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July-September 2014

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Editorial

Quality India - July 2014



B. Venkataram
Secretary General
Quality Council of India

Dear stakeholders,

In April 2014 I had shared our plan to bring out Quality India more regularly and I am glad that we have been able to stick to our plan.

I am glad that with active support from many well wishers like you we were able to organise the flagship event of QCI – ‘The National Quality Conclave’ successfully in April 2014. The QCI website has the conference proceedings. Hopefully QCI itself would be a living model of the concept of building and sustaining a culture of excellence through collaborative efforts which was the theme of the conference.

I have some good news to share with the readers. QCI would be getting Plan funds this year for its quality campaign carried out through the National Board for Quality Promotion.

The various Boards of QCI have been active and have been adding new programs to their existing accreditation / registration programs.

NBQP is spearheading the challenge of implementing ISO 9001 in a number of government departments. The membership of QCI, both corporate and individual members has been growing and NBQP has plans to open QCI Chapters in cities / regions where there are a number of QCI members.

QCIs vision is to position itself as ‘adviser’ to the government and the industry on all matters relating to conformity assessment and accreditation. The Boards of QCI have been providing support to various ministries and government departments and have developed schemes to support better implementation of regulations. NABCB received recognition for their efforts by finding a mention of NABCB accredited agencies being utilised by Railways to ensure serving of safe and hygienic food during travel. The government’s effort seems to be on reducing the ‘inspection raj’ and relying on third party inspection / certification, thus more effectively utilising the conformity assessment infrastructure available in the country. NABET and NABH have also been involved in developing programs that would help in better implementation of regulations. These programs have also been welcomed by the industry as they provide better options for the industry and service providers to demonstrate compliance to regulation.

QCI and its Boards are poised for further growth and the continued support of its stakeholders would ensure that we deliver value adding programs that are reliable and cost effective.

I do look forward to your continued support.

"Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives."

- William A Foster



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IRCTC catering election special trains

In the past elections, CISF constables used to transverse long distance across the country for poll duty. On these long, tedious journeys these constables often faced problems related to food and water. But during this year's election, the CRPF (Central Reserve Police Force) constables were served hot and fresh food by the IRCTC (Indian Railway Catering and Tourism Corporation), which fueled the security force.

Gone are the days when CISF constables travelling during the election time had to face problems. In past elections, the train used to stop at several places and sometimes even at places where there was nothing and the constables had to go out looking for food or cook meal for at least 1,000 troops before the train resumed its journey. There would never be enough food for all in the train, for which, the train had to stop, and everytime it stopped, the train would be delayed by at least 4-5 hours, prolonging the journey.

But this time the forces were pleasantly happy and surprised. For the first time since the 1951 general elections — following an Election Commission directive — the IRCTC provided meals to security forces en route to the place of deployment for poll duty. CRPF is the nodal agency for force movement and deployment in 2014 elections. The EC then directed the IRCTC to provide packed meals to troops on election specials. The exercise was carried out between March 13 and May 20, IRCTC has provided about 1,80,000 food packets on 48 trains carrying about 48,000 troops. With each 650gm food packet, including a fruit, every personnel gets bottled water. Election special trains traverse distances from



M P Mall



R N Kalita

215 km from Silchar-Lamdang to about 2,300 km from Dhanbad to Ashokapuram in Mysore.

This was the first time IRCTC had undertaken such a mammoth exercise. Election Commission of India and Ministry of Home Affairs had entrusted the work of supply of meals to Security Forces mobilised across the country for General





Amitabh Nigam, Group GM (Procurement & Quality)

This was a team work which involved all the zonal authorities as a dedicated team of professionals at corporate office. This also couldn't have been possible without the support from approved vendors all over the country.

Elections-2014. The task given required round the clock co-ordination between Railways, Security Forces (mainly CRPF) and IRCTC offices. In addition, mobilisation of men and material to undertake the huge task at short notice was also done by IRCTC. Overall operation was directed by R N Kalita, Director (Catering Service).

During the span of two months from March to May 2014, IRCTC had supplied more than 10 lakh meals in 235 special trains and more than 100 splinter coaches. Foods were supplied from 215 stations on Indian Railways. The arrangements made by IRCTC have been widely appreciated by Election Commission of India, Ministry of Home Affairs, Ministry of Railways and CRPF.

In another first, election special trains were being booked through a single window system. Earlier, each paramilitary force and their units would run around to book trains to transport their personnel. This time, CRPF — nodal agency for force movement and

Issues regarding catering in Elections Special trains:-

1. Verification of number of meals - The number of meals are varying at times from the initial quantity suggested in CRPF messages. Consequently, either shortages are reported or excess meals are prepared going waste. The excess meals shall also be charged in absence of any amended instructions.
2. Receipt of meals cumbersome – While the meals are being given at three spots in the platform, getting receipt from the representative of armed forces is cumbersome. Suggested that distribution should be done from one spot only.
3. Late running of trains - Due to late running of trains, the meals which have been prepared may go waste and will have to be charged to MHA, even as fresh meals are given at the next stations. Quality of meals may also suffer, if train is late more than two hours.
4. Earlier arrival of trains - If a few cases, trains have been speeded up causing arrival earlier than scheduled, thereby making the supply difficult.
5. Change of route of trains - In the event of route of trains being changed, the challenge is to fix up a food service provider in a very short period of time. This may cause delay in meals.
6. Loading of food of non platform area - In such cases when the train is taken on a non platform line, it becomes difficult to load the food. Receipt of food which is loaded is required to be given before loading.
7. Food requirement given in splinter coaches - As agreed, only for those coaches for which advance messages of trains food have been received, meals will be supplied.
8. Daily meeting of Nodal Officers - Despite all efforts of a daily meeting with CRPF representative, it has not been possible to be convened. It is requested that a suitable time may be earmarked for daily meeting between one CRPF and IRCTC. Also, all phone nos. of CRPF may be kept on 'receive' mode at all times.

Another initiative of IRCTC

IRCTC is also doing well in its spiritual circuits. The Bharat Darshan tour packages with confirmed train bookings have been getting very good response. IRCTC have started catering to the outbound market also. The Shri Ramayana Yatra, which was started from Chennai for Sri Lanka has been a resounding success, so much so that IRCTC is planning to start it from other cities.

IRCTC will run special trains for pilgrims this summer. The trains are available for Shirdi and Vaishno Devi too. Passengers can board trains from Lucknow, Kanpur, Varanasi and Sultanpur. Shirdi trips were available between May 3-8, May 16-21, May 23-28 and June 5-10. Every trip cost ₹3,330, as per a report in one of the leading national dailies. Vaishno Devi trips were available between May 10-14 and May 30-June 3. Every trip cost a person ₹2,800. The trains had sleeper coaches only.

In another initiative, around 32,000 users have registered for the e-wallet scheme launched by Indian Railways Catering and Tourism Corporation (IRCTC) in November last year. The e-wallet scheme allows users with an IRCTC account to deposit money with IRCTC itself for future booking of e-tickets from the website www.irctc.co.in. The facility saves time and nullifies chances of money being deducted from one's account without the ticket being booked. In case of ticket cancellation, the due refund is credited to the e-wallet of the passenger the next day. As per official estimates, 76000 tickets have been booked by users using the e-wallet. The average daily booking through the facility has gone up to nearly 750 tickets from the initial 250 tickets when the scheme was launched in mid-November 2013.

IRCTC launches next generation e-ticketing system

The IRCTC has been migrated to Next Generation e-ticketing System. IRCTC has launched the updated system at their official website www.irctc.co.in. The customers of IRCTC have been requested to login on www.irctc.co.in once, so that your credential may be migrated to the Next Generation E-ticketing System.

- The user interface has similar modules such as previous booking system but website is much faster and loading time of webpage is significantly lesser than old website, even in peak booking hours. The login screen has captcha as part of user authentication.
- Ticket booking starts at tab 'Plan my Journey' or 'Quick book'. Booking ticket through Plan my journey is similar to previous booking interface except the ticket type which has option of e-ticket only. The Quick book option is also same and requires more crude details such as the train number, date, stations, journey class and quota (general, ladies, tatkal).
- If you click on train number then train schedule is displayed on pop-up window. Whenever you click on any class, the availability is displayed above the table for list of trains.
- There is one aspect which is improved in the user interface design of this Next generation e-ticketing system (NGeT). When you click on any class, the availability is shown above the train table. When you click on other class or train (other availability query) then results/ availability is displayed on another tab screen above train table. So all the train availability queries are displayed in separate tabs above train table. This helps in deciding about the bookings. In earlier system, each availability query was replaced by next query. Here the availability queries are displayed on individual tab screen. So all results are readily available to user. The availability window shows Book Now option. So you can proceed to book ticket. Other steps of ticket booking are similar; difference is only new design and faster loading pages.
- There is one little distracting object i.e AdSense ads in right side windows. These 728 x 90 AdSense ads take away the better side of clean user interface design. It looks like an unnecessary inserted object in user interface.

It seems that IRCTC has created this Next generation e-ticketing system with complete new interface and database therefore the old bookings and past records are still with the old website. When you click on Booked Ticket History (Old) then it brings you back to old website. But it is all a transient process for few months.

deployment in 2014 elections — have booked around 200 special trains through the IRCTC to transport about two lakh forces across 29 states to secure polls. This is the largest force mobilisation ever. "The CRPF people will not have to run now to their bookings done. They can now get this done from anywhere in the country," shares Shri M P Mall, Director (Finance) IRCTC.

The day terrorists attacked at Jammu's Kathua, the Samba-Raipur election special was delayed by at least five hours. Unlike government agencies, IRCTC paid in advance to the food supplier and transported food packets from Jammu to Samba so that troops didn't miss lunch.

Indian Railway Catering and Tourism Corporation (IRCTC) has earned ₹29 crore from its 80 non-railway catering outlets across the country in 2012-13, a jump of ₹18 crore compared to previous year. During 2012-13, IRCTC achieved a total income of ₹719.69 crore with a gross profit of ₹92.41 crore compared to a total income of ₹554.11 crore with a gross profit of ₹76.54 crore in 2011-12. The net worth of the corporation has also increased to ₹291.77 crore from last year's ₹246.70 crore.

IRCTC has opened catering units at IIT-Chennai and Trivandrum Medical College, Vadodara Postal Training College, Cochin Info Park and WB High Court Kolkata, ISTM, MCA.



IRCTC's kingdom of food



ENTRANCE OF THE NRC UNIT-AIRPORT AUTHORITY OF INDIA,CHENNAI



Medical Tourism Industry - Advantage India

India is unique as it offers holistic medicinal services with yoga, meditation, ayurveda, allopathy and other medical facilities. It offers a unique basket of services to an individual that are with difficult to match in other countries. For Indian healthcare institutions, the quality of service is the biggest USP, followed by the cost advantage.

By | Amit Aggarwal, Director, Wish Bone India

Travelling abroad for health is not a new phenomenon. Medical tourism is actually thousands of years old. Cross-border travel for health reasons is a \$40 billion market and growing at over 15 per cent a year throws up huge opportunities for anyone smart enough to tap it. Broadly defined as a collaboration of medical services with the tourism industry, healthcare tourism offers cost-effective medical services for individuals who cannot afford these services in their country due to high costs or to people who are tired by long waiting times.

Countries that are actively promoting healthcare tourism includes Belgium, Singapore, Malaysia, India, Thailand, Cuba, Costa Rica, Hungary, and Poland. Greece and South Africa are also emerging as new destinations. **India is the latest entrant in the field of health tourism.**

Healthcare insurance companies within industrialised nations have begun considering medical tourism as a potential cost-saving measure, and have discussed providing round trip airfare and tourist excursions as 'consumer incentives' to help encourage this kind of travel.

The emergence of a private sector that thrives by servicing a small percentage of the population that has the ability to 'buy' medical care has changed the character of the medical care sector. Corporate run institutions are seized with the necessity to maximise profits and expand their coverage. In this background, corporate interests in the medical care sector are looking for opportunities that go beyond the limited domestic 'market' for high cost medical care. This is the genesis of the 'medical tourism' industry.

The private sector stool stands on three legs

- Quality
- Affordability
- Ethical practice with tight fiscal controls resulting in reasonable profit.

A study conducted by the Confederation of Indian industry (CII) and Mckinsey consultants says that in 2005 around 150,000

foreigners visited India for medical treatment and number is rising by 15 per cent every year. CII says that India has the potential to attract one million medical tourists per annum and this could contribute around US\$ 5 billion to the economy.



Amit Aggarwal

The medical travellers:

In the late 1980s and early 1990s, most medical travellers coming to India were from the Arab countries, Africa and South-East Asia. But today, medical travellers to India can be divided into three distinct geographical groups who travel for distinctly different reasons.

The first group:

The first consists of the Americans and Europeans. Lifestyle surgeries and costs were the factors driving the Americans to travel abroad. As baby boomers- those 76 million Americans born between 1946 and 1964 – age, they are increasingly going in for facelifts, dental treatment, Botox treatments, tummy tucks etc, and since, cosmetic surgery is not covered by medical insurance, many Americans prefer to travel abroad.

The British were being forced to seek medical treatment in other countries by the sheer waiting lists caused by the National Health Service.

The second group:

The second big group of medical travellers comes from the Middle East. These are citizens of oil rich nations flying India to seek medical facilities that are either unavailable or in short supply in their own countries.

The third group:

Finally, the last group of medical travellers forms a motley lot. They are from the least developed countries and countries with generally poor infrastructure, who seek treatment facilities at some neighbouring country with better infrastructure.

The key 'selling point':

The key 'selling point' is its 'cost effectiveness'. Also, clinical

outcomes in India are on par with the world's best centres, besides having internationally qualified and experienced specialists. Price advantage is a major selling point. The slogan, thus is, 'first world treatment at third world prices'. The cost differential across the board is huge: only a tenth and sometimes even a 16th of the cost in the west.

The competitive advantages:

The source of competitive advantage arises from the skilful use of its core competencies. These competencies are used to gain competitive advantage against rivals in the global market.

World-class treatment at competitive price:

India offers world-class healthcare that costs substantially less than those in developed countries, using the same technology delivered by competent specialists and attaining comparable success rates.

Availability of skills, knowledge and resources:

Indian medical education turns around 30000 doctors and

nurses every year adding to the existing pool of over 14 lakh doctors and nurses.

About a dozen of corporate hospitals provide world-class treatments across all specialties. Availability of over 15,000 hospitals and 870,000 hospitalbeds provides adequate infrastructure support to the healthcare tourists.

Strong reputation in the advanced healthcare segment:

India have a lot of hospitals offering

world-class treatments in nearly every medical sector such as cardiology and cardiothoracic surgery, joint replacement, orthopaedic surgery, gastroenterology, ophthalmology, transplants and urology to name a few. The various specialties covered are neurology, neurosurgery, oncology, ophthalmology, rheumatology, endocrinology, ENT, paediatric surgery, paediatric neurology, urology, nephrology, dermatology, dentistry, plasticsurgery, gynaecology, pulmonology, psychiatry, general medicine and general surgery.





