

Salt Management Information System

People Transformation – Process Transformation (PT²)

“Implementation of IT based strategic solutions within organizations are often viewed as process change and positioned to weed out inefficiencies which creep in due to lack of timely information availability and growth or object oriented management environment. However, from people perspective, these initiatives have profound effect on people involved in the process change in their personal and professional capacities.”

Salt Management information system acted as a key driver not only in bringing the required democratization of data and information, key decision indicators, actionable information but also in bringing a radical shift in the way it has transformed people involved in the process. The MIS has other than bringing business information to accessible surface within salt department, allowed resources within department to personally benefit; willingly to upgrade IT literacy levels and use; as they felt it necessary to bring about a change in the way they could respond to organizations and personal goals.

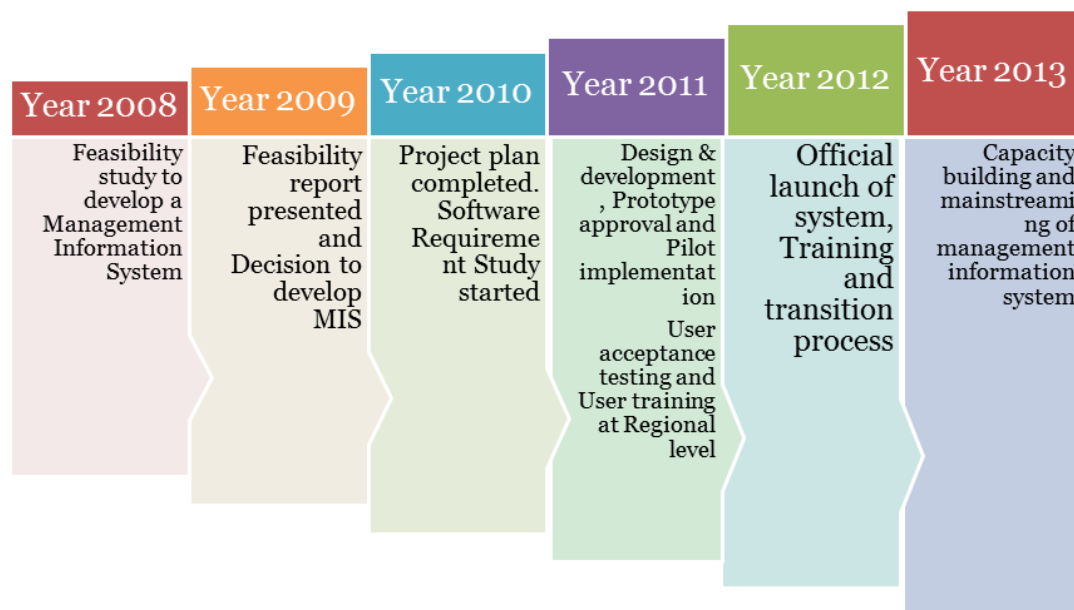
MIS as it was conceived

Salt MIS deployment need assessment and decision to implement was carried out by GAIN to investigate IT intervention as a possibility to enable salt department to have quick information available related to salt production and quality compliance, which is actionable and would aid the resources within department to further their objective of USI. The information delays were perceived as the major cause of delayed intervention to deliver and manage the intended processes.

A comprehensive need assessment program “**feasibility of SALT MIS**” was thereby constituted to surface the infrastructural, process automation and resource capacity requirements which could possibly ensure the lag in information can be eradicated and that the Salt Department had access to near real-time information related to production and quality of salt, which would mean that the department had necessary information to implement and monitor mandated requirements and role played by Salt Department.

The feasibility study clearly revealed that Salt Department’s ability to respond to its business requirements was critically impaired due to lack of timely information and communication availability. The study did not only focus on the production and quality area but also other areas like HR, Legal, RTI, Weather Data etc. which are also essential functional areas to be addressed, which would further ensure overall process change within the organization is vertically and horizontally applied.

