

A Report on implementation of Kaizen™/ Lean at NITI Aayog

(This study was carried out with the financial support of NITI Aayog,
Government of India, and conducted by
Kaizen Institute SAIN LLP – Ahmedabad, India).

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Acknowledgement & Disclaimer

Acknowledgement:

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Disclaimer:

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What is Kaizen?

Background:

It has been observed that the government organizations; from local governments, state departments, ministries, municipalities, defence forces to big national agencies are increasingly focused on improving their performance. Additionally, the citizens are demanding a change.

In order to improve, many Governments are turning towards **Lean**.

Lean is a culture, a way of thinking and a set of tools which is tried, tested and often used by businesses to boost performance. They are doing so by cutting waste to improve service delivery and reduce costs. At the core of Lean is the spirit of continual improvement/Kaizen®. This culture of continuous improvement is applied on the ground (not in seminar rooms!) and is best applied by the real people who manage and handle their daily work.

Kaizen™

*‘Kai’ means Change and ‘Zen’ means for better (or incremental) i.e. Change for Better or Incremental Change. Kaizen™ is the heart of the **Lean philosophy***



Lean Management or Kaizen™ helps to streamline processes and offices, where most of the inefficiencies occur. This is possible only if people in the organization are given the right Lean skills & have the right capabilities.

Kaizen® focuses on process before results and lays importance on meeting the needs of the internal customers in order to serve and satisfy the external customers.

Why Kaizen in Government Offices?

A typical office has lots of opportunity to improve, eg:

- Has a lot of hidden waste....in the form of rework, searching, double filing, duplication of efforts, processes with long lead times, information 'overload' etc,
- Leading to **dissatisfaction to both internal and external customers** as service delivery is often not On Time, In Full or, Error Free (OTIFEF)
- Leading to waste of all resources: People, Space, Utilities, Material & Machines

Benefits:

Better services are of more value for the taxpayer's money! We also see that a Lean government is a means to expand the capacity of the government to provide more services per unit of investment. Apart from this there are few other benefits like:

- Improved public service (time to delivery and quality of service)
- Improved workflow and service to internal customers
- Release of space converted for other purposes
- Saving of costly national resources
- Better organized workplaces in several offices
- Most critical – AN ENERGIZED PUBLIC SERVANT

How Kaizen Lean works in Government?

It follows **learning by doing** approach and focuses on improvements followed by sustenance. It happens only at the real place (the office!), is driven by the real people (staff!) and by tackling real issues (pain areas!).

The objective should be to build Lean & Fit public service organization.

This is done by leveraging the **4P** model of Kaizen®, which is applied to public service organizations.

Understanding 4 P model for improvement



The first two P aim at actual improvements while the third P focuses on people – the key is to train & engage them.

The reason this **4P** model has caught the attention of various government organization is because it addresses the fundamental aspects of improvement within Government organizations. It is simple, robust and action oriented. It is not about forming committees that table reports and findings!

How Lean Government is different from Conventional Governments?

	Conventional Govt.	Lean Govt.
Principles	<i>Controllorship, Conformance, Policy</i>	<i>Engagement, Continuous Improvement, Value</i>
Decision Making	<i>Excessive approval gateways, marred accountability, decision-making by committee, difficulty in gathering appropriate information</i>	<i>Rapid & informed because of few approval gateways, individual accountability, effective during crisis</i>
Risk	<i>Feared or dismissed, thereby exacerbating further risk</i>	<i>Measured & calculated, often anticipated using scenario planning</i>
Productivity	<i>Measured by volume of input & output (quantity), hampered by indecisiveness & aversion to risk.</i>	<i>Measured by value & efficiency (quality), linked to strategy or operating plans</i>
Attitude towards change	<i>Threaten conformance, culture, and habits.</i>	<i>Creates improvement & ways of increasing system value</i>
Stakeholders	<i>Dependents within the system; confrontational relationships</i>	<i>Partners with the system, enables for improving service delivery</i>

Source: WHO country reports

Conclusion

Waste is everywhere and the need for improvement is unlimited. Developing a formal structure to implement Kaizen™ for driving a Lean Culture is a welcome step that should be taken by all Government organizations. Excellence is a journey and not a project.

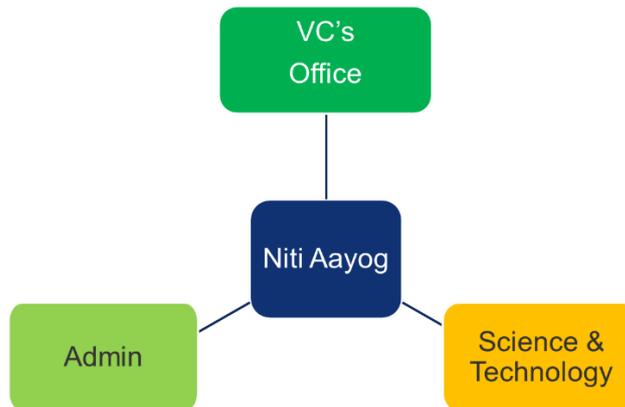
Kaizen Assessment & Pilot Study at NITI Aayog

Honourable Vice Chairman along with NITI Aayog team that included CEO, Members & Advisers of different verticals decided to implement Kaizen in 3 areas of NITI Aayog under “Research Scheme of NITI Aayog 2018 (IRSNA2018)”, which is administrated by Governance & Research vertical in NITI Aayog.

The Governance & Research vertical of NITI Aayog released the contract for the Research Study to Kaizen Institute SAIN LLP – Ahmedabad under the contract No. O- 1 50 1 Z / 60 / 1.

The technical aspect of the study pertains to Administration vertical and hence Director Administration of NITI Aayog was selected as the 'Nodal officer' for monitoring the progress of technical part of this 'Research study'.

The three areas selected were -



In June'19, KI Consultants were asked to study the processes in these 3 areas and recommend the improvement projects for improvement

A. Scoping – VC’s office & recommendations for improvement

In June 2019, KI Consultants did detailed study of processes followed in VC’s office and the Roles & Responsibilities of different level of Officers & Staff in VC’s office. Based on the study of processes & physical workplace, the following points for improvement were identified for VC’s office

1a. Observation: There is no visual status of projects that were decided by every vertical during the off-site meeting.

1b. Recommendation: *Visualization of status of every project through Project trackers with*

- *Traffic light system for performance status of each task in every project*
- *Green if meeting target & Red if not meeting target*
- *A summary status of all projects – for easy monitoring by VC – during monthly review*

2a. Observations: Currently the tasks/ actions/ suggestions given by VC are noted & recorded during

- Regular Meetings with many in meeting rooms/ Conference halls &
- Meetings in VC’s room with one of the VC’s staff present
- Some tasks/ actions are recorded in e-office, but many points are jotted down by PS/ APS in their notebook.
 - – challenges in retrieving from manual notebooks & tracking
- Tasks/ actions/ suggestions decided during One-on-One meeting with VC are not noted/ recorded since VC’s office staff are not present in such meetings
 - There are chances of these points lost unless VC remembers and orally informs PS/ APS or any of the VC’s staff or vice versa.

2b. Recommendation: *Based on the points mentioned above (under item 2), KI consultants suggested a “Manual Visual Task Board” for VC’s office, with task cards.*

3a. Observations/ Discussion points: PS to VC wanted an application for VC’s office which will have

- Organization chart with deployment up to MTS level - with photos; Roles & Responsibilities – to include
- Link officer reference
- Distribution of work

3b. Recommendation: *Based on the points mentioned above (under item 3), KI consultants suggested a “HR deployment Tree” for VC’s office.*

- *The application should*
 - *Have a master data base of all officers/ staff working in VCs office*
 - *Data base to cover all the necessary information mentioned above*
 - *Be easy to navigate to different levels with click of PC mouse.*

4a. Observations: The workplace in VC’s office esp. rooms 123 & 127 were not Organized well.

- The Workplace is cluttered- esp. in room 123
 - Too many old files/ documents/ books stored every where cluttering the workspace
- The staff complained that there is no space for the storage of files/ books, the root cause-
 - The staff did not have clear guidelines from seniors regarding weeding out of any document/ file – because of which the files/ documents got accumulated over years...
- Sample photos attached below for reference:



- Retrieval of files/ documents takes more time with the kind of file storage system. Refer sample photos attached below:



4b. Recommendations: KI consultants suggested implementation of “Workplace Organizational tool – Five S” for VC’s office.

- *The Five S will help in*
 - *Removal of all old & unnecessary documents + unnecessary & extra equipment in a logical way – so that the space is decluttered.*
 - *Arranging files & documents in an order with Standards created – for easy access & quick retrieval by anyone in VC’s office*
 - *Dependency on staff for file/ document retrieval is reduced*
 - *Make the place clean & tidy so that the productivity of staff improves.*

B. Scoping – Science & Technology vertical & recommendations for improvement

Observations: S&T vertical of Niti Aayog supports following Departments/ Ministries

1. Department of Post
2. Department of Electronics & IT
3. Department of Telecom (DOT)
4. Department of Science & Technology
5. Department of Biotech
6. Department of Scientific & Industrial research + CSIR

For each of the above departments, S&T vertical gets involved in



Note: **SFC** – Standing Finance Committee (Project < Rs. 500 Cr.) &
EFC - Expenditure Finance Committee (Project > Rs. 500 Cr.)