Indianism:

With Ayurveda becoming increasingly popular across the globe, this ancient Indian therapy can be used as a non-surgical treatment for various ailments along with medication and yoga. This is helping the Indian healthcare tourism offerings.

The diversity of tourist destinations availability:

Leisure tourism is already very much in demand in India as the country offers diverse cultural and scenic beauty. India has almost all sort of destinations such as high mountains, vast deserts, scenic beaches, historical monuments, and religious temples etc, known for its hospitality for tourists.

There is an opportunity in medical tourism because Indian healthcare institutions is in a position to offering quality medical services at one-tenth the cost compared to that in many countries in the west. With regard to quality of the service, we stand shoulder-to-shoulder with the best hospitals in the US. For medical tourists coming from abroad there is value proposition in terms of costs and quality.

The biggest challenge is to position India as a favourable healthcare destination by setting high health standards for

ourselves, and work in

association with the government and the medical council to see to it that all hospitals keep up to those standards. Now, the Indian healthcare federation is working along with different industry chambers to promote medical tourism in the country.

The US\$40 billion opportunity is there for all. However, Indian healthcare institutions and Indian will lose out if we do not catch over the next two years. Competition is building up fast from countries such as Thailand, Singapore and Australia.

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Sustainable Sourcing

By | Antonio Astone – Global Sustainability Head for DNV GL, Business Assurance

Globalisation, technology and the desire for profit made it possible to manufacture parts in one nation, put them together in another and sell them in a third. This revolution in the supply chain did not diminish the need for sustainable behaviour, however. It demands a solid mechanism to ensure responsible performances towards the stakeholders involved and the sustainable performances of products and services. Product sustainability and supply chain sustainable practices are indeed deeply intertwined. For products to be considered sustainable not only infers they have been designed and manufactured with a 'sustainable life cycle approach' but also that suppliers respect sustainable principles and practices.

Until recently, corporate sustainability strategies focused almost entirely upon their production and distribution systems with no regards at all to the ample spectrum of those involved in the upstream processes of the value chain. However, after a series of scandals caused by the dreadful working environments of their suppliers' facilities - the vast majority of which happen to be located in the underdeveloped regions of the world - western corporations realised how the supply chain cannot be divorced from corporate social responsibility concerns about the environment, health and safety. European managers and their American counterparts have eventually come to the conclusion that the impact on environment and society lies much more in other parts of the value chain than in the sole manufacturing process.

Further on, such a major

shift in corporate sustainability management practices has been corroborated by the latest developments in the global and industry-wide sustainability initiatives. The recently-released G4

for instance, widely acknowledged as the most prominent guidelines on sustainability reporting, stresses now more than ever the central role of the supply chain performance disclosure. Explaining the increased focus on supply chain management in a special G4 Conference session about supply chains, speaker Dwight Justice of the International Trade Union Confederation put it this way: 'Companies - the game has changed. Your responsibilities have changed. The supply chain is now a fundamental part of your responsibility'.

The controlling and monitoring of the supply chain has thus become a major issue for companies supplying from the southern hemisphere of the world and has concurrently gained the attention of the media and that of the global community. Transparency is now the much-needed requirement for any organisation wishing to avoid damages to its intangibles and disruptions in the value chain. Most interestingly, new approaches to sustainability management are showing western companies alternative ways to integrate socially responsible behaviours as drivers for growth and enhanced competitiveness. Organisations now seek to contribute to the ongoing debate by providing a holistic yet intuitive tool for assessing and improving the performance of a company's sourcing process which, in turn, will positively impact the overall sustainable business performance.

"We live in an increasingly resource aware and resource constrained world. We need to live within our means and not borrow from the future. To build a sustainable tomorrow we need to make our supply chain sustainable today. In fact, I firmly believe that increased sustainability in the supply chain reduces risks and increases profits for all organisations and stakeholders."

—Kris Gopalakrishnan, CEO and Co-Founder, Infosys





Considering Stakeholders' Perspectives in Enterprise Risk Management

ISO/DIS 9001:2014 has now been published. This article includes some new topics, such as organisational context, knowledge and a formal introduction of a risk-based approach to management system. ISO 9001 being the most widely used management system standard globally, these changes will now influence many organisations worldwide, one way or the other. A risk based approach to management system will influence the success of an organisation's management system like never before.

The idea is to focus on the concepts relative to 'risk appetite' and 'risk tolerance', and attempt to provide an approach that could assist an organisation in building operating safety margins within its management systems, thus building organisational resilience.

Risk Appetite (How hungry are you?)

Risk Appetite is the amount and type of risk that an organisation is prepared to pursue, retain or take. Before we can understand 'risk appetite', it is important to understand risk sources, which is an element which alone or in combination has the intrinsic potential to give rise to risk, where 'risk' is 'uncertainty in achieving objectives'. In more simple terms, anything in an organisation that could vary and affect organisation's objectives is the risk sources.

If we are considering an objective

related to product quality for a manufacturing organisation, the typical examples of risk sources could be manufacturing process, measurement system, competence of personnel, technology, methods, machines, finance, work environment, to name some.

What then we could do is to:

- identify such risk sources,
- determine what can go wrong with each risk source,
- determine what are the consequences of such wrong doings on the achievement of desired level of product quality,
- determine what are the likelihoods of such things 'going wrong' and
- compute the risk levels as consequence times the likelihood.

The computed risk levels, when matched with organisation's risk evaluation matrix, would show what product risks can be acceptable and what risk levels are to be reduced or managed.

For example, this manufacturing organisation could come to conclusions on level of variations that could be tolerable on each of the risk sources. Depending upon the type of products, conclusions could vary; for a product where quality is greatly affected by hygiene considerations, less variation could be tolerated in the work environment.

Subsequently, risk treatments are applied on unacceptable level of risks and we are then left with 'residual risks' – which

“Risk tolerance is, 'organisation's or stakeholder's readiness to bear the risk after risk treatment in order to achieve its objectives'. The key word here is 'stakeholder', whose views are to be considered.

is risk remaining after risk treatment. For example, if we identify measurement system variation giving rise to unacceptable level of risk, we improve the measurement system capability (risk treatment), thereby bringing the residual risk level to an acceptable level.

This is typically considering organisation's own understanding of what risk level is tolerable and what is not. However, this may not be sufficient, because organisation's various stakeholders could have other levels of tolerance.

Risk Tolerance: Translating risk appetite into reality

Risk tolerance is, 'organisation's or stakeholder's readiness to bear the risk after risk treatment in order to achieve its objectives'. The key word here is 'stakeholder', whose views are to be considered.

For the same scenario of a manufacturing organisation, where product risk is critical to consider, we could then:

- identify internal and external stakeholders of the organisation relative to product risk,
- determine expectations of each such stakeholder,
- compute risk level of the element/process under consideration (what can go wrong, consequence, likelihood, risk level (consequence x likelihood)).

We can then match the computed risk levels to risk evaluation matrix to determine what is acceptable and what is not. This would follow appropriate risk treatments, to reduce or manage unacceptable risks. This is viewing product risk from stakeholders' perspectives.

The final step should be to match risk computations from organisation's internal perspective and organisation's stakeholders' perspective and either accept stakeholders' views and incorporate those within the process control, or renegotiate. Experience has

shown that this matching exercise, many times, alter organisation's risk evaluation and better align organisation's perspectives of risk to that of its stakeholders.

For example, we may realise, a measurement system variability of 10 to 15 per cent, compared to product tolerance, thought to be acceptable by the organisation, is actually required to be less than or equal to 10 per cent, when stakeholders' perspectives are considered.

Risk tolerances need to develop from overall risk appetite, but they also need to be in line with organisation's goals. The key here is to take stakeholders' perspectives into account. And if we can build in, not only current needs and expectations, but also future needs and expectation of the stakeholders into this exercise, we can build an operating safety margin for each process within an organisation, thereby building a safety margin for the organisation as a whole.

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Glimpses of 9th National



Conclave 2014



A Quality Movement at the 9th National Quality Conclave

April 15-16, 2014 at Hotel Le-Meridien, New Delhi



The 9th National Quality Conclave was held on April 15-16, 2014 at Hotel Le-Meridien, New Delhi. Over the years, the Council has been taking various initiatives to promote the cause of good governance, empowerment and quality of public services and accordingly themes for the Conclaves have been selected. This year, for the 9th National Quality Conclave, the theme was **'Build and Sustain a Culture of Excellence through Collaborative Effort'**.

K C Mehra, Chairman, National Board for Quality Promotion; Amitabh Kant, IAS, Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce & Industry and Chairman, Quality Council of India; Dr K Kasturirangan, Member, Planning Commission; Analjit Singh, Chairman and Founder, Max India; Arun Maira, Member, Planning Commission were present at the inaugural session. The conclave was inaugurated by lighting the lamp ceremony. K C Mehra addressed the delegates and outlined the theme 'Build and Sustain a Culture of Excellence through Collaborative Effort'.

Surrounding the theme, there were presentations on case studies of best practices in a wide range of fields such as public services, healthcare, education and industry. The conclave has provided valuable inputs to participants from all sectors and influenced the development of a culture of excellence in our country. As the conclave was segregated into different sessions, each session had a panel of speakers and a Session Chair cum Moderator to conclude the session with his remarks. Some of the session topics were – Capacity Building in Healthcare, Role of Insurance in Improving Healthcare Quality, National Collaborative Efforts for Supporting MSME's, Excellence through E-Governance, Quality Initiatives in Manufacturing Sector, Standards and Conformity Assessment, Government Initiatives in Improving



Avik Mitra



Alexander Thomas

Healthcare Quality, Patient Safety-Human and Technology Perspective, Capacity Building through Collaborative Effort in Formal Education, Collaborative Efforts for Skill Building followed by D L Shah Award Winning Case Studies. All the award winning companies were acknowledged during the two-day conclave for their outstanding projects submitted to Quality Council of India.

Dr Shalini Rajneesh, IAS, Mission Director, Sakala Mission Karnataka and Secretary to Government of Karnataka was one of the speakers of the first session. She talked about the Sakala Mission, its benefits, how does it work etc. Her topic of deliberation was 'Ensure in Time Delivery of Government Services'.

"Indian healthcare system is filled with constraints such as bad



Of the People, By the People, For the People

Quality Conclave

QCI
Quality Council of India

Build and Sustain a Culture of Excellence
Through Collaborative Efforts

6, at Hotel Meridien, Delhi



Dr. Shalini Rajneesh

The Karnataka Sakala Services Act 2011 provides for guarantee of services to citizens in the state of Karnataka. April 2, 2012, saw the horizon of Sakala, in the first phase 151 services were included, late in December 2012, and the second phase saw an addition of another 114 additional services taking the total to 265.

Sakala is a legislation which assures timely delivery of government services to citizens by the Government departments concerned. This basically means all the services that are covered under Sakala can be got without paying a single rupee as bribe and in time. In all, Sakala offers 265 services under various departments which are most needed by the citizens. In short, it is an Act to empower the citizens in getting what they want in the time defined.

"A Satisfied Citizen for receiving Government services in time is the actual motivator for this Project," says Dr Shalini Rajneesh, IAS, Secretary to Government of Karnataka. The Government believed that common citizens should not be made to run from pillar to post asking for routine services that were bound to be given by the Government in a normal course of time.

The task of managing the initiative was handed over to Chief Secretary, who in turn identified the Secretary, Department of Administrative Reforms (DPAR) as the Mission Director and a team was formed. The team, under the Mission Director worked on several processes such as preparation of the Act, rules, IT solution, Citizen awareness, training of staff, State wide roll out, Identification of new Services, Implementation of the Project, Regular Inspection, Coordination and developing Governance process reengineering which are citizen and staff friendly. The project which started with 151 services under its umbrella, Subsequently added 114 services in Phase 2, 110 in Phase 3 and 44 in Phase adding up to a total of 419 services. The Smile of the citizen for having received services on time inspired

all the stakeholders to make it a success. To add more smiles, Sakala added 69 services under the ONLINE format.

Priority of the initiative

The State Government decided to enact Right to Services Act with following objectives:

1. To reform the administrative set up for ensuring good governance.
2. To create a single monitoring system for service delivery.
3. To fix time lines for each service delivery.
4. To fix accountability on a single official responsible for the service.
5. To empower the citizen to avail of the services as a matter of right.
6. To reduce human interface by use of information technology.
7. To prevent corrupt practices and enhance government efficiencies.

How Does Sakala Work?

A comprehensive IT Solution has been developed by National Informatics Centre (NIC) to enable implementation of the Act by providing a transparent on-line monitoring mechanism for the services requested by a citizen at www.sakala.kar.nic.in/gsc_rpt. Whenever the request for the service is made, the citizen receives an acknowledgement slip with a unique 15 digit number called the Guarantee of Services to Citizen (GSC) number. With the help of the GSC number, a citizen can monitor the status of his application on the web-site www.sakala.kar.nic.in, which is impregnated with all information about the Act, department, services, time frames, service procedures, check lists of documents to be submitted frequently asked questions etc. This system also has a mobile interface. Citizens can check the status of their application by sending an SMS from a mobile phone by typing their 15 digit GSC number. The system will send a reply back to them with current status of the application. Citizens are encouraged to give their mobile numbers at the time of registrations so that they can be automatically intimated about the interim status of their applications. Hence their visits to offices are reduced.



“No significance achievement is possible without the involvement of stakeholders and this is indeed reflected in the theme ‘Build and Sustain a Culture of Excellence through Collaborative Effort’ of the 9th National Quality Conclave.”

B. Venkataram
Secretary General, QCI



roads, no electricity etc. Bihar is one such state that had lots of issues earlier as the refrigerator could not store vaccine,” said Dr Bhaskar J Sonowal. He even emphasised on the measures that would help in capacity building in Healthcare. In the same session, Suman Khandharker, Hospital & Healthcare Projects, Project Development, International Collaborations, Education & Training said, “Collaborative community employment needs and health sectoral skill deficits with public private resources and strengths”.

Dr J L Meena, MBBS, PGQM and AHO, NABH Assessor, State Quality Assurance Medical Officer in his presentation put forward the measures to enhance the quality of healthcare services by providing specialised treatment and preventive healthcare at free/affordable cost. His entire presentation was focused on Quality Improvement Programme- Gujarat. “For improving the functioning of the public health facilities and help in strengthening the processes for the providing quality public health care services throughout the State, Government of Gujarat is the first state in India which initiated for actively pursuing quality improvements in the public healthcare facilities through the network of Primary Health Centers (PHCs), Community Health Centers (CHCs), District Hospitals, Blood Banks, Medical College

“Collaboration is the new frontier of human activity and goes beyond cooperation and coordination. Collaboration is the foundation of sustained quality formation. Japan has shown the way on how to build and sustain excellence through collaborative effort. The time has come for India to imitate the Japan experience and make quality happen in India.”

K C Mehra
Chairman, NBQP

Laboratories, Food & Drug Laboratories, Dental Colleges, Mental Colleges, Paraplegia Hospital & Medical Colleges” said Meena. Further he highlighted the challenges and solutions and strategies to be adopted for sustainability and capacity building.

