENTIALS

Education

- **BE (Mechanical)**, Dr. Alagappa Chettiar College of Enginnering and Technology, Madurai Kamaraj University, 1983

Professional Development

- Leadership management
- Holistic management
- Managerial excellence
- Quality Auditor

Other Credentials

- Faculty member of SAIL Training Institute
- Guest Lecturer in Engineering College

PERSONAL PEARTICULARS

- **Date of Birth:** June 20, 1959
- **Languages Known:** English, Hindi, and Tamil
- **Nationality:** Indian