

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

II. NAME OF CATEGORY-‘OUTSTANDING PERFORMANCE IN CITIZEN CENTRIC SERVICE DELIVERY’

1. Coverage – Geographical and Demographic:-

(i) Comprehensiveness of reach of delivery centres

This is an internet based Application. All online services can be availed of from any internet-connected computer. Users normally avail of services from own computer, kiosks, Common Service Centres etc. Validation Jobs / Receipt of Applications done through centres located at Sub-Division level

(ii) Number of delivery centres

Government delivery Centres (Admin) – 156 [Employment Exchanges (71) , Sub Divisional Offices of District Administration (67) and Offices of District Heads under Directorate of Employment (18)]

(iii) Geographical

(a) National level – Number of State covered

(b) State/UT level- Number of District covered

(c) District level- Number of Blocks covered

Please give specific details:-

Whole of the State (20 districts) has been covered

(iv) Demographic spread (percentage of population covered)

2.55%

2. Situation Before the Initiative (Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project):

- Complex process of enrollment / updation/renewal. Repeated number of visit
- Complex and time consuming process of communication to all stakeholders
- High response time by the EEs against Employers' request
- Various rules and regulations that goes against selection of manpower by the Employers at their own choice
- Poor tools for Vocational Guidance. No standard compilation on job-opportunities. No knowledge transfer and sharing across the State
- No direct access of database by Employers

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- No data sharing between Placement Agencies (PAs) and the EEs
- Risk of data loss and data tampering
- Non availability of centralized database for skilled manpower
- Inability to make the students' data of various Institutions available to employers throughout the country by effective use of ICT (Exception famous Institutions located in and around City)
- No centralized arrangement for offering / searching the services of self employed persons for a long period
- No single centralized source of Service Providers relating to various services

3. Scope of Service/ Activities Covered (Extent of e-enablement in terms of number of services, extent to which steps in each service have been ICT-enabled #)

3.1 Extent of e-enablement in terms of number of services

Key Services(Nineteen):

Jobseeker (G2C):

1. Enrollment of Job-seekers and related services like change of password, update profile etc
2. Searching of Jobs posted by enrolled Employers/Placement Agencies
3. Job-Match as per individual profile
4. Status Tracking through 'My Counter'
5. Submission of 'Yuvasree' Application
6. Downloading of all Forms related to 'Yuvasree'

Employer / PA (G2B):

7. Enrollment of Employers/Placement Agencies(PAs) and related services
8. Posting of Jobs , Resume Search and generation of list
9. Posting / web-Publication of Advertisement

Institutions (Training Providers) (G2C):

10. Enrollment and related services
11. Group uploading of pass-out students' data

Service-Providers (G2C):

12. Posting of Service/Skill/Expertise

Service-Seekers(G2C):

13. Search for services posted by Service-Providers

General-Viewers(G2C):

14. View Advertisement
15. View Career Information

Government to Government (G2G):

16. Generation of Various Reports (MIS)
17. Tracking Activity History of all Admin users
18. Generation of 'Yuvasree' list, making the list available to all concerned and

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information dissemination to beneficiaries

19. Instruction to Bank and Fund transfer to beneficiary account

3.2 Extent to which steps in each service have been ICT-enabled

Out of 19 number of services 17 services are 100% ICT-enabled and the rest of the two services (SI Nos. 1 & 5) are partially ICT-enabled [this is required to maintain the accuracy of information in the Jobseekers' database and check the Bank Account Details to ensure flawless fund transfer]

4. **Stakeholder Consultation** (Give details about type of stakeholders consulted, number of stakeholders consulted, stages at which stakeholder input was sought, any user satisfaction study done etc. #)

4.1 Type of stakeholders consulted

Politicians (Chief Minister, Finance Minister, MIC Labour, MIC IT, MIC Commerce & Industries), Job-seekers, Employers, Institutions (affiliated under Higher Education & Technical Education & Training Deptt) , Labour Department Officials, Line Departments (IT Deptt, Commerce & Industries Deptt, MSME Deptt., Higher Education Deptt, Technical Education & Training Deptt)

4.2 Number of stakeholders consulted

1. 'Employment Bank-Yuvasree' is one of the flagship projects of the State Government . Chief Minister and MICs of all the Line Departments Consulted. Chief-Secretary and Principal Secretary/Secretary of all Line Departments consulted. Officials of Line Departments, Labour Departments are also consulted. Approximate No. - 50

2. Job-seekers consulted through two Live All India Radio programmes (Approximate No. – 200 direct interaction through call/sms and lakhs audience) and Continuous Telephonic Helpline

3. Representatives of Fifteen Chamber of Commerce consulted (Approximate No. 35, covering thousands of establishments under them)

4. Two hundred twenty five (225) number of Institutions (including ITI/ITC, Polytechnic, Engineering College) have also been consulted

4.3 Stages at which stakeholder input was sought

Conceptualization Stage [Politicians, Labour Department Officials, Line Deptt], Development Stage [External Stakeholders & Internal Stakeholders] and Implementation Stage [External Stakeholders & Internal Stakeholders]

4.4 Details of user satisfaction study done

Central Management Cell for the project, located at the State Head-quarters look after

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the User-Feed back.