The focus was not only on the healthcare section

but other areas such as education, quality in e-governance, initiatives in manufacturing sector, standards and conformity assessment, collaborative efforts for skill building were also touched by the distinguished panel of speakers. This two day conclave was finely organised and filled the delegates with immense information and knowledge. All together the conclave was a huge success.

QCI - D.L. Shah Quality Awards

QCI is pleased to announce the 9th Cycle of the QCI - DL Shah Quality Awards.

The QCI-DL Shah Quality Award has been instituted with a view to promote awareness that performance improvement through quality initiatives is an important element for gaining a competitive edge. The award recognises successful projects (in the form of case studies) of an organisation that have resulted in continuous improvement of products and/or services, better and effective operations as well as increased customers/stakeholders satisfaction. The awards are given for specific projects which have to be submitted in the form of case studies.

Awards will be given for the following sectors

1. Government
2. Public Sector
3. Manufacturing – Large (other than Pharma & Food)
4. Manufacturing – Small (other than Pharma & Food)
5. Drugs and Pharmaceuticals
6. Food and related products
7. Mining
8. IT/Software
9. ITes/BPO
10. Financial
11. Healthcare – Large
12. Healthcare – Small
13. Education
14. Infrastructure
15. Logistics
16. NGOs (including Social Sector)

There is no restriction on the number of projects that can be submitted by an applicant of the organisation.

Note: There are no entry/ registration fees for participating in the award.

Under each sector the following awards will be given:

- QCI-D.L. Shah National Quality Platinum Award
- QCI-D.L. Shah National Quality Gold Award
- QCI-D.L. Shah National Quality Silver Award

In case when no suitable project (case study) is found to be eligible under a sector / category, no award shall be given. However a certificate of appreciation will be given to all those projects which will undergo final site verification, if requested. The final decision pertaining to the number of awards will be taken by the Jury.

The assessment of the projects will be made on the basis of various parameters which have been identified by a team of experts from QCI and D L Shah Trust. Emphasis will be placed on;

- Financial and tangible benefits / socio economic benefits
- Impact of the project
- Diagnosis of the problem
- Methodology adopted
- Sustainability of the project
- Innovation in approach

About Late D L SHAH



D L Shah Trust for Applied Science, Technology, Arts and Philosophy' was established in 1994, by Late Dahyabhai Lallubhai Shah, a visionary, well known industrialist, and philanthropist. His passionate desire was that the 'Trust works towards introducing systems, methods, mechanisms and practices to better the over-all QUALITY of

life in India'. D L Shah was a great visionary, a well-known industrialist, & a noted philanthropist. He was known as the doyen of 'Indian Quality movement'. He made a tremendous contribution to the Indian Industry in general and the Machine Tool Industry in particular.

D L Shah believed in 'Quality as a philosophy' in all spheres of life. He promoted world-class quality culture in the country and envisioned that 'Made in India' should be 'synonym' with Quality respected world over. He worked tirelessly and determinedly towards this objective. Along with other reputed industrialists, he initiated the formation of National Centre of Quality Management (NCQM). He was instrumental in setting up the CMTI-PMT Trust, for promoting research & development in the field of machine tools, manufacturing technologies and to encourage design talent in this field. For the past number of years, the CMTI-PMT Trust's Award is awarded in every IMTEX exhibition, and is considered to be very prestigious.

D L Shah organised the setting up of the 'PMT Centre for Quality Management' at Bhagubhai Mafatlal Technical Institute at Vile Parle, Mumbai. Through D L Shah Trust, founded & run by him till his demise, he published and distributed free-of-charge a number of books on Quality, Productivity and ISO. CMTI-PMT Trust's Awards are also supported financially by D L Shah Trust.

D L Shah's untiring work, and his invaluable services in the field of industry, international trade and quality got wide recognition, and he received several awards.

Note1: Such projects for which financial impact cannot be arrived at (e.g. projects belonging to (Government, Education, Social Sector etc.), financial benefits will not be considered as a parameter for evaluation.

Note2: The project should demonstrate application of right quality tools and techniques.

Details of the Award are available on the Website: qcinq.org. You can also contact Avik Mitra, Advisor, NBQP (email Id: nbqp@qcinq.org, mobile no.: 9811824121) for any queries on the award.

PGIMER Neuroscience Research Laboratory (NRL), Chandigarh

Project: Redefining the Quality Standards in Basic Research Investigations by Broadening the Purview of Good Lab Practices



About the winning project

This award is given to PGIMER's Neuroscience Research Laboratory (NRL) under the category of 'Research' making it the first ever research lab in the country to have been recognised for voluntarily implementing the international standards of quality. The award was conferred for 'Redefining the quality standards in basic research investigations by broadening the purview of Good Lab Practices'. The system developed by our lab serves to enhance the social and personal quality responsibility towards research data. The award recognises successful projects that have resulted in continuous improvement in research, demonstrated efficient and effective promise for future. It also distinguishes the excellence in voluntary implementation of quality tools that heighten transparency, data auditability, back traceability and achievability of scientific data for patient centric research and training.

This award is a rare honour for PGI giving it a competitive edge in successfully establishing mechanisms of data veracity and credibility not existent in any national institute of India and will likely result in benchmarking of research practices in the country. The system developed by PGI research lab is unprecedented and historical in this context. It serves to enhance the social and personal quality responsibility towards research data. Even research labs at Harvard, Cambridge, NIH or MIT do not follow such research audit norms in their basic research investigations.



This recognition is likely to accelerate the discovery of new drugs and tests for patients by way of enhanced investments from national funding agencies and multinational organisations resulting in affordable provision of patient care services.

Thoughts on winning the D.L. Shah Award

In our lab we wanted to do 'Research with a difference' and thus we started with a small effort by pledging to follow GLP in research, with an aim of providing quality research to our nation. Receiving a quality award from QCI is like moving a step forward toward our goal because the idea was not only to improve our quality system but also to motivate other research laboratories to join hands in this effort.

This award will prove a milestone as it will encourage and attract other research fraternity to implement a robust quality system thereby enhancing the research output.

Plans ahead

No one is perfect and we are still in the process of learning. We are learning from our mistakes and strive for the consistent improvement in our endeavours. We will continue to encourage others around to implement quality system in their work environment and convert our research facility into a National Reference Laboratory.

Times of India, Kandivli, Mumbai

Project: Optimisation of Printing Consumables and impact on Green Printing



Thoughts on winning the D. L. Shah Award

Winning D. L. Shah National award is the prestigious issue for TOISP family. Indeed this is one of the best awards given by QCI and D L Shah team. Process itself is self explanatory and subjects are divided in different categories amongst industries and best team has been chosen by judges/expertise and also provide them platform to show their initiatives with other industries.

The Kandivli team won this award first time and we added another prestigious feather in our cap.

Plans ahead

As a member of Times Group, we would like to push other centers also in the competition. Last consecutive three years, Times of India is winning National awards in a row and definitely we would like to keep the memento in upcoming years also.

About the winning project

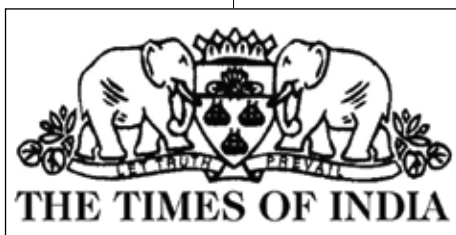
Rise in per page cost is major challenge in newspaper business. Raw material cost in the newspaper business played big role in increasing the per page cost. This project identifies several reasons for this increase and provides solutions to reduce them. Optimisation major consumables such as Plates, Blankets, Ink, etc, will directly reduce printing cost and ultimately increase the

profitability.

We formed a cross-functional team for problem solving. This team used 'PDCA' (Plan, Do, Check, Act) methodology to identify opportunities for improvement. Therefore data was collected for the period of April 2011 – March 2012. After Pareto Analysis, we prioritized problem areas with the help of cause and effect diagram and cause prioritisation matrix to solve the problems step by step.

Our analysis resulted in different ways of optimisation of raw material usage. In addition, this project has led to the implementation of new breakthrough ideas such as fabrication of roller cleaning tray and centrifugal machine. After completion of this project we have been able to significantly reduce the DVC from ₹18.46 to ₹16.73 per lack pages in a year from April 2012 to March 2013. The consumables cost reduced from ₹21.7 to ₹18.9 Cr. with the saving of ₹2.1Cr. To sustain the above benefits various controlling mechanisms were implemented such as controlled use of consumables and regular use of designed equipments. Sustainability graph shows that the project has sustained even after completion of project year in consecutive months.

Due to this project we have initiated green printing and eco-friendly activities by less utilisation of aluminium and harmful chemicals to help environment and health issues.



HDFC Standard Life Insurance, Mumbai

Project: Grass Root Improvement Opportunities: A Service Industry Perspective with Quality Stalwarts



Thoughts on winning the D. L. Shah Award

HDFC Life is deeply honoured to be part of 9th National Quality Conclave and receive the QCI-DL Shah National Quality Award 2014 in the Financial Services category. Further it was a wonderful experience to share the paper on the subject of Grass Root Improvement Opportunities: A Service Industry Perspective with Quality Stalwarts. This award is recognition for our on-going efforts towards delivering excellence in service and our quest to be India's leading long-term life insurance solutions provider.

Plans ahead

Grass Root Improvement Opportunities at Work (GROW) is an organisation wide program to seed the improvement mindset among all the employees. It helps increase operational effectiveness by driving out waste, reducing costs, and overcoming the roadblocks created by silo-based work culture and measurement systems. GROW addresses the need for Total Waste Elimination (TWE) and Total Employee Involvement (TEI). GROW targets the eight forms of waste and works on the simple philosophy of 'See: Do: Get' in line with the PDCA (Plan-Do-Check-Act) cycle. The GROW concept enables continuous improvement by – making people 'See' wastes in daily work processes, 'Do' improvements by undertaking projects and 'Get' the results by

improving current processes and standards. The underlying theme is that everyone is responsible and can participate in delivering creative sustainable solutions that lead to increased customer satisfaction and sustained value creation.



GROW is an important step towards creating an engaged work culture and foster proactive mindset among the aware employees towards preventing mistakes rather correcting them. In last three years, the Project Management Pyramid has fuelled the business and created the engagement culture towards performance improvement. The projects of various complexities are identified and worked by the cross functional team using systematic problem solving approach and tools. The critical measures of success are - QNI (Quality Net Income), Velocity (speed of execution), Involvement Index, Sustenance/Replication, Carbon Footprint and Awards/Success stories created.

About the winning project

The sustenance for GROW model is based on the elements of i4S - inclusion, innovation, implementation and improvement with Speed. The effort to institutionalise this practice in each function across the organisation and value chain has got the right start. The big picture of TEI and TWE in line with TQM philosophy is planned to challenge the Deming Prize.

Lupin Limited, Mumbai

Project: Yield Improvement of Bulk Durg Product



About the winning project

The bulk drug product manufactured at Lupin plant shows high variation in yield. There is scope to increase the yield (as our yields were less than molar yields) and recycle the costly catalyst to reduce the product cost i.e. 'doing more with less' and therefore, a Lean Six Sigma improvement project was taken up to increase the yield of the bulk drug product. The DMAIC approach is followed as –

Define: Yield improvement by 10 per cent and improvement in catalyst recycling by 50 per cent.

Measure: Comprehensive data collection plan was prepared for every stage – data points in excess of 50,000 points were collected, Focused VSM exercise was

carried out to identify physical losses and generate relevant ideas for yield improvement.

Analyse: Statistical analysis comprising C&E matrix, FMEA and process capability was carried out to reduce critical Xs, 'Best Subset Regression' was used to further narrow down to the critical Xs.

Improve: Desired state for critical Xs was defined using regression coefficients, pilots conducted for recycling of catalyst based on activity level measurements.

Control: Comprehensive control plans rolled out for all the critical Xs.

Result: Average yield of last eight month is 0.936 (Baseline 0.843) with realised cost benefit of ₹1.53 Cr, Annual benefit from this project are ₹2.23 Cr.

Thoughts on winning the D.L. Shah Award

Winning the D L Shah Award was once in a lifetime experience. The entire journey of participation was very enriching and satisfying. The assessment of the award has not only lent credibility to our way of working and also validated it to be the one of the best across all industries. The award provided one of the highest stages in the country to share our project experience and showcase our achievements. It was a very proud moment for every Lupinite to win an award in such a prestigious event.

Plans ahead

Incorporate cultural change by building a sustainable operating model for improving and sustaining yields and other cost reduction projects, thereby improving profitability.

Develop capabilities within Lupin by training and development of people.



Uncomplicating Travel Insurance

By | Antony Jacob, Chief Executive Officer, Apollo Munich Health Insurance



Travel insurance plays an important role within the travel industry, especially with large number of people travelling in and out of India. Useful, affordable and hassle-free, travel insurance ensures that one doesn't have to worry about any unpleasant incidence while travelling, be it for work or leisure.

A travel insurance plan ensures that while travelling one doesn't have to struggle to arrange finances in stressful situations such as loss of baggage, loss of passport, medical emergencies, natural calamities etc. At an affordable cost travel insurance offers consolation in the form of monetary compensation, this can be very useful in case of certain untoward incidents.

While buying a travel insurance policy, one must ensure adequate coverage for both inpatient and outpatient treatments. Also, the sum assured for medical treatment should be opted especially considering the country of travel. It is recommended to have at least USD 1 Mn cover for US, while about USD 0.50 Mn for Europe and USD 0.25 Mn for other countries, though appetite for the sum insured level could be different for different people.

There is an array of travel policies available in the market that can be chosen on the basis of types of coverage needed; place of visit, number of people travelling, length of the trips etc. Following are some of the key benefits covered by travel insurance policies:

Emergency Medical Treatment: Travel insurance offers financial recovery for medical expenses that are incurred because of accidents and illnesses. Medical treatment is very costly in some countries, and those who sustain serious injuries may have to pay medical bills that amount to thousands of dollars. With travel insurance, travellers can obtain reimbursement for the total amount of money that they spend on medical treatment.

Medical Evacuation: Travel insurance also covers medical

Benefits

- The primary benefit of travel insurance is the knowledge that should something goes wrong while you are abroad, you won't be responsible for finding the money to put it right, at a time when you are already stressed out.
- Medical emergency (accident or sickness): It offers financial recovery for medical expenses that are incurred because of accidents and illnesses.
- Emergency evacuation: In the event of there being no hospital capable of treating you locally, this section of the policy covers the costs of transporting you to the nearest hospital that can treat you, even if it is in another country.
- Repatriation of remains: If your luggage is lost or stolen, or you are mugged, you could recoup some or all of your losses.
- Trip cancellation: Provides protection against trip cancellation and interruption. Travel insurance ensures that they will get compensation for losses that result from trip cancellation or interruption.
- Accidental death, injury or disablement benefit: If you meet with an accident or lose your travel documents, you can seek assistance from your insurance company. The company will offer the best advice or contact local emergency services to help you solve your problems in the shortest time possible.
- Legal expenses: In the event of you becoming involved in litigation there is some cover for legal costs.

