From the Chairman’s Desk

This newly branded eQuality News is our endeavours to bring you the new face of the Institute of Quality, as we turn ten years old.

The National Quality Summit, 18-20 November in Bangalore has been also given a leg up with 52 CEO speakers from leading organizations sharing their perspective on Quality.

This year’s theme is “Business for Livelihood- Different Industries, Similar Future Challenges”. Do join us at this prestigious platform, where more than 650 people will converge to take the dialogue on Quality to the next level.

The first ever Lean Manufacturing Study Mission to Japan provided participants to learn the latest in Japanese Manufacturing technology, the National Conference on Quality in Healthcare was successful in attracting due attention to the Quality imperative in Healthcare.

CII-IQ’s social initiatives in the “Safe Fleet” movement is gaining momentum with more companies joining this movement for safer roads.

We will be glad to receive your views and suggestions to make the publication more useful and interesting.

Best regards,
K N Shenoy

1st Lean Manufacturing Study Mission to Japan
23-27 August, Japan

National Conference on Quality in Healthcare
24-25 September, Chennai

CII-IQ Contributes for NIFTEM / MoFPI

CII-IQ Facilitates RBI in ISO Certification

IAAF Meeting in Taiwan

“Safe Fleets” Gaining Momentum

Forthcoming Programmes

Programmes Conducted

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Dear All,
Please find below the August – September, 2010 issue of Quality News, a monthly e-publication from CII Institute of Quality. It is our continuing effort to provide meaningful and relevant information on the various areas of our work through the Institute. We look forward to your views and suggestions’.

Regards,

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Business for Livelihood
Different Industries, Similar Future Challenges

Summit Highlights
- Winning in Emerging Markets: A Roadmap for Strategy and Execution
- Emerging Technologies: A Walk in the Cloud
- Leadership Territory – Learn to make your own Path
- Innovation in Manufacturing: The Collaboration Imperative
- Things to Come: A Peak into the Future of Manufacturing
- Manufacturing 2010 and Beyond: The Economic Context
- Services 2010 and beyond, the Yahoo story
- Next Gen from FBN: Integrating Quality and Social Responsibility
- Case Studies: Quality of Public Services & Quality in Manufacturing
- Indian MNCs: Riding the Storm out?
- People Engagement, Training & Development, Quality Systems and Standards
- Social Entrepreneurship
- Creating sustainable productivity improvements: Managing a sustainable operational excellence culture from the bottom up.
- Achieving the required skilled workforce for the future
- Innovated in India
- Seizing the Future – Manufacturing Leadership
- Things to Come: A Peak into the Future of Quality, Manufacturing, Innovation

Summit will feature sessions with CEOs from Leading Organisations
- Microsoft Corporation
- MindTree Consulting
- Nokia India
- Colgate Palmolive
- 3M India
- Dell International
- Tata Group
- Forbes Marshall
- Axis Bank
- Marico India
- Fortis Healthcare
- Max New York Life Insurance
- Godrej Industries
- Parle Agro
- Srinivasan Services Trust
- Infosys Technologies
- Future Group
- JCB India
- ITC Ltd
- Boeing India
- Vodafone India
- IRCTC
- Larsen & Toubro
- Aditya Birla Group
- ABB
- Eaton Technologies

Venue
NIMHANS Convention Centre, Wilson Garden, Bangalore

Sponsorship Opportunities are available under the categories Platinum, Gold and Silver sponsors.

For online Registration please visit: www.cii-iq.in

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1st Lean Manufacturing Study Mission to Japan

CII Institute of Quality, Lean Management Division organised its first Lean Manufacturing Study Mission to Japan from 23-27th August. 26 participants from 15 leading Indian companies visited Japan to understand the trend setting methodologies that has been practiced by the leading Japanese companies in Manufacturing. These have significantly contributed in building their competitiveness, transforming itself into their own specialized production system like the Toyota Production, Nissan Production Way, Denso Manufacturing Way-MONODZUKURI, and Nippon Production System. The visit exposed the participants to live demonstrations on various techniques, tools and concepts of the different Production Systems being practiced successfully. The integration of the management philosophies in effecting day-to-day improvement activities was the key learning for the participants.

Besides the plant visits, the mission members were also exposed to a Seminar on Lean Production System by JMA Consultants Inc., Japan.
KEY LEARNINGS

NISSAN Motor Company – Oppama Plant

Mr Hiroyuki Ono, Manager-General affairs, welcomed the delegation members and explained about the company and the processes. One of the guiding principles of Nissan is

- **NISSAN GT 2012: Building Growth and Trust**
  NISSAN GT 2012 covers 5 years from April 2008 to March 2013; Nissan will focus on the company’s long term performance combined with its responsibilities to stakeholders as a significant global business.