Users respond through online comments. Feed-back from Employers are collected time to time through e-mail. Feed back from the field-offices (156) are collected continuously regarding functioning of the modules through Help Desk and email. Based on all these reports the Central Management Cell alongwith some members of Implementing Agency & System Integrators (Technical Team) sort out problems if any and fix it as far as practicable.

5. Strategy Adopted

(i) The details of base line study done,

Many aspects of the project 'Employment Bank-Yuvasree' are totally new endeavour. Through this project some new modules were introduced and some problem areas identified in the Baseline Study were taken care of.

Assessment of existing manpower and existing IT system in the Employment Exchanges throughout the State has also been done. As for example all Employment Exchanges were Internet-connected and equipped with hardware to support implementation of the project. No digitization of data is required etc.

(ii) Problems identified,

1. Troublesome process of enrollment. No option for selection of Employment Exchange as per convenience of Job-seeker/Employer
2. Long response time against Employers request
3. Lack of transparency
4. Communication process mainly through letters
5. Risk of data loss and data tampering
6. Cumbersome process of report preparation and analysis
7. Lack of availability of consolidated career information and no way for knowledge transfer
8. Low use of ICT

(iii) Roll out/implementation model,

| Phases | Geographic Coverage | Service Coverage | Application Functionalities |
|----------------------------------|------------------------------|---|---|
| Employment Bank Phase – I | Big Bang Roll out throughout | Enrollment of job-seekers and employers Partial service coverage for both Jobseekers and | Related enrollment modules, Job search module for job-seekers and resume search module for employers, two-tier Admin Module. Uploading of all |

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| | the State at each stage | Employers | Career Materials. |
|------------------------------------|-------------------------|--|--|
| Employment Bank Phase – II | | <p>Entire service coverage for Job-seekers and Employers</p> <p>Integration of Legacy data</p> <p>Institution enrollment and group uploading of students data</p> <p>Operationalisation of SERVICE COUNTER</p> | <p>Job match & already registered module for job seekers, job advertisement for Employers, Enrollment for Institutions and service providers, special link for students data uploading and search module for service seekers and complete MIS Dashboard.</p> <p>Creation of CMS for Central Admin for regular updation of uploaded materials</p> |
| Employment Bank Phase – III | | Implementation of 'Yuvasree' | Development of all related modules and three-tier Admin module, Creation of special interface for SDOs |

(iii) Communication and dissemination strategy and approach used.):

Main communication and dissemination tools used:

1. System triggered sms/email to all External Stakeholders on completion of any activity related to them
2. Press Publication of important announcement / notice
3. Website publication which is updated regularly
4. Internal Communication through email
5. Capacity building initiatives at different levels and creation of one/two Master Trainers at District level who is/are the local-in charge of Communication & Dissemination formalities
6. All viewers as well as Officials under the Directorate of Employment have access to the same centrally compiled information at the same point of time
7. Help Desk (Physical visit / telephonic) at 71 Employment Exchanges and at Central Management Cell (telephonic only 033-2237-6312)
8. Project presentations at various seminars, awareness camps etc
9. Distribution of leaflet, showcasing placard festoons etc, various press releases from time to time

6. Technology Platform used-

(i) Description,

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1. Application Software : PHP 5.3
2. Database Server Software : PostgreSQL 9.3, O.S. - Red Hat 6.2
3. Application Server Software : Apache 2.2, O.S - Red Hat 6.2

(ii) Interoperability

Source Code of the Application owned by the Directorate of Employment, Department of Labour. So this can be made interoperable whenever necessary.

(iii) Security concerns

None .

1. The application servers are placed in State Data Centre. Firewall with proper configuration is placed to control incoming and outgoing traffic. Constant monitoring is being done on network traffic.
2. For application security, whenever a change request comes, the 'Web Application Security Testing' is done from staging server before deploying the changes in production.
3. Also 'Vulnerability Assessment and Penetration Testing' has been conducted on the application. As per the audit reports, actions have been taken to stop injection', 'Forceful Browsing' and 'Sensitive Data Exposure'.

