AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

IX. NAME OF CATEGORY- 'INNOVATIVE USE OF ICT BY CENTRAL GOVERNMENT PSUs'

1. **Coverage – Geographical and Demographic** :-

(i) Comprehensiveness of reach of delivery centres,

> 206 no of Departments spread across 8 plants (7 in West Bengal and one plant in Ranchi, Jharkhand) and Regional offices in Delhi, Mumbai & Chennai

(ii) Number of delivery centres

> 209 (206 depts & 3 regional offices)

(iii) Geographical
(a)National level – Number of State covered

> 5 states, coverage restricted to GRSE offices & Plants

(b) State/UT level- Number of District covered

> 6 districts, coverage restricted to GRSE offices & Plants

(c) District level- Number of Blocks covered

> Coverage restricted to GRSE offices & Plants

Please give specific details:-

> 8 plants (7 in West Bengal (Garden Reach – 2 (Main unit & 61 park unit), Karl Marx Sarani, Rajabagan, Taratala, Belur, Baranagar, and one plant in Ranchi, Jharkhand) and Regional offices in Delhi, Mumbai & Chennai

(iv)Demographic spread (percentage of population covered)

> All employees of GRSE (Around 3500 in Number)

2. Situation Before the Initiative (Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project):

Situation before the Initiative:

All the document processing, approvals etc were through physical files processed through peons. There were issues like delay (especially for files from other units which are geographically far away), non-acknowledgement, manipulation, cases of lost files.

GRSE management visualized an on line Document Management System (DMS) to make the system real-time and transparent.

3. **Scope of Services/ Activities Covered** (Relevance of choice of application for clients/ PSU, extent of e-enablement in terms of number of processes/services, extent to which step in each service/process have been ICT- enabled #)

The System conceptualized was an online document processing system (GRSENET) using MS Sharepoint, which has capability of storing the documents, and routing the documents using an workflow.

The workflow services of the DMS (GRSENET) are as follows:

1. Notesheet –processing (approval / rejection) of proposal through workflow
2. Capital and Maintenance Budget – Initiation & Approval
3. Grievance Redressal process for employees using a workflow
4. Transport Requisition & Claim
5. Pension Claim
6. Movement Order and TA/DA Claim
7. Guest House Booking
8. Training program and training needs
9. Annual Performance Appraisal & Review (APAR)
10. Leave Application
11. Leave Encashment
12. Medical Claim & Settlement
13. Purchase Proposal - processing (approval / rejection) through workflow
14. File Tracking

4. Strategy Adopted
(i) The details of base line study done,

The Business processes of the companies were listed and analyzed. The performance and bottlenecks were identified and study was done how the productivity can be improved. The same bottlenecks were removed to make the system transparent, fast and effective

(ii) Problems identified,

> The problems were in:
>
> 1. Delay in finalizing the Business process, adopting the change by GRSE personnel.
> 2. Managing repetitive change requests
> 3. Unwillingness and non – cooperation by GRSE stakeholders for the change the system brought in

(iii) Roll out/implementation model,

> The Rollout was phased implementation. The Medical Claim process was first to be implemented. Once the same was operational the other processes were rolled out one by one.

(iv) Communication and dissemination strategy and approach used.):

> The Departmental head was approached first for feedback on the plan of implementation. After development was completed, user acceptance testing was carried out with key stakeholders. Subsequently training was conducted across the organization and the module rolled out for user.

5. **Technology Platform used-**
(i) Description,

> MS Sharepoint 2010
> MS SQL server 2008 R2
> OS: Windows Server 2008 Enterprise Edition

(ii) Interoperability

> 1. Integrated with Organizational ERP system (SAP) for both way communications.
> 2. Integrated with MS Outlook mail for communication

(iii) Security concerns

> The application is intranet based only and not exposed to Internet. The Windows security policy is applicable and the application is protected by password.

(iv) Any issue with the technology used

> So far there is no issue with the technology used

(v) Service level Agreements(SLAs) (Give details about presence of SLA, whether documented, whether referred etc. #)

> Service level Agreements(SLAs) have not been implemented yet. We have plans to implement the same in future.

6. **Enhancement of Productivity** (Give details about impact on volume of transactions handled per employee, Productivity of machines/ resources#)

> Usage of workflow has reduced many physical paperwork and delivery of files manually and accelerated the process. The files, which earlier required to physically move from table to table or from unit to unit, is moving just on the click of a mouse.

7. **Efficiency Enhancement** (Give specific details about the following #)
(i) Volume of transactions processed

> Approximately 50-100 transactions are processed per day.

(ii) Coping with transaction volume growth

> The GRSENET system is scalable to handle transaction volume growth.

(iii) Time taken to process transactions,

> This processing is on real time basis and the workflow triggers instantaneously

(iv) Accuracy of output,

> One user's input is displayed as the starting screen for the next level of user. The system is accurate and there is no information mismatch

(v) Number of delays in service delivery

> The system is real time and there is no delay (or delay in the order of microseconds) which does not affect the user.

8. **Service Delivery – Business/ Client Centricity** (Give details about improvement in interaction with clients and outcome for clients, relevance of access points, Length and Breadth of services provided online etc. #)

> GRSENET has not been developed for external customers, rather it is for internal employees. The length and breadth of services are elucidated in section 3.
>
> The access points are individual desktops and it is very convenient for the users. The workflows are Authoring, Review and Approval through different levels of users. Provision is there for rejection/ return to the initiator for clarification thus replicating the actual business situations encountered in real-time.