Others

- Overseas funeral expenses
- Lost, stolen or damaged baggage, personal effects or travel documents
- Delayed baggage (and emergency replacement of essential items)
- Flight connection was missed due to airline schedule
- Travel delays due to weather
- Hi-Jacking



TRAVEL INSURANCE

evacuation, which means that travellers do not have to pay medical emergency transportation expenses with their own money. In the event of there being no hospital capable of treating you locally, this section of the policy covers the costs of transporting you to the nearest hospital that can treat you, even if it is in another country.

Personal Accident: Travel insurance also provides

financial compensation in the event of death or permanent physical disability arising solely and directly due to an accident.

Repatriation of Mortal Remains: In case the person dies during the Risk Period, under travel insurance the insurance company reimburses the cost of transporting the mortal remains to one's permanent residence or to the cremation or burial grounds within the foreign country.

Cancellation, Curtailment and Trip Interruption: Another important benefit of travel insurance is that it provides protection against trip cancellation and interruption. When an emergency arises before or during a vacation, travellers may have to cancel or cut short their trips. Since they have already paid for their vacations, they will stand to lose a substantial amount of money. Travel insurance covers trip delays, trip cancellation, trip curtailments, missed connections, etc. so that you don't need to worry about cost of rebooking or delays or cancellation.

Missed Departure: Cover under this section is usually restricted to incidents out of your control such as failure of public transport or your own vehicle breaking down, although you may be required to prove that it had been maintained regularly. Missed connections in a third country that is not your home country or

The sum assured for medical treatment should be opted especially considering the country of travel. It is recommended to have at least USD 1 Mn cover for US, while about USD 0.50 Mn for Europe and USD 0.25 Mn for other countries, though appetite for the sum insured level could be different for different people.

the final destination country are often excluded.

Loss of Personal Belongings/Baggage: Travel insurance also covers your personal belongings that you take with you. There is usually an overall limit that is the maximum for any claim as well as limits for individual types of property. **Delayed Baggage:** In case your checked-in baggage gets delayed by more than 12 hours from the scheduled arrival time, then under travel insurance

the insurance company shall reimburse the expenses incurred for purchase of essential personal items, such as medication, toiletries, clothing, etc.

Loss of Passport: In case you lose your passport while travelling, then your insurance company shall reimburse the expenses incurred in obtaining a fresh passport or a duplicate one, be it in a foreign country or within 30 days of returning back to India.

Financial Emergency Cash: A travel insurance plan offers a fixed amount for travel funds in case you get robbed and are left without any travel funds in a foreign land. However, it is required that you report the matter to the respective police department of that country within 24 hours of being robbed as well as submit the police report confirming the loss to the insurance company.

Hijack Daily Allowance: Under travel insurance plan, a specified daily allowance is given in case the aircraft you are travelling in gets hijacked and the journey is delayed for a period of more than 12 hours.

Hence, a travel insurance policy does not only ensure that you will get coverage for unforeseen losses; it also allows you to avail of a number of services that can be invaluable during times of emergency.

Performance Management Division, Cabinet Secretariat, Government of India, obtains ISO 9001:2008 Certification

Moving GOI from process orientation to result orientation

The goal of Performance Management Division (PMD) is to create a result driven government machinery that delivers what it promises. Committed to excellence in designing, implementing and continuously improving Government Performance Management Systems for Ministries and Departments of Government of India, PMD has received ISO 9001 certificate on July 10, 2014. Dr Prajapati Trivedi, Secretary, Performance Management in the Cabinet Secretariat, Government of India, shares his experience and insights from the hard work that PMD has put in to attain this achievement.



Dr Prajapati Trivedi

1. Your thoughts on receiving the certificate.

Receiving the ISO 9001 certificate is indeed a moment of pride for all us in PMD. The main focus of our work has always been on results. It means that the whole department becomes accountable for delivering the agreed result. It is possible, however, that if we only focus on results then the processes required for delivering the result on a sustainable basis never develop. Thus, the delivery of results begins to depend on the personality and qualities of the top management. If you have an active and energetic leader the results improve and they go back when the leadership changes for the worse. That is, we are able to develop results in the short run through increased external accountability but never develop the institutional capacity to deliver results through internal accountability. Results are achieved but through a very personalised approach. Institutions don't have the intrinsic capacity; leadership has to substitute often for institutions. So ISO 9001 is a complementary approach to our results-orientation through RFDs whereby we not only focus on the result but also try to develop the institutions. We don't think this ISO 9001 certificate as the end of the journey but the beginning of the journey.

2. What are the main steps you followed to achieve ISO certificate?

Unlike some other organisations, our focus was not really on the certificate but it was on management and institutional development. I think the steps we followed were part of a

standard approach and it is not worth repeating them here. Uniqueness of our approach is that we did most of the work ourselves. Government departments are full of very capable people. Once you tell them the format for documenting they do it themselves. We said to our colleagues that we must do everything ourselves before we get anyone from outside to help. So my first step was to ask my colleagues to develop and document our standard operating procedures and they did it without any problem. Then we asked outside professionals from QCI to put it together in a standard format. The outside experts helped us put the documents in a format that is compliant with ISO 9001 requirements.

3. What were the main challenges for getting the certificate?

No real big challenge as such. In government we are, by nature, process oriented, and it comes very naturally to us. The revolution that we tried to bring to the government was to move the government from 'process orientation' to 'results orientation.' Now we are going back to review our processes and improving them. As you know, the ISO 9001 exercise starts by documenting what the department is doing. You get ISO 9001 certificate if you say what you do and do what you say. We now have the baseline and it is possible to improve our processes moving forward. What we have done through ISO 9001 is that we have moved the focus from 'quantity' of processes to 'quality' of processes. We not only deliver results but

Background

The Prime Minister approved the outline of a Performance Monitoring and Evaluation System (PMES) for Government Department, vide PMO I.D. No. 1331721/PMO/2009 dated 11.9.2009. Under PMES, each department is required to prepare a Results-Framework Document (RFD).

An RFD provides a summary of the most important results that a department / ministry expects to achieve during the financial year. This document has two main purposes: (a) move the focus of the department from process-orientation to results-orientation, and (b) provide an objective and fair basis to evaluate department's overall performance at the end of the year.

In addition to success indicators proposed by the department, there is a set of mandatory indicators proposed by the Government that are common to all departments preparing RFDs.

The High Power Committee (HPC) on Government Performance in its meeting of March 11, 2011, decided to include the following mandatory success indicator relating to implementation of ISO:9001 in the Results-framework Document (RFD) of government departments for the year 2011-2012.

What is ISO?

ISO (International Organisation for Standardization) is the world's largest developer and publisher of International Standards.

ISO is a network of the national standards institutes of 161 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system.

ISO is a non-governmental organisation that forms a bridge between the public and private sectors. On the one hand, many of its member institutes are part of the governmental structure of their countries, or are mandated by their government. On the other hand, other members have their roots uniquely in the private sector, having been set up by national partnerships of industry associations.

Therefore, ISO enables a consensus to be reached on solutions that meet both the requirements of business and the broader needs of society. Because "International Organisation for Standardisation" would have different acronyms in different languages ("IOS" in English, "OIN" in French for Organisation internationale de normalisation), its founders decided to give it also a short, all-purpose name. They chose "ISO", derived from the Greek isos, meaning "equal". Whatever the country, whatever the language, the short form of the organisation's name is always ISO.

have documented the process of doing so effectively and efficiently. Hence, when the next generation of officers takes over from us, they will be able to deliver like us and even improve upon us.

4. What kind of quality measures are you following in your organisation presently?

We are department that preaches quality to other departments in Government of India. Hence, it is importance for us to practice what we preach. In fact, we are now obsessed with quality in all aspects of our operations. After documenting our procedures, we are ensuring our files meet quality standards. Already, we are applying quality principles of Kaizen for cleanliness. As part of our quality orientation, we are big believers in feedback from our stakeholders. We also believe in constant improvement through benchmarking. We compare ourselves to the best in the world. To that extent we benchmark our work openly. For example, we recently organised a Global Roundtable on Government Performance Management and invited comparable countries to learn from their experience. We take pride in being a learning organisation and are open to suggestions. Whether doing the workshop or documenting a process, 'quality' orientation is a major priority. As I have said our main focus is on quality not on quantity.

5. Now that PMD has received the certificate, what are your plans ahead?

Well as I said, we want to constantly improve our processes. We have placed our ISO 9001 documents in the public domain. We are asking departments to emulate our example and improve on them. Already, some seven departments of GOI have received ISO 9001 certificates and by December 2014 we hope this number will be around 45. This will be a quantum leap in the way quality has been handled in public management. Our vision is to have a Government that citizens can proudly point to as an example of quality operations. That is the result that we seek, the rest is a means to getting to that result.



Customer satisfaction remains top most priority at Max India Group

It's not just the business of life as they call it in Max India Group; it's mainly about the quality and the satisfaction of the customer. Prashant Hoskote, Senior Director - Quality and Service Excellence, Max India Group, shares more about the plans, growth and why Max India Group is growing at a steady pace.

By | Nidhi Koul



Prashant Hoskote

Can you please share some details about the MAX Group?

The Max India Group is a multi-business corporate, driven by the spirit of enterprise and focused on people and service oriented businesses. Our vision is to be among the most admired corporates in India for service excellence — in what we do, how

well we do it and the positive impact we have on society and our stakeholders. We live by three core values which drive our business vision and our goal to be the preferred solution provider in life's many moments of truth for the millions of lives that we want to positively impact.

Sevabhav - is about being mindful at all times of our desire to serve and to create a positive social impact. It is about nurturing a culture of service, of being helpful and about being aware of the impact our actions have on society and our stakeholders

Excellence - is about perfecting expertise and delivering performance. It is also about developing and maintaining a spirit of entrepreneurship, and about being dependable - to our customers, employees, shareholders, regulators and the society we live in.

Credibility - This involves transparency of having integrity of maintaining the highest standards of governance and of always gaining respect through the right action. Our credibility depends on our desire to serve (*Sevabhav*) and the expertise with which we do so (*Excellence*)

The group's businesses have built commanding presence in their respective sector, through a total customer base of nearly seven million, over 300 offices spread across India and a people strength of over 70,000 persons. Max India remains committed to excellence in Corporate Governance and recognises that in today's world, it is an important driver for building all round excellence, attracting high-quality talent and intelligent capital. The group and its companies are Shareholder steered, Board governed and Executive managed. The Board thoroughly evaluates business performance on nine strategic levers - enhancing business performance, investing in people and organisational development, creating efficiency in capital management, adopting an integrated enterprise-wide approach, investing sensibly in new growth opportunities, maintaining the highest standards of governance, continuously improving service quality, developing a distinct corporate brand and effectively managing risk.

What are the various verticals that you are involved in?

Our group 'Protects Life' through its Life Insurance subsidiary Max Life, a joint venture between Max India and Mitsui Sumitomo Insurance, Japan; 'Cares for Life' through its Healthcare company,

Max Healthcare, a joint venture between Max India and Life Healthcare, South Africa; 'Enhances Life' through its Health Insurance company, Max Bupa Health Insurance, a joint venture between Max India and Bupa Finance Plc., UK; 'Rejuvenates Life' through its Senior Living business, Antara, a fully owned subsidiary of Max India and 'Improves Life' through its Clinical Research business, Max Neeman, a fully owned subsidiary of Max India. The Group also continues its interest in manufacture of Speciality Products for the packaging industry through its fully owned subsidiary Max Speciality Films.

Out of all of these, Antara is one of the most recent one that truly aims to create a difference in the lives of seniors in India. Max India Group has entered the Senior Living Business to support its next phase of growth in the businesses of life. Antara Senior Living focuses on people over the age of sixty and the first initiative is to create vibrant residential communities for progressive seniors that offer 'Lifestyle with Lifecare'. Antara has partnered with best in the class international architects and industry experts, to design and develop its first community in Purukul, Dehradun. Spread across 16 acres, this community will comprise 220 resident apartments and approximately 50 wellness suites that will cater to the advanced healthcare needs of its residents and seniors. This community will be ready for residents to move into by 2016.

Which is the flagship product, under the MAX group and how is it performing?

The flagship company Max India Limited is a widely held public limited company, listed on the BSE and the NSE. Max Life Insurance has progressed well on all business parameters in the Financial Year 2012-13 and has further strengthened its position due to its continued focus on building a successful life insurance business to deliver the core value of **long-term savings and protection**. Max Life Outperforms industry in FY 2014 records New Business Premium Growth of 19 per cent to ₹2,262 crore. Max Life Insurance further increased its market share to 10.3 per cent, an increase of 180 bps, amongst private life insurers and

maintained its rank as the largest non bank owned life insurer. The Gross Written Premium of the Company grew 10 per cent to ₹7,279 crore. During the period Shareholder Profit after Tax grew 3 per cent to ₹436 crore.

How do you ensure that 'quality' is maintained in all that you offer?

We are here dealing with a very volatile kind of business. One mistake and things can blow out of proportion. Customer's sensitivity is the topmost priority. First of all each of these company has a fully fledged quality staff. There is a quality leader whose job is to take complete care of the same. We believe in increasing the quality and that's why we follow Lean Six Sigma. All our business uses Lean Six Sigma method to increase the quality of services.

In case there is a customer grievance in terms of 'quality' of one of the services you offer, how do you handle the matter?

We have a very robust complaint management system an processes across all business and the way we look at this management is on is quick corrective action. For e.g We have five day target clame processing, that means the check goes to the family in five days and 90 per cent of times we achieve our target, and about the remaining 10 per cent most of the time the issues are beyond help. In such cases the customer complaints then, we immediately give the customer the reason of delay. We give extra care to People. We explain them why it happened and we give them the resolution. Then we make sure that we go for complaint analyses and we take the post work why has this become a chronic complaint. We form a cross functional correction team, that's where Lean Six Sigma comes in to rectify the problem permanently.

Let's not complicate, there are lots of problem at grass root level which do not need these complex methodologies all they need are simple non statistical tools such as flow charting such as ABC analysis, these are simple quality ensuring and increasing tool. Therefore we have created our own version of Lean Six Sigma for those granular level problems called maximise quality. There is two day program, whenever someone comes up and say that we are facing such and such problem but we are not getting top management help to solve this and I am not able to perform, we tell them if six of you will come as a group we will help you under the two day maximise quality program and fix the problem.

Hence there are some strategic level problems where we use Lean Six Sigma, there are some tactical level problems, such as day to day problems we solve them by teaching them tool and techniques. One does not has to be in a cross functional team to solve those problems, by using simpler methods the target becomes achievable.

Max Quality System



Smarter airports - An opportunity to transform travel and trade

A smarter airport is a dynamic hub that connects, transports, networks with people, information and trade. These airports also help in generating economic value of the region. Today, airports are the new frame of reference with enormous potential for growth and prosperous and for new opportunities as well.

By | Sudipta Saha

While talking of India's development we can never forget that aviation infrastructure has played a magnificent role which has not only boosted the economy of India but has also led to business growth. The flow of investment, tourism and trade are three significant factors that have contributed to the economic growth over the years.

In the recent years, the major hurdles that can accelerate economic expansion such as ports, roads and airports have been upgraded to maintain India's rank as Asia's third largest economy after China and Japan. The unprecedented boom in the air traffic and the importance of air transport in the whole economy, have also led to the expansion and improvement of the aviation infrastructure. Now airports in India have its own name and identity that not only reflects the state-of-the-art but also city's own flavour.