SAIT MIS Project Timeline



MIS Implementation – Year 2012

With an agenda of efficient tracking and monitoring of the production, supply quality assurance and quality check, movement of iodized salt in the country Salt Department started use of Management Information System in February 2012. VBSOFT India Limited along with ICCIDD undertook the solution development and deployment activity. A thorough study and close interaction with the stakeholders enabled VBSOFT to develop the software as per the requirements of the salt department including business process reengineering to enable MIS delivers intended efficiency and information.

For the Salt Department, the system dramatically increased its efficiency in decision-making and reporting. While reducing the administrative time delays, the application is now able to monitor all activities related to salt production and supply to the country besides all other operational functions required for operational purposes. Information became organized and is delivered clearly through a simple user interface including dashboards depicting quality production, and distribution, along with custom search functions. The platform is available online, thus eliminating the effort and time required to manually compile and transfer information; and hence drastically increasing efficiency in decision-making and reporting.

Year 2012 saw organisation wide implementation of Salt MIS and focus on building capacity to aid early adoption of the system by the salt department users. IT literacy and ability to adapt to new IT oriented ecosystem was one of the most challenging process for the users internally given the fact that the average age of the resources within salt department is 50years plus and few resources had prior hands-on experience working on IT application

environment. The teams went about training resources across the department which more often needed to start with basic computer literacy process than jumpstarting with MIS application. Year 2012 saw adoption of MIS by nearly 75% of the resources across various departments and locations within salt department, but it was felt that a longer term handholding would yield desired outcomes and would meet ultimate objective behind implementation of Salt MIS.

It was felt that to bring in sustenance to the program and ensure salt department has enough trained internal resources to manage the system, capacity building program was felt as a need to create sustenance and business continuity environment. Hence in year 2013, GAIN funded implementation of capacity building program for salt department through VBISOFT & ICCIDD.

A Capacity building and change management phase was envisaged to establish procedures to plan, develop, implement, and mainstream the SALT-MIS training program and curriculum. The objective defined was as under:

- Mainstreaming of Salt MIS to ensure usability across the department
- Capacity building to ensure sustenance
- Technical Support to ensure business continuity
- Sensitization among operational staff to participate in mainstreaming
- Top driven approach to ensure internal stakeholder buy-in
- Just-in time Information availability through analytics to ensure timely decision making
- Democratization of data and information across enterprise to ensure information transparency

The training yielded necessary results and saw outcomes which were highly encouraging and not only from the process perspective but also from people perspective.

Over 95% people across salt department have completely shifted to MIS platform for individual roles assigned to them. Statistical data for production, dispatch, quality and other processes is now processed completely on MIS. This has led to drastic reduction in manual intervention and hence resources can now spend most of their time strengthening their core responsibilities. Reporting is predominantly carried out through MIS and the multi-dimensional data can be extracted from salt MIS for building future or ongoing strategic road map for salt department.

Process Transformation Leading to People Transformation – PT²

The transformation of salt department through use of Salt MIS has not only brought about sea change in the way department executes its intended functions, but has brought radical transformation to people in their personal capacities. The process transformation has led

people within salt department to transform personally to be able to execute their job in the best possible manner in the changed scenario of automation. This change has not only enabled them to work on designated MIS application but to find new ways to communicate and operate in IT oriented bigger world around them; People have found new ways to communicate with their peers, friends and family This has given a whole new dimension to their life – **a new way of communication.**

People Transformation:

People within department have started experiencing whole new world of possibilities by use of social networking platforms like Facebook, twitter etc. for their personal relationships and adoption of online communication using Skype, team viewer etc. with peers and training resources. The resources have been able to leverage the benefits of enumerable work productivity applications like spreadsheet, word, PowerPoint etc. besides ability to use internet based applications to further their goal of being IT literate.