Each report goes through various levels depending on category SFC or EFC –

Example:

1. Dy. Adviser
2. Joint Adviser
3. Adviser
4. CEO
5. Member
6. VC
7. To either PMO or respective Department/ Ministry

Through e-office one can track where the different reports for different departments are pending, However, **there is no visualization of whether every task in each project is as scheduled or is there any delay, and if there is a delay where & how much delay is not known.**

Recommendation: Preparation of Report to be considered as a “Project” with various tasks & sub tasks. *Visualization of status of every project through Project trackers with*

- *Traffic light system for performance status of each task in every project*
- *Green if meeting target & Red if not meeting target*
- *A summary status of all projects – for easy monitoring by S&T Vertical Adviser during weekly/ monthly review with S&T team.*

C. Scoping – Admin vertical & recommendations for improvement

Observations: In June'19 as advised by the Adviser of Admin Vertical, KI Consultants studied the processes in the following Five departments/ sections

1. Admin 3, 4 & Accounts
2. General – 3, 4 & HoD
3. Admin – 1, 1B & 2
4. General – 1 & 2
5. Admin & Communication

Recommendations: Based on the study of processes & physical workplace in five sections of Admin vertical, the following points for improvement were identified

1. *Preparing a visual HR deployment Tree for overall NITI Aayog*
 - *Advisor of Admin should be able to see the deployment in every vertical; every section in each vertical to lowest level staff including contract staff – all with a click of icons on the computer screen.*
 - *The data of deployment updated in standard tables by respective sections in Admin would be linked to the above-mentioned dashboard.*
2. *Simplification of DAK handling & Scanning process – in June'19 during assessment were found to be disjointed & dislocated*
 - *DAK (CR – Central Repository) receiving & recording in ground floor*
 - *For scanning they are sent to 2nd floor*
 - *Again, brought back to ground floor for “recording & distribution”*
3. *Feasibility study to optimize e-procurement & e-payment process in e-office*
 - *Without affecting Policy/ Financial requirements & Govt. audit requirements*
4. *Simplification of Medical re-imburement process*
 - *During assessment we found few hand-offs & duplications of work*
5. *Making Protocol office a Well Organized and Visual Office –*
 - *Removal of old files & moving them to record room*
 - *Visual trackers & checklists for every major event/ meeting supported by protocol team*
6. *Simplification of GPF (Group Provident Fund) process*
7. *Simplification (esp. scanning) of PBR (Pay Bill Register) process.*

Note: For Phase 1, Admin Adviser was requested to select 3 out of the 7 improvements mentioned above

Project approval – VC's Office

Based on the discussions between VC, PS to VC & KI Consultants on 7th June'19, the following projects were taken up for implementation

1. Visualization of top 2 or 3 Programs or KPIs for each of 25 Verticals. A dashboard to be prepared.
 - *The programs/ KPIs would be selected from the Annual Action plan document generated recently by NITI Aayog team.*
 - *KI Consultants to prepare tracker for one of the verticals in XL spread sheet as Proof Of Concept (POC).*
 - *It should have the traffic light system for better visualization - Green if program or KPI as per plan; Red if delayed. Once approved, the same to be replicated for all Verticals.*
 - *VC suggested that once POC (developed by KI consultant) is approved by his office, the NIC team in NITI Aayog to also convert the above-mentioned project tracker into the Digital platform.*
2. Preparation of VC staff deployment Tree – KI Consultants agreed to develop the deployment tree & master database using MS Office.
 - *VC suggested that the same to be converted into Digital App by NIC team of Niti Aayog. – An App., easily navigable with click of a button and*
 - *Review the current “Distribution of Work”*
3. Training and hand-holding VC's Staff to make their workplace (esp. Room Nos. 123 & 126) – a Well Organized & Visual Office.
 - *KI Consultants to train VC's office staff on Five S methodology*
 - *Files/ documents that need to be discarded – to be identified, sorted & kept separately for review & weed-out decision by APS & PPS*
 - *KI Consultants to identify methods to MUDA (Waste) of movement, transport, piling of News Papers, Magazines, Books, etc.*
4. A real time Digital dashboard/ Message board to cover “Close Looping” of the following.
 - *Notes/ written instructions*
 - *Oral inputs during one-on-one meetings*
 - *Regular meeting minutes*
 - *Email/ DAK with VC's comments*

It was agreed that KI Consultants along with Officers of VC's office shall prepare a “Block diagram” covering the above points under item 4 and NIC team shall convert the same to a Digital Task/ Message Board.

Project approval – S & T vertical

Based on the discussions between Adviser S & T; Joint Adviser S & T and KI Consultants, project tracker in the form of “Gantt chart” to track status of various tasks in each of the projects/ programs has been finalised.

1. *KI Consultants to develop the project tracker format (for every report they generate- as mentioned in page 8) in Excel Spread sheet as Proof Of Concept (POC).*
 - *It should have the*
 - *Data entry formats – project name, main task & sub task*
 - *Traffic light system for better visualization - Green if task or sub-tasks are completed as per plan; Red if delayed.*
 - *Summary of status of all projects/ reports in one page for S & T Vertical – which helps the reviewer(s) (Adviser/ CEO/ Member/ VC) in visualizing the status without going into details.*

2. *NIC team of NITI Aayog to do Digitization so that the same can be incorporated in NIC platform*
 - *Once approved, the Project tracker to be replicated for all Verticals.*
 - *Separate log in page for every Vertical*
 - *Summary sheet for every Vertical*

Project approval – Admin vertical

Based on one-on-one discussions between Adviser Admin & KI Consultants, following 3 projects were selected by Admin Adviser for the implementation of Phase 1 from the list of 7 improvements identified earlier.

1. Preparing a visual HR deployment Tree for overall NITI Aayog & for every Vertical
 - *Currently most of the points suggested by KI Consultants is available in e-office but some changes are required to incorporate the requirements*
 - *KI Consultants to prepare HR deployment tree format in MS Office - Excel spread sheet.*
 - *As informed by VC, the same to be replicated in Digital form by NIC team of Niti Aayog.*
 - *The application should*
 - *Have a master data base of all officers/ staff working in Niti Aayog.*
 - *Data base to cover all the necessary information like for Eg: Employee name, ID number (Central Govt); Cadre/ Grade/ Category; Photo, Roles & Responsibilities; distribution of work; link officer system, etc.*
 - *If the above-mentioned information is already available in the form of MS Office platform, NIC team to link the same to the HR Deployment Tree so that the work of duplicating data entry is eliminated.*
 - *HR Deployment tree to be replicated to every senior level (VC, CEO, Members, Adviser, etc.) & every Vertical.*
 - *Be easy to navigate at different levels & different Verticals with click of PC mouse.*
2. Simplification of DAK handling & Scanning process
3. Making Protocol office a Well Organized and Visual Office

VC's Office – Concept of Project tracker

Project tracker in Gantt chart format

Vertical: S&T		Project Duration (in Months)	Start Date	End Date																	
Tracked by Dr. Rajiv Kumar (VC)		12	01-01-2019	31-12-2019																	
					Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
S.no.	Task	Duration in Month	Starting Month	Progress/ End Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
1	Development and large-scale deployment of explosive detectors, of various kinds, for civilian and military application.	PLAN	7	3	10																
	ACTUAL	8	4	12																	
2	Development and large-scale deployment of abnormal human activity recognition systems.	PLAN	3	7	10																
	ACTUAL	3	8	11																	
3	Preparation of EFC/Cabinet Note on "Use of Methanol as an Alternate Fuel"	PLAN	9	1	10																
	ACTUAL	13	1	14																	
4	Battery-lesse-mobility by deploying electric buses up to the tier-2 cities of the country	PLAN	8	4	12																
	ACTUAL	4	4	8																	
5	Third party evaluation of Central Sector Schemes of all scientific Departments viz. DST, DBT, DSR, DoS, DoP, MeitY and DoT	PLAN	11	1	12																
	ACTUAL	10	1	11																	
6		PLAN																			
	ACTUAL																				
7		PLAN																			
	ACTUAL																				
8		PLAN																			
	ACTUAL																				



Project tracker details:

For every project of every vertical, there would be a Master database to input the tasks in each project/ program with

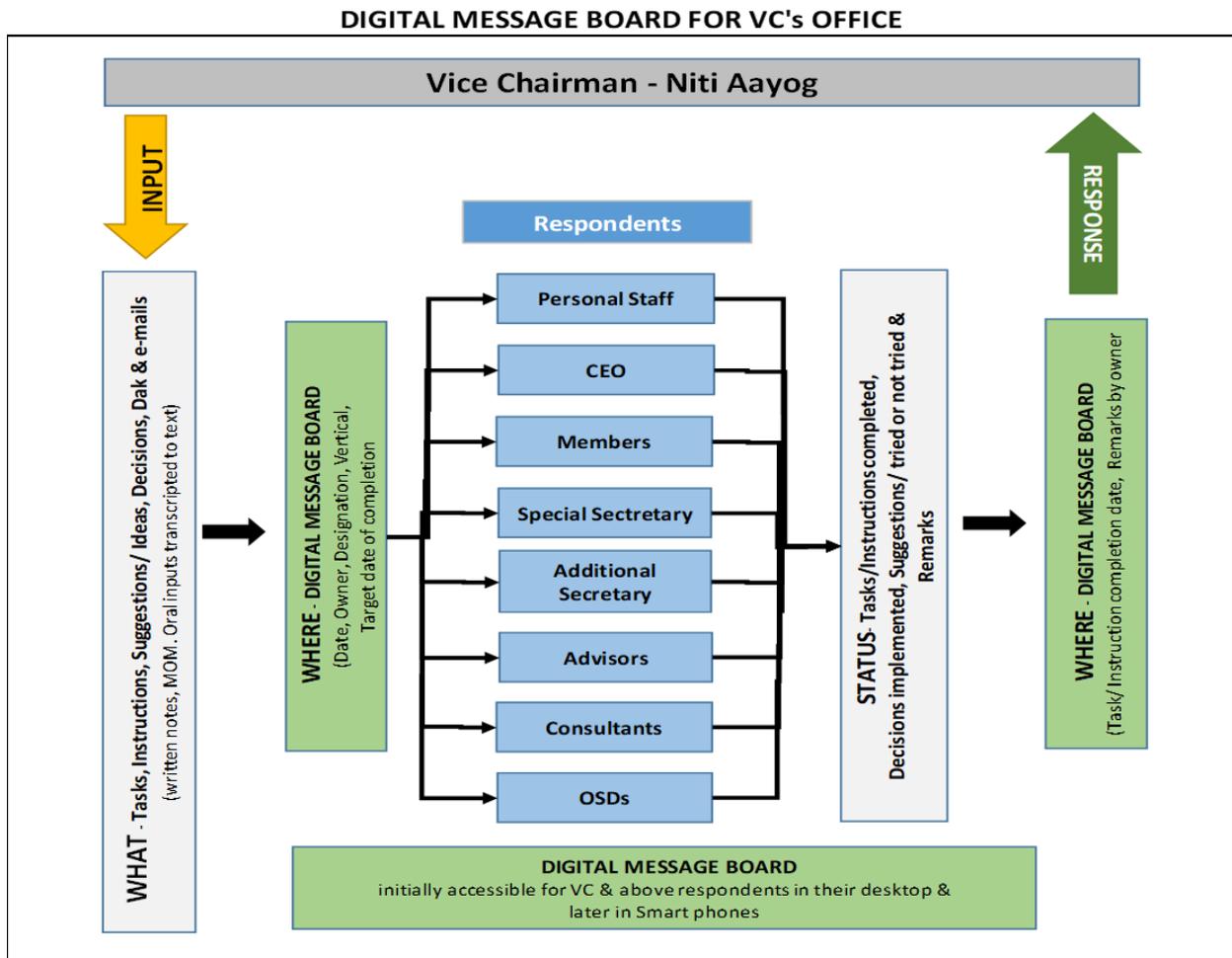
- *Planned start date*
- *Actual start date*
- *Planned completion date*
- *Actual completion date*

