

Managing Change in Department of Posts

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?

- These days people don't write letters. So is there work in post office?

The New Post Office

- Aadhar enrollment centres
- Post Office Passport Sewa Kendra
- Customer Service Centre
- India Post Payments Bank (IPPB)
- DBT payments and AEPS payments
- Many other Retail services
- ATM and debit cards
- Innovative customised products
- Lot of Technology- RICT, PMA etc.

Indiapost



There is no other institution in India or even in the world which has penetrated into every remote area in the country for providing citizen centric services other than India Post. You should be proud of it.

Hence you have an inherent institutional foundation to provide electronic and knowledge connectivity to every village and be a partner in bridging the rural-urban divide effectively.

Dr A. P. J .Abdul Kalam

Excerpt from the '**Transformational Leadership**' address to Indiapost officers on 16 May 2008

Three types of changes

- Changing infrastructure
- Changing processes and systems
- Changing habits

Asset and Challenge

- Size and spread of Post Office network is an asset in terms of reach- last mile advantage

156000 post offices

13113 village post offices, 25487 departmental

141001 in rural areas

178602 departmental employees

239637 Gramin Dak sevaks (5 hr)

Age Profile from 18 to 65

This last mile advantage is an asset to get mail and parcel business

- It is also a challenge for HR and training
- Its services are completely interdependent- only technology can help to bridge this gap
- Making technology work is also challenge

Legacy: Oldest Services

- Core services: Mail and parcel: booking, transmission and delivery- Universal service obligation
- Telegraphic and telephone services
- Money transmission since 1882
- Small savings since 1882: accounts and certificates
- Life Insurance: 1884
- Retail services: sale of quinine, Management of Dak bungalows, arranging palanquins and bearers, Radio licenses, TB and Health seals, Revenue stamps, war funds, Pensions for different organizations (Railways, EPF, telecom), weather reporting

External drivers of change

- Monopoly of carrying letters- Auckland Act 1837
 - Competition from Couriers: Loss of revenue- business and marketing practices, speedpost, BNPL, cash back, rebate
 - Ecommerce boom: Need for API and tracking- parcel hubs and mechanization
 - Cashless digital banking- government mandate
 - Aadhar based payments to root out bogus beneficiaries- Government/market demand
 - Life insurance FDI and entry of private players- SBU or company- new clientele
 - PCOs and Mobile technology- reduction in private mail- email, sms and Whatsapp
 - Internet banking, Mobile banking- reducing money transmission
- All these forces since 1980 have pushed the Department to respond in order to survive

Responses

- Product responses: Speedpost (1986), Business Post, Express Parcel Post, Direct Post, Media Post, Retail Post, epayment, money remittance and COD, RPLI
- Structural Responses
 - Postal Life Insurance Directorate
 - Business Development and Marketing Directorate
 - Marketing division 2019
 - Parcel Directorate 2019
- Service Process Responses: BNPL, Rebate and money back, National Account Facility, API, Tracking, Free pick up, New clientele (2016), Parcel Hubs and mechanization, Nodal delivery centres

Money Remittance

- Money order
- Telegraphic money order
- Vsat money order- computerization
- Electronic money order (2008)
- IMO, MMTS
- Western Union
- Money gram
- Money transfer
- Internet banking
- AEPS- new revenue for transactions

New Agency services

- **POPSK with MEA**

 - 424 post offices,

 - 42.72 lakh applications,

 - Rs141 cr revenue as on 31.12.2019

- **Aadhar Updation for UIDAI**

 - 13352 centres

 - 1.69 cr transactions by 31.12.19

 - Rs 80 Cr revenue

- **Customer Service Centre (CSC)**

 - No additional manpower. Optimum utilization of manpower, incentive based work

Aadhar enrollment



Passport Kendra



How the Department changed

- Two phase change:
- Project Arrow 2008
- IT Modernization 2012

Project Arrow

- Political leadership
- 2008: A Project to improve the look and feel, and the core service delivery
- Pre launch consultation with stake holders
- Selection of name of Project: Project Arrow
- Selection of consultant

CONCEPTUALIZATION OF PROJECT

ARROW

Present Scenario

- 70% of India's 1.1 billion people live in rural areas
- Most villages & small towns do not have enough connectivity /outlets to the mainstream economy

Make post office the "window to the world" for 'aam aadmi'.

