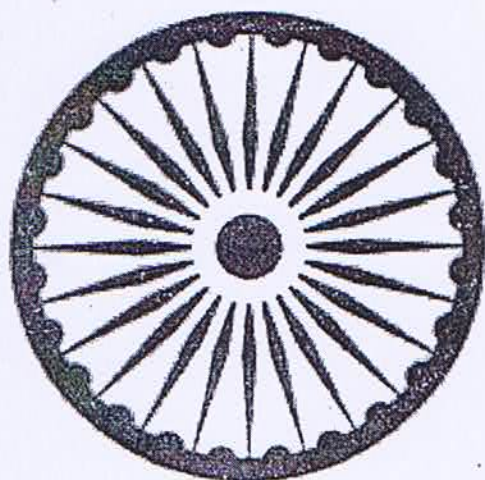


Government of India



*Report of the  
Sixth Central Pay Commission  
(Annex)*



March 2008

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**Hon. Justice B.N. Srikrishna, Chairman**  
**Shri J.S. Mathur, Member**  
**Smt. Sangeeta Singh, Joint Secretary**  
**Shri Alok Saxena, Director**

#### 6.3.4 Case Study of Machine Tool Prototype Factory (MPF) Ambarnath

The Machine Tool Prototype Factory (MPF), Ambarnath, presents an example of the transformation motivational tools and productivity practices can achieve to improve service delivery quality in an organisation.

2. At MPF, Ambarnath, a highly proactive approach as under has been adopted for quantification and monitoring of productivity amongst office staff:

- Identification of key performance areas through brainstorming and interaction amongst officers and staff.
- Extensive use of Information Technology resources for the purpose of constant monitoring, feedback to all concerned with an aim to improve the same.
- To improve office productivity, "Management by Objective" was encouraged amongst the staff through tools like Total Productivity Management (TPM) wherein staff actively and voluntarily participates in the process to improve the working environment.
- Adopting the TPM philosophy as a way of life by the office staff thereby ensuring continuous, small improvements that are perceived as attainable by the dealing staff.

3. Insofar as identification of key performance areas is concerned, the following indicators have been identified:

- Monitoring the movement of dak from the stage of the receipt of letters till it enters the online system, and further monitoring of the desired/allocated work till it is disposed off
- Identification of important attributes related to the job assigned to the particular staff, desired skill levels, requirement of training and change in the level of skill after completion of training, etc through what is known as 'Brain Mapping'.

4. The practice of TPM has been started in all the offices of MPF.

- i. Taking oath in the morning before starting of the work has developed a sense of commitment in the employees. The biggest stumbling block in the Government sector is negative attitude of persons towards their work content and poor team spirit. The biggest gain which MPF has achieved after introducing first step of TPM i.e. 5S is gain in respect of positive change in the attitude.
- ii. Staff involvement in problem identification and measures to improve their organizational functioning and service deliverables is most important. In the Establishment section for instance the main problems identified were congestion, no cross ventilation and poor natural light, haphazard record management system with papers and files not traceable in time and poor staff motivation. The Staff removed all unwanted papers, files, almirahs, broken tables, chairs etc. from their offices and sent them for either storage of old files at Central Record Room as per the life of the files or old furniture and other office equipments for disposal action.

- iii. The staff was divided into three groups : **Strategic Group** - to handle all matters pertaining to Recruitment, Promotions, RTI Queries etc., **Services Group** - to handle all matters pertaining to Pensions, LTC, Leave Records, Service Records etc and **Dak Group** - to handle receipt, dispatch and monitoring of all incoming and outgoing Dak. The senior most staff within the group was designated as the Group Incharge and all staff was asked to create and maintain a work-flow chart and a check-list for each item of work. As part of the attitudinal change, monitoring the movement of the files, letters etc. through computer was taken up. There has been improvement in the productivity of the individual and consequently the overall productivity of the sections. Appreciating the fact that goals can be achieved only when they are coupled with the best efforts, continuity of performance remains the benchmark and targets are being monitored by the General Manager.
- iv. A major gain achieved is the innovation at the workplace. All the employees in the offices have achieved some spare time during their duty hours, and, during that period, they have started thinking of improving the work by adopting better methods for doing their jobs.
- Records retrieval time has been slashed from 300 seconds to 30 seconds.
  - All Reports and Returns being sent on the 1st of every month.
  - Personal information schedule (PIS) being updated on the 2nd of every month, Periodical Increment Certificate (PIC) being issued on the 4th of every month
  - A pension case is sorted out within 06 working hours as compared with earliest response time of more than 35 days prior to introduction of TPM.
- v. Employees can view their records and status of pending requests, biometric attendance details, salary calculations, overtime and piece work rates on-line on a real time basis. Suppliers and vendors can see reports on pending dues and status of bills online. All papers are tracked with levels of pendency and period of pendency being shown clearly online. Similarly, documents and works pending with given officers are shown clearly on real time basis.
5. Employees are not caught up in non-productive routine and focus clearly on every day work, completing it well in time. The improvements have culminated in excellent service, contributing to employee satisfaction making them more productive in turn. Pride in the workplace is tangible. The approach is being extended to all production as well as non-production areas with targets for processes with excellent results wherever it had been adopted and at the same time, has shown the potential of yielding similar excellent results everywhere.
6. The example of MPF Ambarnath shows how transformation and excellence in performance and public service delivery is possible with development of employee involvement and motivation through
- an enabling work environment;
  - utilization of the process redesign, convergence and integration that Information and Communication Technology (ICT) facilitates through on-line real time basis,

with status tracking, status information and integrated user group interface to minimize delay;

- strengthening of delegation and accountability at the delivery level with creation of teams and reduction of hierarchy; and
- introduction of transparency and pride in the workplace.

7. The Commission has noted the initiatives taken by the organization with satisfaction and this is an instance of the type of motivated organizational level excellence and change it seeks to achieve through the tool of Performance Related Incentives.