During Digitization, NIC team to ensure the following user-friendly features

- *Selection of vertical*
- *Selection of a project/ program under that vertical*
- *Visualizing the status of every task in each project/ program*

VC's office – Concept of Digital Message/ Task Board:

Block diagram with flow is shown



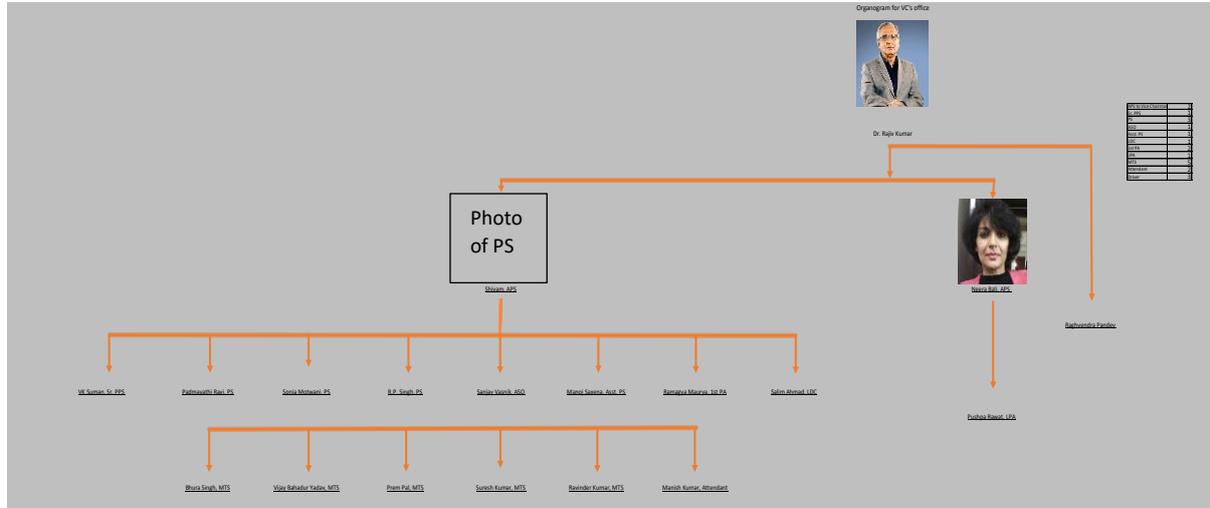
The Digital message/ task board cuts across all levels who are respondents to the task assigned by VC.

The summary of status of all tasks to be visualized in one page – the status in Traffic light system –

- *Green if task completed as planned & Red if there is a delay.*

VC's office – Concept of Manpower deployment Tree (sample):

Position as on 1st July 2019



Database structure (sample) for Manpower deployment tree – VC's office:

Office Information															
Sl. No.	Photo	Name	Designation	Category	Grade	Reporting Officer	Reporting Unit								
1		Dr. Rajiv Kumar	VC	VC											
2		Pankaj Singh	PS	VC	101.A	Dr. Rajiv Kumar	VC								
3		Soha Mishra	PS	VC	101.A	Dr. Rajiv Kumar	VC								
4		B.P. Singh	PS	VC	101.A	Dr. Rajiv Kumar	VC								
5		Suresh Kumar	ASO	VC	101.A	Dr. Rajiv Kumar	VC								
6		Manoj Kumar	Asst. PS	VC	101.A	Dr. Rajiv Kumar	VC								
7		Ranjita Mishra	Sr. PS	VC	101.A	Dr. Rajiv Kumar	VC								
8		Smita Ghosh	IIC	VC	101	Dr. Rajiv Kumar	VC								
9		Bhura Singh	MTS	VC	101	Dr. Rajiv Kumar	VC								
10		Vija Bahadur Yadav	MTS	VC	101	Dr. Rajiv Kumar	VC								
11		Prem Pal	MTS	VC	101	Dr. Rajiv Kumar	VC								
12		Suresh Kumar	MTS	VC	101	Dr. Rajiv Kumar	VC								
13		Ravinder Kumar	MTS	VC	101	Dr. Rajiv Kumar	VC								
14		Manish Kumar	Absentee	VC	101	Dr. Rajiv Kumar	VC								
15		Bhadrakshi Parida	IIC	VC	101	Dr. Rajiv Kumar	VC								
16		Dinesh Kumar	IAA	VC	101	Dr. Rajiv Kumar	VC								

Physical Workplace improvement – VC's Office

What is Five S & Why Five S?

Five S is a workplace organisation method with **5 steps** starting with **“S”** in Japanese

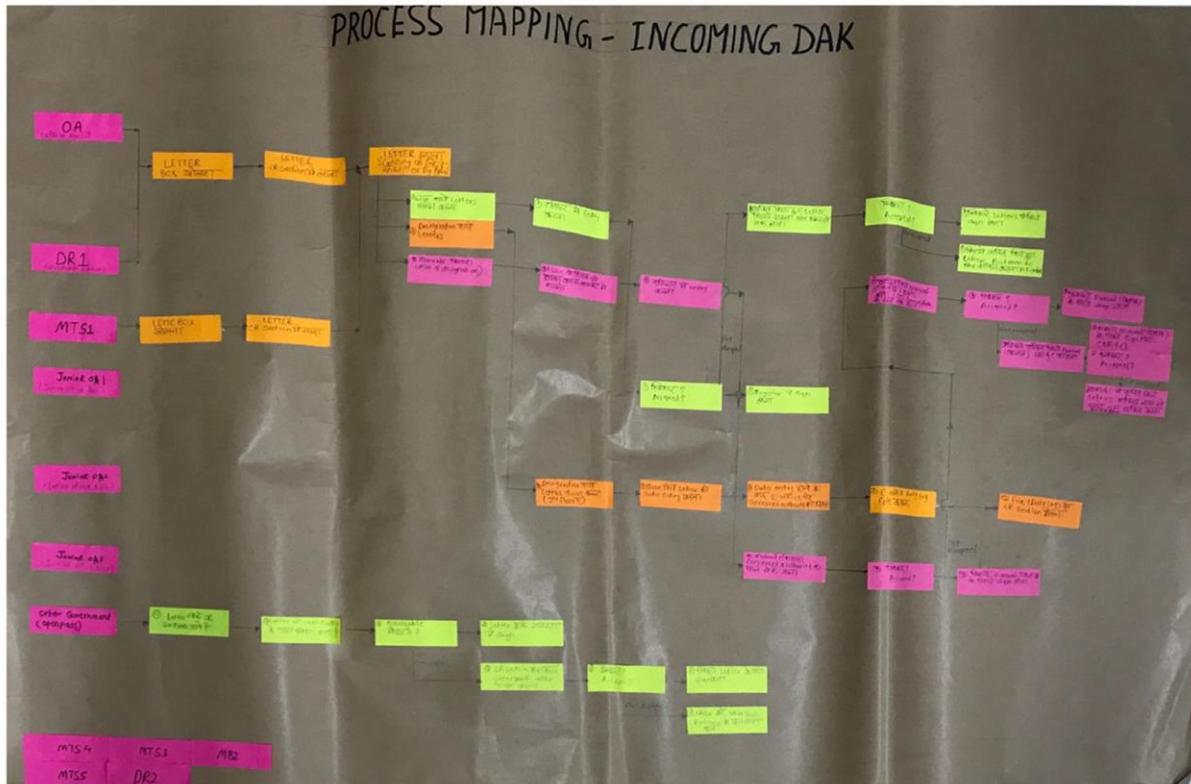
<p>1. Seiri Sort</p> <p>Sort what is necessary and what is not</p>	<p>2. Seiton Set in Order</p> <p>Set in Oder what is needed in a simple and visual way</p>	<p>3. Seiso Shine</p> <p>Shine to restore the area and equipment condition</p>	<p>4. Seiketsu Standardise</p> <p>Standardise to keep the new condition</p>	<p>5. Shitsuke Sustain</p> <p>Sustain to comply and improve</p>
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A methodology for creating and maintaining a **safe, organized, clean, and high-performance** workplace

Admin Vertical – Concepts

A. Process mapping of DAK process – as on July'19



Legend

DAK with designation scanned
DAK with name
DAK including books
DAK from other ministry

1. Details of process mapping:

- KI Consultants with DAK team listed down every activity (step) of the process - right from receiving DAK/ Courier/ Hand-delivered items to distribution of the same to different Verticals/ officers/ sections.
- Each activity was written on “Post-it” (Sticky Notes)
- The current process handler for every activity (process step) was identified & written on Post-it (Sticky Notes)
- On a large chart paper, the post-its with “Handlers” was pasted on Left and against each handler the activities they handle was pasted – as per the sequence they are processed.
- The linkage between the process steps was established through arrow marks
- KI Consultants along with DAK team discussed every activity/ step in the process – “whether the activity/ step is VA (Value Adding) or NVA (Non-Value Adding). If it is NVA, Kaizen ideas/ Kaizen bursts were identified to mitigate/ reduce the NVA.

2. From the Kaizen Bursts, it was identified that the Muda of movement & transportation can be eliminated by shifting “Scanning activity” from 2nd floor to the DAK Room.

B. Process improvement - Concept – Protocol office

KI Consultants suggested a Visual tracker (Manual) for all the events managed by Protocol office

Visual Task Manager- Protocol Section																																	
श्री/श्री/श्री	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
Protocol Arrangement Airport																																	
Protocol Arrangement Railway Station																																	
Receiving VIPs at Niti Aayog																																	
Visa Related Matters																																	
Lunch & Dinner for Delegates																																	
VIP Conferences/ Seminars/ Workshops																																	
Telephone/Mobile/ TV Cable Bills																																	
Hospitality arrangement Sangam 122																																	
Hospitality arrangement Kangra 126																																	
Hospitality arrangement Madhubani 134																																	
Hospitality arrangement Dakshin 136																																	
Hospitality arrangement Semiksha 228																																	
Hospitality arrangement Balitak 243																																	
Hospitality arrangement General 344																																	
Hospitality arrangement Bengal Tiger 500																																	
Hospitality arrangement Gir Lion 501																																	

NIC team can digitize this kind of Task boards which could be used by all verticals by changing the routine task names

1. Details of Visual Task Tracker Board:

- The event(s)/ tasks that are repetitive in nature that are handled by Protocol office are listed on the Left (1st Column) of the Board.
- There are 31 columns – representing maximum 31 days in a month.
- Small task cards were printed – which has space to write Task name, date & time and the officer/ staff responsible to execute the task.
- Daily morning, the protocol; office will have 10 minutes standing meeting in front of this Task Tracker Board.
 - They discuss & check whether all the tasks have been executed previous day as per the schedule. If yes, the task is removed. If it is NO then the task is rescheduled as per User department’s request, the task card is moved to revised date column.
 - Any new task that is requested by User departments is added to the Board as soon as the request with necessary approval is received by the Protocol office.