**Key Learnings:**

- Nissan Production Way (NPW) has **“two Nevers”** that serve as the basis
  - Never-ending synchronization of manufacturing with customer needs and
  - Never-ending quest to identify problems and put in place solutions.
- Nissan provides 3 months forecast plan to its suppliers and firm 4 days of order. PPC plans the production based on fixed order books from the dealers, possible unknown customers and on market analysis.
- 7 suppliers located inside the plant premises and delivery of parts every 4 hours as per Kanban.
- TPM is also practiced. Over 90% of the work is executed by robots. Loading and unloading is automated.
- ANDON displays indicate each shift's target output, the line which has stopped or running slowly and which line is operating according to schedule.
- Workers involved in the improvement activities through Kaizens and are recognised by Awards, Thank you Cards and other appreciation methods.

Mr Seiji Honda, General Manager answered a questions related to training new workforce, planning methodologies and how Nissan has charted out strategies to cope with global challenges.

Mr Seiji Honda, General Manager-Nissan Oppama plant addressing the mission members
NIPPON Steel Corporation – Kimitsu Plant

Nippon steel is located in Kanto region which is the largest steel consuming area in Japan. Mr. Suzuki, representative from the plant explained to the delegation members on the activities carried out at the plant.

Key Learnings:
- Nippon steel plant practices 3 ecological approaches namely Eco Process, Eco Products and Eco solution
- Environmental issues like global warming, re-utilization of resources & waste management and environmental conservation are given primary concern.
- The recycling plant inside the facility utilizes material from in-house scraps and plastic wastages (end of life materials) from outside.
- Wind power is used for sifting plastic materials (light weight) and heavy materials. Magnetic detector detects and removes metal particles if any.
- 100% conversion takes place in the recycling plant, i.e. 20%-Coke, 40%-coke oven gas, 40%-Hydrocarbon oil. These re-born coke and the coke gases are directly utilized in the steel plant.
- Safety is accorded top priority in the plant. Safety training is imparted to every workforce.

Toyota Motor Corporation

The delegation members visited Toyota Motor Corporation, Motomachi plant which is the mother of all plants worldwide. The members of the Study Mission were exposed to the production lines such as CROWN, ESTIMA, Mark X through a tour on the gallery. Where there operations were not visible, the tour guide explained through an audio and video stations to understand the processes better. The excellent preparation of the tour guide, probably not an employee at the shop floor, on the manufacturing process adopted and the various questions that were asked to her was a unique understanding during the visit to this plant.

Key Learnings:
- The effective usage of the tools like Kanban for JIT, ANDON for identifying problems in the production line at a glance by the operators to make the production flow smooth and not to produce defective products were the unique understanding during the visit to this plant.
- First hand physical view of the working of Toyota Production System (TPS), its robustness and real-time implementation were good take aways.
The exciting part of this tour was "Challenge the Champions" – the series of skill tests timed against plant workers via video recording to see who could accomplish the simple tasks quickly. The champions (plant workers) remained unbeaten!

![Image of Mission members with JMAC senior management team at Toyota Motor Corporation – Motomachi Plant]

**Toyota Museum**

Toyota Museum is a huge learning center (first hand information) for Toyota Production System (TPS). Various tools such as video presentation, models of the productions explain the way Toyota works. It also shows the history of Toyota’s culture, TPS, the products (models) they manufacture and the emerging technological vehicles.

**Denso Corporation - Takatana Plant**

The visit to Denso gallery, a museum that features Denso’s past, present and future with a wide range of its product development activities and business approaches gave an insight to a variety of innovative ideas of Denso with respect to automotive products and technologies in their 4 domains of expertise-the environment, safety, comfort and convenience. A macro picture of Denso's various pioneering works with respect to the products of daily use, industrial climate control systems, automatic data capture systems and industrial robots were special highlights.
Key Learnings:
- Denso follows "Denso manufacturing way-MONODZUKURI" which is based on both technology and human skill development.
- The shop floor was clean and everything in its rightful place along with proper markings. Despite hectic machine operation happening all around the plant, no material spillage or waste particles were visible on the shop floor.
- The gallery view on the step-by-step manufacturing process such as Injection moulding, Dial printing, Electric circuit assembly line, stepper motor assembly line, Instruments assembly line and other shopfloor activities along with the automatic changeover in assembly namely the wire winding with 27000 turns/minute, high definition laser and other precision work center operations gave an understanding of the Monodzukuri at Denso.
- Denso has intensified its environmental impact reduction efforts. It is striving to achieve zero-landfill disposals by effecting changes through comprehensive management and voluntary reductions in the use of chemical substances and conserving energy.
- Production promotion center of Denso gave presentation on their Monodzukuri way of operations – the DNA to establish skills required for manufacturing and how to use this concept in improving overall quality of the products.

Management Innovation Center, Nagoya (MIC)

MIC is a leading training and consulting company under Toyota group with the caliber to provide tailored solutions in manufacturing management and performance improvement through TPS. As of 2009, over 26000 overseas trainees have completed the training at MIC.

MIC working on 2 business areas.(1) Training: Education, shopfloor training; (2) Consulting: Support for practicing.