We Indians have to wait for years to observe the centennial of

flight in India. Almost seven years of hard slog to reach the day, the first aircraft was airborne. There was a long and a hectic effort to bring planes and showoff them in India in December 1910. On February 18, 1911 a French pilot Monseigneur Pignet covered a distance of 10 km from Allahabad to Naini with a commercial flight. This is how the aviation got started in India. This was the first step when the aviation industries got its root and from then efforts were on to improve the health of Indian Civil Aviation Industry.

Over a short span of time India has created numbers of up-to-date airports. These airports not only reflect the majestic economic expansion but also throws light on the role of aviation sector in the country's development. Built with state-of-the-art facilities, marvelous interior, totally new building design, illustrates India's rapid adaptability.

Terminals stand to be a gateway to the country. The terminal's gigantic concourse inspires a feeling of adoration before sending a passenger on their way. A magnificently built terminal that serves all necessary purpose leaves a positive mark of the

Art works is embedded in a 3 km long internal wall at Mumbai Airport





Surya Namaskar sculpture at IGIA T3

place on the travellers mind.

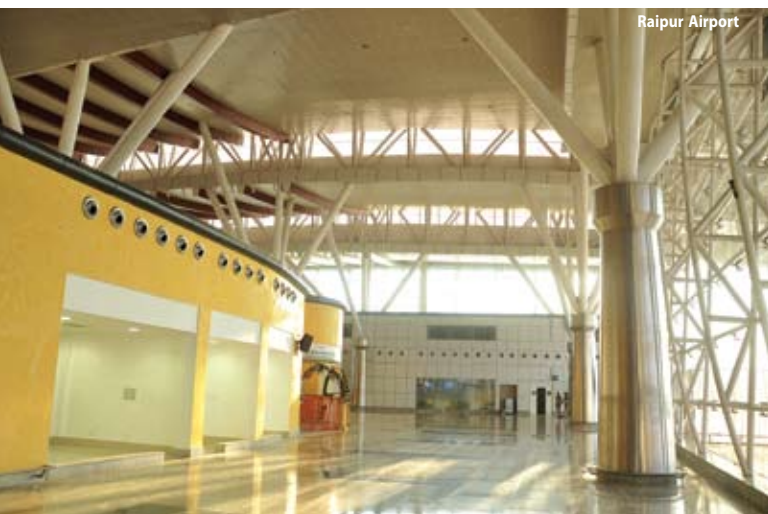
With the increasing air traffic, numbers of airports have been expanded and many new terminals have been built that can accommodate the growing number of passengers. Around thirty one incredible airports in India have been created that depicts India's modern look. Every airport in India has its own story whether it is modernised or it is newly built.

The Delhi Airport famously known as Indira Gandhi Airport is one of the busiest and fastest growing airports in the country and ranks 47th in the world's top 100 international airports in terms of passenger traffic in 2010 is an absolute piece of art. Bold, beautiful and bright are the keywords that can describe it better. The 480,000 m² integrated Terminal 3 has a capacity to handle up to 34 million passengers per annum. The interior view of the terminal is breathtaking, eye-catching designs, tranquil landscaping makes it more magnificent. The most attractive among all the art form used in terminal is the Canyon Wall that portrays nine different dance Mudras. The names of the nine Mudras are - Abhaya Mudra, Varada Mudra, Akasha Mudra, Mayur

Mudra, Chatura Mudra, Tripataka Mudra, Prana Mudra, Trishul Mudra and Pranayama Mudra. There are about 675 discs made of spun aluminum with copper coating flanking the mudras. Besides, one can come across a sculpture depicting twelve asanas of the Surya Namaskar.

Similarly, the Mumbai International airport a blend of modern and traditional India has been built in an area of over 4,39,000 sq. mts. which can cater around 40 million passengers annually. The whole new avatar of this 50 year old terminal will keep you mesmerised and stunned. In this swanky terminal an effort has been made to capture the life of the people living in this dream city. Art works are embedded in a 3 km long internal wall that runs along the departure and arrival gates of the four-storey building. The most attractive feature of this high-class terminal is the museum of artifacts. It houses over 7,000 artifacts collected from over 1,500 artists across the country.

While talking of metro airports how could we forget the Chennai Airport also represented as the Gateway to Southern India or the Kolkata Airport which got its makeover and has



Raipur Airport



Calicut Airport



Bhubaneswar Airport

recently been operational stands to be an iconic structure of this city of joy.

In Chennai Airport one can witness a beautiful blend of glass and steel, the roof design of the terminal offers valuable shading from direct sunlight. Besides, the most unique feature of the airport is its landscaped garden, a true sense of beauty created in the middle of the building. Designed with beautiful concept this terminal offers its passenger an experience of international terminal with all kind of facilities and amenities.

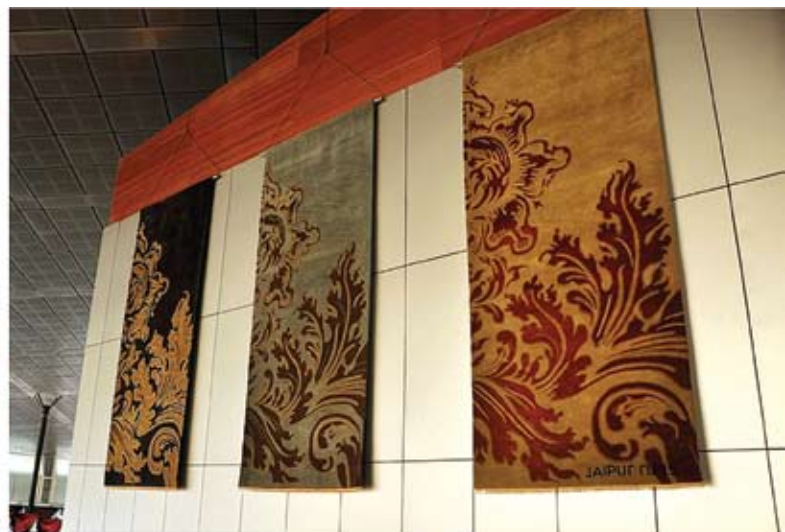
The connectivity between the place and its people has been created in the new modernised Kolkata Airport. The terminal tells a story of the city's art and culture. To add more essence to the terminal, a famous poem of the great poet Rabindranath Tagore has been scripted on the ceiling in the local language whereas the exterior adorns an 18 ft high sculpture of Netaji. The art used in the interior space make it more attractive and refreshing. Not only this, while building up this terminal a whole lot of emphasis was put in preserving the old Banyan tree adjacent to the main building to add 'green' elements in and around the terminal.

Many architects, designers, artists feel public art is essential element for the fabric of our society and there is a need to spread its awareness. The idea behind was to promote this novel art form throughout the design of the airport, as well as departure lounge, arrival lounge or concourse area. Such 'cultural interventions' in public art have expanded the scope and application. Public Art at airports, in particular, displays and liven up the mood in otherwise dreary spaces where you need to wait for next flight or while in transit is undergoing jet-lags. Art at airports adds soothing touches to millions of traveller's everyday, at Indian Airports. Because, after a hectic travel you encounter these artifacts on way to your destination and you appreciate the beauty while walking down.

Smarter airports make it easy for passengers, cargo, information and services to get where they need to be. A single instrumented, interconnected and intelligent architecture helps the airport adapt to the changing needs of airlines, aviation service providers and customers. The result of all will be a positive growth in the airport revenue and its growth.



Paintings of Surendra Pal Joshi in Jaipur Airport



Art on a platter

We eat through our eyes too... Presenting food and cooking it in an alluring manner is now a primary focus in the F&B industry and rightly so. Find out the latest trends in food art, plating design and presentation of food.

By | Sayanti Halder

Time was when presentation meant carving a rose out of a carrot or tomato and placing it on the dinner table cluttered with floral-print crockery. But as majority of guests have turned into gourmets and India has become increasingly experimental with cuisines, presentation needs of restaurants have also evolved rapidly.

Chefs have turned artists, appealing not just to taste buds but to aesthetics of their diners as well by creating visually delightful dishes. Plating, not just concerns which crockery, is now a legit art in itself. It needs to take into account the cuisine, ingredients and consistency in presentation styles. Even Indian food, which can be very challenging when it comes to plating, is now getting the attention it deserves from these 'visual artists'. Kitchens can alter Indian food imaginatively and open up rigid notions about the rights and wrongs of Indian cuisines, making space for some personal and innovative touches.

Sudhir Pai, Executive Chef, Holiday Inn Mumbai International Airport

"If we had to visualise Indian food in general, we would all would imagine something rich, high on spice, heavy, laden with ghee or oil and garnished with nuts or cilantro; served in metal utensils and not much importance given to the presentation. It is possible to change these perceptions and presumptions about Indian food by adopting a more 'modern' take on it.

But it has to be done in a measured way so that the Indian-ness of the food is not lost. The idea of modern food presentation is to refashion the food and present it in a new format but without stripping it of its essence. For instance, food can be made in



Sudhir Pai

less oil or ghee or with healthier oils to make it easier on the palate. The final plating can be changed to increase the aesthetic appeal of the food.

Modern plating techniques could be used to plate traditional dishes - such as keeping prawn tails intact and standing them up on the plate or making miniature faux tandoors to serve in. Traditional meals can be served in a new way, perhaps by using curry as the base and mounting the chicken or the raan over it or serving it along with a mould of plain rice or fancily arranged naan. Thus instead of the guest having to order everything separately, we can offer him everything in one dish.

Jalebis, for example, can be made in small roundels and other fancy shapes without compromising on the flavour or the crispiness. When someone goes to a high-end modern Indian restaurant and orders for the jhinga tandoori, what he expects are robust prawns complete with the spicy kick of the masala and the smokey flavour from the tandoor. Instead of the quintessential mint chutney, it could be complemented with spicy fruit compotes, tartar sauce or a muhammara sauce.

There is a wide variety of flavours, textures and colours available in Indian cuisines that would be lost on if we make the essence of the dishes unidentifiable. Items such as naan and khulchas can be topped with olives, jalepenos or cheese but they should not taste like pizzas gone wrong! Deconstruction is fine as far as the taste and flavour is not affected. We can play around with the appearance. It is very important to innovate and evolve."

Gaurav Gidwani, Executive Chef, Mocha

"Effective plating involves mastering the techniques combined with an understanding of trends and what diners enjoy. Today plating is like modern art just like modern paintings; free form plating involves placing the dish in an abstract yet intriguing set-



piece on a plate. It may seem a careless at first glance, but much careful thought has gone into creating a provocative appearance.

There is a major shift from using your normal crockery to organic materials such as wood, slate, mud pots or stone which can be used in plating to lend a natural element to one's dish. When plating with organic materials, we as chefs ensure the items are cleaned and sanitised thoroughly before use.

With the change techniques of plating, the methods of and techniques of cooking have also changed. Deconstruction being one of them where components of a classic dish are broken down and given on a plate where you have the liberty to mix and match the ingredients to your proportion and liking. Slower methods of cooking (sous vide) with the use of equipments which help you retain the natural juices of components elevating the palate to the next level. With the use of organic materials in plating, we as chefs also take care to the base ingredients which compliment to the service ware keeping the food more earthy and natural in flavours."



Gaurav Gidwani



Navid Sayyad, Executive Chef, The Orchid Mumbai

"Plating should involve more colours and appeal to the eyes; every item on the plate should be of different taste to enhance the experience. Also, each item, on the plate should be individually portioned. The more the height, the better the plating and it is believed to be an 'in' trend of presenting food. Colourful plates can be used depending upon the colour, texture and appearance of food on the plate.

Navid Sayyad



Further, the accompaniment served along, needs to be placed in matching side-plates to become more appealing to the eyes. Speaking about recent changes, plates are being noticed to be oblong or of various other avant-garde shapes. My new

ways and techniques of revolutionising plating and presenting food includes me working on individual portions of food and good quality ingredients which will stand for a perfect eye plea.

I prefer using different and unusual types and shapes of crockery, matching the glassware and table mats. I avoid over-cooking my food as that refuses a feeling of freshness to mouth. Also, I use less oil or fat elements in my food preparation rather; I use olive oil where ever possible, keeping the health quotient in mind. In the world of dieting and fitness, food needs to be simple and of variant proteins and mineral contains. What's more, I feel that better placement of food on plates is always helpful for the waiters to carry it to the table and serve with ease."





World Accreditation Day celebrated by NABCB and NABL

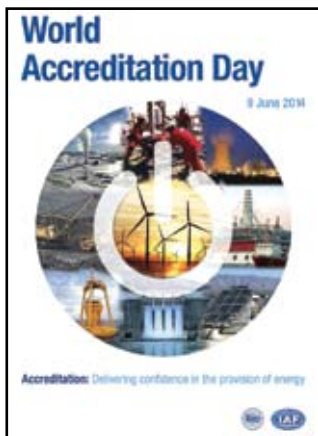
The World Accreditation Day-2014 was celebrated jointly by National Accreditation Board for Certification Bodies (NABCB) and National Accreditation Board for Testing and Calibration Laboratories (NABL) on June 9, 2014 at Gurgaon, Haryana. This year the theme of the World Accreditation Day was 'Accreditation-Delivering confidence in the provision of Energy'. The half day programme was inaugurated by Shri Sudhanshu Pandey, Joint Secretary-Department of

Commerce in the presence of other dignitary guests. In the inaugural address, he emphasised that the quality at all sectors would improve if, there is awareness of people/

public on quality and this awareness would bring demand of quality in all sectors.

He emphasised that "One cannot think of quality on isolation, for quality life-we should have suitable infrastructure at place." Referring to one of the recent survey by KPMG, he mentioned that "Only 25 per cent of the present engineering students passing out of the colleges in India are employable that shows the quality of our education imparted at higher education sector in India. Without improving this status, one cannot think for better quality."

He also emphasised on strengthening the accreditation system for greater economic growth through proper monitoring in energy saving.



What is accreditation and how it is helping common man:

Accreditation is a process in which certification of competency, authority, or credibility is presented. Accreditation is the third part confirmation of an organisation's competence and integrity to perform testing, calibration, inspection and certification services. Certification is the process whereby a system, product or process is confirmed, through audit, to meet specific requirements.

Supply and procurement of products and services are becoming ever more international. Users must have confidence that an accredited conformity assessment body (Certification/inspection body/Laboratory) will perform to a common expected or specified standard irrespective of where or by which accreditation body it has been accredited. Accreditation gives consumers confidence through ensuring consistently high standards in the quality and safety of products or services purchased.

The organisations that issue credentials or certify third parties against official standards are themselves formally accredited by accreditation bodies (such as NABCB); hence they are sometimes known as 'accredited certification bodies'. The accreditation process ensures that their certification practices are acceptable, typically meaning that they are competent to test and certify third parties, behave ethically and employ suitable quality assurance.

