

ISO 9008:2008 in MSME

<http://msme.gov.in/Web/Portal/ISO.aspx>

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"There is nothing so useless, as doing efficiently that which should not be done at all." - Peter Drucker



1. Started from the top

1. System improvement – eGovernance initiatives

- eOffice, ISO-9001: 2008, virtual clusters, NIESBUD job portal, NSIC's B2C portal, National Portal for filing of EM-I and EM-II.
- Above initiatives have brought improvements in our interaction within the Ministry by use of ITeS.

Sri Kalraj Mishra, Hon'ble Minister MSME put lot of emphasis on eGovernance initiative for "minimum government and maximum governance" and use of ITeS tools .Sri Madhav Lal IAS, Secretary MSME , shared his vision of improving governance and responsiveness of ministry to our stake holders in a meeting and desired that we may work out a Plan of Action for ISO certification. His advice was heeded and necessary ground work was initiated. Biggest doubt that be encountered is what benefits if any will be there for our Ministry. Steel has got it but only for two sections and had remained so. Had ISO been such a game changer, other big Ministries must have initiated and could have obtained the certification.

First issue posed before the decision makers was whether to go for whole or part of the services that Ministry offers to have ISO attempt? As we say boss is seldom wrong, we were told to make up our mind

for total improvement in our filing process than a piece meal approach as quality time of senior management spent in the efforts is same. If we attempt in a universal manner the chance of internal competition playing positive role was still there.

2. Interaction with Senior Officers

"The achievements of an organization are the results of the combined effort of each individual." - Vince Lombardi

With this objective an interaction was arranged by both Joint secretaries in a meeting held in early January 2014 with all the ministerial staffs. Introduction of concept of ISO was explained and views ascertained about readiness of lower and crucial layer of official structure. . We were also testing the idea of "TeamMSME" to enable us to implement both - ISO and eOffice initiatives. It was also explained that the process of ministry- wide implementation will be mutually supportive. One person who has some experience of steel ministry cleared the various doubt among the staff about the efforts required to implement such initiatives. Some staff as usual wanted us to study the impact where it has been implemented so as we can learn from failures, while others found it interesting but challenging enough to be involved.

After a thread ware discussion it was decided to put up a tentative plan to be discussed in the next meeting with some ISO experts so that we learn from their experience and avoid mistakes. Quickly it was found out that Ministry is preaching about adoption of ISO standards to even MSME units and even funding part of the cost , but not quite ready to implement it within its own premises. It was also found out that our EDIs are training professionals in preparation of documents for ISO but even there we were short of being over optimistic. NI-MSME Hyderabad was identified to provide resources to explain the processes involved to the staff before a final decision is taken. The same was arranged within a weeks' time and ice- breaking workshop was held in Jan 2014.

The enthusiasm of staff and readiness assessment of our external consultant was placed before secretary to give us go ahead.

We got a favorable decision and some committees were formed. A team of senior officers was sent to Hyderabad to attend training on the subject before the process is kick started in the ministry. This training was the watershed in our efforts of getting ISO as it builds the confidence among the middle level officers.

3. Interaction with Supporting Officers

"Make the most of the best and the least of the worst." - Robert Louis Stevenson

TeamMSME now trained and energized was let loose soon their colleagues to share their experience and clarify their doubt. The pessimist among us was proved right that this fear factor was not that real. The TeamMSME took the ground breaking initiative of discussing the job chart of one section and requested other section officers to offer their comments without telling that they were actually working and preparing themselves for ISO.

First job chart of IC section was discussed and was torn apart with tons of very vital suggestion. Some officers added their experience while preparing RFD and Citizen Charter for the ministry.

A workshop was organized with different speakers sharing their concept of ISO in a very systematic manner. After all this consultations a decision was taken to prepare the Draft Action Plan with timelines for ISO certification with clarity that role of consultant shall be limited to facilitation and midwifery only .

Even a working plan prepared by staff was declared to be suitable than a glassy ones quickly prepared by professionals with less or no participation of all stakeholders.