The participants were exposed to the training methodologies provided by MIC on TPS through a very interactive session with their faculty on how Kanban works (giving instructions, transporting parts, etc.,) at a well equipped simulation room in their campus.
Gifu Autobody Company Ltd, Nagoya

Gifu Auto Body is a leading company for the assembly plant & components plant under Toyota group. It is named to be the most efficient plant in the Toyota group producing special purpose vehicles such as tour vehicle, engineering vehicle and emergency vehicle.

Key Learnings:

- The visit to the parts plant and body assembly exposed the participants to practically seen
  - each workstation in operation
  - Kanban pooling system between the factories and their suppliers with respect to the Material supply system
  - Andon System
  - Hijunka box- visual scheduling tool for level production.

- The special red box is kept for collecting the defective items produced in parts plant shopfloor. These defective parts are exhibited and then used for detailed analysis of why they have been produced and not to produce such defects again.

Seminar on Lean Production System

- The mission members were exposed to the Japanese way of production and how a lean production is implemented in the companies.
- Mr. Takashi Asano President, JMA Consulting Inc, Japan gave a brief understanding on JMAC and the Lean philosophy. He explained about how to develop Lean “mind-to-waste” to reduce life time loss, importance of trusting/respecting people, Go & SEE “Gemba-ism” for making any improvement and team work towards attaining a common vision.
- Mr Eiji Toyoda’s (Former President of Toyota) quote on Life time loss was very useful and an eye opener.

“A person’s life is an accumulation of time. Just one hour is equivalent to a person’s life. Employees provide their precious hours of life to the company, so we have to use it effectively”- Eiji Toyoda
Mr Kenji Mitsumoto in the session on World Class Manufacturing (WCM) through Lean production and Monodzukuri—a Japanese production way gave depth information on
  o JIDOKA and other lean concepts
  o That quality must be built in the manufacturing process
  o Never send a defective part to next work stations unless the error is rectified.

Essential points for successful implementation of Lean production system.
  o Have a clear road map
  o start from easily visible area where everybody can visualize before & after
  o Involve people
  o Managers should be role models in following the systems.

Members were exposed to the power of Monodzukuri and how it spreads throughout the manufacturing from development to production and distribution.

The 4 key elements of Monodzukuri Innovation which builds competitiveness of companies are:
1. Higher cost effectiveness for implementation: Orientation towards Low cost, Flexible automation, Workerless shopfloor,
2. Increasing quality strength: Plant quality initiative and Higher quality for customer delight feature
3. Higher product development capability: From a product development perspective and creation of uniqueness through products giving a high contribution to turnover and income
4. Higher HR capability: Human resource development
List of study mission members


List of study mission members

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<td>Quality Engg &amp; Systems Cons.</td>
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<td>Mahindra &amp; Mahindra Ltd.</td>
<td>Hemant Sikka</td>
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"Healthcare industry needs to redefine quality keeping in line with the expectations of the customers who are intelligent and technologically well equipped" said Ms Suneeta Reddy, Executive Director (Finance), Apollo Hospitals Group while delivering her keynote address at the "National Conference on Quality in Healthcare, India @ 75 :Quality and Affordable Healthcare for All" organized by the Institute of Quality (CII-IQ) of the Confederation of Indian Industry on 24-25 September 2010 in Chennai.

"Quality clinical outcome is what customers expect today, which is the most important part of any medical organization. Scaling up the medical services and also reaching out to people in their locality would enable healthcare service affordable to the masses" she added. Highlighting that the calamity of chronic diseases are on the rise in India, she noted that "we have 60 million cardiovascular cases and 57 million diabetic

"Need for a Healthcare Excellence Model"

The health care sector in India has registered a growth of 9.3 per cent between 2000-2009, comparable to the sectoral growth rate of other emerging economies such as China, Brazil and Mexico. The growth in the sector would be driven by healthcare facilities, private and public sectors, medical diagnostic and pathological labs and the medical insurance sector. It is expected that diagnostics would contribute US$ 2.5 billion to the healthcare industry by 2012.

According to McKinsey’s report in 2009, Indian healthcare market is expected to continue growing at a projected rates of 10 to 12 per cent per annum, with average household consumption expected to increase by more than 7 per cent per annum, the annual healthcare expenditure is projected to grow at 10 per cent per annum.

Medical tourism in India has emerged as the fastest growing segment of the tourism industry despite the global economic downturn. High cost and long waiting period in the developed countries and lack of availability of specialised treatment in developing countries has been forcing patients from such regions to look for alternative and cost-effective destinations to get their treatments done. The Indian medical tourism industry is presently at a nascent stage, but has an enormous potential for future growth and development.

To take this challenge, every health care provider needs to imbibe the concepts of quality care to its patients. Although the quality consciousness in health care industry is relatively new to India it is taking its roots as we have now many ISO certified hospitals. To attract overseas patients, few hospitals even got JCI Accreditation. NABH has also launched national accreditation systems.
cases, which underlines the need for preventive care. Around 9.2 million man hours have been lost in our country due to lack of preventive healthcare”. She observed that technology and innovation would play a key role in accessing quality and cost effective healthcare services.