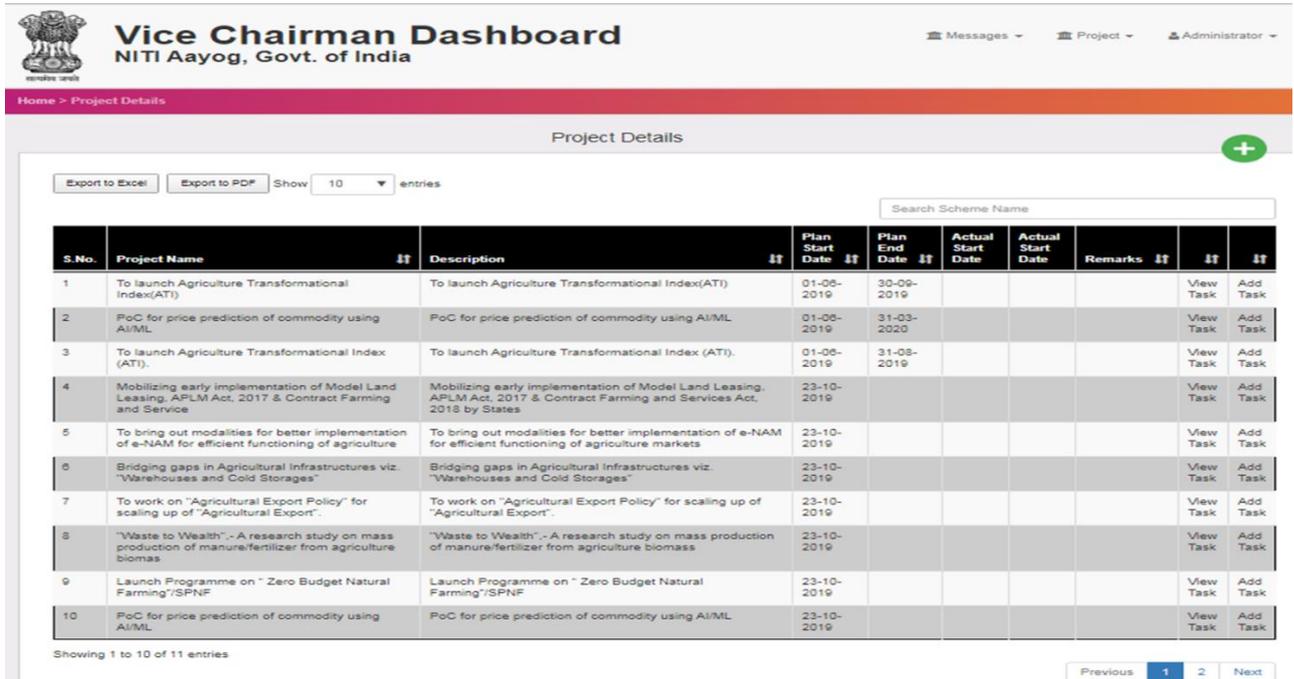
2. Advantages of Visual Task Tracker Board:

- Everyone in Protocol office is aware about every task and who is responsible to complete & when.
- It is visual reminder – for everyone
- If any officer/ staff in Protocol office is on leave/ absent due to personal emergency, other’s aware about the task can execute without any delay or any unnecessary follow-up from the user department.

Implementation @ VC's Office:

1. Project Monitoring System & Dashboard for VC's office – developed by NIC team

a. Project input form for all the verticals



Vice Chairman Dashboard
NITI Aayog, Govt. of India

Messages Project Administrator

Home > Project Details

Project Details

Export to Excel Export to PDF Show 10 entries

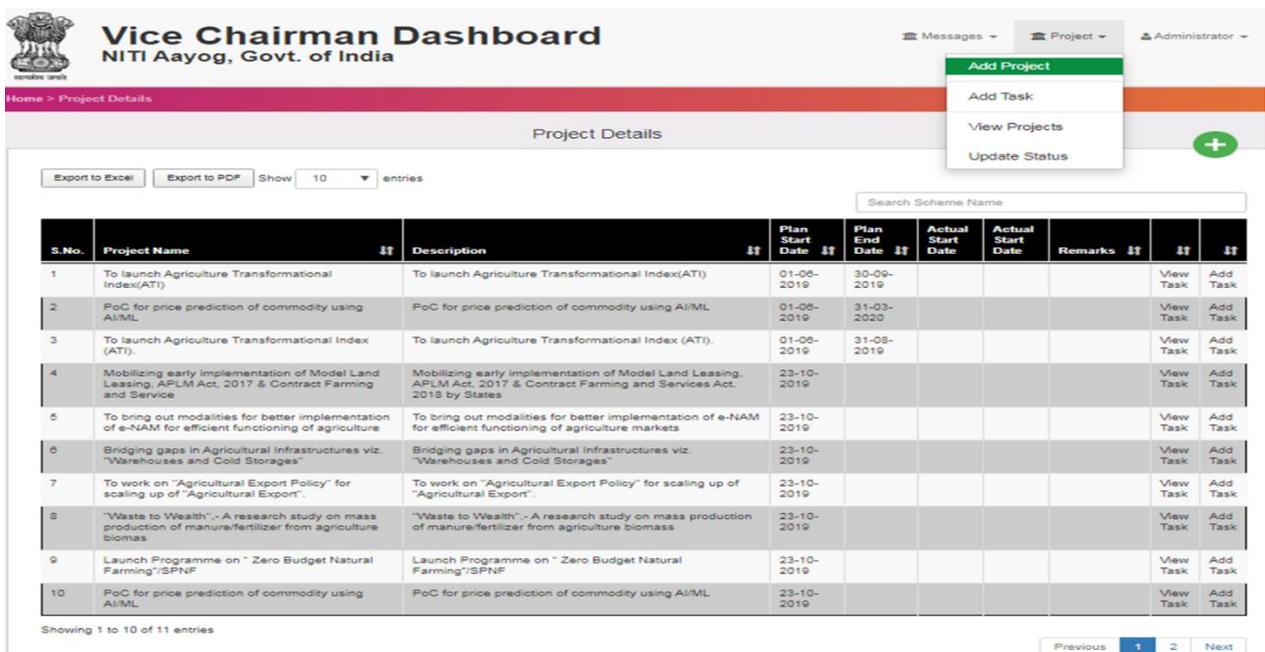
Search Scheme Name

S.No.	Project Name	Description	Plan Start Date	Plan End Date	Actual Start Date	Actual End Date	Remarks	View	Add Task
1	To launch Agriculture Transformational Index(ATI)	To launch Agriculture Transformational Index(ATI)	01-06-2019	30-09-2019				View Task	Add Task
2	PoC for price prediction of commodity using AI/ML	PoC for price prediction of commodity using AI/ML	01-06-2019	31-03-2020				View Task	Add Task
3	To launch Agriculture Transformational Index (ATI).	To launch Agriculture Transformational Index (ATI).	01-06-2019	31-08-2019				View Task	Add Task
4	Mobilizing early implementation of Model Land Leasing, APLM Act, 2017 & Contract Farming and Service	Mobilizing early implementation of Model Land Leasing, APLM Act, 2017 & Contract Farming and Services Act, 2018 by States	23-10-2019					View Task	Add Task
5	To bring out modalities for better implementation of e-NAM for efficient functioning of agriculture	To bring out modalities for better implementation of e-NAM for efficient functioning of agriculture markets	23-10-2019					View Task	Add Task
6	Bridging gaps in Agricultural Infrastructures viz. "Warehouses and Cold Storages"	Bridging gaps in Agricultural Infrastructures viz. "Warehouses and Cold Storages"	23-10-2019					View Task	Add Task
7	To work on "Agricultural Export Policy" for scaling up of "Agricultural Export".	To work on "Agricultural Export Policy" for scaling up of "Agricultural Export".	23-10-2019					View Task	Add Task
8	"Waste to Wealth".- A research study on mass production of manure/fertilizer from agriculture biomass	"Waste to Wealth".- A research study on mass production of manure/fertilizer from agriculture biomass	23-10-2019					View Task	Add Task
9	Launch Programme on " Zero Budget Natural Farming"/SPNF	Launch Programme on " Zero Budget Natural Farming"/SPNF	23-10-2019					View Task	Add Task
10	PoC for price prediction of commodity using AI/ML	PoC for price prediction of commodity using AI/ML	23-10-2019					View Task	Add Task

