

MIRROR

BALASORE ALLOYS LIMITED



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MD's Message

Dear Colleagues,

It is my pleasure to reach out to you through this issue of "Mirror". I take this opportunity to share with you the happenings, our achievements in the year by-gone and the challenges that we face as we move ahead in the current financial year.

While the year 2016-17 was challenging for us in the sense that we faced challenges in our mining operation on account of various factors such as space constraints and the vagaries of nature, up-gradation of furnace without failing on the production target and the commitments made to our customers, I would say with some satisfaction that we had a decent performance with the yearly production touching an all time high and higher sales with better quality performance. The safety performance was good as we undertook several proactive measures to prevent potential accidents such as external safety audits and various promotional activities to reinforce awareness amongst employees.

On the manufacturing front, during the current year, we successfully commissioned Furnace 3 in record time enhancing its capacity to 15-18 MVA. As we move forward, we encounter sometime the challenge of reduced market demand. There had been a slowdown in Ferro chrome market in China resulting in decreasing demand from the stainless steel manufacturers. The prices have come down substantially from the peak price in April 2017 leading to erosion in margins. To counter this situation we are looking at markets where we can maximise value. We have entered the US market with a long term contract in an effort to establish our brand in the US. On the operations front, we are focussing on maximising productivity through capacity enhancement of Furnace and injecting technologies for better operational controls.

We continue our efforts to bring in the best management practices in our company. In the midst of all the challenges through various interventions such as managerial competency development programme, external assessment based on Baldrige framework and TPM under the guidance of consultant from Japan.

Cost reduction remains a priority area where we need to have a relentless focus across the organisation. To augment our on-going cost reduction initiatives, we must continuously identify new avenues for reducing costs in areas such as power, raw material and consumables, logistics and overheads which will have a salutary impact on our competitiveness.

With the collective efforts of all employees along with the interventions undertaken in the company, I am confident that we would sustain our competitive advantage and continue to meet our stakeholders' expectations.

With best wishes
Anil Sureka



Vice-president (Corp. Affairs)

Dear readers,

Welcome to another issue of "Mirror", the corporate magazine of Balasore Alloys Ltd. I am privileged to join the authors who took care to compile the most important accents in the first half of the year 2017 and summarize them into what we all hope to be a valuable reading.

"Mirror" tends to be an interactively created platform for individual experience with BAL's special moments every 6 months. While we have put in place a Knowledge Portal for internal daily exchange of updates and "BAL Happening", an internally circulated e-bulletin for monthly summaries, "Mirror" is a magazine for comprehensive experience. It reflects from a large scale viewpoint the mainstream which naturally arises and exists in our company and in the dialogue of BAL with its many key stakeholders.

The new issue provides special room for readers to learn about the key HR projects undertaken by Balasore Alloys since the beginning of 2017. The magazine will meet its large audience with some of the new achievements through the successful implementation of Six Sigma in the organizational culture. An innovative project is being told about from the operation site. "Mirror" accentuates on the process which resulted into important quality certification in Q2. The editorial team traditionally focuses on the systematic efforts which Balasore Alloys' team has kept investing in making its place of residence a better space to associate with. Our CSR Committee's Chairperson kindly welcomed us in the very kitchen where the CSR policy of the company has been conceptualized and managed. His interview provides interesting insights on how our company opts for the directions of social impact it means to bring to, and on how each project is selected, executed and monitored. It has to be highlighted that the social interaction of the entity and its stakeholders holds strategic part of the entire organization of the communication process. We have always meant to provide educative understanding about the matters we carefully choose to focus on in line with our CSR strategy. In this vein, BAL's active dialogue with reputed local NPOs and media watchers equips us with objective assessment of the efforts we make and the results we project. We wish to thank our partners for the persistent cooperation and professionalism.

Let me spare a moment in this editorial message to request your attention on sad news. We regret to inform that Mr. Sanjay Archarya (IR & PR manager) is no longer with the united family of Balasore Alloys Ltd. His immense contribution on this important role lasted ... years in which his true talent to build qualitative professional connections has brought a lot to the reputation of our company. Our thoughts are with his family.

This issue of "Mirror" would be in memory of our colleague.

Dr. Swarup Panda
Vice President (Corporate Affairs)

Recognition



We are pleased to share that our Organisation Balasore Alloys Ltd. has been awarded with 1007 Nos. of Energy Saving Certificates (ESC) by BEE (Bureau of Energy Efficiency), Ministry of Power, Government of India for reducing specific energy consumption of our



plant by implementing various energy Conservation techniques for the Period 1st April 2012 - 31st March 2015 in PAT Cycle-1 (Perform, Achieve and Trade Scheme of Govt. of India).

These ESCs shall be traded through IEX (Indian Energy Exchange) by generating revenue for our organisation.

We are thankful to our Energy management team, Support Services and energy users of our plant who have supported and cooperated for energy conservation and getting this achievement for our organisation.

Snap shot of the ESC approved by MOP (Ministry of Power) appearing in the name of our Organisation in BEE website from today is attached here with for reference.

NOTABLE ACHIEVEMENTS YEAR 2016-17

A beautiful and vibrant green space created by BAL Horticulture Department.



A beautiful and vibrant green space created by BAL Horticulture Department.

We are pleased to inform you that Horticulture/Floriculture participated in Flower Show Exhibition – 2017, which was held on 25th & 26th of January 2017 at Balasore organized by Rotary Club. Horticulture Department have won 11 Nos of awards out of 12 at the Annual Flower Show. To all the flower loving persons we are sharing some of the pictures from that event.

Floriculture /Horticulture in Odisha offers growing business and employment generation opportunities. The Government has put in place the supporting mechanism and various schemes for promotion of the floriculture and its trade.

It is an entrepreneur driven supported event. The show of flower exhibition is gaining increasing popularity each year with more and more business prospects across world and local plant lovers.

ACHIEVEMENTS:

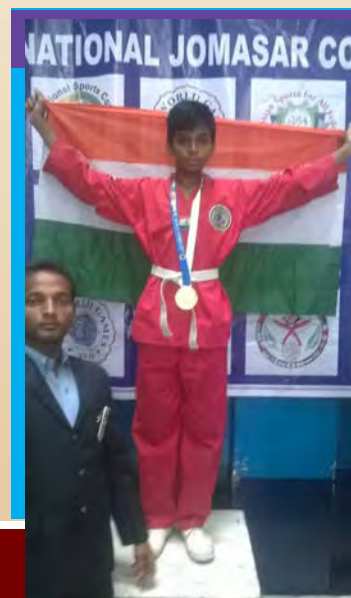
Capacity Enhancement of Furnace no 3 in record time



Recently we undertook capacity enhancement project of our Furnace no 3. The job includes replacement of existing shell with bigger dia refractory lined shell along with bigger capacity transformers and other peripheral

activities. The same activity took us 16 days and 8 hours to accomplish at Furnace no 3 in April 2016. Our purpose was to optimize the process so as to complete this job in 9 days. We remember one Henry Ford Quote: "IF YOU THINK YOU CAN DO A THING OR THINK YOU CAN NOT DO A THING, YOU ARE RIGHT". The team took up the project with a mission to complete this on scheduled time. The optimized process was completed under all safety.

With full support from management, colleagues and contractors, our team completed the capacity enhancement project in compliance with the bold frame we were targeting. It is said that if everyone is moving forward together, then success take care of itself.