**Dr. Nandakumar Jairam**, Chairman, CII-IQ Healthcare Quality Task Force & Chairman Columbia Asia Hospitals in his theme address said that healthcare scenario in India has changed both demographically and economically in the past two decades. Healthcare industry should focus on developing affordable, accessible and accountable basic healthcare services with Quality and sustainability as key drivers, he added. The gap between the rural and urban healthcare facilities need to be bridged in order to achieve ‘healthcare for all’, he observed.

This year’s National Conference attracted over 110 delegates from 30 Organizations to further promote CII Institute of Quality’s initiative to promote quality and affordable healthcare for all.

The first day had various thought proving sessions. A special plenary session was addressed By Dr K M Cherian, Chairman and CEO, International Centre for Cardio Thoracic and Vascular Disease on the topic Affordable Healthcare for All. The session on Achieving Excellence in Healthcare touched upon the aspects of organizational excellence, excellence in Patient care and Leadership excellence in Healthcare. Mr. R Basil, Executive President, Healthcare, Apollo Hospitals noted that Healthcare being a service sector, emotional issues play a pivotal role in leadership in healthcare Organisation. The second session on Standardisation and Accreditation had discussion on national and international perspective about affordability of accreditation. Dr Girdhar Gyani, Secretary General QCI, stated that the cost incurred on
standardization and accreditation leads to the overall reduction in the cost by removing non value added process. Accreditation is a risk reduction strategy to improve patient safety and reducing errors, said Dr Ashraf Ismail, Managing Director, JCI Middle East. The Third session was focused on Quality beyond Compliance. Mr. Sanjib K Dutta, Principal Counsellor CII Institute of Quality introduced the concept of Healthcare Excellence Model based on the EFQM Model. CII Institute of Quality is soon going to launch this model this year so that Indian Healthcare Industry could benefit from it. The model shall also form the basis for the Health Care Excellence Award which is being instituted by CII and would be operational from 2011.

The Second day of the conference started with the topic of utmost concern for Healthcare industry, Outreaching Healthcare Services to Masses. The session discussed on the issue about how to ensure that Quality healthcare reached where it is needed the most – our villages and towns. Dr T Sundaraman, Executive Director, NHSRC spoke about various initiatives and steps taken in the field of public health by NHSRC.

The second session of day 2 had a discussion on the Role of Medical Technologies and IT in Healthcare. Healthcare delivery, its quality and affordability can be highly optimized by the usage of Technology. The third session focused on Financing, the most critical determinant of health system and discussed on the need for effective and efficient healthcare financing models where government and private sector can work hand-in-hand to provide quality healthcare for all. Health sector being a service industry is mainly driven by manpower and the major constraint on the path of sustained growth rate of Healthcare delivery system is the shortage of skilled manpower. The fourth session highlighted on the need and demands for skilled manpower in the healthcare industry and also about the basic cause behind the shortage and ways to overcome this HR challenge.

Dr Satish Gupta Senior Consultant (Cardiologist), JVVM Global Hospital & Research Centre delivered the valedictory address and spoke about the 3 Dimensional Approaches to Total Wellness. He explained that how by modifying our lifestyle, food habits and thought processes we can overcome risk of various chronic diseases.

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CII-IQ contributes for NIFTEM / MoFPI

In order to enhance the availability of talent in the industry and to harness the full potential of the Indian Food Processing Industry, the Ministry of Food Processing Industries (MoFPI) has taken a pathbreaking initiative to set up National Institute of Food Technology Entrepreneurship and Management (NIFTEM) at Kundli in Sonepat (Haryana). As an apex world class institute, this institute will cater to the needs of various stakeholders, including exporters, entrepreneurs and policy makers. The institute is slated to provide a major thrust to the food processing sector in the country.

NIFTEM would delve beyond traditional food technology and adopt a more holistic approach to food sciences by encompassing related avenues such as agri-business management, organization behavior, accountancy, macro and micro economics, Food Microbiology, Food Safety, Sensory Evaluation, Food Project Planning & Entrepreneurship and Business Development Plan etc. A unique feature planned is “Village Adoption” by students for a short period during each semester.

CII-IQ has been involved in the following 3 initiatives of NIFTEM

- Taskforce for the development of Course Curriculum of B. Tech Degree Programme
- Taskforce for Infrastructural Development of Laboratories.
- Interactive Workshop on Skill Development & Consultancy in Food Processing Sector

In the Taskforce for the development of Course Curriculum of B. Tech Degree Programme CII-IQ with other team members from industry and institutes contributed towards the development of Course Content in the areas of Food Microbiology and Food Safety, Food Additives, ingredients & Contaminants, Food Plant Utilities & Sanitation, Intellectual Property Rights and Patent, Food Laws, Standards & Regulations and Sensory Evaluation of Food.