Showing 1 to 10 of 11 entries

Previous 1 2 Next

b. Project/ task updation form



Vice Chairman Dashboard
NITI Aayog, Govt. of India

Messages Project Administrator

Home > Project Details

Project Details

Export to Excel Export to PDF Show 10 entries

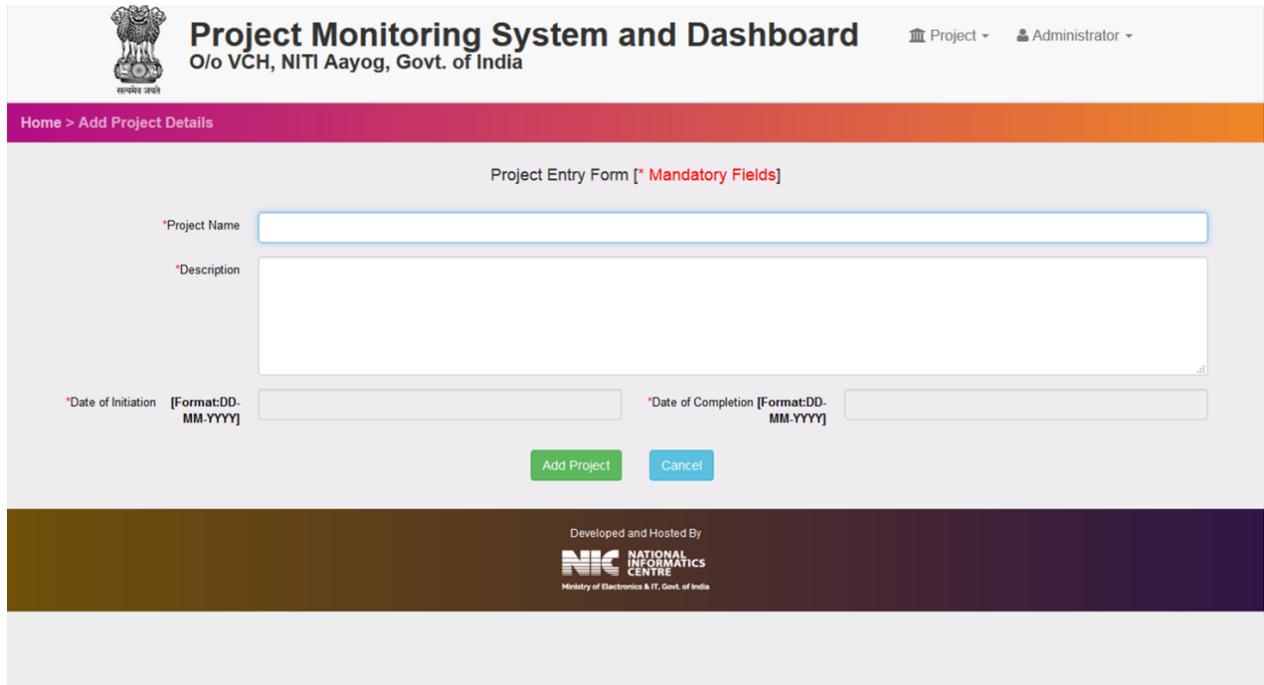
Search Scheme Name

S.No.	Project Name	Description	Plan Start Date	Plan End Date	Actual Start Date	Actual End Date	Remarks	View	Add Task
1	To launch Agriculture Transformational Index(ATI)	To launch Agriculture Transformational Index(ATI)	01-06-2019	30-09-2019				View Task	Add Task
2	PoC for price prediction of commodity using AI/ML	PoC for price prediction of commodity using AI/ML	01-06-2019	31-03-2020				View Task	Add Task
3	To launch Agriculture Transformational Index (ATI).	To launch Agriculture Transformational Index (ATI).	01-06-2019	31-08-2019				View Task	Add Task
4	Mobilizing early implementation of Model Land Leasing, APLM Act, 2017 & Contract Farming and Service	Mobilizing early implementation of Model Land Leasing, APLM Act, 2017 & Contract Farming and Services Act, 2018 by States	23-10-2019					View Task	Add Task
5	To bring out modalities for better implementation of e-NAM for efficient functioning of agriculture	To bring out modalities for better implementation of e-NAM for efficient functioning of agriculture markets	23-10-2019					View Task	Add Task
6	Bridging gaps in Agricultural Infrastructures viz. "Warehouses and Cold Storages"	Bridging gaps in Agricultural Infrastructures viz. "Warehouses and Cold Storages"	23-10-2019					View Task	Add Task
7	To work on "Agricultural Export Policy" for scaling up of "Agricultural Export".	To work on "Agricultural Export Policy" for scaling up of "Agricultural Export".	23-10-2019					View Task	Add Task
8	"Waste to Wealth".- A research study on mass production of manure/fertilizer from agriculture biomass	"Waste to Wealth".- A research study on mass production of manure/fertilizer from agriculture biomass	23-10-2019					View Task	Add Task
9	Launch Programme on " Zero Budget Natural Farming"/SPNF	Launch Programme on " Zero Budget Natural Farming"/SPNF	23-10-2019					View Task	Add Task
10	PoC for price prediction of commodity using AI/ML	PoC for price prediction of commodity using AI/ML	23-10-2019					View Task	Add Task

Showing 1 to 10 of 11 entries

Previous 1 2 Next

c. Project input form for all the verticals



Project Monitoring System and Dashboard
O/o VCH, NITI Aayog, Govt. of India

Project | Administrator

Home > Add Project Details

Project Entry Form [* Mandatory Fields]

*Project Name

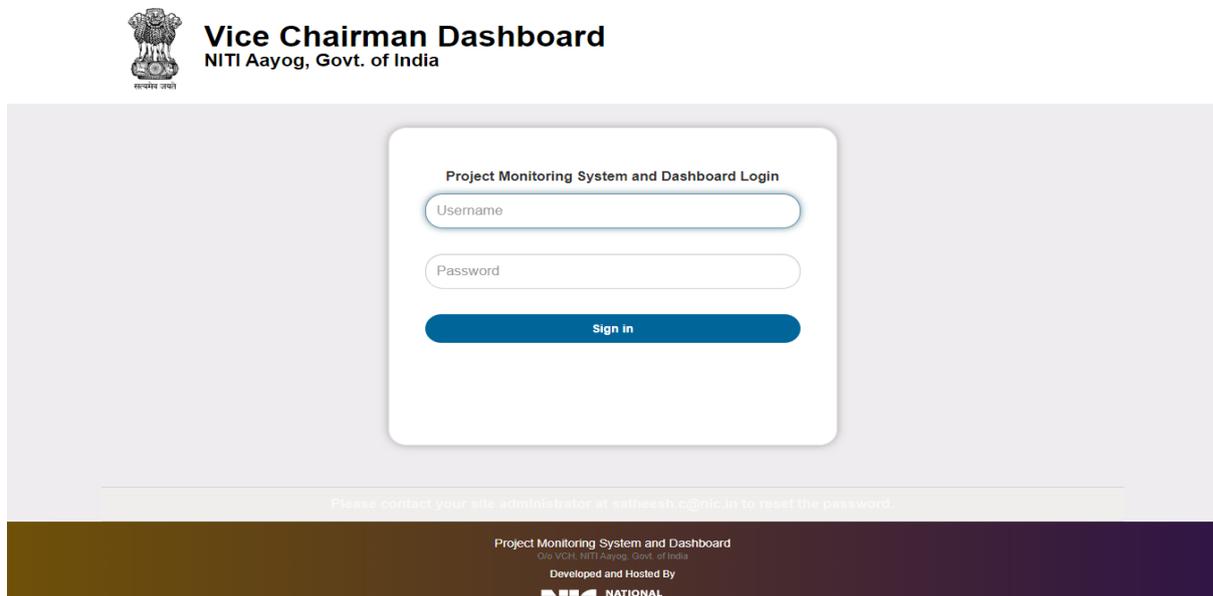
*Description

*Date of Initiation [Format:DD-MM-YYYY]

*Date of Completion [Format:DD-MM-YYYY]

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d. Login Page



Vice Chairman Dashboard
NITI Aayog, Govt. of India

Project Monitoring System and Dashboard Login

Username

Password

Please contact your site administrator at satheesh.c@nic.in to reset the password.

Project Monitoring System and Dashboard
O/o VCH, NITI Aayog, Govt. of India
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e. Monitoring page for VC's office

Vice Chairman Dashboard
NITI Aayog, Govt. of India

Home | View Organization Chart | View Message Board

- 25 Verticals
- 233 Total Projects
- 0 Completed Projects
- 233 Pending Projects

Select Vertical

Project Monitoring Report

Plan Year/Month	2019												2020		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			

f. Monitoring by VC's office – The status of every task of each Project is in Traffic light color system

Select Vertical

Project Monitoring Report

Plan Year/Month	2019												2020		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
▼ To launch Agriculture Transformational Index(ATI)															
Planned															
Actual															
▼ PoC for price prediction of commodity using AI/ML															
Planned															
Actual															
▼ Study for selection of APMCs and creation of database															
Planned															
Actual															
▼ Suggested Model for Crops															
Planned															
Actual															
▼ Developing use case for the models and suggestion to the Ministry															
Planned															
Actual															
▼ To launch Agriculture Transformational Index (ATI)															
Planned															
Actual															

08-11-2019

For all verticals, the planned start & end dates for every task in each project has been entered by VC's office staff. Every vertical to enter actual start date and current status for every tasks in all projects

2. Implementation of Digital Message Board for VC's office – developed by NIC team

a. Login Page



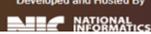
Vice Chairman Dashboard

NITI Aayog, Govt. of India

Project Monitoring System and Dashboard Login

Sign in

Please contact your site administrator at satheshh.c@nic.in to reset the password.

Project Monitoring System and Dashboard
For VCH, NITI Aayog, Govt. of India
 Developed and Hosted By