Potential of India Post

- India Post has over 1.55 lakh post offices across India, with more than 1.25 lakh in rural areas
- This vast network provides a huge opportunity to connect remote areas with the mainstream

Project Arrow conceived in April 2008

- Focus on improving the core operations of post offices &
- Enhancement of "look and feel" to create a unique identity

SCOPE AND OBJECTIVES OF PROJECT ARROW

Scope

"Get the core right"

- Focused efforts to significantly improve four core areas of the postal service
 - Mail delivery
 - Savings Bank
 - Remittances
 - Office service levels



"Modernize the look and feel"

- Broad approach to upgrade, enhance capacity and quality in
 - Branding
 - Technology
 - Human resource
 - Infrastructure

Objectives

- Make a visible, tangible, and noteworthy difference in post offices that matters to the common man
- Verify and certify progress on ongoing basis using clearly defined Key Performance Indicators (KPIs) for each improvement area
- Set the foundation for a comprehensive transformation of India post

OVERVIEW

MAIL

- Mail operations are fundamental to India Post. It is the most common association customers have with India Post
- Mail aspiration for India Post is to ensure same day delivery of mail
- However some problems such as non compliance to processes, inefficient processes in some cases, and inadequate monitoring make achieving these aspirations difficult
- This segment lists activities to improve mail performance
- Postmasters/ Superintendents should apply these activities in their post offices to improve mail performance



Goals

- List of goals for India Post mail operations



Issues

- List of problems observed from post office visits



KPI / Targets

- Key performance indicators (KPI) for mail and KPI targets



Activities

- List of activities to improve mail operations in post offices

Implementation

- Minister level Video conferences to review progress
- Blue Book to guide the project
- Change of logo of the Department
- Strict Timelines for implementation of look and feel – additional funds from GOI
- Strict adherence to standards
- Strict monitoring of KPIs
- Monitoring of training of staff
- New infrastructure
- Monitoring is the mantra

Project Arrow

year	Core services	Look and feel	Funds (Cr.)
2008-09	50 offices	50 offices	12.85
2009-10	450 offices		74 .00
2010-11	500 offices		65.00
By VI phase	18600 offices	2515 offices	
VII phase 2965	2965 offices	356 offices	
Total	21600	2971 Offices	



India Post Project Arrow Blue Book




भारतीय डाक




India Post


SPECIFICATIONS

Name	Technical Description	Example
<p>External sign board (post office name board)</p>	<ul style="list-style-type: none"> • Standard sign boards as shown in the diagram. The ratio of the size will always remain 1:3 (H x W) • Specific colour combination is as Red : (C20 M100 Y100 K0) Yellow : (C0 M5 Y100 K0) • Name of office in two/three languages will be on the strip provided for the purpose • Order for languages for two will be Hindi First and English next. For three languages, the order is Regional language, Hindi and English • Postal Index Number will be added on the signboard of delivery post office 	 <p>The examples show three variations of the sign board:</p> <ul style="list-style-type: none"> Example 1: Office name in Odia: ଭୁବନେଶ୍ୱର (Bhubaneswar), English: Bhubaneswar General Post Office, Postal Index Number: 751001. Example 2: Office name in Hindi: वाराणसी केंद्र (Varanasi Cantt.), English: Varanasi Cantt. Head Post Office, Postal Index Number: 221002. Example 3: Office name in Odia: ଗୁଣା ସିଟି (Guna City), English: Guna City, Postal Index Number: 473001.