Similarly, in the Taskforce for Infrastructural Development of Laboratories the team identified various tests, equipment / apparatus required and tentative budget for the same.
During the Interactive Workshop on Skill Development & Consultancy in Food Processing Sector the team identified various skill gaps in the area of Food Safety and Quality e.g. Basic Hygiene, Cleaning & Sanitation, Sensory Evaluation, Pest Management, Packaging & Labelling and Waste Management. Based on the skill gaps, the team suggested a Roadmap for each skill gap.

All the above initiatives were taken under the able guidance of Mr. Ajit Kumar Joint Secretary, MoFPI and Mr. Sudhir Kumar OSD, NIFTEM.

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The Institute of Quality was engaged by the Reserve Bank of India in 2008 to facilitate the implementation of Quality Management Systems for its Regional office operations related to Banking and Currency issue leading to their certification in accordance with ISO 9001. The project has recently concluded with four Regional offices achieving certification and the adoption of the Systems developed in all other regional offices across India.

Background
The Regional Offices have diverse and complex operations that include performing the Central Banking functions, direct accounts operation of key government departments, as well as managing public deposit schemes. In addition they manage the estimation of requirement, issue and quality control of the currency in their jurisdiction areas. This necessitates day to day control on the operations as well as fulfilling the expectations of customers that range from large Public sector banks, government departments, State governments and on the other hand petty traders and the public at large.

The key challenges are ensuring error free operations across large number of processes amplified with a very large volume of transactions.

Systems Gap analysis
Before undertaking the facilitation project, the CII IQ team conducted an in-depth study of the prevailing systems in the Delhi and Nagpur Offices which have almost similar operating activities in the Banking and Issue departments. The study revealed that RBI has very robust operational document management in terms of policy changes, and also a high degree of realization of the significance of the work being performed among staff. Further, service standards had been established for key customer services and declared in the Citizen’s Charter. The Regional Offices had established committees for interacting with customers on a monthly basis. However the following areas needed attention for implementing the Quality Management Systems:

- Proper referencing of the existing large volume of procedural documentation and their changes
b) Transformation of the current function based operations to an integrated process approach  

c) Identifying the existing controls, and areas that require additional monitors  
d) Setting up a system for identifying areas for improvement and converting these into quality objectives  
e) Setting up performance indicators for quality objectives as well as for processes  
f) Creating an environment that enables decision making on factual data based information through a system of monthly reporting and periodic reviews  
g) Measurement of customer perception regarding the services being delivered

**Project implementation**

The implementation project took off from a listing of the existing functional distribution of work and a workshop at the RBI Mumbai Headquarters where senior and middle management officers participated in a workshop on Process approach. Hands on exercises from live examples helped in generating awareness and the advantages of working with processes.

RBI Nagpur Regional office was selected as the pilot for the project. A workshop involving the local leadership and officers designated from various sections was conducted to identify the processes. Due to the strong functional style of functioning, identifying the processes was a painstaking process. It was carried out in group activities, periodically validating the findings with other groups, as many processes cut across functions and had their leads or culmination in other areas. Interfaces were identified in combined group activities and these included several interfaces with RBI Central functions as well as other divisions and customers. The Groups were then guided into documenting the processes – identifying:

- The purpose and scope for each process,
- the respective process owners,
- the process boundaries,
- key activities,
- the linked reference for the existing statutory norms,
- proposed time lines for each activity,
- the controls required at the input stage and intermittent stage and
- The checks required at the process exit stages.

Each process was evaluated for effectiveness performance, and wherever it was found that improvements were possible, the relevant performance indicators together with target values were established. These related to compliance levels for time norms, accuracy and errors reduction, satisfaction levels etc.

Once the concepts were clear, the officers were able to review their existing processes and document them as per the identified template. In order to reduce the paper –work, it was decided to standardize the process flow as flow-charts that also depicted the inputs, outputs and monitoring controls. In consultation with the Inspection Department, the overseeing department at RBI Headquarters, the cover sheet was also stripped down to a very crisp tabular format,
devoid of narratives. A first set of documents was developed at Nagpur over a period of 6 months covering more than 90 processes. These exercises were repeated at other Regional offices – Trivandrum, Bhopal and Ahmedabad, both for a further validation as well as to determine the variations in working at different offices. Some of these variations were accommodated to suit typical locations, while others were harmonized. This was achieved through repeated visits to these offices by CII Counsellors. A final set of process documents was ready within 12 months of the project initiation. The RBI already had a Quality Manual in place. The same was reviewed and revised to accommodate the process approach. In a separate consultation with the Inspection department, it was decided that the momentum for the QMS could only be sustained, if there was a regular programme for qualitative improvements in working methods and the concerned staff could be motivated. A workshop was conducted at Mumbai with officers representing various functions and departments of RBI in which a brainstorming exercise was carried out to identify the areas where improvements could be made. This was very fruitful and a list of more than 25 approaches was finalized. These were later included as a fresh chapter in the Quality Manual to serve as a ready reference for identifying Quality objectives at the Regional Office level.