ACCOLADES

Master Anurag Das, 12 years son of Mrs. Manasi & Mr. Ananta Ballav Das of Mechanical Department, Balasore Alloys Ltd. won Gold Medal in International Jomasar (Karate) Championship held at Kathmandu, Nepal from 15 to 18 June 2017.

BAL ANNUAL FAMILY DAY WINTER PICNIC



ବାଲେଶ୍ୱର ଆଲୟେଜ୍ କଲୋନୀ ବାସିନ୍ଦାଙ୍କ ଦ୍ୱାରା ଚାନ୍ଦିପୁରଠାରେ ବଣଭୋଜି ଆୟୋଜନ

The picnic is a way to support workplace morale, relationship-building and retention. It is particularly important to maintain corporate routines and rituals whenever possible, "that is why BAL Admin /IR/PR team with due approval of management had organized a official picnic for its employees & their family members those are reside in BAL colony on 5th February 2017 at Chandipur, Balasore. Company picnic is part and parcel of the organizational fabric "People come alive in the sunshine, with the smell of barbecue and the sounds of summer playing from the speakers.... This picnic lets them know their hard work and dedication are greatly appreciated."

SEAL representatives on a visit to Balasore Alloys



ସିଲ୍ -୨୦୧୬ ପ୍ରତିନିଧି ଦଳର ବାଲେଶ୍ୱର ଆଲୟେଜ୍ ପରିଦର୍ଶନ

40 students from North East states under the programme SEAL (Students' Experience In Interstate Living) visited Balasore Alloys Balgopalpur plant. They went to work floors and enquired in minute detail about the working processes. They were informed about the process flow from raw materials to finished product to which they opined as would be beneficial to them in coming days. During plant visit Mr. Prahlad Sethi and Mr. Sandeep Das extended all support. Accompanying plant visit was an organised respectful reception for the students' representatives by Mr.Tilak Thapa, late Sanjay Acharya, Mr. Sandeep Das, Mr.Sandeep Patra, Mr.Shashibhusan Grahacharya, Mr.Debasis Chatterjee, Mr.Dipty Pattnaik, Mr.Bibhudutta Das.

TRIBUTE



LATE SANJAY KUMAR ACHARYA

Ex- AGM (IR, PR & CSR)

Balasore Alloys Ltd.

Born : 29.04.1965

Death : 09.07.2017

We are deeply saddened by the sudden demise of Late Sanjay Kumar Acharya. Our sincere condolence to the departed soul & his family.

FRIENDLY CRICKET MATCH



ବାଲେଶ୍ୱର ଆଲୟେଜ୍ କର୍ମଚାରୀମାନଙ୍କ ମଧ୍ୟରେ
କ୍ରିକେଟ୍ ମ୍ୟାଚ୍ ଆୟୋଜନ

On 12th February 2017 the friendly Cricket Match was organised between the non-technical department following a only contestant race won this match. There were two teams from both Technical and Non Technical Department. On 12th February 2017 two match were played in knockout basis and on 15th February 2017 the final match was played between Technical Team-A and Non Technical Team-A and the Non Technical Team-A won the match. Mr. G. Janarthanam



presented the trophies to both the Winner and Runners-up Team. Mr. Hari Krushna Sahu, Mr. Tilak Thapa, Mr. Rajib

Mohapatra, Mr. D.N. Nath, Mr. Sanjay Acharya, Mr. Gurjit Singh also present in this function.

INTERNATIONAL WOMENS' DAY

International Womens' Day was observed at Balasore Alloys Ltd. In association with Rupayan. Late Sanjay Kumar Acharya, Mr. Deepak Kumar Singh, Dr. Geeta Giri, Miss. Damayanti Das and the Secretary of Rupayan Mrs. Sraddhanjali Roy were attended the function and spoke on the occasion. Vote of thanks was given by Debasis Chatterjee.



ବାଲେଶ୍ୱର ଆଲୟେଜ୍ରେ ବିଶ୍ୱ ମହିଳା ଦିବସ ପାଳିତ

RATHA YATRA CELEBRATIONS



ବାଲେଶ୍ୱର ଆଲୟେଜ୍ରେ ରଥଯାତ୍ରା ଅନୁଷ୍ଠିତ



This year on 25th of June Rath Yatra was celebrated at our Balgopalpur Plant with usual pomp and show. HR & Administration department organised the ten days long event. Volunteers from all departments joined hands to make it a success. Mr. Dhiren Kumar Nath, Factory Manager performed the Chherapahara. Thousands of devotees from the nearby villages along with employees & their family members

assembled to pull the Chariot. Mr. Promod Kumar Das - Collector, Mr. Niti Sekhar - Superintendent of Police, Mr. Sudam Chandra Sahu- SDPO, Nilgiri, Mr. Gobinda Chandra Das - MLA, Remuna, Mr. M. A. Kharabela Swain - Ex-MP, Mr. Arun Dey- Ex-MLA, Mr. Pradeepta Panda- Ex-MLA, Mr. Sudrsan Jena - Ex-MLA, Mr. Sushanta Pattanaik- Chairman, Remuna Block, Mr. Binayak Parida-Sarpanch, Nuapadhi GP, Sarpanch and Ex- Sarpanch, Kurunia, Mandarpur, Nuapadhi, along with Print & Electronics Media persons, Union Leaders, prominent persons of the locality actively participated in the function. The Rath Yatra Programme was broadly telecasted in the local TV channels and news also widely was published in the reputed local dailies. This tradition of welcoming the deities is very close to the heart of people of the State and at BAL it will be carried out in future too.

Training Program at BAL



At BAL we have conducted few training programs to enhance skill & knowledge in various areas like SAP, TPM, Six Sigma, Safety, SOP/SMP and Malcom Balridge on regular basis. Also we are inviting eminent personalities in the plant for training purposes.

Following are few programs conducted during the month.



To create awareness on the various initiatives taken by Provident Fund of India, we invited Mr.S.K.Rath, Asst. PF Commissioner in order to create awareness about latest amendments in the Act. Contractors, Supervisors & Staffs are benefited from this session.



To upgrade the skill of the workmen BAL has been conducting on the job training for the maintenance team on regular basis. Recently on the job training on "Pneumatic System" was conducted with the objective of bringing high effectiveness in production lines, to maintain CLIT in the system and its operations. Our Inhouse resources Mr.B.C.Giri & Mr.K.C.Barik has conducted the session.



To enhance the understanding of the various "SAP Module", BAL is organizing the awareness sessions on regular basis.



BAL is consistently emphasising on rolling out various management initiatives in work area for improving productivity and Quality. To keep this momentum TPM



training on JH for operators & TPM 5S for workmen were conducted during this period.



"Six Sigma Awareness" training programs are conducted regularly for employees to make them aware about the benefits of implementing "six sigma" in the organization. To reduce the fines generation, we have conducted skill enhancement Training for workmen at Breaking yard.



To meet the statutory compliances & prepare for future mishap in the plant, we have conducted

Onsite emergency Plan training for Commanding Structure. The objective is to make aware the Commanding structure team about their role & responsibilities during emergency.

Open House Meeting



The Open House Meeting was conducted on 10th April, 2017. The agenda for the Open House meeting was

- 1- Suggestions for improvement
- 2- Reward & Recognition
- 3- Unit head address

We have received 25 suggestions during the meeting. Rewards distributed for best Suggestion category and Best Safe practicing Zone.

Special award had been conferred to Anadi C Nayak for timely information about Furnace-3 shell bulging found in segment no 3&4 above 1mtr (approx.) from bottom plate, One horizontal stripner plate also detached (Segment no. 4), three holes found in mother plate (Segment no. 4), one hole in Segment no. 3 & One patch found cracked in Segment no. 4.