Accreditation bodies operate according to ISO/IEC 17011. Accredited entities in specific sectors must provide evidence to the accreditation body that they conform to certain internationally acceptable standards such as ISO/IEC 17020: 'General criteria for the operation of various types of bodies performing inspection' (2004); ISO/IEC 17021: 'Conformity assessment. Requirements for bodies providing audit and certification of management systems' (2011); ISO/IEC 17024: 'Conformity Assessment. General requirements for bodies operating certification of persons' (2003); ISO/IEC 17025: 'General requirements for the competence of testing and calibration laboratories' (2005).

In 2010/11, IAF carried out a global survey to capture market feedback on the value of certification. The survey aimed to gain intelligence on the drivers for seeking certification, the selection criteria when choosing a body to provide certification services, the appropriateness of the process, and the positive outcomes of certification.

The findings of the survey confirm that businesses are generating significant benefits and added value from accredited certification. Not only is it being used as a tool to deliver internal business improvement and to meet regulatory compliance, but businesses confirm that it has a positive effect on revenue. Given that the majority of businesses that responded to the survey (57 per cent) employed less than 249 people, accredited certification clearly benefits small to medium sized organisations, as well as large multinationals.

Businesses taking part also reported high levels of satisfaction with the certification process in terms of the timeframe to achieve certification and the competence of the assessment teams. Given these positive findings, businesses perceive accredited certification as providing value for money.

Nearly all of the businesses that took part in the survey (91 per cent) selected an accredited certification body, providing an assurance that these organisations have the required competence and impartiality to do so as evidenced by fulfilment of international standards and requirements. [Reference taken from link http://www.iaf.eu/articles/Accredited_certification_delivers_real_added_value/276.

Observance of World Environment Day

World Environment Day (Theme: Raise your Voice, Not the Sea Level) was celebrated at Biju Patnaik International Airport, Bhubaneswar on June 5, 2014, under the edges of Quality Council of India, Odisha Chapter in collaboration with Institute of Quality and Environment Management Services and Biju Patnaik International Airport, Bhubaneswar. This event was inaugurated by the Shri U N Behera, IAS, Addl. Chief Secretary, Department of Finance, Govt. of Odisha.

Shri G Mathi Vathanan, IAS, Chairman and Managing Director, IPICOL, Govt. of Odisha, Shri Naveen Chandra, IAS, Smt. Usha Padhi, IAS, Commissioner cum Secretary, Dept. School and Mass education, Govt. of Odisha, Shri Arabinda K Padhi, IAS,

Commissioner cum Secretary, Department of Tourism, Govt. of Odisha, Shri Vivek Pattnaik, IAS (R), Shri Bijaya Kumar Sahoo, Chairman, Sai International, Shri Sharad Kumar, Airport Director and other dignitaries were present during the observation day.

During the inaugural ceremony the Chief Guest lit the lamp with the other dignitaries. The signature campaign roll out was arranged and all the dignitaries put their signature on the signature board. Distribution of saplings was done by the Chief Guest and other dignitaries to the passengers, after which the Chief Guest briefed the gathering about the various ways to save the mother earth, forestation, ozone layer depletion, carbon credit and green house effects to the delegates and press and media.



Upcoming projects of Quality Council of India (QCI)

A number of governments, businesses and other national and international organisations are now becoming increasingly concerned about the quality, safety, integrity, efficiency, effectiveness and environmental stability of the products and services that they deliver. The consumers in turn are becoming more informed and sensitive to the nature of delivery of services and products that they receive and consume.

In order to address their quality related issues, Quality Council of India (QCI), which is set up jointly by the Government of India and the Indian Industry, continues to receive requests from various stakeholders especially Ministries and government organisations, industry bodies, and international donor agencies for technical assistance.

QCI interventions assist them to tackle issues related to quality and efficiency and assist effective on-ground implementation. Besides, various Ministries/organisations have funds for capacity building and training but need a partner who could channelise the same under a structured system for standardising content and competence of trainers. Some of the interventions by QCI to various stakeholders are briefly mentioned.

SAARC GAP for UN of the FAO:

Food and Agriculture Organisation (FAO) of the United Nation (UN) has identified QCI to design a SAARC Good Agriculture Practices (GAP) standard. The work includes designing GAP and an accompanying certification system for implementation in the SAARC countries specifically for the fruits and vegetables sector. The draft documents were considered by a Task Force set up by QCI under the chairmanship of Dr Pitam Chandra for review and finalisation before presenting to the FAO. The members of the Task Force included representatives from Export Inspection Council (EIC), National Accreditation Board for Testing and Calibration Bodies (NABL), PHD Chamber of Commerce and Industry (PHDCCI), Ministry of Agriculture, Central Insecticide Board (CIB), National Accreditation Board for Certification Bodies (NABCB) and certification bodies. The project further envisages the draft Scheme to be presented to all SAARC countries in a workshop followed by internalisation of the scheme in four countries that have shown willingness to adopt GAP viz., Bangladesh, Bhutan, Nepal and Maldives. The project would conclude with internalisation of the scheme in the mentioned four SAARC countries by February 2016.

GAP for coconut cultivation:

The Coconut Development Board (CDB) is a statutory body established by the Government of India for the integrated development of coconut cultivation and industry in India. CDB has identified QCI to assist in development of Good Agricultural Practices (GAP) standard and certification system for coconut cultivation. A preliminary meeting has been held wherein QCI

presented the concept in the Annual Review Meeting of CDB chaired by T K Jose, Chairman CDB. B Venkataram, Secretary General was present in the meeting.

Quality in medicinal plants sector:

The National Medicinal Plants Board (NMPB) is established to be responsible for co-ordination of all matters relating to medicinal plants, including drawing up policies and strategies for conservation, research, marketing of raw material in order to protect, sustain and develop this sector. In order to achieve the objectives NMPB had been provided with a strategy paper for effective launching the voluntary certification scheme co-owned by NMPB and QCI which has been accepted by the NMPB.

Accordingly, on the basis of the strategy paper, NMPB has recently awarded ₹1 crore project to QCI for operationalisation of the voluntary certification scheme based on Good Agriculture Practice (GAP) and Good Field Collection Practices (GFCP). The one year project covers review of package of practices, demonstration, sensitisation workshops and pilot certifications which shall be undertaken by QCI by involving the stakeholders.

Effective dissemination of NMPB scheme:

Quality Council of India (QCI) and Indian Council of Forestry Research and Education (ICFRE) are working together for dissemination of NMPB schemes pan India. NMPB has approved ₹7 lakh project to build capacity of institutions under Indian Council of Forestry Research and Education (ICFRE) to become resource for training and counselling in implementing GAP and GACP for medicinal plants.

Assisting NASSCOM in their skills initiative:

QCI has formulated an attestation scheme as per the requirement of IT Sector Skills Council Scheme for endorsement of IT Training Courseware based on SSC NASSCOM Qualification Packs (QP) and the National Occupation Standards (NOS). Under the scheme, any courseware developer can get his courseware evaluated by QCI for formal endorsement by the SSC.

QCI supports Trustea Initiative:

Trustea initiative is championed by Tea Board of India and driven by stakeholders such as Tata Global Beverages Limited, Hindustan Unilever and other international funding and implementation organisation. Solidaridad the current Secretariat of Trustea approached QCI for aligning their Scheme with the applicable international standards. QCI has already worked with Trustea Secretariat – Solidaridad to train the first batch of auditors that are now approved to take up field audits pan India. Once the Trustea alignment is achieved as per international standards there shall be a series of training workshops to train various stakeholders including officers of the Tea Board.

The pressing need for educational policy studies



By | Dr M Anandakrishnan

The last decade witnessed many significant developments in the education sector in India. The enactment of the Right to Education Act was a historic event in school education. Higher education also received concerted attention from the government as well as the private sector. Till the end of the last century, higher education, which languished in the periphery of development planning, has now been brought to the core mainly on account of the realisation that economic growth targets cannot be achieved without a strong base in higher education.

Unprecedented expansion has taken place in the number of institutions and in their enrolment capacity in the central, state and private sectors. The variety and diversity of programmes offered in these institutions have multiplied. Debates about their viability and value are raging not only in academic circles but also in the public domain. The dissatisfaction articulated in many forums by well meaning people is becoming increasingly acute. The reason is not hard to find. Nearly all initiatives in matters pertaining to education are essentially ad-hoc in nature – at best reflecting the views of a few individuals, however eminent they may be, and at worst pronouncements of persons in authority, often not well thought-out.

Persisting Problems

There are several persisting problems such as the lack of a competent institutional academic leadership, the absence of transparency in decision-making and the

interference of governments especially at the state level. Many feel that the neo-liberal policies put in place since the 1990s had stressed on the privatisation of education but ignored its severe economic and social repercussions. The mushrooming of private universities through state legislations is a trend that is going to affect the very credibility of the system. There are apprehensions about the entry of foreign universities in the country, while the system already in place through the backdoor has not come under scrutiny. State universities in India have a high level of bureaucratisation compared to Central universities. Moreover, in terms of budgetary support, State universities get very little compared to Central institutions. The imbalance in the allocation of funds has already resulted in discriminatory practices. Distance education and open learning in the country was started with good intentions, but over the years, the whole system has been vandalised. The



huge number of institutions offering worthless and low quality education is mind-boggling.

Societal Expectations

The evolution of higher education systems was initially conceived as a means for the enrolment of growing aspirants for higher education. Transformation from its earlier elitist character to a mass-based system took place without any formal linkages to economic and social aspirations. Eventually, higher education has come to be viewed as a key instrument for economic and social development. At the same time, the roots for the healthy growth of higher education require a fertile economic system and enlightened social involvement. Values of charity, humanity, culture, ethics and social benefits should be embodied in the programmes of the institutions offering higher educational qualifications.

No doubt, these expectations can be fully realised with a strong and dynamic higher education system capable of supporting economic and social innovations and providing the basis for national self-confidence by reducing the need for external dependency. While ushering in such a society, it is necessary to ensure that justice and human values prevail. For such a system of education to flourish, it is imperative that

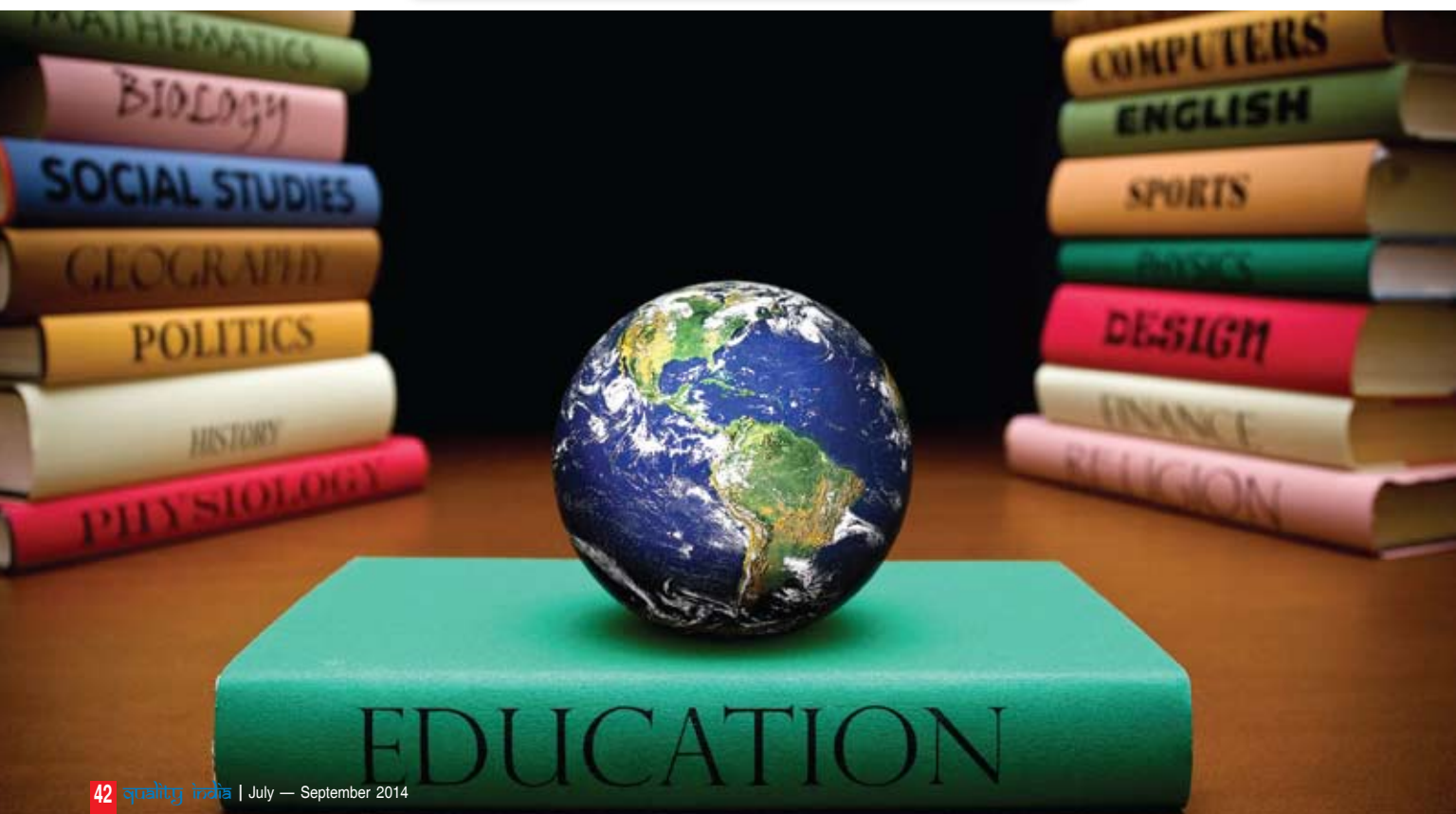
a proper foundation is laid at the early stages of education, as a continuous chain from the primary to the postgraduate level.

One key factor that will determine the future configuration of the higher education system is the anticipated demand for greater opportunities than available at present. In the past the available capacity determined the level of opportunities. In future, it may be inevitable to configure the capacity of the system in tune with need and demand. Merely increasing the number of higher educational institutions and their enrolment capacity will not achieve the national developmental goals without the concurrent attention to ensure the quality of the educational system, its access to those who desire it, and equity measures for the fair and impartial treatment of the disadvantaged sections of society. In the context of the desired economic growth, the education system will be required to play a crucial role, in terms of the development of knowledge and skill-oriented manpower capable of fulfilling the requirements of the various development sectors in the country.

“Merely increasing the number of higher educational institutions and their enrolment capacity will not achieve the national developmental goals without the concurrent attention to ensure the quality of the educational system, its access to those who desire it, and equity measures for the fair and impartial treatment of the disadvantaged sections of society.”

Growth Trends

Since 1947 there has been an unprecedented expansion of the higher education system. The number of universities has increased from 25 to nearly 686 (as of December 2012) while the number of colleges has grown from 700 to 33,029. Of the 686 university level institutions,





316 are State-funded universities, 145 are private universities established by state legislations, 130 are deemed to be universities under Section 3 of the UGC Act, 53 are Institutions of National Importance by Parliament Acts, and 42 are Centrally-funded universities.