SPECIFICATIONS – COUNTERS

Name	Name	Example
<p>Interior branding signage on the top of the counter has provision for lighting and also a provision for counter display board</p>	<p>Furniture</p> <p>Customer service counter</p> <ul style="list-style-type: none"> • 19 mm block board finished with combination of PO red shade lamination and steel shade lamination 	<p>View – multiple counters</p> 

SPECIFICATIONS – VISITOR BENCH

Name	Name	Example
<p>Accessories</p> <p>Benches are made of steel and are steel grey in colour. The steel provides strength and longevity to bench. Steel grey colour matches with floor as well as with the counters</p>	<p>Furniture</p> <p>Visitor bench</p>	

Impact of Project Arrow

- The look and feel of post office changed completely- visible changes
- Customers felt happy to see a modern post office
- good seating arrangement, writing desks
- Notice boards
- Queue Management
- Facilities: drinking water, toilets, ramps
- Well dressed employees-uniform ,
- Motivation and punctuality

Dharwad K C Park Before Look & Feel

Dharwad K C Park After Look & Feel

K C PARK OFFICE DWD



Dharwad K C Park Before Look & Feel



Dharwad K C Park After Look & Feel





लोक प्रशासन में उत्कृष्टता के लिए प्रधानमंत्री पुरस्कार
वर्ष 2008-09 के लिए
डाक विभाग, भारत सरकार
को
उनकी उत्कृष्ट पहल
“प्रोजेक्ट ऐरो- भारतीय डाक की कायापलट”
के लिए प्रदान किया गया

PRIME MINISTER'S AWARD
for Excellence in Public Administration
for the year 2008-09
presented to
**DEPARTMENT OF POSTS,
GOVERNMENT OF INDIA**
for its outstanding initiative
“Project Arrow-Transforming India Post”

नई दिल्ली
दिनांक : 21 अप्रैल, 2010
New Delhi
Date : 21 April, 2010

प्रधानमंत्री
डॉ. मनमोहन सिंह
भारत के प्रधानमंत्री
DR. MANMOHAN SINGH
Prime Minister of India

Part II

IT Modernization

New Projects 2012-2020: 4909 Cr. outlay from Plan

- CBS : Sanchaya to Finacle
- CIS: Insurance solution
- CSI: all departmental post offices system integration
- RICT- 129080 post offices covered
- Networking: Central server based services
- Data server and Recovery centre
- Change Management: training and preparing for change

Two Mail projects

- MNOP- upgradation of facilities- better working environment and processes –Mckinsey- hub and spoke
- PNOP- upgradation of facilities – process reengineering-PWC- Hub and spoke
- Parcel: market share 4% volume, 5% revenue (Rs500 cr) as of now. Aim is to achieve 15% market share and 7600 crore revenue by 2026
- Focus is on developing transshipment centres and mechanised parcel hubs and centralized delivery





Parcel Processing Centre Peenya



Rural ICT

- Project to Computerize 130000 village post offices
- Solar power panels
- Handheld devices for postmaster
- Real time operations
- Dedicated RSI sever
- PMA devices for postmen/GDS

Age of mobile App

- IPPB app – online banking
- Post Info-
- Postman app- real time updation of delivery information – reducing complaints

Change through Technology Induction

- Computerisation- 1990s- the first step
- Software development-in house from 1990- MPCM
- V-sat technology for money transmission
- Electronic money orders
- E-post: hybrid mail
- E-payment- bill payments and fee collection
- Barcoding and Tracking
- Core banking based savings instruments- Finacle
- Internet banking – RBI regulations for POSB
- ATM- RBI regulations- 997 ATMs
- QR card based paperless IPPB- USP
- Rural ICT-130000 outlets and network and solar panels 2017- integration issues
- Postman App: PMA devices
- CEPT- in house software development and training centres

Technology limitations

- Server down
- Network down
- 3G to 4G
- BSNL shutdown- exchanges closed
- Patches don't work and disrupt
- Slow response from technology providers

PLI

- Computerization since 1990
- Rural people covered from 1995
- New Clientele covered from 2016
- Rural infrastructure
- Direct agents system to increase base
- Online payment of premia facility
- Complete digitization of records for better service
- SBU