Unit head had addressed the meeting. Excerpts from his speech



"We are aggrassing towards the Vision & Mission statement of the Organization by continuously striving towards the Top five new generation Ferrochrome companies. The production has increased and so are the efforts towards more safe and environment friendly workplace. We are reintroducing the rewards and recognition, having various departmental meetings to boost the morale of the workforce. The company is in an expansion mode with new acquisitions and mergers. We all have a wonderful future ahead and all of us need to work towards making the organization as the most preferred organization to work for."

BEST SUGGESTION CATEGORY

1ST PRIZE: MR. VIJAY S MAHAJAN, SIX SIGMA



Suggestion: Daily work management meeting to be conducted where implementing projects, improving current situation, visual monitoring of KRA to be discussed and conduct audit for monitoring improvements and changes.

2ND PRIZE: MR. BASANTA TARAI, PRODUCTION



Suggestion: F/c Platform No. 2 should be made 1 fit high and tapping hole label should be maintained for better output.

3RD PRIZE: MR. PARAMANANDA BINDHANI, PRODUCTION



Suggestion: A calling bell should be installed on the tapping floor for effective communication with crane operator as it will be better than the loud calling & helps in getting work done in time.

BEST SAFE PRACTICING ZONE AWARD

1st Prize: BQ Plant Workshop



2nd Prize: Mechanical & Casing Workshop



3rd Prize: Production Furnace Floor



TRAINING PROGRAM AT BAL

At BAL we have conducted few training programs to enhance skill & knowledge in various areas like SAP, ISO, TPM, Safety, Process & Maintenance. In this month we have planned to organise training program on Baldrige Walk to achieve performance excellence and prepare the Plant for assessment.

The First Aid Training Program was conducted with the objective to prepare a poll of first aiders in the plant to work twenty four hours during medical emergency situations. Through this training program we have prepared 30 first aiders for the Plant.

The ISO related Programs (IMS, Asset Management, OSHAS & Energy Management Auditors Training Program) were conducted with the objective to create a group of auditors in the Plant to work as Auditor in the Plant.

To Strengthen the SAP System, BAL is conducting the different



SAP Module training regularly. This leads to enhance the knowledge & skill of the employees and better utilisation of SAP System.

To upgrade the skill of the workmen BAL conducting on the job training for the maintenance team regularly. This helps their better performance in their workplace.

BAL has always emphasised on management initiatives in their work culture. TPM & Six Sigma training programs are conducted regularly for employee development & work culture.



SIX SIGMA BLACK BELT TRAINING PROGRAMME FOR THE SECOND BATCH OF BALASORE ALLOYS LIMITED BY SQC & OR UNIT – PUNE OF INDIAN STATISTICAL INSTITUTE

Six Sigma Black Belt Training Programme was conducted during April 24th to 29th 2017 at Balasore plant by Six Sigma Cell to the nominated HoDs and Second line by Indian Statistical Institute. The training was conducted by Prof. Subrata Rath of SQC & OR Unit – Pune of Indian Statistical Institute (ISI). Training sessions were held during 9.30AM



to 5.30PM for the 6 days with a total of 25 participants. This is the second batch of Balasore Alloys Limited to get trained by ISI, Pune for Six Sigma Black Belt. The first batch was trained in November 2014. Prof. Rath has offered rigorous training on Six Sigma – DMAIC methodology both conceptually and by examples through case study approach.



He has also exposed the participants to the application of Minitab software during the training sessions. At the end of the Training Programme, on the final day, i.e. on 29th April 2017 a Test was conducted and all the 25 participants were passed the Test. These 25 participants will be given Six Sigma Black Belt Training Completion Certificates by ISI. However



the Six Sigma Black Belt Certification is subject to completion of a Six Sigma Black Belt Project in Balasore Alloys Limited. Thus the participants are identifying a Six Sigma Black Belt Project with an objective to complete it within six months duration. The project progress will be reviewed by Prof. Rath periodically for the next six months.



Six Sigma Cell , BAL

CSR: MODESTY AND VISION

Staying member by conviction to the social circle your business belongs to by location is one of the deepest illustrations of symbiosis between a company and its immediate neighbours.

Corporate social responsibility has therefore been considered in BAL as much more than another corporate duty. The CSR Committee of the board of directors has marked another half of a year of smartly synchronized efforts towards making Orissa State a better home to share.

This specialized committee of senior corporate specialists is functioning in competent relationships with a number of local NPOs and institutions on literally the complete circle before any particular project is started. Being a corporate body of special designation, its members are responsible for formulating an integrated CSR strategy. Bringing a strategy into reality is usually related to undertaking series coherent tasks which are rarely visible to the mass public who enjoys the final result. The CSR Committee at BAL spends time in identification, planning and monitoring CSR projects and evaluating CSR outcomes. An executive team is appointed to implement the CSR Committee decisions under the guidance of the CSR Committee of the Board. The budget (or usually 2 per cent of the average net profit of the previous three years) is subject to Board's approval. Our CSR policy aims at creating positive impact to the host communities without exception. BAL has mining activities and a factory that processes chrome ores to produce ferrochrome alloys. The budget we allocate in CSR is planned to allow its adequate adoption by both mines and factory. We have to make sure it is spent so smartly that it does add value to the social mission each company obviously has ahead.

"How each new project comes into life"

The executive team identifies CSR projects through survey of the neighbourhood villages, consultation with the local communities and the local administration. Coordination with the local authority and the state government is absolutely essentials. We strongly rely on the first-hand communication which helps us discover their priorities in community development. This is apparently a continuous process. Their inputs and requests are considered while identifying projects. BAL believes that CSR projects should be aligned with national priorities in social investment, while addressing local needs.

Our focus is on projects that would lead to sustainable improvement in quality of life. Essential part of BAL's social

programme goes for projects on community development including women empowerment, environment, education, health and infrastructure. A part of the expenditure is incurred to support the timely extension of government initiatives in community development as per the request of the local administration and the state government.

It should be noted that it takes lots of high quality communication between executive team and the representatives of the local communities and potential beneficiaries for us to assess the needs of the local communities. The CSR Committee of the Board must by all means ensure that the channel of communication is impeccably effective.

"How each project is processed further"

The executive team presents the proposed projects before the CSR Committee for approval. Once started, each project is subsequently subject to a detailed report and audit. Prioritizing projects means smart utilization of budget and outcomes. The objective is to optimise the outcomes of investments within the funds.

While prioritizing could be a challenge, ranking successful stories could be more than that. There could be no less essential gesture of cooperation between a company and a host community.

I am personally proud for the projects on provision for drinking water, augmentation of facilities in local schools, healthcare centres and hospitals and tree plantation. Of course, infrastructure development is also important and I am happy about it.

"Gesture of cooperation exceeds the constraints of philanthropy"

We in BAL do not take CSR as philanthropy. Therefore, we take CSR activities under programmes and projects to achieve sustainable improvement in the quality of living of the local communities. We take the responsibility for the implementation of those programmes and projects. It ultimately means that we have to invest constant efforts in monitoring the progress and measuring outcomes.

Experience shows that applying metric tools when assessing quality progress is the most difficult part of the whole process. Defining results in quantitative terms is a challenge in many cases. For example, while reduction in the dropout rate of girl students can be measured, but interpreting in figures the quality of learning could be a complicated job. Similarly,

outcomes of augmenting facilities in hospitals may be counted in terms of increase in the number of patients and types of diseases treated, but putting in figures the benefits in terms of increase in the quality of services could be difficult. We in BAL we use techniques like social audit and audit by third parties to evaluate the outcomes of projects. An H1 audit is expected to be over end of June.