The government aims to spend ₹413,000 crore on higher education during the XII Five Year Plan (2012-17). This is about five times the amount allocated in the XI Plan ₹84,943 crore. The majority of the funding would be used to consolidate and expand existing institutions such as Central universities (CUs), Indian Institutes of Technology (IITs), National Institutes of Technologies (IITs), Indian Institutes of

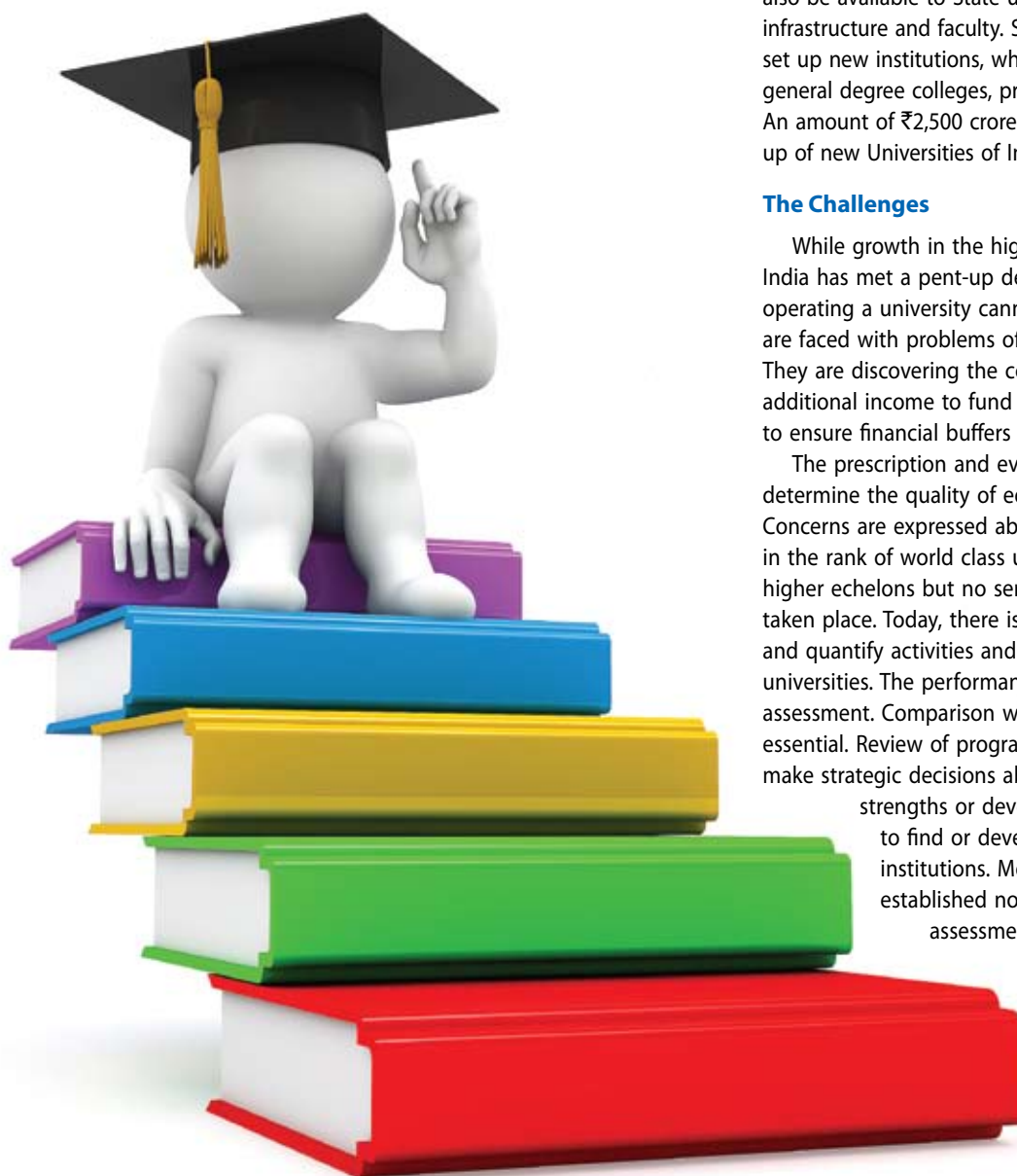
Science Education and Research (IISERs), Indian Institutes of Management (IIMs) and so on. Some of the Plan's funds will also be available to State universities for the development of infrastructure and faculty. Some resources will be allocated to set up new institutions, which would include State universities, general degree colleges, professional and technical institutions. An amount of ₹2,500 crore has been allocated for the setting up of new Universities of Innovation in the XII Five Year Plan.

The Challenges

While growth in the higher educational institutions in India has met a pent-up demand, the economic realities of operating a university cannot be ignored. Many universities are faced with problems of generating financial resources. They are discovering the complications in generating additional income to fund not only their operations, but also to ensure financial buffers against any inevitable fluctuations.

The prescription and evaluation of the factors that determine the quality of education is far from satisfactory. Concerns are expressed about Indian universities not being in the rank of world class universities by many from the higher echelons but no serious articulation of the causes has taken place. Today, there is an inevitable need to measure and quantify activities and performance at colleges and universities. The performance of teachers also requires reliable assessment. Comparison with global standards has become essential. Review of programmes should be mandatory to make strategic decisions about whether to build on existing strengths or develop new areas. Institutions need to find or develop comparisons across peer institutions. Measuring research performance by established norms is an integral part of quality assessment. The salary and incentive system

to the faculty and support staff needs constant review. Other challenges relate to the regional balance, gender equity and affirmative action in higher education.



Need for Transparent Policies

The growth in the number of colleges and universities during the past two to three decades has not been guided by any discernible policy. As the various governments were rapidly withdrawing their involvement in establishing new higher educational institutions, the permission given to private investors to fill the void was based mostly on ad-hoc considerations. In this manner, a large number of colleges in different disciplines as well as a significant number of university-level institutions, such as private deemed universities and private universities established by the state legislatures, have come into existence in recent years. This has resulted in highly undesirable distortions in the higher education sector.

The growth of the higher education system in India during the last two decades has been largely through private investment, especially at the undergraduate level. Starting with professional institutions, this trend is now encompassing all fields of higher education including the sciences, commerce and management. Besides stand-alone private colleges, universities and deemed universities, the privatisation process has made inroads into government and aided institutions in the form of self-financing courses.

The lopsided growth of higher educational institutions in the private sector deprives educational opportunities for those sections of the population that are supposed to have constitutional protection. Most private institutions do not follow the reservation policy. There is an inadequate grasp of the intensity and impact of inequity crisis in the education sector. The 104th Amendment to the Constitution would enable the enactment of laws requiring greater access to private institutions. However the implementation is largely left to the states through

the enactment of necessary legislation, which is yet to happen.

Policy Imperatives

In the early decades after Independence, the framework for educational policies was provided by eminent commissions headed by persons such as Dr Radhakrishnan, Professor D S Kothari and others. Many other commissions in the past have addressed a variety of issues, challenges and options for our higher education system. More recently, in order to address the emerging challenges, the government of India constituted a committee for the 'Renovation and Rejuvenation of Higher Education System' under the Chairmanship of Professor Yashpal with other distinguished educationists. The committee observed that we have fragmented education over the years into cubicles with rigid boundaries between the disciplines. Our education system restrained and restricted our young minds right from school and continued that way into college and university. The human mind's potential for constructing and creating new knowledge, should be amply rewarded rather than its capability to store and deliver information. Large parts of such recommendations remain unfilled.

The approaches to redirect the higher education system through expansion, modernisation, networking and public support require serious policy research. The nation has failed to evolve a credible and sustainable public policy on higher education. We can learn from the experience of other countries. Very many centres for the study of educational policies are located in prestigious universities abroad that undertake the analysis of key issues relating to higher education. They also offer postgraduate programmes in educational policies. Several journals on higher educational policies serve to draw attention to contemporary developments. International organisations such as UNESCO and OECD bring out valuable reports on educational issues. India has no such facilities except for the Journal of Educational Planning and Administration published by the National University of Educational Planning and Administration.

Dependence on ad-hoc and stray opinions should not be the basis for educational policies. The time has come to promote a dozen or more educational policy study centres in our major universities in order to generate substantial dialogues, capture vital suggestions and disseminate these to the decision makers and the public so that the nation's scarce resources are optimally utilised.

The writer is currently the Chairman, Board of Governors, Indian Institute of Technology, Kanpur. He serves as a member of the Governing Councils of several Central Universities and heads many policy making committees on higher education. His honours and awards include a Padma Shri from the President of India (2002); The Order of Scientific Merit from the President of Brazil (1996); Distinguished Leadership Award of the University of Minnesota (2003).

“The growth of the higher education system in India during the last two decades has been largely through private investment, especially at the undergraduate level.”



Excerpts from *Educating India*, published by More Media

NABCB secures international equivalence for food safety management systems

The National Accreditation Board for Certification Bodies (NABCB), India's national accreditation body, has secured international equivalence for its accreditation programme for food safety management systems certification bodies. It signed the Multilateral Mutual Recognition Arrangement (MLA) of the Pacific Accreditation Cooperation (PAC) in Mexico in the annual plenary meeting of the PAC for its accreditation programme based on international standards, ISO 17021 and ISO 22003.

NABCB, a constituent Board of the Quality Council of India, is responsible for accreditation of certification/inspection bodies as per applicable international standards under an international system of equivalence.

It may be added that PAC is the association of Accreditation Bodies and other bodies interested in the field of management systems, product, services, personnel and other similar certification programmes in the Asia Pacific region. PAC is one of the five specialist bodies of the Asia Pacific Economic Cooperation (APEC).

Signing of the FSMS certification MLA followed a successful peer evaluation of NABCB by an international team deputed by PAC in Nov 2013 which concluded that NABCB is operating as per international standard for accreditation bodies, ISO 17011 and is competent to evaluate certification bodies as per ISO 17021 and ISO 22003 applicable to certification bodies.

This signifies that the accreditation of Food Safety Management System bodies by NABCB is now accepted as internationally equivalent within Asia Pacific Region.

This is a step towards signing the Multilateral Mutual Recognition Arrangement (MLA) of the International Accreditation Forum (IAF) which would confer worldwide equivalence to NABCB's Food Safety Management System certification bodies' accreditation programme.

NABCB has already secured international equivalence for its Accreditation Programmes for ISO 9001 Certification Bodies in 2002 and ISO 14001 Certification Bodies in 2007, Product Certification Bodies based on ISO 17065 in 2013



and Inspection Bodies based on ISO 17020 also in 2013.

Accreditation reduces risk for business and its customers by assuring that accredited Conformity Assessment Bodies (CABs) are competent to carry out the work they undertake within their scope of accreditation. Accreditation Bodies (ABs) that are members of PAC and the CABs they accredit are required to comply with appropriate international standards and the applicable PAC application documents for the consistent

application of those standards.

ABs that are signatories to the PAC Multilateral Recognition Arrangement (MLA) are evaluated regularly by an appointed team of peers to provide confidence in the operation of their accreditation programs.

Accreditation has become an essential tool for getting acceptance of inspection, testing and certification done in India internationally and it is referenced in many bilateral Free Trade Agreements such as the India – Singapore Comprehensive Economic Cooperation Agreement in which NABCB accreditation is a requirement for certification of electrical/electronic and telecom products. Thus, accreditation eliminates technical barriers to trade and facilitates export of Indian products in the world market.

NABCB has currently accredited 15 certification bodies for Food Safety management systems and has six applicants including the Bangladesh Standards and Testing Institution.

Now any food industry carrying ISO 22000 certificate with NABCB logo will be recognised in Asia Pacific region. The immediate beneficiary of this equivalence is the Indian Food Industry which is exporting products to various Asia Pacific countries. It can also be used by regulators for establishing confidence in certified units. Further India can demonstrate it has a tool for ensuring food safety to the countries where we are exporting food products based on international standards.

With the above, NABCB hopes to facilitate export of Indian goods into the world market by attesting that these are certified as per international standards for the certifying bodies.



Pollution control requirements of hotels and restaurants

Following public interest litigation, most hotels and restaurants learnt that they have certain environmental obligations whose non compliance can lead to their closure by Pollution Control Board and that they cannot operate without obtaining consent from pollution control board. HRANI is actively trying to ensure that small hotels/restaurants and guest houses etc, are brought out of the purview of pollution control laws and the larger hotels/restaurants are subjected to reasonable pollution control requirements.

Why Hotels/Restaurants need pollution Control?

Hotels/Restaurants are engaged in commercial activity essentially using a kitchen in addition to laundry/generator set/boiler etc, optionally and thus they cause water, air and noise pollution. They are therefore required to obtain prior consent from pollution control board and take suitable measures to control pollution within prescribed limits. In fact, hotels are also required to pay water cess (tax) to pollution control board on the quantity of water consumed by them. The Pollution Control Board has powers to close defaulter hotel/restaurant and get their power/water supply disconnected. Board can also prosecute owners/directors/partners/manager etc, of defaulting unit for imprisonment of minimum 18 months and maximum up to six years.

Under current National Policy all three star and above starred hotels and other hotels with at least 100 bed rooms are considered highly polluted. Hotels with less than 20 bed rooms and restaurants with 36 or more seats are considered polluting activity.

It is therefore in the interest of hotels and restaurants to follow as below:

Do's

1. Check out from Pollution Control Board website and apply for consent from Pollution Control Board. You will be required to submit effluent and emission test report from approved laboratory of the board besides, other locational and process details along with prescribed consent fee which is broadly based on capital investment.
2. Always maintain effluent treatment plant/oil/grease trap in good running condition.
3. Install DG set with CPCB approved acoustic enclosure only and provide proper stack height with it.

4. Keep kitchen properly ventilated and install exhaust fans for discharge of fugitive emission above roof level.
5. Use only LDO/gas based boiler and install proper stack height with it.
6. Conserve water, raw material and power.
7. Recycle/reuse treated waste water and other waste material as best as possible.
8. Conserve power. Use as much solar power as possible.
9. Hand over waste electronic equipments, batteries and waste oil only to recyclers registered with Pollution Control Board.
10. Contact your association/technical/legal expert for guidance as per requirement.
11. Approach appellate authority through appropriate legal expert if your consent application is refused or a notice or direction for closure of unit is served upon you.

Don'ts

1. Do not ignore letter or notice or direction received from Pollution Control Board.
A show cause notice under Sec 25/26 of Water (prevention and Control of Pollution) Act or Sec 21 of Air (prevention and Control of Pollution) Act means you are operating unit without consent from the Board. A notice under Sec 33 A of Water Act or Sec 31 A of Air Act means Board intends to close you down and get your power/water supply etc, disconnected for causing pollution beyond limits or operating without consent. Notice is followed by direction after considering your reply. In case of any immediate danger Board may issue direction of closure without giving any notice.
2. Do not give any wrong information to the Board in Consent Application Form.
3. Do not bypass effluent or directly discharge it untreated in drain or on land.
4. Do not use plastic bags.
5. Do not hand over waste electronic equipments, batteries and waste oil to unauthorised recyclers/ kabadiwala.
6. Do not rely on unqualified advisors/ liaison persons.