4 Role clarity was the goal

"The important thing is not to stop questioning. Curiosity has its own reason for existing." - Albert Einstein

When the chart and activity mapping was done by different sections and the draft was shared openly for peer review, some section officers withdrew their drafts being so mechanical. This was the beginning of our success. We had three rounds of discussion before a manageable draft of each section was ready. Once this was achieved the role of primary consultant became clear. We can certainly claim that PoA of ISO implementation in our ministry is really based on bottom up approach and has higher chance of success.

Role clarity was further discussed as all files going to JS in some where only few going up to even DS in some came to our notice. The collation of all circulars and guard file materials was the next logical necessity.

A comprehensive list of all important acts ,rules ,resolutions scheme guidelines and letters from other ministries that has bearing on decision making was prepared and even uploaded on website with the help of NIC to save time and cost of referral in future.

5 Rule clarity became the objective

"You never achieve success unless you like what you are doing." - Dale Carnegie

After role clarity the next attempt was to sort our rule clarity. Which officers are entitled for two newspapers and when the ink of printers needs to be changed, even such small issues were discussed. Officers are reluctant to take appropriate decisions despite delegation as many of them are ignorant and very few have time and inclination to read old guard files. Even note to successor is not being practiced in the ministry. Officers and staff from different background join and have to hit the ground running.

The Biggest advantage of our internal and consultative planning was rule and role clarity among all concerned.

With growing reduction of staff in general and quality staff in particular, use of outsourced staff has added a huge cost to our institutional memory. The ISO initiative with its comprehensive documentation process has bridged this growing gap and has restored confidence among staff.

6 Efficiency becomes the buzz word

"Efficiency is doing things right; effectiveness is doing the right things." - Peter Drucker

With ministry-wide ISO and full-fledged implementation of electronic document management system eOffice will allow us do more, with less without compromising quality for speed nor there will be need for human centric institutional memory. Googling the circulars, job charts and processes of filing will add to the efficiency and good governance. We will have more time to prevent the fire than all the time fighting it out. A small step in improving governance has since been taken and our Plan of Action submitted to Performance Management Division of Cabinet Secretary India for engagement of certification agency as we are now battle ready with commitment to get ISO 9001:2008 and retain it.

7 Success of getting it

"Nothing succeeds like success." - Peter Drucker

The New Government and direction of our Hon'ble Minister MSME added new fillip to this initiative as it was listed one among several deliverable within first 100 days of Government. The selection of M/s TUV India was another learning point as the same was done out of a Panel prepared by Performance Management Division of Cabinet Secretariat from whom our IFWing wanted "no objection". We were subjected to rigorous audit and some major writing of operational manual.

Our efforts were rewarded when TUV wrote "The Ministry of MSME has adopted Quality Management System (QMS, ISO 9001:2008) for its operations in Udyog Bhawan, New Delhi as per the directives of Cabinet Secretariat". All procedures followed in the Ministry have been laid out as per the QMS and the Ministry has cleared the Certification Audit conducted by M/s TUV India on 4-5 September, 2014. The Ministry in its endeavor towards Quality Movement has been recommended for Certification for ISO 9001: 2008 and finally awarded on 23rd of September 2014.

CERTIFICATE

Management system as per
ISO 9001 : 2008

In accordance with TUV INDIA procedures, it is hereby certified that

**MINISTRY OF MICRO SMALL AND MEDIUM ENTERPRISES
GOVERNMENT OF INDIA
Udyog Bhawan, Rafi Marg,
New Delhi – 110 011,
India**

applies a quality management system in line with the above standard for the following scope

**To Formulate and Implement Policies and Programmes for the
Promotion of Entrepreneurship and Growth & Development of Micro,
Small & Medium Enterprises, including Coir, Khadi & Village Industries**

Certificate Registration No. **QM 04 00332**
Audit Report No. **Q 5711/2014**

Valid until **28.09.2017**



Certification Body
at TUV INDIA PVT. LTD.

Issue **29.09.2014**
Place **Mumbai**

This certification was conducted in accordance with the TUV INDIA auditing and certification procedures and is subject to regular surveillance audits.

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