The balance between “providing information” and intruding a credo”

The balance is achieved automatically when BAL CSR policy is to align CSR projects and programmes with national priorities. BAL never felt unacceptable intrusion by any potential beneficiary to our CSR policy. Rather, we value the useful information and inputs that are being received from them. Sometimes BAL has to spend CSR funds in activities, which are outside the projects and programmes approved by the CSR Committee of the Board, at the request of the local authorities. Extending one's support should not be

reduced to making a promise in the sense of a short-term social investment. The impact we all should care to make needs to be educative but not promotional so as to eliminate any controversial intrusion effect. Difference between charity and CSR lays in the vision behind the motives. When we invest in any social cause, we have to be loyal to the impact we hope to achieve, and this is again about high quality of communication.

While media exercise a tremendous role as intermediators between corporations and communities who set the social goals together, balance in messaging a any gesture remains essential.

“He who speaks without modesty will find it difficult to make his words good.”, Confucius said. Modesty and vision is still what CSR would fail without.

All the rest is a matter of a heart.

Mr. A. Bhattacharyya

Chairman of the CSR Committee

INTEGRATED MANAGEMENT SYSTEM

“High achievement always takes place in the framework of high expectation”

Charles F Kettering.

With the vision of top management to be among the world leaders and in pursuit of continual improvement, an integrated management system implemented in BAL comprising of seven ISO standards related to Quality (ISO 9001:2015), Environment (ISO 14001:2015), Health& Safety (OHSAS 18001:2007), Energy Management (ISO 50001:2011), Information Security (ISO 27001:2013), Plant Asset Management (ISO 55001:2014) and Social Accountability (SA 8000:2014) in line with world renowned Malcolm Baldrige Business Excellence Model.



Under leadership of our MD Mr. Anil Sureka, an overall integration plan was envisioned by Mr. Gurjeet Singh and brought to reality by Ms. Poonam Wangnoo and IMS team.

A strong team of seven Deputy Management Representatives including Mr. SK Das, Dr. Ranjeet Kumar, Mr. Sandeep das, Mr. DR Dash, Mr. Prathap

Kumar, Mr. Sureshababu and Ms. Damayanti Das was involved in the implementation of respective management system under Top Management representative Mr.Gurjeet Singh.

In a compact span of 7 months designing, development and implementation of the vast IMS system was carried out. Bureau Veritas Certification India Ltd, a

proven name with over a century of experience, was finalized as the certification body.

The stage-1 of audit cycle commenced in February end. Various auditors visited our site to check our integrated management system performance. They waived the green flag declaring us ready for the stage-II audits for all the 5 new updated standards we had implicated in our integrated management system.

This was followed by certification audit for ISO9001, ISO14001 and ISO55001 certifications and surveillance





for 2 already certified standards, OHSAS 18001 and ISO 50001 in the month of March. The auditors were impressed by our effort and awarded us the certifications ISO 27001: 2013 certification audit was conducted from 5th to 10th June, auditor was impressed and made a special mention about the top

management commitment to ensure information availability, integrity and safety to all stakeholders. All heads of departments and their teams stood resolutely for this evident remarkable performance representing our

motto of “One Team – One Dream”.

Mr. Gurjeet Singh, VP-BE, informed that “this integrated management system will not only ensure certification in one go but prove to be the foundation stone for a world class Business Excellence Framework in BAL and guide us in our stride to reach the pinnacle”.



Gurjeet Singh
VP – Business Excellence

ORGANISATIONAL CULTURE AND SIX SIGMA

We should be prepared to understand the organisational culture as a concept prior to planning any strategic implementations in line with it. Adopting the concept fully requires adequate awareness of what “organisational culture” involves. Several realistic definitions are available in explanation of the concept. Some of them suggest that its ingredients include values and unique principles which shape the social environment within an organisation (The Business Dictionary. Organizational culture).

Understanding of the organisational culture is likely to impact on the strategy and structure of the business.

Our Cultural Operating System is the key to superb execution and consistent innovation. Investing in the essential all-the-human system is key to execution and innovation. Social aspects of organisations are sometimes underestimated, and within this, ‘Organisational culture Environment’ is specifically referred to.

Implementation strategies:

1. We have Implemented a Six Sigma Program With this approach, certain employees (practitioners) have been inducted with some knowledge of the statistical tools from time to time and asked to apply a tool on the job when needed. Some successes within the mines division have occurred; however, these successes do not build upon each other to encourage additional and better use of the tools and overall methodology.

It appears that we have only have added, in an unstructured fashion, a few new tools to their toolbox through training classes. An extension of this approach has been to apply the tools as needed to assigned projects. However, the selection, management and execution of projects are not typically an integral part of the organization.

These projects have been created at a low level within the organization, do not have the greenlight of upper management; hence, resistance is often encountered when the best solution directly affects another group that does not have buy-in to the project. In addition, there is typically no one assigned to champion projects across organizational boundaries and facilitate change.

The program or initiative has not created the required infrastructure that leads to bottom-line benefits through projects tied to the strategic goals of the organization. Six Sigma is now becoming the “flavour of the month” and is not capturing the buy-in necessary to reap a large return on the investment in training.

Some great accomplishments have occurred through the individual use of statistical tools within mine workings. A typical missing element for success with this approach is management buy-in. Because of this lack of visibility, the Six Sigma team often has to fight for funds and is eliminated whenever the times get rough financially.

Effective use of statistical tools often does not get recognized and the overall company culture is not affected. For true success, executive-level support is needed that asks the comprehensive questions and leads to the wise application of statistical tools and other Six Sigma methodologies across organizational boundaries.

A new Approach: Create a Six Sigma Infrastructure

Instead of focusing on the individual tools, it is best when Six Sigma training provides a process-oriented approach. It teaches practitioners a methodology to select the right tool at the right time for a predefined project. Training of Six Sigma practitioners (Black Belts) by this approach typically consists of four weeks of instruction over four months, where students work on their projects during the three weeks between sessions.

Deploying Six Sigma as a business strategy through projects instead of tools is the more effective way to benefit from the time and money invested in Six Sigma training. Consider the following benefits of Six Sigma deployment via projects that have executive management support:

- Offers bigger impact through projects tied to bottom-line results
- Utilizes the tools in a more focused and productive way
- Provides a process/strategy for project management that can be studied and improved
- Increases communications between management and practitioners via project presentations
- Facilitates the detailed understanding of critical business processes

- Gives employees and management views of how statistical tools can be of significant value to organizations
- Allows Black Belts to receive feedback on their project approach during training
- Deploys Six Sigma with a closed-loop approach, creating time for auditing and incorporating lessons learned into an overall business strategy

A project-based approach relies on a sound project selection process. Projects should be selected that meet the goals of an organization's business strategy. Six Sigma can then be utilized as a road map to effectively meet those goals.

Three Steps to Project selection

To facilitate project selection and to assure a continuous flow of value added projects, identify a project selection steering committee, establish a project selection matrix, and schedule fixed customer and project evaluation meetings.

Selecting Six Sigma Projects That Matter

A strategic process management system is the foundation for building a sustainable approach to selecting worthwhile Six Sigma projects.