Since effluent from hotel/restaurant are quite similar to domestic sewage, enough technological options are available to properly treat them suitably. Choice of technology and system will depend on availability of space and degree of treatment required. An alert unit has seldom found itself in trouble. You all know a stitch in time saves nine.

Courtesy: Sh. I. K. Kapila, M.Tech. (Env. Engg.), LLB,

Former Sr. Env. Engineer, CPCB/DPCC

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What Not to Do in 2014 for Tax & Investment Planning

By | Subhash Lakhotia, Tax Guru - CNBC Awaaz

What not to do in the year 2014 is very important from the point of tax and investment planning in the year 2014, if you want to have a blissful happy life and if you want to have a wonderful experience in the wonderland of tax planning and investment planning, then here is a list of all those 14 items:

1. The first important item is not to think at all of tax evasion because tax evasion will result into penalty and prosecution. Avoid tax evasion.
2. Ensure that you do not make gifts to your spouse, your daughter in law. Otherwise the provisions relating to clubbing of income will be attracted. If at all you can't resist making big new year gift to the spouse and the daughter in laws, then ensure that the investment by them is done in such vistas where the income becomes tax free.
3. Don't think of buying a residential property just in your name only. Think of buying a new residential property in the year 2014 in your name as well as in the name of your spouse and major children and that too with loan so as to achieve maximum deduction for each of them on account of interest on loan to the extent of ₹1,50,000 per person.
4. Do not deposit during the whole year more than ₹1 lakh in the PPF Account of yourself and your minor children taken together. If you do so, you will lose interest on the amount deposited in excess of ₹1 lakh. Also ensure that you do not open Multiple PPF Accounts in the names of the family members in different banks.
5. Don't think of buying a property with your funds but in the name of your wife. Tax wise this is not a good proposition. Better think of buying property with the funds of your wife and if no funds better give interest bearing loan to your wife and never give interest free loan to wife and Daughter in Law.
6. Don't think of making investment in the stock market by taking loan bearing interest specially when you are contemplating to sell the shares after keeping it for a long time because when the gain on shares becomes Long-term Capital Gain, your interest on the loan so taken will not be allowed as a deduction.
7. Never make payment of Life Insurance premium for your parents, for your brother and for your sister. I know you love all of them but the fact remains if you make the payment the tax deduction will not be allowed to you as per Section 80C.
8. Don't buy or sell any property in any part of India lower than the



Subhash Lakhotia

- circle rate because the difference between the price of the circle rate and the transaction price will be added to your income.
9. Don't be hungry to receive gifts from non-relatives of an amount exceeding ₹50,000 in a financial year or else be ready to make payment of tax.
 10. Never ever think of taking cash loan of an amount exceeding ₹20,000 from anyone in the world or else be ready to pay the penalty equal to the loan amount.
 11. Whatever be your urgency during the course of your business or profession but never ever think of making cash payment of more than ₹20,000 to one person or else your expense even genuine will be disallowed by the Tax Department.
 12. Don't destroy your tax records for at least six years so that in case of reassessment proceedings you can show the records and papers and avoid all the tensions and worries from the Tax Department.
 13. Don't think of making purchase of property more than ₹50 lakhs or else if you want to purchase the property more than ₹50 lakhs, be ready to deduct tax at source at the rate of 1 per cent.
 14. Don't buy gold and gold jewellery in a big manner or else you may be liable to wealth tax if net taxable wealth exceeds ₹30 lakhs. Better buy Gold Mutual Funds or Gold Bees.

The author is Tax and Investment consultant at New Delhi for the last over 40 years. Email: lakhotia49@gmail.com.

DoPT gets ISO certificate for better allocation of services



The Department of Personnel and Training (DoPT) has been given an ISO certificate, a global recognition for quality management, for allocation of IAS, IFS and IPS, among other services to candidates on the basis of Civil Services Examination. The certificate was given for allocation of service to the candidates, recommended by Union Public Service Commission on the basis of Civil Services Examination. The management system of the DoPT under the Ministry of Personnel has been audited and found to be in accordance with the requirements of the management system standard of ISO 9001:2008, according to the certificate issued by Bureau VeritasBSE 1.

ISO 9001 is an internationally recognised quality management system standard published by ISO (International Organisation of Standardisation). It provides a framework for managing an organisation's quality process. More than one million organisations in 178 countries have achieved ISO 9001 certification, according to its website.

NGCMA enters MoU with Quality Council of India

The National GLP-compliance Monitoring Authority (NGCMA) established by the Department of Science & Technology, Government of India has entered into an MoU with Quality Council of India (QCI) partnering QCI for the effective implementation of GLP certification program. The Schemes which shall continue to be owned by NGCMA shall utilise the resources available with QCI for effective co-ordination of the activity towards operationalisation of GLP certification programme. The principal objective of this memorandum is to establish a mechanism wherein QCI shall support NGCMA for effective implementation of GLP certification program through a structured approach by managing the GLP certification programme. The focus of this partnership is to promote GLP in the identified sectors.

The sole focus of QCI will be to manage the audits, assessments utilising the inspectors/assessors approved by NGCMA. QCI shall also provide support for organising technical meetings needed to ensure/maintain competence of the inspectors/assessors. Apart from the above activities, QCI will partner NGCMA in organising various Training courses/Capacity building programmes such as:

- Training courses for GLP inspectors (basic/advanced/refresher courses).
- Training courses for Test facility personnel - study directors, quality assurance personnel, etc.
- Brainstorming Meeting with Test Facility Management-sensitisation/awareness workshops on GLP.

QCI - D.L. Shah Publication on Quality Best Practices

Selected National Award Winning Case Studies

The Quality Council of India (QCI) is operating the QCI - D.L. Shah Quality Award since 2007. The Award, which is supported by D.L. Shah Trust, had been instituted to promote awareness that performance improvement through quality initiatives is an important element for gaining competitive advantage. The Award recognizes successful projects (in the form of case studies) of an organization that have resulted in continuous improvement in product or services, financial savings as well as increased customers/stakeholders satisfaction. Every year, since 2007, QCI had been receiving large number of projects from various sectors and after a thorough assessment (which is based on a number of criteria like problem identification, diagnosis, analysis, use of quality tools etc.), Awards have been given to deserving projects. Last year the Trust and

QCI jointly decided to bring out a publication that will contain a select number of case studies that have won the Award. Accordingly the publication was released during the 9th National Quality Conclave, held on April 15-16, 2014 at New Delhi.

The publication contains a total of 22 case studies from the following sectors:

- | | |
|-----------------------------------|------------------------------|
| • Large manufacturing sector | • Small manufacturing sector |
| • Power generation sector | • ITes / BPO sector |
| • Printing and publication sector | • Insurance sector |
| • Financial sector | • Healthcare sector |
| • Education sector | |

Each case study represents unique application of quality concepts from basic implementation techniques to some of the hottest new tools and strategies like Lean Six Sigma, Process Re-engineering etc. There is a wealth of information contained in these case-studies.

The publication will be an important resource for quality professionals and quality conscious managers in any industry.

In all, this publication will help the reader to get a grasp of wide range of application of quality management practices that is essential to survive in a competitive world.

NABH sets new standards for hospital accreditation

The National Accreditation Board for Hospitals and Healthcare Providers (NABH) has released a new batch of entry-level standards for accreditation of smaller hospitals. As the name suggests, Entry Level Standards are meant for hospitals who want to get started on the quality certification journey, but are unable to do so due to the stringent requirements of the full NABH accreditation. The whole idea behind introducing this new set of standards is to become more inclusive; to get a number of hospitals to join the quality journey. With the full set of NABH standards, recognised by the International Society for Quality in Healthcare [ISQua] many smaller hospitals cannot even hope to apply for.

The new standards will be a foot in the door for a number of small hospitals who find the rigor of the NABH full standards beyond their capacity. There are two types of new standards: One, for hospitals with over 50 beds, and two, for small hospitals with less than 50 beds. While the full NABH has 102 Standards and 636 Objective Elements, there are about 45 Standards and 173 Objective Elements for 50-bedded hospitals and 41 Standards and 149 Objective Elements for less than 50 beds. The NABH standards were put in place about seven years ago to provide quality assessments for hospitals in the country. The NABH accreditation has been viewed as the ideal qualifying criteria for selection or empanelment by the Ministry of Tourism, Central Government Health Services, several public and private insurance companies.

Revised guidelines for air conditioning in OTs

The air conditioning requirements for Operation Theater in a HCO have been deliberated at length with manufacturers, engineers, technical committee members and other stake holders and the following guidelines have been finalised. For this purpose operation theaters have been divided into groups:

- 1. Super specialty OT:** Super specialty OT means operation theatres for Neurosciences, Orthopedics (Joint Replacement), Cardiothoracic and Transplant Surgery (Renal, Liver etc).
- 2. General OT:** This includes operation theatres for Ophthalmology, District hospital OTs, FRU OT and all other basic surgical disciplines.
- 3. Daycare centre:** Day surgery is the admission of selected patients to hospital for a planned surgical procedure, returning home on the same day, would fall under the category of general OT.

The following basic assumptions have been kept in view:

- Occupancy: Standard occupancy of 5-8 persons at any given point of time inside the OT is considered.
- Equipment Load: Standard equipment load of 5-7 kW considered per OT
- Ambient temperature and humidity at each location to be considered while designing the system.

Quality Council of India, Govt Approved & Certified Pharma Programmes in GMP, QA&QC and Regulatory Affairs

Quality Council of India, Government of India has approved & certified Pharma Programmes in GMP, QA&QC and Regulatory Affairs. Under this approval, the diploma certificates for the post graduate & executive programmes will be awarded by Quality Council of India (QCI) and IGMP jointly. Institute of Good Manufacturing Practices India, registered as a non-profit society with Government of India and a member (as a higher/professional Education Institute) of Quality Council of India(QCI) which is an autonomous body set up by the government and industry association under the Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Government of India -presents unique, friendly and interactive platform to get rid of all your GMP related glitches. GMP- is an essential element of industries like pharmaceutical, cosmetic, Ayurveda, biotech, homeopathic, medical device and food manufacturing. GMP in itself is the most dynamic part which witnesses frequent changes in terms of newer rules being added and older ones being renewed. Keeping self updated with current GMPs thus becomes inevitable to stay abreast with the changing industry needs and practices.

The Institute's group of learned professionals from above mentioned sectors of the pharma and healthcare industries has put together their knowledge; know about and practical experiences in form of this GMP guide. IGMP is moving hand in hand with technology advances and has gained recognition as stronger and better training & distance and e-learning platform provider for healthcare professionals in the areas of GMP, Quality Assurance and Control, Pharma and healthcare Regulatory Affairs, Pharma Product Management, Clinical Research, Pharmaceutical IPR and Good Laboratory Practice. The importance of quality healthcare is known to our founders and thus numerous efforts are being made to offer friendly but effective and easy online/distance sources of GMP information, Quality Assurance and Control, Pharma and healthcare Regulatory Affairs, Pharma Product Management, Clinical Research, Pharmaceutical IPR and Good Laboratory Practices in form of online seminars, distance/online courses as well as training programmes along with knowledge of worldwide affairs of the industry; in short it provides for a round-the-clock assistance for any information in these areas needed by anybody from around the world.

Go for Quality, not Quantity

For a very long time, quantity over quality has sometimes caused arguments. People, whether in the corporate world or any other aspect, would argue over which is better: quality or quantity. Even when it comes to a network of friends in social networking sites, people keep on asking what would be better, quality or quantity? In factories, where mass production is important, the question of quality over quantity is still inevitable. Some say quantity is better because there is more production and there would be more leverage. However, others prefer quality because with this the products would be at their best. Most people, however, want to have both, which is better. But, weighing the pros and cons of quality and quantity may help give enlightenment about which is better.

When it comes to making friends in social networking sites, would you prefer to have more friends or would you prefer to have genuine friends? This is another epic battle of quality vs. quantity. You may have a lot of friends, but do you really know all of them genuinely? Or you may have just a handful of friends, and yet you really know each one by heart. Having more friends who you know genuinely in social network is better. Having the quantity and at the same time, quality friends is better in social networking sites. However, there are still many who prefer quality to avoid breaching the privacy of their lives.

In companies, more workers mean more production or more output. However, this does not mean that the outputs are in the best caliber. There are companies with many workers, however they have a lot of rejected outputs, because what their workers produce is not of high caliber. There may be a fast and mass production but it will not be of high caliber. The caliber of a certain product will be in question if the quantity is all that matters in a company. This is the same with a company that produces food, the food must be of quality not just quantity.

On the other hand, having a quality oriented person working in a company that needs many results and fast may not always work out. Someone who is more focused on making high caliber results may take up a lot of time just to make one production. If demands in a company are more on numbers to hit a quota, someone who is so meticulous in his work may be inappropriate. This is one of the disadvantages of quality when a company is in need of quantity productions.

Although having quality and quantity at the same time is so much better, there are certain situations that one would really outweigh the other.



NTPC RANKED 1st AMONGST PSUs IN QUALITY INITIATIVES

NTPC's case study "ACHIEVING OPERATIONAL EXCELLENCE IN POWER GENERATION THROUGH INTEGRATION OF QUALITY & IT TOOLS" bags National Quality Award

In the changing scenario of the power sector and ever increasing stringent environmental and regulatory norms, NTPC power plants need to operate efficiently and with high reliability.

On real time basis when a unit is in operation there are number of process parameters which needs focused attention to achieve the higher level of efficiency and reliability.

This project is an outcome of an innovative thought on achieving zero aberration in the process parameters.

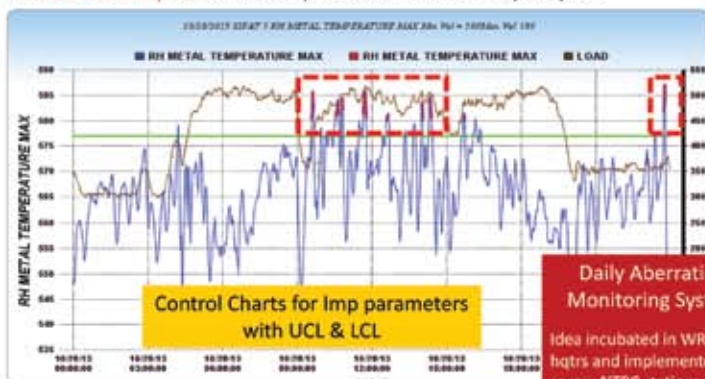
To achieve the target of zero aberration, project deployed DMAIC approach and used quality tools like failure mode effect analysis (FMEA), Fish Bone, Pareto, IMR Charts, Poka-Yoke etc. and embedding the same with Information Technology (IT) tool Plant Information (PI) module for real time monitoring & solutions.

The key project deliverables are improvement in processes and arresting process deviations to improve efficiency and reliability of units.

Why Aberrations are so important to be fixed....

Aberrations result in

1. **Reduced efficiency:** Due to sub-optimized operation.
2. **Reduced reliability:** Due to metal temperature aberrations BTL may take place.



Shri S.N. Ganguly Regional Executive Director, NTPC Ltd, Western Region-II receiving the National Award (PSU category) at the 9th Quality Conclave



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