(iv) Any issue with the technology used

Initially the database that was opted for the application was the free version of the Postgresql. Though we did not face any issue with this version of database, but later on keeping in consideration the volume of data and it's incremental nature, the database was upgraded to the Enterprise version of Postgresql (9.3) to avoid any problem in future.

(v) Service level Agreements(SLAs) (Give details about presence of SLA, whether documented, whether referred etc. #)

1. SLA has been signed between the Implementing Agency (WBEIDC) and Directorate of Employment. Such SLA tried to cover almost all aspects of a e-Governance project.
2. Hardware of this project is hosted at SDC. An SLA has also been signed between SDC and the Directorate of Employment
3. Two SLAs have been signed between the IA and the Hardware and Software Vendors separately.

7. **Citizen centricity and relevance** (Give details about impact on effort and time invested by user, Feedback Mechanism, Audit trails, Interactive Platform for service delivery, need gap fulfillment etc. #)

7.1 Details about impact on effort and time invested by user

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Transparency is maintained on completion of each and every action by any user (e.g. On completion of group uploading of pass-out students' data by any enrolled Institution, all the students concerned get their User ID and password through sms instantly)

7.2 Feedback Mechanism

1. Feedback are received through 'Viewers Comment' module of the website
2. Feedback are sought and received from the enrolled Employers through email
3. Feedback on functioning of the modules are received by the Central Management Cell and a team of officials from IA & SI from the field offices (156) regularly

7.3 Audit trails

Central Admin can Track activity history of all Admin Users and all enrolled external stakeholders through various 'Audit Trail Reports'

7.4 Interactive Platform for service delivery

This is a web-based solution

7.5 Need gap fulfillment

Not Applicable

8 User convenience (Give specific details about the followings #)

(i) Service delivery channels (Web, email, SMS etc.)

Web, email, sms - All

(ii) Completeness of information provided to the users,

Detailed information are provided to the users

(iii) Accessibility (Time Window),

Online Services are accessible 24x7. Help Desk and Validation by field offices (where necessary) are accessible on any working day within working hours

(iv) Distance required to travel to Access Points

For enrollment of Job-seeker and submission of Form for 'Yuvasree' the job-seeker need to go the service delivery offices as identified under this project just once. Average distance required to travel is 20 kms.

All other services are available online. No need to go to any delivery office.

(v) Facility for online/offline download and online submission of forms,

All forms except forms under 'Yuvasree' can be submitted online.

'Yuvasree' forms are downloadable from the website.

(vi) status tracking

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Job-seekers can track their status through 'My Counter' menu, Employers can track their status through 'Job Post Listing' menu and Admin at various layers can track status of various users as per their accessibility level.

9. **Efficiency Enhancement** (Give specific details about the following #)

(i) Volume of transactions processed

Job-seekers' enrollment processed – 22,96,000
Employers' enrollment processed – 2,196
Job-seekers' Profile visit by the Employers- 1,34,955
Service seeker and service provider enrollment processed- 3,201
Generation of list for 'Yuvasree'- 1,56,311 (three-phases)
Bank Details posting for 'Yuvasree' and generation of Statement in every month (for all of the 67 subdivisions) for online Fund transfer to beneficiary Account – 94,695

Total transaction: 26,87,358

(ii) Coping with transaction volume growth

1. Load Balancer is placed before the web servers to distribute the load between 2 web servers.
2. The database was upgraded to Enterprise version of Postgresql (9.3) and proper tuning was done with the help of a DB expert from EnterpriseDB. Constant monitoring is done on the performance so that proper measures can be taken in case of any problem.

(iii) Time taken to process transactions,

Different time required to process different transactions. Average time taken to process various transactions - 1 sec-10 sec

(iv) Accuracy of output,

All modules are installed after proper testing by appropriate authority. So far almost 100 % accuracy of output has been achieved.

(v) Number of delays in service delivery

Almost no delay other than SDC maintenance (very rare occasion) or local problems in internet connection etc.

10. **Cost to User** (Give details about impact on Service charge paid, travel cost, indirect cost incurred by the user etc. #)

Direct Cost – Nil [At present all services are provided 'Free of Cost']
Indirect Cost – For Job-seekers' enrollment/submission of Form for 'Yuvasree' – On an average Rs. 30/- (one time visit)
For all other services – nil [As all services are available online]

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11. **Citizen Charter** (Give details about present of citizen charter describing standard/ information on services and its adherence for service delivery etc.)