Transformation Story of some of the Resources within Salt Department

Personal Transformation of Mr Ranjeet Kumar

Ranjeet Kumar a 45 year old Salt officer designated as Inspector of salt at Mithapur factory office was one of more than 200 salt officers who had never used computer before implementation of SALT MIS. After implementation of SALT MIS, it was mandatory for every field officer to send their monthly report/ statistics specially production, Supply and quality control related data through MIS. Being new to IT environment, it seemed to be a big challenge use MIS, Initially he would rely on resources from VBISOFT to help him to input data into MIS, despite the several training session (On site/ through remote), it was getting tough for him to user computer

One day he asked his son to help him input salt production data into MIS. His son found salt terminology unknown to him and annoying, Mr Kumar bargained then told his son “let me share the functional knowledge of salt industry with you and in return you have to teach me how to operate computer” His son then started teaching him computer and now Mr kumar is one of the Trainer appointed under “Train the Trainer” program By Salt department who has imparted many training to salt department officials at Bhavnagar and Jamnagar circle office. Besides Mr kumar is now able to operate applications like Skype and TeamViewer to help manage trainings etc.

Similar transformation stories were experienced by Mr Praveen kumar Jha, DSO, Santalpur , Mr Elango, DSO Marakanam, Manambady and Manambady factory offices, Mr Fransis from Vappalodai salt factory , Mr kanaram Meena, Cicle officer, Nawa city and many other who have upgrade their IT literacy level from 0 to 100% through introduction of MIS handholding activity

Personal Transformation of Mr Parmar

He was never a computer user like many other salt officials of his age group. At age 56 , it is really a difficult task to learn use of computers and any enterprise level application especially at an age when people thinking of their post retirement. Mr parmar is now one of the most efficient MIS users in salt department. He himself revels that during early days of implementation of salt MIS, he used to hire computer operator to prepare his statements through MIS. Mr Parmar actually walked an extra mile to equip himself with IT knowledge and hence besides onsite trainings, he even visited VBSOFT office to learn use of IT and MIS, it was a challenging job for VBSOFT's trainers to impart IT knowledge and bring about change in literacy levels of Mrparmar and other salt officials so that they could respond to organizations and personal goals. During training session at circle office Dhrangendhra, Gujarat , VBSOFT trainers has decided to pay special attention on such users whose IT literacy level was not up to the mark to use MIS. Usually trainings end at 6 PM after office hour but trainers usually extended it up to 11 PM so that salt officials who required more practice can utilize trainers to reach at comfortable level.

Now Mr Parmar is one of the most efficient users and has been guiding other for effective use of salt MIS. His IT literacy level upgraded from 0 to 100% in one year



Photo: Training session at Regional Office Chennai, TamilNadu



Photo: Training at Divisional office Kakinada, Andhar Pradesh



Photo: Training at Divisional office Jodhpur Rajasthan



Photo: Training at Head office, Rajasthan



Photo: Training at Divisional and circle office Tuticorin, TamiNadu

Personal Transformation of Mr Mutthuvirrapan

Salt test laboratory Tuticorin, was the first laboratory where quality related data like sample information and its quality w.r.t iodization are being captured in MIS. MIS is now an integral part of this laboratory and brings the process improvisation as far as quality control is concerned. Sample analysis reports with specification are directly being sent to respective Iodized salt manufacturer using SALT MIS which reduces the information flow time drastically. Manually it takes at least 7 to 10 days to communicate the sample analysis report to salt manufactures, now it takes only the analysis time in laboratory and results are immediately sent to concerned parties. "Monthly Lab progress reports w.r.t STL Tuticorin is now a just mouse click away to divisional, regional and even to salt Head office Jaipur" said Mr. Mutthuvirrapan, laboratory incharge, Tuticorin Salt test laboratory. He has experienced a life-changing experience by way of harnessing ability to communicate with his friends and family over internet tools available for social networking and others.

"We are now able to get manufacturer's performance w.r.t Iodization & QA, data regarding sample is now available to everyone in workflow which enables salt officials at every level to take corrective measures towards substandard salt manufacturing" said Mr. Ved Prakash, incharge laboratory, Kharaghoda.