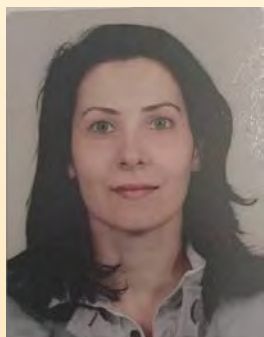
Use Analytic Hierarchy Process for Project Selection

The analytic hierarchy process (AHP) creates a structured baseline for continuously improving decision making processes which results in higher levels of efficiency and effectiveness.

S. K. SINGH

Mining-Operations (Kaliapani)

SMART LIVING ODISHA



Smart living is the concept likely to dominate globalisation and sustainability in the 21st century. It refers to the principles of self-sufficiency, social equity, mobility, resilience, talent and investment, entrepreneurship, and quality of life. Together they speak to

a community's anatomy where infrastructure and civil society are bound together by interactions, that is layers of subsystems. Technology and communication are the key tools to implement smart living, to bring about significant

development that binds nature with human activity, but offsets many of the negative externalities associated with the latter. To what extent is this a viable set of solutions for Odisha?

Odisha is a state which is known, not only for its abundance in natural and social capital, but also for the paucity and inequitable distribution of economic and technological resources across the state. Even though the state initially relied significantly on agriculture and liquid assets, over the last few decades, the development of the industrial sector has positively contributed to the reduction in economic

dependency and the diversification of the sources of social income. As a result, the industrial and service sectors have emerged as the drivers of economic growth in the state.

Insufficient infrastructure and gaps in connectivity are some of the main challenges impeding smart living in the state. Where social equity is concerned, health indicators still move at a comparatively slower pace due to the incidence of poverty, lack of education accessibility (below India's average, 2011 census), medical infrastructure, nutrition and awareness. Though the gap between Gross State Domestic Product (GSDP) of the region and the national average is declining gradually, income disparity and lower literacy rates remain a going concern. This notwithstanding, Odisha is also home to many tribes and scheduled castes, which have not yet been integrated into the principles of sustainable development, thus further contributing to the slower pace of economic and infrastructural progress in the state.

The most important question, however, that we need to ask is what does smart living mean in the context of Odisha? Does it mean creating solutions through innovating technologies and imposing these on citizens who may possibly show resistance and reluctance to sudden change? Or does it entail the creation of conditions conducive to social value change by joining forces with the state's core principles of sensitization to bring about sustainable development?

The southern and south-western districts of Odisha, such as Malkangiri and Mayurbhanj, continue to show significantly low values in the Human Development Index (HDI) and Gender Development Index (GDI), having a greater concentration of tribal population. The KBK+ districts in Odisha are home to primitive tribal groups, with approximately 5860 villages in the districts having a scheduled caste/scheduled tribe population of more than 75%. Socio-economic factors underpin suboptimal development.

This is contrasted with cities, such as Bhubaneswar, aiming to develop a smart city model for the future of its citizens by

breaking the 'silos' to provide sustainable transit and social infrastructure, wide access to medical services, education, water and sanitation, as well as extensive ICT services and urban infrastructure/furniture. These contrasting findings tell us that it is highly possible that 'smart living' models will vary between areas within a region/state in the short-to-medium term. 'Smart living' may involve adopting advanced forms of sustainable living, integration of smart technologies towards a 'digital city' or a 'ubiquitous city'. However, it may also mean breaking socio-economic thresholds in the base-line scenario.

A rudimentary framework for smart living systems in the state may include:

- Pooled open data systems to improve connectivity and social equity;
- Improved mobility, such as efficient public transportation sub-systems, e.g. rail, road and port;
- Focus on renewable sources of energy, increasing efficiency and decreasing dependency;
- Resource management, especially smart water management (including rainfall) in rural areas;
- Planned sewerage and sanitation systems, as well as waste management and disposal provisions;
- E-Service delivery, grievance and redressal mechanisms at the primary level and pro-active self-governance bodies, reducing social costs;
- Accessible healthcare services under a local system of supply and demand through for example a telemedicine network;
- Introducing mobile education technology by increasing open data accessibility and promoting social equity;
- Developing agriculture along the principles of permaculture to stimulate growth whilst retaining sensitization of local tribe and custom through a system of fair trading;
- Raising continuous awareness;
- Resilience system planning to improve quality of life.

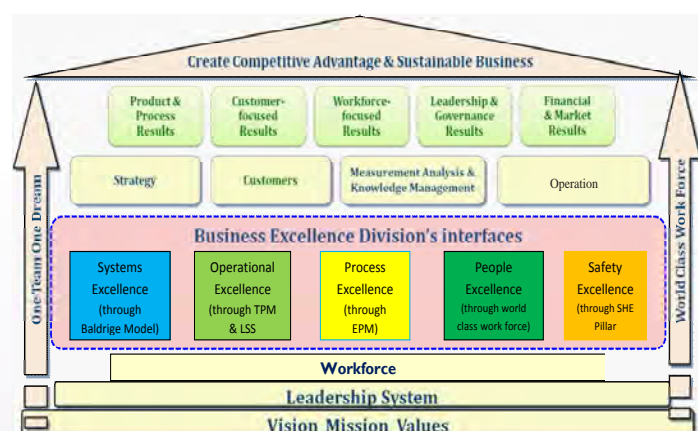
Ms. Diana Bozilova



BAL BUSINESS EXCELLENCE MODEL (BALBEM)

BALBEM JOURNEY

Business Excellence is a continual mission to achieve world-class standards in all aspects of business and aspirations through business excellence framework that encourage and enable business excellence. BAL has adopted world most widely acclaimed Malcolm Baldrige Business Excellence Model of USA, which is based on a systems approach in improving organization's performance. In this Journey first External assessment was done on March 2015 and the score obtained was 171 points on a scale of 1000 points.



BAL BUSINESS EXCELLENCE FRAMEWORK

ABOUT THE BALDRIGE EXCELLENCE MODEL

The Baldrige Excellence Model empowers the organization to reach its goals, improve results, and become more competitive.

Baldrige Promotes a systems Perspective

A system perspective means managing all the components of the organization as a unified whole to achieve ongoing success. The system's building blocks and integrating mechanism are the core values and concepts, the seven interrelated Criteria categories and the scoring guidelines.

A focus on core values and concepts:

Baldrige is based on a set of beliefs and behaviors. These core values and concept are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action, feedback, and ongoing success. The Baldrige Criteria are built on the following Set of Interrelated Core Values and Concepts:

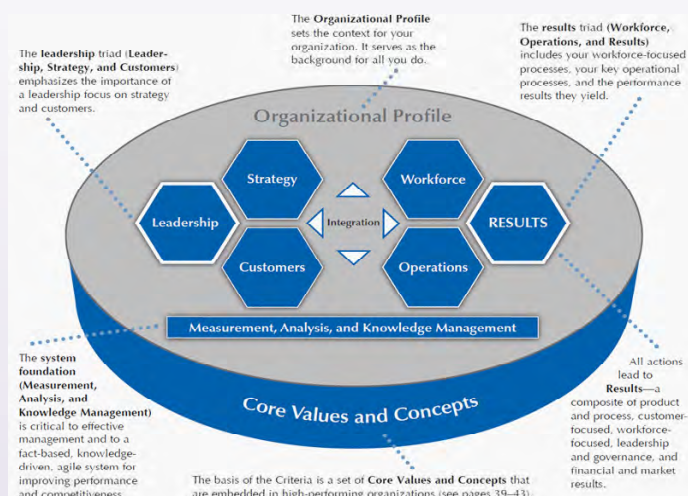
Criteria for Performance Excellence:

By challenging ourselves with the questions that make up the Criteria for Performance excellence, we explore how we