Validation
As the process approach marked a departure from the existing style of functioning, the entire set of documents, after a final review by the Inspection Department, was submitted to the Steering Committee of RBI comprising senior officials from central functions as well as Regional Directors, and was approved.

Implementation
After approval by the Steering Committee, the final set of documents was prepared and disseminated in a standardized form to all Regional Offices. Each office was given 3 – 4 months to implement. Each office was advised to nominate the Management Representative.

CII Counsellors provided both on-site as well as off-site assistance in adopting the new set of process based documents, developing the related records, measurement systems, reporting mechanisms etc. After 4 months of implementation, each office was guided on conducting internal audit. More than 40 officers from various offices were trained as internal auditors. These officers were then formed into teams to conduct the audits under guidance of the CII counsellors and the Regional MRs. The reports were consolidated and presented in management review meetings presided by the Regional Directors. Non conformances were found both of local nature as well as systemic. The latter were referred to the Inspection Department for resolution at the central level, while the local issues were resolved by respective sub-process owners.

Due to the complex nature of work, and the abundant caution required in dealing with a combination of statutory and financial norms, the entire exercise of standardizing the processes, their harmonization through constant reviews and approvals took almost one year after the initial gap analysis, to be ready for the external audits.
**Project outcome**

The external audits for certification however did not present any difficulty and a batch of 4 Regional Offices at Nagpur, Bhopal, Ahmedabad and Trivandrum were recommended for ISO 9001 certification immediately after the initial audits.

The process documentation has since been implemented across all Regional offices.

The entire exercise was quite challenging both for the Reserve Bank officials as well as to the CII team comprising of Mr Anupam Kaul and Mr CV Rao. However at the culmination of the project, the RBI Senior officials have appreciated the final outcome that will go a long way in helping this prestigious institution in discharging their critical functions more effectively. CII Institute of Quality is privileged and proud that they could provide support in this noble effort. It also acknowledges the strong support provided by the RBI Inspection Department Team lead by Mr P.K.Chophla, DGM and Mr Ashok Parikh, AGM at all stages of the project.

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The JIPM TPM awards International Assessment Agency Forum meeting was held on 16 September 2010 in Taiwan. The agencies from UK (SMMT), Thailand (TPA), Taiwan (CSD) and India (CII) participated in this meeting along with JIPM, Japan to discuss the way forward on the TPM awards and on how to develop and promote the TPM in the world.

The year 2010 is the 20th Anniversary of the Corporate Synergy Development (CSD), the TPM International Assessment agency from Taiwan. Coinciding with this the TPM Conference was organised from CSD for the promotion of TPM in Taiwan. The other Assessment agencies were requested to share their experience on how TPM was developed in their countries and how industries have taken it forward. This panel discussion threw light on the strength of each of the agencies on the work that is being carried out in their respective countries. Ms Wei-Ji Can, Secretary General, Industrial Development
Bureau, Ministry of Economic Affairs, Taiwan was the Chief Guest and delivered the inaugural address. She complemented CSD for their activities for the growth of TPM in Taiwan.

The team visited Wrigley Taiwan Ltd to understand how TPM was implemented across the company. They produce Double mint, Juicy, Extra, eclipse, airway mints. The Wrigley’s team led by Mr CT Lu, Production Manager, explained how TPM helped them in addressing their potential reduction in market share with the competitors entering the market, increasing customer demands, cost rise, insufficient factory space, frequent change over’s on their production line as they have only one production line, etc. Some of the results of intense TPM activities at their factory resulted in a saving of 2.6 Million USD since the inception of TPM in 2004 cumulatively; one million work hours without loss of working days along with market share increasing from 85% to 90% which is a phenomenal achievement through TPM practices.

For more details, please contact rajesh.parim@cii.in
“Safe Fleet” sensitization efforts gaining momentum

Pursuant to the release of the voluntary Road Transport Safety Standard by CII-Shell-GRSP on 9th May, 2009 and CII-IQ signing a MoU with the Government of Karnataka to promote Road Safety in Karnataka, CII-IQ's efforts has been gaining momentum. Already 7 organisations have joined this voluntary movement; September saw 2 new sign-ups, Bangalore International Airport and SUPERVALU.

Bangalore International Airport Limited

Mr. Marcel Hungerbuehler, President (BIAL) stated that they wanted to continue the safety not only in Air Site but also on Road Site; more as a CSR of BIAL to reflect what they wanted to be as an organization. Underlining BIAL undertaking the responsibility and commitment, he reiterated their seriousness and commitment to the project.

Earlier, Ms. Anjana Kher Murray, Head, Corporate Communications, BIAL while introducing BIAL and its functions, recollected how they were approached and how they liked “Safe Fleets” and its importance.