b. Message input page



Vice Chairman Dashboard

NITI Aayog, Govt. of India

Messages ▾
Message Board Admin ▾

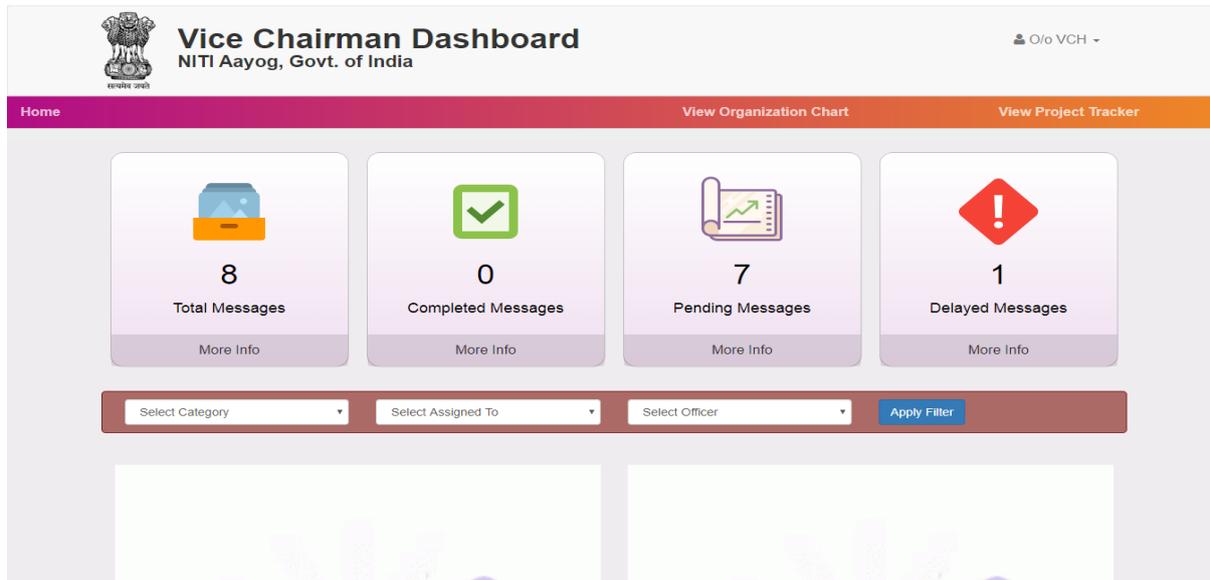
Home > Message Details

Message Details +

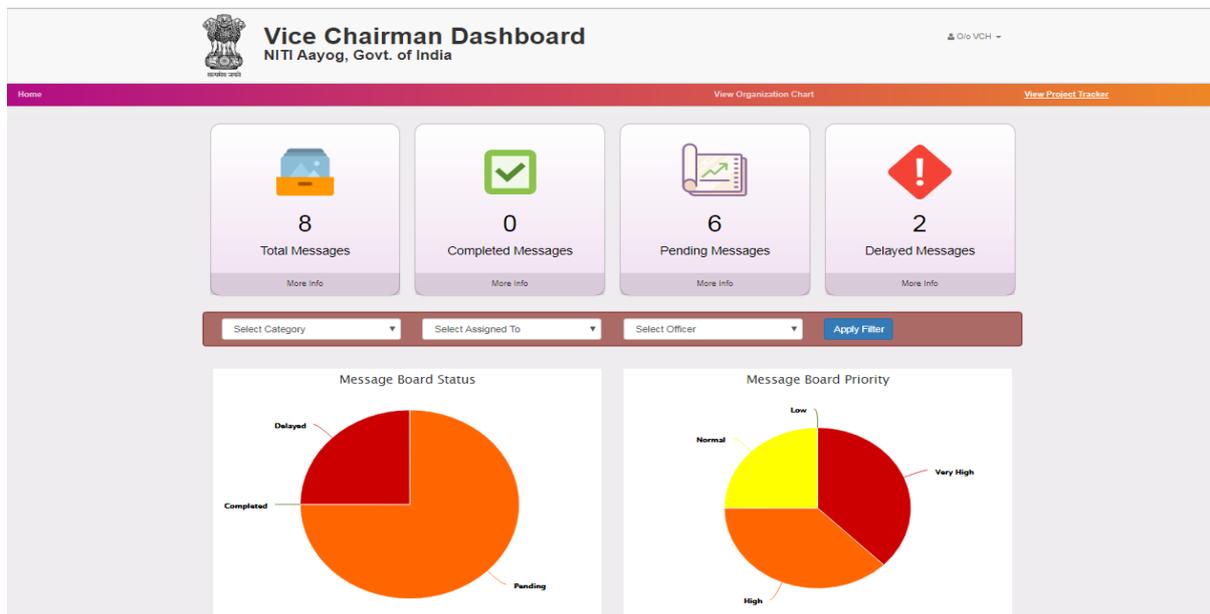
Export to Excel
Export to PDF
Show entries

S.No.	Message	Description	Date of Event	Assigned Officer	Category	Priority	Completion Date	Remarks by VC	Remarks	
1	Preparing Draft Cabinet note for Return of Scientists to India	VC Sir has directed that a draft Cabinet Note be prepared based on the action plan note sent by Tarun Khanna. He has directed it to be done within one week under the guidance of Member, VKS	22-10-2019	Shri Neeraj Sinha / Adviser	Notes	Very High	01-11-2019			View Action
2	Background note for return back of	Cabinet note, based on the	22-10-2019	Shri Neeraj Sinha /	Notes	Very High	08-11-2019			View Action

c. Summary page of the Dashboard for VC & his officers to monitor



d. Easy search by Category/ Designation/ Name/ Priority/ Delays



e. Respondents (CEO, Members, Advisers, VC's office staff, etc.) can add remarks

Message: Preparing Draft Cabinet note for Return of Scientists to India

Description: VC Sir has directed that a draft Cabinet Note be prepared based on the action plan note sent by Tarun Khanna. He has directed it to be done within one week under the guidance of Member, VKS

Date: 22-10-2019 **Completion Date:** 01-11-2019 **Priority:** Very High **Status:** Pending

Assigned To: Shri Neeraj Sinha / Adviser

Remarks:

Remarks by VC:

[Add Remarks](#)

Message: Background note for return back of Indian Scientists

Description: Cabinet note, based on the writeup received from Tarun Khanna, be shared circulated as background for the next meeting

Date: 22-10-2019 **Completion Date:** 08-11-2019 **Priority:** Very High **Status:** Pending

Assigned To: Shri Neeraj Sinha / Adviser

Remarks:

f. One more page to add remarks by respondents

Message: Background note for return back of Indian Scientists

Description: Cabinet note, based on the writeup received from Tarun Khanna, be shared circulated as background for the next meeting

Date: 22-10-2019 **Completion Date:** 08-11-2019 **Priority:** Very High **Status:** Pending

Remarks:

Remarks by VC:

[Add Remarks](#)

Add Message Status/Remarks

***Remarks**

***Status** Pending

Add Remarks
Close

Implementation of Five S for Physical workplace improvement – VC's office

Workplace organization activity in room 123

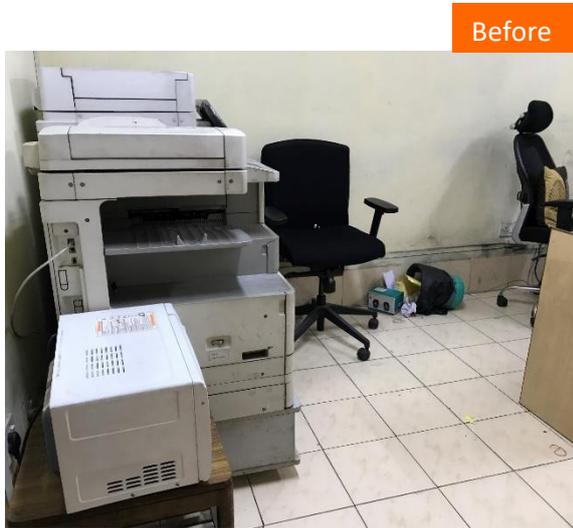


Under the guidance of PS & APS to VC, the VC's office staff weeded out old documents & records. Old documents, duplicate books, duplicate records etc. weighing more than 600 Kgs were moved to record room/ Library.

Physical workplace improvement – VC’s office

Space creation

Removed excess Printer and Photo copier in room 123

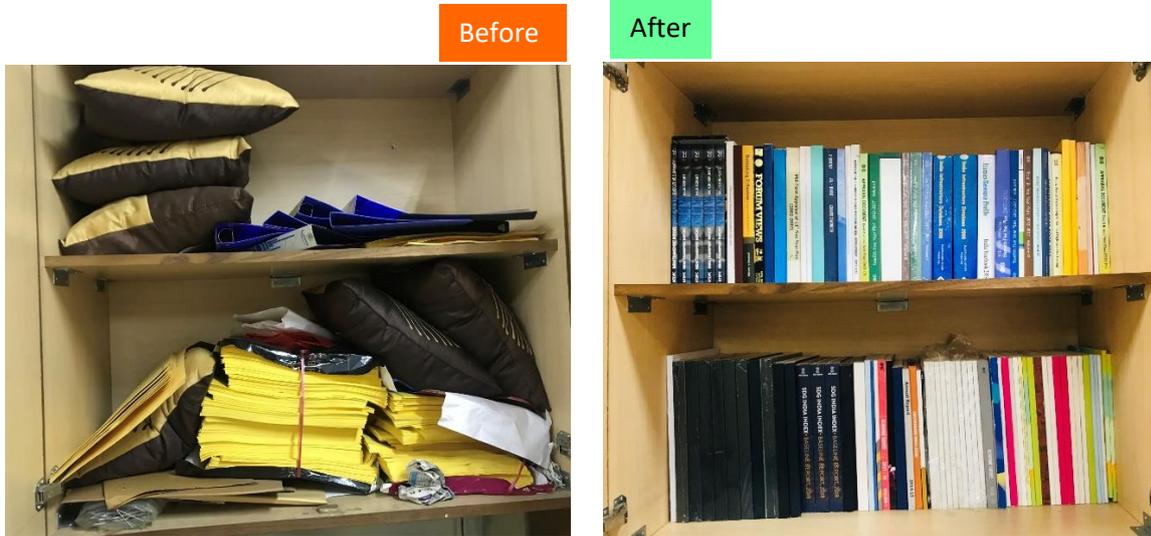


Workplace decluttered in room 123



Physical workplace improvement – VC’s office

Space utilized in room 123 which was used for storing important Books that were lying on tables/sofa because of non-availability of space.



Lose wires tagged and safety improved in room 123



Unsafe work area

Physical workplace improvement – VC's office

Arranging cabinets and cupboards in room 127

Before



After



Arranging files for easy retrieval in room 123

Before



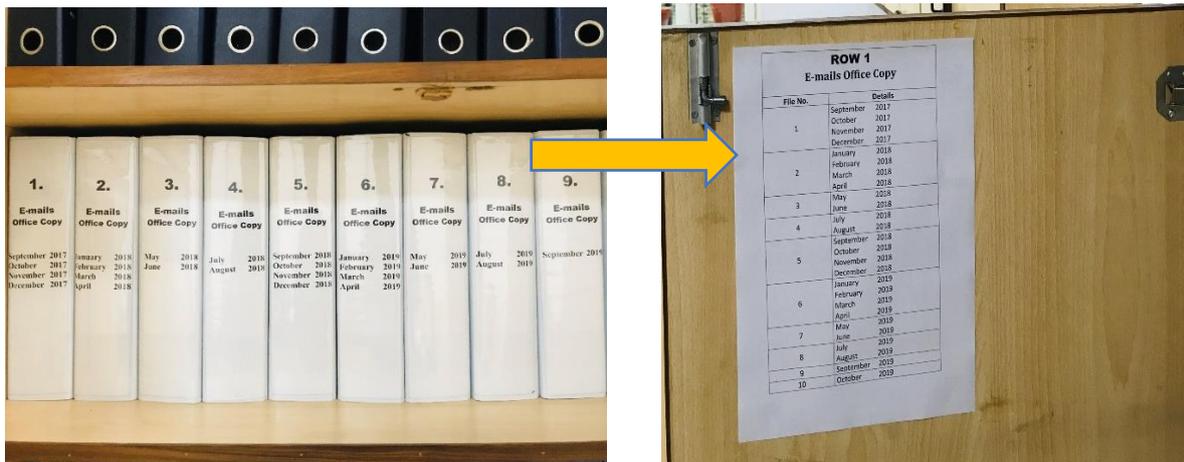
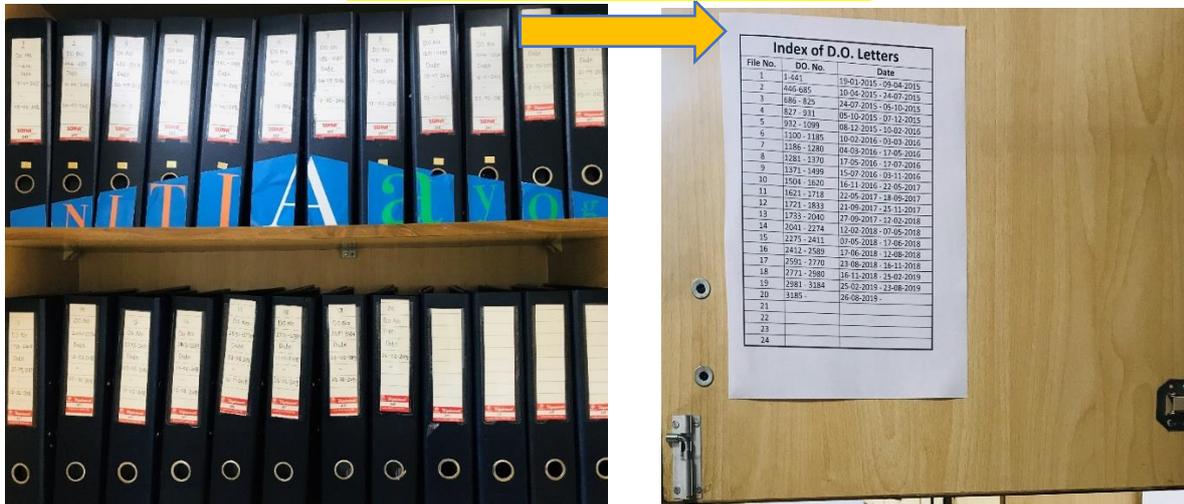
After