9. Citizen/ Client Centricity (Give specific details on the following#)
(i) Impact on effort, time and cost incurred by user,

> The GRSENET enables many of the processes to render their services online and in real time. This reduces the total effort, time and cost

(ii) Feedback/grievance redressal mechanism,

> The users provide their feedback to HELPDESK, who channelize the same to appropriate authority for appropriate action/ grievance redressal

(iii) Audit Trails,

> All the entries by users are kept in system for future reference. So the Audit trail is maintained.

(iv) Interactive platform for service delivery,

> The GRSENET application is accessible through intranet using web only

(v) Stakeholder consultation

> All the key stakeholders were consulted during:
>
> 1.   Initial conceptualization & Functional specification stage
> 2.   User acceptance Testing (UAT) stage

10. User convenience (Give specific details about the followings #)
(i) Service delivery channels (Web, email, SMS etc.)

> Currently the Service delivery channels is only through web

(ii) Completeness of information provided to the users,

> One user's input is displayed as the starting screen for the next level of user. The system is accurate and complete for the next level of user

(iii) Accessibility (Time Window),

> The employeeportal is accessible 24 x 7 and also on all holidays as well.

(iv) Distance required to travel to Access Points

> The GRSENET is available at the user's desktops. So there is no issue to travel to Access Points

(v) Facility for online/offline download and online submission of forms,

> The system provides facility to online download as well as online submission of forms

(vi) status tracking

> The status tracking is real time and instantaneous. Once the user submits the form the status is updated immediately and the next user in the workflow gets intimation on the same in GRSENET as well as through mail in MS Outlook mailing system.

11. **Innovation** (Give details on how the usage of technology is exemplary, any use of new and emerging technology, impact on number of steps required, identification and removal of bottlenecks/ Irrelevant steps etc. #)

> The innovative features are the use of workflow technology using Microsoft .Net , through which document, attachments and notes flow from one user to reviewer to approver within the system.
>
> Before implementation of GRSENET, all the relevant business processes were analyzed, harmonized to get the most logical process. The redundant steps thus found are eliminated resulting in acceleration of the overall process.

12. **Defined and Achieved outcomes** (Give details about extent of improvement in terms of organizational objectives, output targeted in the beginning of the project and output achieved, extent to which the project is able to reach/ fulfill the requirements of planned beneficiaries etc. #)

> Usage of workflow has reduced many irrelevant steps which have been automated using workflow, thus accelerating the overall process. For example for note-sheets/ files, which earlier required to physically move from table to table or from unit to unit, is moving on the click of a

13. **Sustainability** (Give details about sustainability w.r.t. technology (technology used, user privacy, security of information shared- Digital Signature/ Encryption etc. #), Organization (hiring trained staff, training etc#), financial (Scope for revenue generation etc. #)

> The GRSENET uses Microsoft Sharepoint using .Net and MS SQL server 2008 R2, one of the emerging technologies which is widely used across the globe. It is possible to get the skill set available in the market easily, thus it does not have any risk of skill shortage. Regarding Training need, for the end-users, there are tutorials which are available online. Two officers are addressing the requirement of operation/maintenance of the application.
>
> Further the application uses password based authentication, and is in a LAN which is secured with Trend Micro Antivirus, which ensures security of the application.
>
> The application has been developed for user enablement and there is no immediate plan for revenue generation.

14. Adaptability Analysis
(i) Measures to ensure adaptability and scalability

> The application has different modules and the components are reusable. The application is scalable also, i.e. in future new modules can be added without much trouble.

(ii) Measures to ensure replicability

> The application is replicated in the DR server for unforeseen situations.

(iii) Restrictions, if any, in replication and or scalability

> The replicated environment (DR site) is protected by same level of security. The data is replicated to DR site at midnight everyday. So far there is no restriction in scalability

(iv) Risk Analysis

> The application is available in intranet and not exposed to internet and outside world. Firewall protection is enabled and user login secured by user ID and Password. The LAN is protected by Trend Micro Antivirus. All feasible risks are analysed and protections implemented.

15. Comparative Analysis of earlier Vs new system with respect to the BPR, Change Management, Outcome/benifit, Change in legal system, rules and regulations

> The GRSENET has already developed a change in the way employees used to manage files. For example for the note-sheet, in pre-GRSENET stage, files had to physically move from departments and units and used to take long time and sometimes get lost. The same activity has been possible in real time in GRSENET DMS system, using a click of mouse, thereby saving time cost and effort and improving the efficiency.
>
> The entries in GRSENET are considered legal entries as per IT act and accordingly dealt with.

16. Result Achieved/ Value Delivered to the beneficiary of the project-(share the results, matrices, key learning‟s, feedback and stakeholders statements that show a positive difference is being made etc):

(i) To organization

> For the organization this is an initiative towards paperless office. The delay on file processing is minimized. The system is becoming more transparent and real time.

(ii) To citizen

> The users can track the status of their files / cases on real time, instantly

(iii) Other stakeholders

GRSENET being an intranet application, only the employees are involved and no other stakeholder is involved

17. Extent to which the Objective of the Project is fulfilled-(benefit to the target audience i.e.G2G, G2C, G2B, G2E or any other, size and category of population/stakeholder benefited etc):

The project's objective is E2E (Employee to Employee). The entire organization is benefitted using the same

18. Other distinctive features/ accomplishments of the project:

1. Currently the GRSENET uses email to provide alerts to employees. In future plans are there to send mobile/SMS alerts
2. The medical bill processing of Domiciliary bill claims have been successfully processed since inception.

This is just an indicative list of indicators. Applicant can add on more information based on suitability of the project nominated.