Mr. Rajesh Parim, Principal Counselor, CII-IQ while asserting that CII would deliver all the support required by BIAL to implement this Voluntary Standard, indicated the global importance of this project in light of the

“On-board” already!

- Accenture
- Wipro
- Infosys
- Sanghamitra School
- Silver Oak School
- Shell
- Thomson Reuters
impending ISO 39000 series standard on Road safety to be implemented by 2012. Calling upon organizations to be ready for this standard before it became compulsory; he also proposed to from a core team on RSI and indicated that Indian representation should be there in the core team of GRSP.

SUPERVALU Services India (presently Tata Consultancy Services) through its contracted Service Provider in India, Leeway Logistic

Mr. Bhaskar S Vemur, Director Finance & Commercial, SUPERVALU while welcoming the guests to the ceremonial sign up, pointed out the importance of Road Safety for staff of SUPERVALU and Manyata Business Tech Park where they were located. He shared his personal experience about his safe driving practice and how people react to him as if he was doing something which was not to be done! He invited other companies to come forward and sign up for this initiative and be the part of the revolution.

Mr. Tony Joseph, Project Manager Safe Fleets, Shell India Markets Pvt. Ltd. while introducing and presenting the concept and requirement of Safe Fleets underlined the importance of road safety and its requirement in People Moving People and People Moving Goods Programme. He also related Shell’s participation and contribution in the Road Safety Initiative.

Mr. Deepak Mukarji, Country Head and Corporate Affairs, Shell India Markets Pvt. Ltd. speaking on the condition of commercial transport and driving culture in India, drew attention to the corruption in the system which enabled underage and uneducated people obtaining licenses and drive in India. He also briefed about the active participation of Shell in the Road Safety activities in India and their strict compliance of vehicle standard.

Mr. Rajesh Parim, Principal Counselor, CII-IQ, spoke about the contribution of Indian Industry in Road Safety by developing partners and CII Visions on Road Safety. Recollecting the assignments CII had undertaken in the past and made them a great success, he informed that Road Safety was a new assignment which would be highly successful too.

Mr. Sanjay Rai, Director & Founder Member, Leeway Logistic Limited while briefing its operations spoke on their recruitment policy and their Reward & Recognition scheme for drivers. He stated that mutual support between the company and the transporters was essential to achieve Road Safety. He also shared how, drivers with a certain service period, were given the opportunity to own the vehicle with a valid registration in his name. Besides, by providing jobs to their family members in other functions of the company, they were able to have very loyal and committed drivers which in turn contributed to Road Safety.

For more details, please contact raj.kuldeep@cii.in
CII Institute of Quality
Programmes conducted during the month of August, 2010

Workshop on Strengthening Management Representative Skills: Compliance to Excellence
4 – 6 August, New Delhi

The Management Representative (MR) is expected to play a key role in the development and maintenance of the Quality Management System of an Organization. The ISO 9001 Standard places multi dimensional responsibilities on the MANAGEMENT REPRESENTATIVE (MR) which includes establishing, implementing and maintaining the quality system, infusing customer orientation in the organization and keeping the system dynamic through continuous tracking of achievement levels.

The workshop aimed at providing valuable inputs to Management Representatives for leveraging the existing management systems to building on a modern excellence driven model through strategic planning, closing the quality gaps, integration of systems, and new approaches for managing quality. A critical aspect is the strengthening of working relationship of the MR with the Top Management and his peers which is vital to facilitate synergy in the quality drive. The programme covered process mapping, strategic quality planning, objectives setting, management of internal audits and management reviews through interactive sessions and hands on workshops.

There were 11 participants from 10 companies. The course was conducted by the Mr Anupam Kaul, Principal Counsellor and Mr C V Rao, Senior Consultant, CII-IQ.
Programme on Laboratory Quality System & Internal Audit based on ISO / IEC 17025: 2005
30 August – 2 September, New Delhi

This programme enabled participants to understand the requirements of all clauses of ISO/IEC 17025:05 for personnel competency and lab capability that are to be implemented and maintained by laboratories intending to generate testing and / or calibration report / certificate acceptable by customers nationally and internationally.

The points discussed and covered during the programme were: Basic Quality concepts; National / International relevance of Accreditation; History and Evolution of ISO / IEC 17025:05; Understanding Management Requirements – Clause 4.1 to 4.15; Understanding Technical Requirements – Clauses to 5.1 to 5.10; Documentation – Structuring and Developing Quality Manual procedure; Internal Audit – Understanding types, stages, phases and conducting audit; Hands on training on Auditing Laboratories & Audit reporting and Accreditation Process details.

There were 18 participants from 13 companies. The course was conducted by the Mr V N Ghodke, Consultant, CII-IQ.

For more details, please contact tarun.bhatia@cii.in

Competency Mapping & Assessment – Certification Programme
17 – 19 August, Mumbai

Mr S. Deenadayalan, CEO & Mr S Karthikeyan, Business Head, Center for Excellence in Organization Pvt Ltd and Consultants, CII-IQ, were the faculty for this programme which was attended by 15 delegates from 12 Companies. Brief learning’s from the programme included thorough understanding of competency based management and its application for better business results and the availability of internal expertise to initiate, design and drive the competency initiative.