Physical workplace improvement – VC’s office

Arranging and indexing of files in room number 123

Indexing of every file for quick retrieval



Physical workplace improvement – VC's office

Arranging cabinets in 127 & 123



Well Organized & better lit workplace in room 123

Before



After



Disposing Unnecessary/ Not important papers/ documents

Limited Authority as per RULES to front end staff

Currently all papers/ documents (irrespective of its relevance/ importance) are marked as “File”. Staff in room 123 they file them accordingly and it gets accumulated.

Suggestion:

1. 3 categories of marking by Officers– “NI -1”; “NI-3” & “File”. The staff in room 123 will create 2 folders – “NI-1” & “NI-3”. They will put the marked papers/ documents in these folders.
2. All papers/ docs of “NI-1” folder created in “October” would be disposed/ shredded by room 123 staff on 1st of December. They need not wait for Orders/ decisions. Similarly, papers/ docs of “NI-1” folder created in November to be disposed on 1st January.
3. From “NI-3” folders, staff from room 123 can follow FIFO (First in First Out) and ensure 3 months old papers/ docs are destroyed/ shredded.
4. All papers/ documents marked “File” needs a review by “Officers” – may be once in six months. – the amount of time spent on this bundle would be much less.

Disposing off Unnecessary/ Not important e-mails

Limited Authority as per RULES to front end staff

Staff in Room 127 receive lots of e-mails addressed to VC, which they take a decision after reading & understanding the content “Important” & “Not important”. The staff are not marking copy of such “Not important” mails to VC/ PS to VC/ APS to VC. Such e-mails get accumulated in “Inbox” and occupy “e-mail Server space”.

Suggestion:

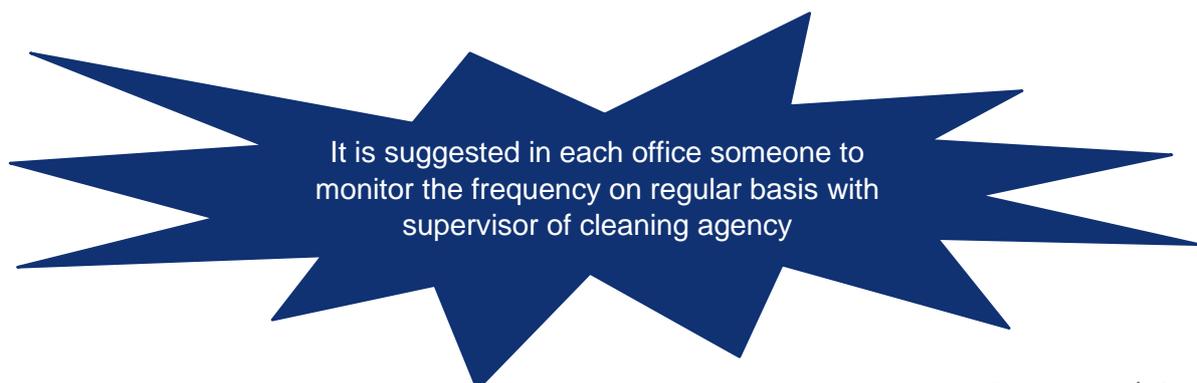
1. Creation of folders in e-mail box and transferring Un-important e-mails to “NI-1 Month” & “NI-3 Months” folders.
2. Beginning of every month staff in Room 127 can take decision to delete e-mails in folders which have crossed the “Retention” period.



Suggestion given above can be implemented in all Verticals through an Office Order.

Cleaning calendar- to sustain cleanliness in office

CLEANING SCHEDULE - ALL OFFICES/ SECTIONS, NITI Aayog						
#	What to Clean	Frequency	When	How to Clean	Who will Clean	Remarks
1	Workstation/ Table top - occupied by staff	once a Day	Beginning of Daily work	Dusting by a Clean cloth	Individuals	House keeping staff may be afraid to move papers/ files or touch PCs/ Laptops & hence the workstation may not get cleaned properly
2	PCs/ Laptops/ Desk top Printers	once a Day	Beginning of Daily work	Dusting by a Clean cloth	Individuals	
3	Workstation chairs, Sofa, Common chairs	once a Day	Before Staff enter Office	Dusting by a Clean cloth	House-keeping staff	
4	Table tops of common areas	once a Day	During the day	Dusting by a Clean cloth	House-keeping staff	
5		once a Day	During the day	Dusting by a Clean cloth	House-keeping staff	
6	Network Printers, Refrigerators,	Once a week	Saturdays	Cleaning by using Colin or with a wet cloth dipped & squeezed in soap solution. All stains to be removed	House-keeping staff	
7	Below the workstation/ Table & Foot rest	once a Day	Before Staff enter Office	Dusting by a Clean cloth	House-keeping staff	
8	Floor	once a Day	Before Staff enter Office	Dry mop	House-keeping staff	
9	Floor	once a Day	Before Staff enter Office	Wet mop	House-keeping staff	
10	Floor - difficult to reach area around Workstation	once a Day	Before Staff enter Office	Vacuum cleaner with proper accessories	House-keeping staff	
11	Window Panes	once a Day	During the day	Dry & Wet cloth	House-keeping staff	
12	Cupboards/ Main Doors/ Racks/ Shelves	once a Day	During the day	Dry & Wet cloth	House-keeping staff	
13	Fans/ Light fittings/ AC	Once a week	Saturdays	Cleaning by using Colin or with a wet cloth dipped & squeezed in soap solution. All stains to be removed	House-keeping staff	
14	Curtains	Once a week	Saturdays	Vacuum cleaner with proper accessories	House-keeping staff	
15	Top of Cabinets/ Cupboards	Once a week	Saturdays	Vacuum cleaner with proper accessories	House-keeping staff	
16	Floor - difficult to reach area behind the cupboard/ Sofa/ below the cupboard - where Gaps available between wall & the furniture/ equipment	Once a week	Saturdays	Vacuum cleaner with proper accessories	House-keeping staff	
17	Roof -removing any cobwebs	Once a month	1st Saturday	Vacuum cleaner with proper accessories	House-keeping staff	
18	Window area - between window pane & Pigeon Net	Once a month	1st Saturday	Vacuum cleaner with proper accessories	House-keeping staff	



It is suggested in each office someone to monitor the frequency on regular basis with supervisor of cleaning agency

HR Deployment Tree for VC's office –
developed by NIC team



Profile, job description for every employee in Niti Aayog with a click of P C mouse

Profile of Padmavathi Ravi

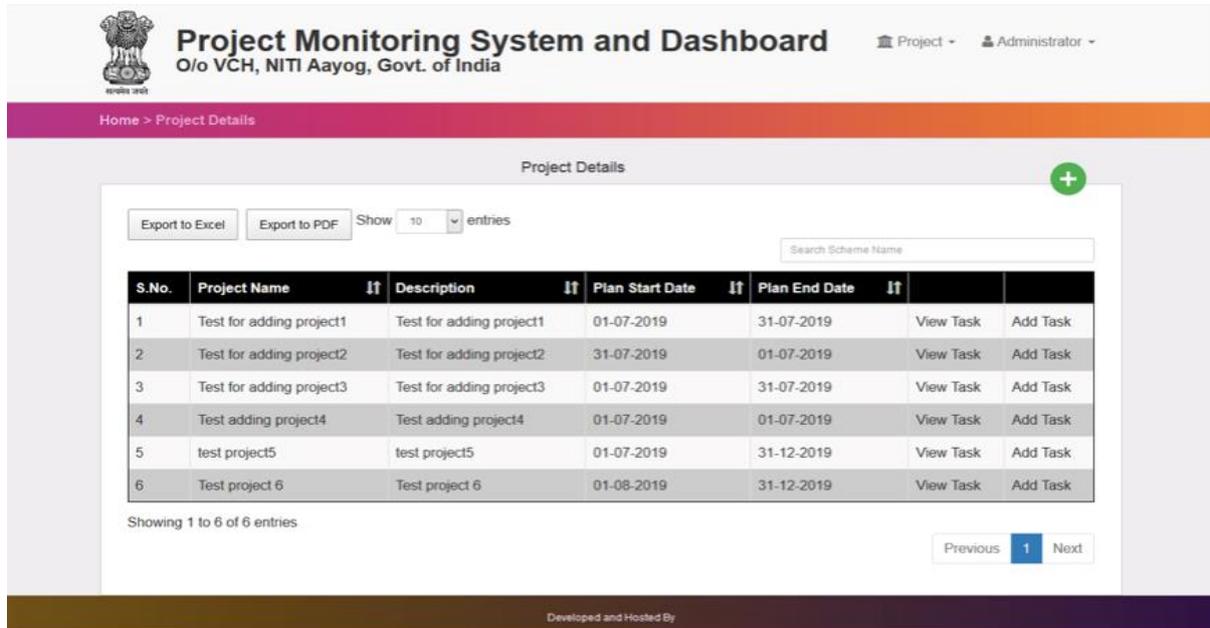
Name	<input type="text" value="Padmavathi Ravi"/>
Designation	<input type="text" value="PS"/>
Email	<input type="text" value="padma.ravi@nic.in"/>
Mobile	<input type="text" value="9999999999"/>
Room no	<input type="text" value="127"/>
Roles & Responsibilities	<div style="border: 1px solid #ccc; padding: 5px; min-height: 100px;"> <p>— Supervising the entire VCH Office's work; — Responding to queries regarding scheduling/re-scheduling of meetings/appointments/invitations and follow-up of brief/background/talking points of various internal and external meetings, etc.; — Managing logistical requirements for internal and external meetings, ensure receiving/see-off of dignitaries etc. visiting NITI Aayog and taking care of public relations with visitors; — Attending to Staff's grievances; — Sending notes, requisitions, letters, fax under her signature; — Signing/verify of vouchers from Coffee Board/Tea Board, etc; — Assigning work to subordinate in the absence of any staff member, etc.</p> </div>