1. Systems perspective
2. Visionary leadership
3. Customer-Focused excellence
4. Valuing People
5. Organizational learning & Agility
6. Focus on Success
7. Managing for innovation
8. Management by fact
9. Societal responsibility
10. Ethics & Transparency
11. Delivering Values & results

are accomplishing what is important to our organization. The questions (divided into six interrelated process categories and a result category) represents seven critical aspects of managing and performing as an organization:



Scoring Guidelines:

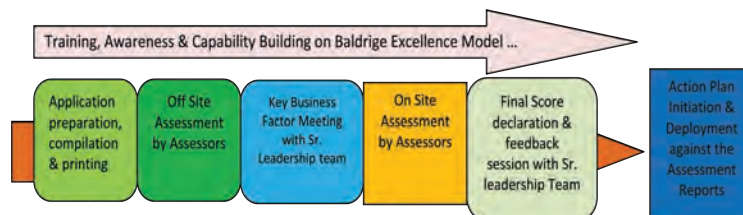
The scoring of response to Baldrige Criteria for Performance Excellence items is based on two evaluation dimensions: Process (Categories 1-6) and results (Category 7)

Process – Process refers the methods organization uses and improves, which address the requirements in categories 1-6. The four factors used to evaluate process are approach, deployment, learning, and Integration (ADLI).

Results – Results are the outputs and outcomes organization achieves, which address the requirements in category 7. The four factor used to evaluate the results are Levels, trends, comparisons, and integration (LeTCI).



BALBEM EXTERNAL ASSESSMENT 2017 JOURNEY



TRAINING, AWARENESS & CAPABILITY BUILDING PROGRAM FOR BALDRIGE EXCELLENCE MODEL SBG (STRATEGIC BUSINESS GOAL) MEETING

- Malcolm Baldrige Awareness programme was conducted by Mr. Gurjeet Singh for Sr. Executives on 19th & 20th Jan'17
- The programme was organized at NOCCI Business Centre.
- Total 27 participants attended the programme.
- Objective of the programme includes understanding the Baldrige framework as a model for performance excellence & Baldrige assessment with site visit process.



Baldrige Walk Programs (Leadership team)



During Strategic Business Goal Meeting SWOT has been revisited and Key Focus Areas identified under the guidance of our Managing Director, Mr. Anil Sureka. This work shop was organized by BE on 21st April 2017 at NOCCI.

Baldrige Walk Programs (Sr. Manager to Officers)



KBF (KEY BUSINESS FACTOR) MEETING & ON SITE ASSESSMENT

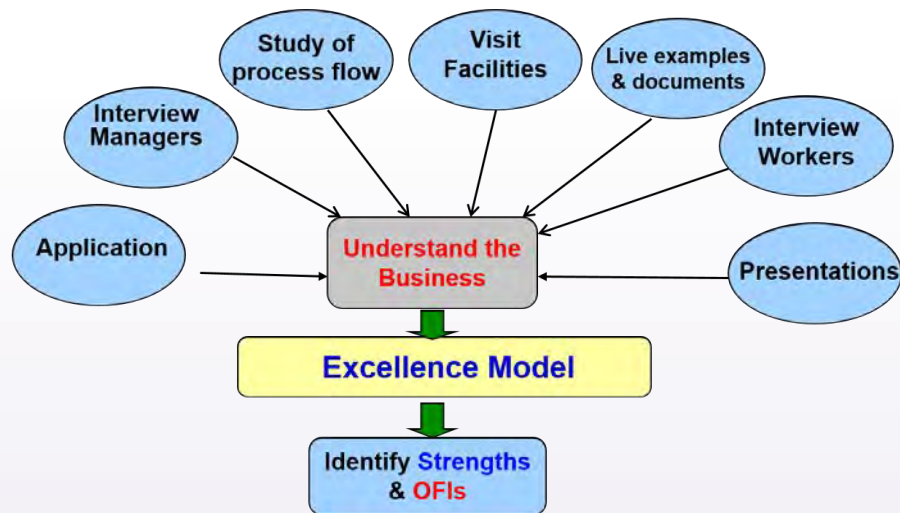


Key Business Factor meeting held on 9th May 2017 at BAL conference room between Assessors and Sr. Leadership Team followed by rigorous and in depth on site assessments for all functions at different locations (Mines, Kolkata Office &

BAL Plant and Bhubaneswar office-by video conferencing). At the last day of on site assessment on 19th May 2017 plantation done by assessors at BAL's Horticulture Ground with Sr. Leadership Team.



PROCESS USED BY BALDRIGE ASSESSORS FOR EXTERNAL ASSESSMENT



- Visited Manufacturing, Mines and other facilities
- Covered all major operations
- Mines – Ore Extraction, Ore Beneficiation, Chromate Treatment Plant, Maintenance
- Manufacturing – Furnace Operation, RM Yard, Slag recovery, Briquet Plant, Maintenance, Ferrochrome sizing & sorting, Township, Canteen, Horticulture Park
- Covered all VCPs and Support Processes – Sales & Marketing, Company Secretary & Corporate Affairs, Corporate Communication & CSR, SCM, Plant Operation, PPIC, Administration & IR, BE, Finance & Accounts, Projects, HR and IT.
- Meeting with
 - MD, President (Mines)
 - Kaizen, TPM, 6 Sigma and CRI Teams
 - Safety, OHSAS
 - Operations Head
 - Corporate Communication
 - Company Secretary/Legal, Sales and Marketing, SCM, Maintenance, Projects, QA, Finance, Audit, IT, HR / IR, Canteen and Township.

- Meeting Employees: Workmen=50 Nos., Officers=35 Nos., Managers & above=75 Nos., New Recruits=20 Nos., Casual and Contract labor=20 Nos.; Total = 200 Nos.
- Time Assessors have spent: Individual Assessment=120 hours, Consensus Review=90 hours, Site Visit= 150 hours, Feedback Finalization = 70 hours; Total = 430 hours

FEEDBACK PRESENTATION BY BALDRIGE

Baldrige external assessors presented their findings in the closing meeting held on 19th June'17 to the Senior Management team and the HODs at BAL Conference room. Our score has moved up from 171 to 318 which is a jump of 86%. On Baldrige Scale a jump of 100+ points is seen as a good achievement. We have also moved one step up on the Baldrige Ladder (from Early Development to Early Result band).

The feedback report provided by assessors has been analyzed in full depth. A detailed Action Planning workshop is being organized from 11-13th July 2017 at Balasore.

CSR Activities At-Plant

WOMEN EMPOWERMENT (MUSHROOM CULTIVATION TRAINING) :-



A Two months Mushroom Cultivation Training Programme at Begampur and Gourpur Village under Remuna Block in association with Rupayan, NGO to make the local women self dependent. 25 Nos. Women SHGs of each village participated in this training programme.

EDUCATIONAL DEVELOPMENT.



Providing of Desk & Bench
Comfortable access to education is important. We provided 53 Nos. Desk and Bench to Vivekananda Sikshya Kendra, Mukhura, Panchalingeswar College, Baulagadia for the students.