Seminar on Packaged Commodities and Weights & Measures under Weights & Measures (Legal Metrology) Act
19 – 20 August, Chennai
Mr. P A Krishnamoothy, Project Manager, German Technical Corporation, India and Consultant, CII-IQ was the faculty for this programme which was attended by 27 delegates from 12 different Companies.

Brief learnings from the programme included the significance of the latest amendment to the Standards of Weights and Measures (Packaged Commodities) Rules, 1977 under Government Notification No GSR 425E dated 17th July 2006. The amendment Rules have come into force on 14th January 2007. The awareness program clearly brought about the amendment rules and the best method of adopting them.

**Certificate Programme on Central Excise & Service Tax**  
**23 – 25 August, Bangalore**

Mr T N C Rajagopalan, Director, EXIM EXPERTISE and Consultant, CII-IQ conducted this programme which was attended by 12 delegates from 8 different Companies.

The objective of the programme was to thoroughly acquaint the participants with the concepts, legal provisions, departmental instructions and case laws to enable them ensure compliance with the Central Excise and Service Tax laws and evolve strategies with better knowledge of various business options.

*For more details, please contact aman.barla@cii.in*

**Workshop on Deployment of Jishu Hozen-Hands On Experience**  
**10-11 August, Tata Steel Processing & Distribution Ltd, Jamshedpur**

Mr Narasimhan S, Senior Counsellor, TPM Club India was the faculty for this programme which was attended by 25 delegates from 11 organisations.

The following topics were covered during this workshop:

- What is Jishu Hozen?
- Why should one practice Jishu Hozen?
- What are the abnormalities in equipment?
- What are counter measures?
- Practicing: attaching & removing tags
- How to implement counter measures?
- Group discussion

**Seminar on Knowledge and Skill Measurement Technique**  
**20 August, CII Institute of Quality, Bangalore**
Mr Narasimhan S, Senior Counsellor, TPM Club India was the faculty for this programme which was attended by 20 delegates from 14 organisations.

The salient features of this Seminar included:

- Increase Productivity
- Improve Quality of product and services
- Fulfill Future Personnel Needs of the employee
- Create Conducive Environment
- Improve Health and Safety
- Initiate Creativity
- Self Development

For more details, please contact jayashree.das@cii.in

TQM in Education - Facilitators Course- 6th Edition (Focus on School Education)
2 – 7 August, Chennai

Dr. a Senthil Kumaran, Principal Counsellor, Mrs. S. Sayeelakshmi & Mr. R. Subramanian, Counsellors, CII-IQ were the faculty for this course which was attended by representatives from 18 organisations.

Total Quality Management (TQM) is a management approach for an organization centered on quality, based on the contribution of all its members and aiming at long-term success through student’s satisfaction and benefits to all members of the organization and to society. These six days training sessions laid special prominence on school education and dealt with the day – to -day challenges faced in managing educational institutions. Participants were made to comprehend the various principles and practices of TQM and its applicability in education institutions. A sequence of lectures, activities, discussions & case studies were designed in order to facilitate them in understanding the concept of TQM and how it can be applied in their
institutions. The topics discussed were on Quality & Total Quality Management: History & Evolution: Principles of TQM in Education: TQM Leadership - Excellence Frameworks - Planning for Education Excellence - Educational Processes –Creating learning schools - Cleaner & safer Campus - Quality Tool Kit & Other Management tools - Quality Improvement Projects: Role of QM facilitators in a School: Future roadmap for implementation of TQM.

The participants were School Management Representatives, Administrators and Principals and Correspondents from Chennai, Puducherry, Raipur, Coimbatore, Erode, Warangal, Theni (Madurai), and Jamshedpur who are embarking on the Excellence journey through the Quality Approach. The participants were networked through a Yahoo Group, to continue their journey in the Quality Education Movement.

For more details, please contact k.kashinath@cii.in

Developing and Auditing HACCP & ISO 22000
17 - 19 August, New Delhi

This Workshop aimed at providing company personnel and food safety professionals with the skills and knowledge necessary to develop update HACCP Plans and to conduct Internal Audits of HACCP based Food Safety Management System of the organization in line with the requirements of ISO 22000:2005.

The participants gained understanding of developing HACCP Plans and systems in line with ISO 22000 so that they receive an insight on what needs to be audited, various clauses of ISO 22000 and how to interpret them practically with relevance to organizations’ requirements. Using Audits as a Management tool for diagnosing value adding non compliances and identifying opportunities for improvements which impact process efficiencies and also using it as a building block for continuous improvement based on assessment of effectiveness with respect to safe food.

There were 11 participants from 6 organisations. The programme was conducted by Dr Indrani Ghose, Principal Counsellor, and CII-IQ.

For more details, please contact anju.bist@cii.in
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