Job
description

Implementation of Kaizen concepts in S & T Vertical

Project Tracker at Adviser's level – developed by NIC team

a. Project/ task updation form



Project Monitoring System and Dashboard
O/o VCH, NITI Aayog, Govt. of India

Home > Project Details

Project Details

Export to Excel | Export to PDF | Show 10 entries

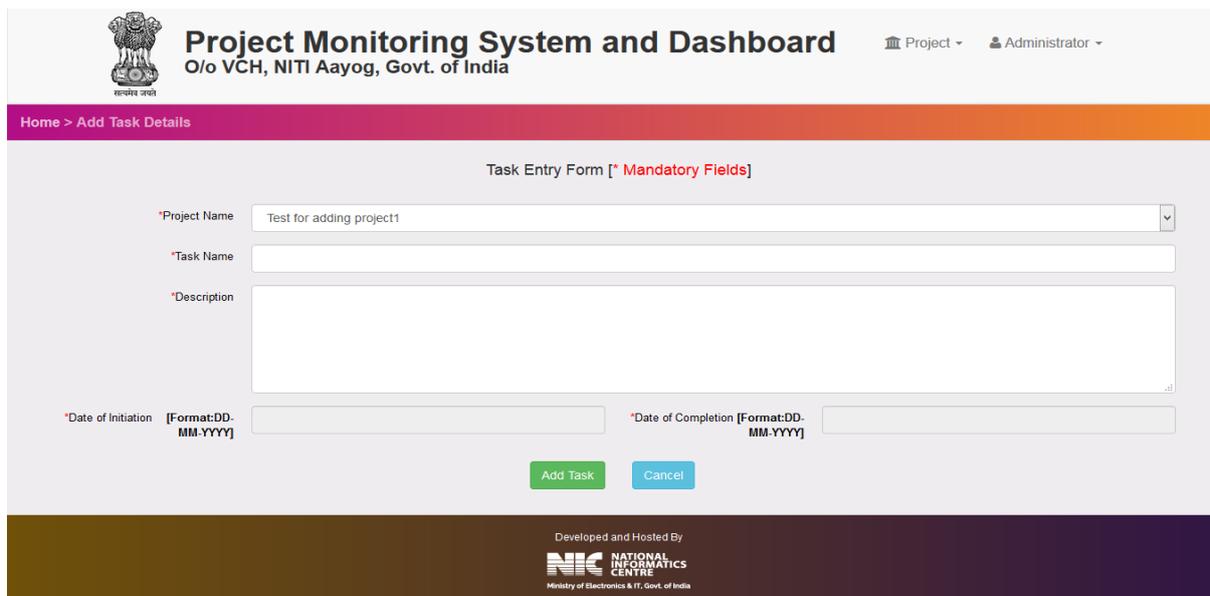
Search Scheme Name

S.No.	Project Name	Description	Plan Start Date	Plan End Date		
1	Test for adding project1	Test for adding project1	01-07-2019	31-07-2019	View Task	Add Task
2	Test for adding project2	Test for adding project2	01-07-2019	01-07-2019	View Task	Add Task
3	Test for adding project3	Test for adding project3	01-07-2019	31-07-2019	View Task	Add Task
4	Test adding project4	Test adding project4	01-07-2019	01-07-2019	View Task	Add Task
5	test project5	test project5	01-07-2019	31-12-2019	View Task	Add Task
6	Test project 6	Test project 6	01-08-2019	31-12-2019	View Task	Add Task

Showing 1 to 6 of 6 entries

Previous 1 Next

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Project Monitoring System and Dashboard
O/o VCH, NITI Aayog, Govt. of India

Home > Add Task Details

Task Entry Form [* Mandatory Fields]

*Project Name: Test for adding project1

*Task Name:

*Description:

*Date of Initiation [Format:DD-MM-YYYY]:

*Date of Completion [Format:DD-MM-YYYY]:

Add Task | Cancel

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Ministry of Electronics & IT, Govt. of India

Implementation of Kaizen concepts in Admin Vertical

Process improvement in DAK (CR- Central Repository) section



Before Kaizen –
Scanning in 2nd floor



After Kaizen

- Scanning in same DAK room

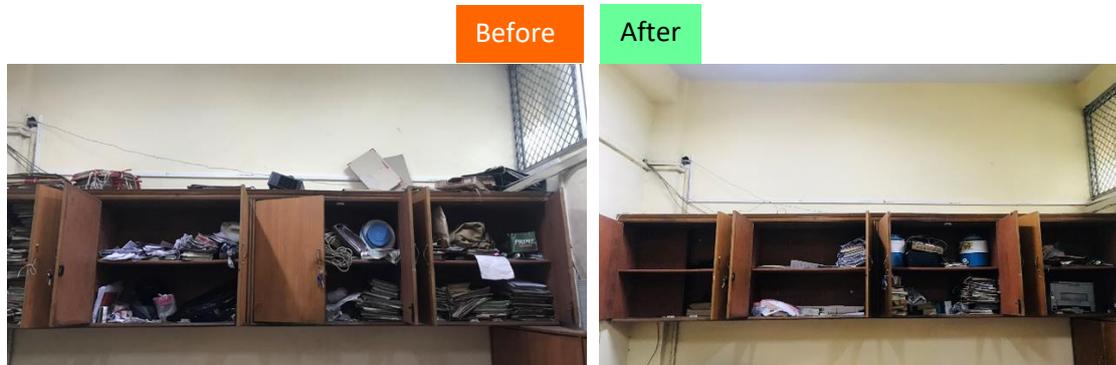


Staff movement from Ground to 2nd floor for scanning eliminated

1 room saved in second floor, better co-ordination between scanning team and CR team

Physical workplace improvement – DAK (CR) section

Unnecessary items were removed



Old records were shifted record room



Physical workplace improvement – DAK (CR) section

Workplace arrangement

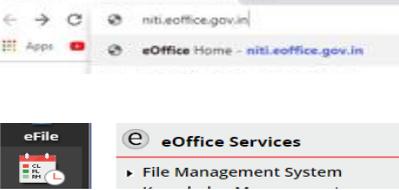
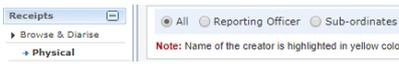


Draft SOP for DAK (CR) section

Sequence of steps to be followed for scanning and Diary in E- Office

SOP for E-office Scanning of DAK

1. Open Letter, read Name, Subject and Vertical
2. Open Google and type **niti.eoffice.gov.in** to open window and login
3. Click on '**File Management System**'
4. Click on '**Receipt**' and then '**Physical**'
5. Insert letter in the paper tray click on scan icon and save to folder
6. 
7. Upload scanned file & Fill the necessary fields in '**Diary Details**' click on '**Generate and Send**'
8. Note '**Receipt Number**'
9. '**Send**' it to concern authority



Disposing papers/ documents after scanning by DAK (CR)

Limited Authority as per RULES to front end staff

Currently all papers/ documents after Scanning & Dairy in e-office are stored in DAK (CR) room. They have accumulated papers of the last 2 years.

Suggestion:

- *Every evening the docs/ papers which have been scanned & Dairy in e-office? to be distributed to respective Verticals.*
- *All verticals to follow the "Disposal procedure" mentioned in slide 61.*

This step would ensure the disposal by the appropriate section staff & authority, instead of accumulating at DAK/ Record room.

Physical workplace improvement – Protocol office

The protocol office staff & officers sorted all unnecessary items and disposed them.

All unnecessary items after Sorting action by Staff



Physical workplace improvement – Protocol office

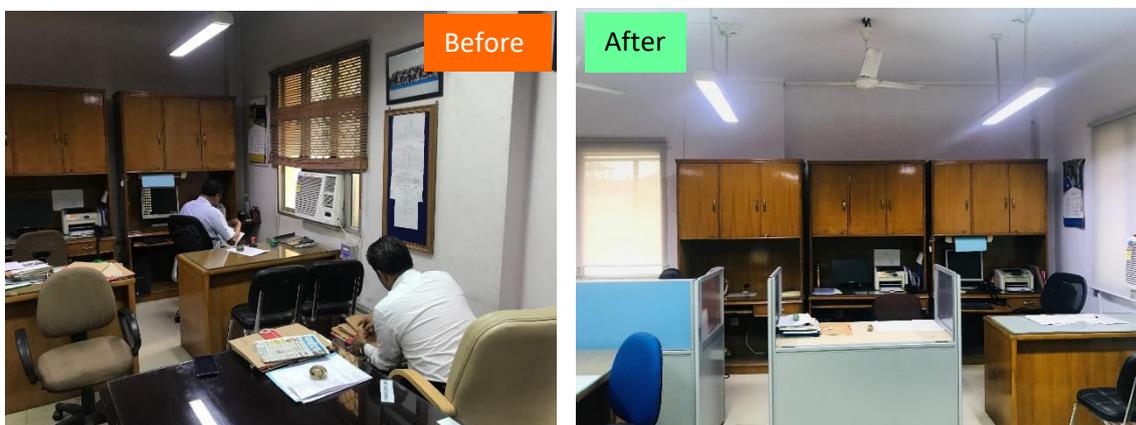
Post implementation of Five S



File arrangement within available space & category wise....



Protocol office is a better organized workplace...



Proposed future actions in the next Phase of intervention by Kaizen Institute @ NITI Aayog

1. Simplification of 4 Admin related processes (already identified in Phase 1) using Process Mapping technique, identifying NVA (Non-Value Added) activities and removing/ reducing them.
2. Converting every section office room – like Room 123 (with respect Document/ Files/ Folder arrangement)
3. Converting every Section Office into “Visual Office” – tracking/ Monitoring Boards – to enable “Front-end staff to SEE PROBLEMS & SOLVE PROBLEMS” under the guidance of respective Officers.

Thank you

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