HEALTH PROMOTION

BLOOD DONATION CAMP

Blood Donation Camp at BAL Plant

On 21st February 2017 a Mega Blood Donation Camp was organised by Balasore Alloys Limited in association with Sambad Ama Odisha. 109 unit blood have been collected in this camp. Mr. Asutosh Charan, Director in charge of the Company along with the Employees actively participated in this camp by donating their blood. The camp was jointly inaugurated by Mr. Gobinda Chandra Das, MLA, Remuna and Mr. G. Janarthanam, Director (Operation). Dr. Omkar Mohapatra and his team of District Red Cross Society along with Sambad Ama Odisha team actively coordinated to collect the blood from the donors. Mr. Binayak Parida, Mr. Subhendu Mangaraj the newly elected Sarpanch and Panchayat Samiti Member respectively also present in this



camp. Among others, Mr. Hari Krushna Sahu, Mr. Sanjay Acharya, Dr. Geeta Giri and team of BAL Medical Centre also present in this camp to encourage the blood donors.





ଡଃ. ସ୍ୱରୂପ ପଣ୍ଡାଙ୍କ ଦ୍ୱାରା ସୁକିନ୍ଦା ବିଧାନସଭା ପ୍ରାତିରୋଧକ
ଘଡ଼େଇଙ୍କୁ ସମର୍ପଣ ।

MLA, SUKINDA is being honoured by Dr. Swarup Panda, V.P. (Corporate Affairs & CSR) during Sukinda Youth Festival



ସୁକିନ୍ଦା ବିଧାନସଭା ପ୍ରାତିରୋଧକ ଘଡ଼େଇ ଓ
ଡଃ. ସ୍ୱରୂପ ପଣ୍ଡାଙ୍କ ଦ୍ୱାରା ମହିଳା ସଶକ୍ତିକରଣ କାର୍ଯ୍ୟକ୍ରମରେ
ଉପହାର ପ୍ରଦାନ ।

Gift Distribution ceremony by Dr. Swarup Panda in the presence of MLA, Sukinda in Women Empowerment training programme



ବାଲେଶ୍ୱର ଆଲୟରେ ଡ୍ରଇଂ ଓ ପାନୀୟ ଜଳ ବିତରଣ ।

Drinking water supply through company's water tankers in Kaliapani mines & nearby Gram Panchayats



ସୁକିନ୍ଦା ବିଧାନସଭା ପ୍ରାତିରୋଧକ ଘଡ଼େଇଙ୍କ ଦ୍ୱାରା
ଘନିଷ୍ଠା ବଣି ।

Sapling distribution by honourable MLA on Bana Mahostava as an initiative towards environment conservation.



ବନମହୋତ୍ସବ ଉପଲକ୍ଷେ ଲକ୍ଷ୍ମୀ ଏବଂ ଖଣି ମନ୍ତ୍ରୀ ଶ୍ରୀମୁଖ
ପ୍ରଫୁଲ୍ଲ କୁମାର ମଲିକଙ୍କ ଦ୍ୱାରା ବୃକ୍ଷରୋପଣ ।

Celebrating Bana Mahotsava by planting tress in the presence Mr. Prafull Kumar Mallick, the honourable Minister, Steel & Mines

TAILORING CENTRE FOR UNDER-PRIVILEGED LADIES FOR THEIR SUSTAINABLE LIVELIHOOD



ଡଃ. ସ୍ୱରୂପ ପଣ୍ଡାଙ୍କ ଦ୍ୱାରା ବିଲେଇ ପ୍ରଶିକ୍ଷଣ ଶିବିର ଉଦଘାଟନ ।

Dr. Swarup Panda in an active participation during Training Programme.



ଡଃ. ସ୍ୱରୂପ ପଣ୍ଡାଙ୍କ ଦ୍ୱାରା ସିଲେଇ ପ୍ରଶିକ୍ଷଣ ନେଉଥିବା ମହିଳାମାନଙ୍କ ସହ ଆଲୋଚନା ।

Dr. Swarup Panda, V.P. Corporate Affairs & Head CSR in a discussion with the trainees during his visit to Kaliapani.

BAL's Kaliapani Mines unit inaugurated a tailoring training centre on 18th May 2017 at village Chirigunia of Kaliapani G.P. under its livelihood initiative. The training centre is established with a primary objective of empowering rural women with creating self-employment opportunities. In the first phase, 28 Womens from various SHG groups are enrolled. They will undergo Six months of training, where they will learn drafting and stitching with different materials. The women members of the SHG Groups promoted by BAL will benefit from this initiative as it creates an alternate income generating opportunity for them. The main objective of this tailoring training program is to enhance the quality of life of women and girls through enhancement of their skills and knowledge.

The Tailoring Training Center is running in a rented house under the active guidance of a qualified lady trainer and under the regular supervision and monitoring of Mines CSR team. It runs six days in a week in two shifts. BAL has provided sewing machines and raw materials for the learning purpose. The trainees have been given comprehensive hands-on training on all tailoring technologies under expert guidance.

This noble initiative by BAL will bring a long term impact on the livelihood of these women and they will definitely be an added economic support for their family in future.

NATIONAL SAFETY WEEK CELEBRATIONS AT BAL



ବାଲେଶ୍ୱର ଆଲୟେଜରେ ଜାତୀୟ ସୁରକ୍ଷା ସପ୍ତାହ ପାଳିତ

As a part of its continuing effort to promote and inculcate safety consciousness among the plants & mines personnel, the 64th National Safety Week was observed at the Balgopalpur plant, Sukinda plant & Mines premises of Balasore unit. This year the theme was "Leadership in safety and health enhances business sustainability". A series of activities were scheduled during the week-long observation, which began on March 4. The event was opened with flag hosting by Mr. Ashutosh Charan, Director in-charge (Operations) along with Mr. Anil Sureka, MD in the presence of employees and senior management.

Emphasizing on the need of inculcating safety measures in daily practices, Mr. Charan urged the employees to be their own safety leaders and also to become role models to their fellow co-workers. A safety oath was taken by all the employees present during the event and subsequently it was conducted in each department.

Various safety promotional details including special slogan, safety kaizen, best safe workplace and best maintained First aid box were organized. Employees had the opportunity to watch thematically displayed films on SHE and Fire drills along with different safety trainings.

On the eve of the closing ceremony on 10th March, different stalls for the PPEs & safety equipment were exhibited. Safety Skits followed. On addressing the employees & contractor workers, locational heads mostly emphasized on the need to always follow the safety norms everywhere, whether at home, in the plant or on road. Many senior Executives like Mr. Tilak Thapa, late Sanjay Acharya, Mr. Bharat Ch. Sahu, Mr. R. G. Agarwal, Mr. Deepak Kumar Singh, Ms. Damayanti Das, Mr. Sandeep Das and Mr. Biswa Ranjan Mohapatra also participated in this week long programme.