Indiapost Payments Bank

- 650 branch offices headed by Bank managers, mostly recruited from the banking sector
- all post offices acting as access points (136078 as on 30th Nov)
- Internet banking, fund transfer,
- all kinds of payments facility
- Pull money from other banks
- AEPS- without having an account in IPPB
- Aadhar based account opening and operation
- Opened on 1.9.18.
- Business as on 31.12.2019
 - 1.55.cr accounts, Rs. 527.15 cr account balance, Rs. 9325 cr worth value of transactions

Making post office 24 x 7

- The Smart Post Kiosk
- Smart Del kiosk
- Accessible any time anywhere
- Service not bound to Post office location



MECHANICAL FABRIC RIBBIN FACILITY

POST BOX FACILITY

RELIABILITY ENGINEERING ENVIRONMENTAL TECHNOLOGY

RELIABILITY ENGINEERING ENVIRONMENTAL TECHNOLOGY

SMART POST BOX KIOSK

↓ DROP THE ENVELOPE HERE ↓

FOR POSTAL DEPT USE ONLY

Man in light blue shirt and glasses standing on the left.

Man in teal shirt and glasses standing in the middle.

Man in white shirt and glasses standing on the right.

Man in dark blue shirt and glasses standing on the far right with arms crossed.

SMARTDEL



GOVT. OF INDIA
DEPARTMENT OF POSTS



SMARTDEL

SMARTDELIVERY TO SMART PEOPLE



Join us in this innovative journey towards a SMART & DIGITAL INDIA

Postmen will now be equipped with an automated, app-based delivery of your parcels. A Smart Delivery Box will be placed in your premises through which you can collect parcels digitally by using an app anytime (24/7) without the presence of the Postman. Once, the Postman drops the parcel inside the box, you will get a message to download the app (first time). Once you have downloaded and installed the app, you will get message to collect the articles from the Smart Delivery Box by using the secured app pass code. You can register for delivery through your Mobile Number and take delivery at your leisure.

Benefits to Customers:

- Parcels can be collected securely at the convenience of the customers in view of the 24 x 7 access.
- The box would be located close to home/office, enhancing convenience of delivery. Beneficial to working couples.
- Avoids delay in delivery and missing of parcels.
- Since intervention of third party like security etc is avoided, privacy of customer is protected.

Postmaster General, Bengaluru HQ Region, Bengaluru -560001

Download App SMARTDEL from Play Store
Suggest your location where such facility would be required.
Contact: 080-25591573 email: dobangaloreeast.ka@indiapost.gov.in for further info.

Ecommerce- New challenges

- Teleshopping companies- cheating customers using parcel COD service
- Public greed and risk taking habit partly responsible
- Huge return of undelivered consignments
- Declaring contents by sender- a remedy
- On line call centres- operating through computer network- mobiles stop once goods delivered
- Random Checking at the time of Booking
- Cyber police watching cheating calls

Mobile Madness



Mobile



Corporate social responsibility

WATER TANK AT PRIMARY SCHOOL AT DEGVE VILLAGE – SINDHUDURG DVN



Under RPLI Infrastructure public toilet is provided at Veral in Ratnagiri Dn





e-Waste
drop box

GSTIN : 29AAAGP0104R1ZN

- PLEASE DROP THESE
- Mobile phones
 - Headphones
 - Speakers
 - Keyboards
 - Mice
 - Power adapters
 - USB drives
 - Printers
 - Scanners
 - Monitors
 - Laptops
 - Desktop towers
 - Peripherals

Activities for
Constant Motivation and
Team work



BO's Outside-Earlier





BO's Outside-After



DON'T
WASTE
FOOD

WE
LRL
AND

PHILADELPHIA

PHILADELPHIA
The City of
Independence



CHALLENGE

- To make oneself always relevant to the changing needs of the people
- By adding new services and products
- Making them customer friendly
- Racing with changing technology
- Facing disruptive technology quickly
- Facing competition with innovation

Thank you