ଦିବ୍ୟଜନନୀ

ଜାଣି ନାହିଁ ମାଆ କେବେ ବା କେମିତି
ତୋତେ ଭଲ ପାଇଅଛି ।
ପାଦତଳେ ତୋର ଜୀବନର ସବୁ
ଆଜାଡ଼ି ଦେବାକୁ ଚାହିଁଛି ।
ସମର୍ପି ଦେବାର କି ଆନନ୍ଦ ସତେ
ପରଶ ମାଆ ତୋର ପାଇଛୁ
ଆଶିଷର ଝର ପାଦ ମୁଗଳରୁ
ମହାକିନୀ ସମ ବହୁଛି ।

ଶୟନେ ସପନେ ଅବା ଜାଗରଣେ
ତୋ ଛବି ହୃଦରେ ଆଙ୍କିଛି
ଦରୋତି ଓଠରେ କେତେ ସରଗରେ
ମାଆ ନାମ ଜପି ଚାଲିଛି ।

କୈଳାସ ଚନ୍ଦ୍ର ମହାକୁଡ଼,
ଏମ୍.ଆର୍.ପି. ବିଭାଗ

ମୃତ୍ୟୁ ଏକ ନିଷ୍ଠୁର ସତ୍ୟ

ସମସ୍ତେ ଜିଦ୍ ଧରିଲେ ନିଷ୍ଠେ ଏ ମିଛକଥା

ଏହା ଏକ ଗୁଜବ,

ବାଜେ ଖବରଟା ବିଶ୍ୱାଳ ହେଲାନି

ମନକୁ ମୁଁ କଲି ଦୃଢ଼

ବାହାରିଲି ତାଙ୍କ ସୁନହରସ୍ମିତ

ବାସଭବନକୁ

ପହଞ୍ଚି ଦେଖିଲି ଯାହା, ଆଖିକୁ ହେଲାନି ବିଶ୍ୱାସ

ଜକେଇ ଆସିଲା ଲୁହ

ଭାବିଲି, ମୃତ୍ୟୁ କ'ଣ ଏମିତି ଆସେ

ସକାଳର ଭଲ ମଣିଷଟା

ସଞ୍ଜକୁ ନାହିଁ....

ମନେହେଲା ଚିତ୍ରଗୁପ୍ତର ପାଞ୍ଜି ମିଛ

ଭୁଲ ଗଣନା ପାଇଁ ଭୋଗିବାକୁ ପଡ଼ିଛି ଏ ଦଣ୍ଡ

ସଂସାରରେ ସତ ଯଦି ସଂଧ୍ୟାରେ ସୂର୍ଯ୍ୟାସ୍ତ

ଅପରାହ୍ନରେ ଏହା ହେଲା

କିପରି ସମ୍ଭବ...

ସବୁ ଅସମ୍ଭବକୁ କରିଣ ସମ୍ଭବ

ମହାନିଦ୍ରାରେ ପଡ଼ିଥିଲା ଶୋଇ,

ହୃଷ୍ଟପୃଷ୍ଠ ବଳିଷ୍ଠ ଶରୀର,

କୁଳ ହୋଇ ଆଖି ବୁଜିଥିଲା

ରହିଗଲା ତା ଅଧୁରା ସ୍ୱପ୍ନ ସମ୍ଭାବନା,

ବାଲେଶ୍ୱର ପାଇଁ...

ନବେ ବର୍ଷିୟା ମାଆର କୋହ

ସ୍ତ୍ରୀ, ପୁତ୍ର କନ୍ୟାର କରୁଣ କ୍ରନ୍ଦନ

ବନ୍ଧୁ ବାନ୍ଧବ, ସାହି ପଡ଼ିଶାର ଆହାୟ...ରୁ...ରୁ...ଶବ୍ଦ,

ଭାଗିଂ ପାରିଲାନି,

ସେ ଦିନର କାଳନିଦ୍ରାକୁ

ସଞ୍ଜୟର 'ମହାଯାତ୍ରା' ହେଲା

ଏକ ଅକାଳ ବିୟୋଗର ଅନନ୍ୟ ଉଦାହରଣ....।

ଚୈତନ୍ୟ କରଣ,

କ୍ରୟ ବିଭାଗ



Face to Face

with Mrs. Sakhilata Khuntia

ଆପଣଙ୍କ ପରିବାରର ପରିଚୟ ସମ୍ପର୍କରେ କହିବେ କି ?

ମୋ ପରିବାର କହିଲେ ମୁଁ ସଖୀଲତା ଖୁଣ୍ଟିଆ, ମୋ ସ୍ୱାମୀ ରମେଶ ଚନ୍ଦ୍ର ଖୁଣ୍ଟିଆ ।
ମୋ ପରିବାର କହିଲେ ମୋର ଗୋଟିଏ ପୁଅ କାର୍ତ୍ତିକେଶ୍ୱର, ଦୁଇ ଝିଅ ଶର୍ମିଷ୍ଠା ଓ
ଜଲ୍ୟାଣୀ । ମୁଁ ଜଣେ ଗୃହିଣୀ ଅଟେ ।

ଆପଣଙ୍କ ସ୍ୱାମୀଙ୍କର କମ୍ପାନୀରୁ ଫେରିବା ସମୟ ବିଳମ୍ବ ହେଲେ ଆପଣ କି
ପ୍ରତିକ୍ରିୟା ପ୍ରକାଶ କରନ୍ତି ।

ନିଜ ଭିତରେ ବୁଝାମଣା ହିଁ ଗୋଟେ ବଡ଼ ଜିନିଷ, ବେଳେବେଳେ ସେ ବିଳମ୍ବରେ
ଆସିଲେ, ମୁଁ ତାଙ୍କୁ ପଚାରେ ଏବଂ ତାଙ୍କ ଉତ୍ତରରେ ମୁଁ ସବୁଷ୍ଟ ହୋଇଥାଏ । ମୋ
ଜାଣିବାରେ କର୍ମ ହିଁ ଭଗବାନ ।

ଆପଣଙ୍କ ତଥା ଆପଣଙ୍କ ପରିବାର ପାଇଁ ଆପଣଙ୍କ ସ୍ୱାମୀ କେତେ ଯତ୍ନବାନ ?

ମୋ ଜାଣିବାରେ ମୋ ସ୍ୱାମୀ ଆମ ପରିବାର ପାଇଁ ବହୁତ ଯତ୍ନଶୀଳ । ସେ
ସବୁବେଳେ ମୋତେ ଏବଂ ମୋ ପିଲାମାନଙ୍କୁ ବହୁତ ଭଲ ପାଆନ୍ତି, ତା' ସଙ୍ଗେ
ସଙ୍ଗେ ସେ ଜଣେ ପରୋପକାରୀ ମଣିଷ ।

ଦୂରଦର୍ଶନରେ କେଉଁ ଧାରାବାହିକ ଆପଣଙ୍କୁ ଭଲ ଲାଗେ ଏବଂ ଆପଣଙ୍କ ସ୍ୱାମୀଙ୍କୁ
ମଧ୍ୟ ?

ଦୁର୍ଗା, ତୋ ଅଗଣାରେ ତୁଳସୀ ମୁଁ ଓ ସିନ୍ଦୂରବିନ୍ଦୁ ।

ଆପଣଙ୍କର କେଉଁ ରକ୍ଷା ଖାଦ୍ୟ ଆପଣଙ୍କ ସ୍ୱାମୀଙ୍କୁ ଭଲ ଲାଗେ ।

ତାଙ୍କର ସବୁଠାରୁ ରୋଟି, ଡାଲମା ଉପରେ ବେଣି ପସନ୍ଦ ।

ବାଲେଶ୍ୱର ଆଲୟେଜ୍ ପ୍ରତି ଆପଣଙ୍କ ମନ୍ତବ୍ୟ କ'ଣ ?

ମୁଁ ମୋ ସ୍ୱାମୀଙ୍କ ପାଖରୁ କମ୍ପାନୀ ବିଷୟରେ ଅନେକ କଥା ଶୁଣୁଛି ।
ବାଲେଶ୍ୱର ଏଲଏଲ୍ ଏକ ଆନ୍ତର୍ଜାତିକ କମ୍ପାନୀ ଏବଂ ଏହି କମ୍ପାନୀ
ଅନେକ ପରିବାର ମୁଖରେ ହସ ଫୁଟାଉଛି । ଅନେକ ଜନହିତକର କାର୍ଯ୍ୟ କରି ଦେଶ
ବିଦେଶରେ ସୁନାମ ଅର୍ଜନ କରିଛି ।