Not yet implemented officially. But all the online services requiring validation are done within one working day

12. **Problem Resolution and Query Handling** (Give details about availability of help desk, query resolution mechanism, single window resolution, interactive interface etc. #)

1. Contact email ID and contact phone number for the 'Central Management Cell' have been provided in the 'Contact Us' section of the web portal. The 'Central Management Cell' handles any general queries and also responsible for taking any administrative decision in relation to the query/issue raised by any stakeholder.
2. Technical team is always in touch with the 'Central Management Team' to handle any technical issue depending upon the priority and effort involved, actions are taken to resolve the issue.

13. **Privacy & Security Policy** (Give details about security technique deployed, use of digital signatures, encryption etc. #)

In progress. Matter has been taken up by the IT Department

14. **Innovation** (Give details on extent to which the service is unique compared to other similar services, impact on number of steps required, identification and removal of bottlenecks/irrelevant steps etc.#)

This project covers a good number of new and unique aspects like-

1. Providing direct access of the job-seekers database to the job-providers
2. Providing a wide variety of online 'Filtering' & 'Sorting' tools to facilitate selection of desirable manpower by the Job-providers
3. Sharing the job-seekers' database with Placement Agencies (PAs) to facilitate placement of the job-seekers of the State
4. Job-providers can select job-seekers as per their choice. Directorate of Employment do not impose any rules and regulation on such selection
5. Enrollment of Training Providers and providing the facility to group upload their pass-out students' data. Instant dissemination of 'UserID & password' to the students concerned through sms
6. Providing monthly assistance to first one lakh enrolled job-seekers for pursuing their education / training for enhancement of employability (through 'Yuvasree' scheme)
7. Creation of '**SERVICE COUNTER**' where self employed persons can post their

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skill/expertise in the system with some details including fees/charges sought by him/her. Such skills are searchable by those who are in need of those skills.

Impact on no. of steps required and removal of irrelevant steps:

Maximum services are provided online thereby stopping the process of visiting the offices.

15. **e-Inclusion** (Give details about impact on number of trips required, availability of local language interface, online submission of forms, accessibility for disabled people, length and breadth of services made available online etc.)

1. Out of 19 key services provided by the project 17 are totally online. That is, no visit is required at all. For the other two services only one trip is required
2. Local Language (Bengali) interface is available
3. Online submission of forms are available except in one case (Yuvasree) where the job-seekers need to go to the Govt. office just once for verification of Bank Account Details

16. **Sustainability** (Give details about sustainability w.r.t. technology (technology use, user privacy, security of information shared-Digital Signature/Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #)

1. Open source has been used. Maintenance cost is minimum as compared to other projects where costly software are used
2. Capacity Building Plan has been formulated carefully so that no knowledge bottleneck is created to sustain the implementation of the project
3. This is one of the flagship projects of the State. Continuous leadership support is available for the project
4. All activities under this project are implemented by the existing staff and officers of the Directorate of Employment. In some cases hired temporary data entry operators are used for 'Yuvasree'.
4. There is enough scope of revenue generation in the project. Running of a successful Business Model is under consideration of the Government.

17. **Number of users and services** (Give details about frequency of services used in last 6 months, number of visitors, number of unique visitors, number of users etc. #)

No. of visitors – More than 60 lakh

No. of Users- More than 23 lakh (who filled the form and submitted). No count for those who used various career information/ viewed advertisements published in the website.

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18. Result Achieved/ Value Delivered to the beneficiary of the project-(share the results, matrices, key learning's, feedback and stakeholders statements that show a positive difference is being made etc):

(i) To organization

| |
|---|
| Creation of a central repository of job-seekers data (Rich in terms of variety and quantity) with their CVs/Photos etc, accessible at various levels |
| Providing fast , transparent and quality services to all stakeholders |
| Knowledge sharing through preparation of standard Vocational Guidance material and making it available to all Employment Exchanges online. Regular updation of the same |
| Modern mode of communication like sms /email etc |
| Preparation and analysis of a wide range of Reports through well devised MIS tools |

(ii) To citizen

| |
|---|
| Anywhere anytime simple and reliable processes for enrollment and related activities (Performance parameter-increase in Enrollment) |
| Enhanced Transparency in any transaction relating to them through mobile based information delivery(Performance parameter- reduced RTI) |
| One Stop Shop for all career related information and guidance |
| Reduced risk of data loss and data tampering |
| Hassle-free receipt of financial assistance for enhancement of employability |
| Anytime anywhere online availability of service providers (starting from electrician, plumber, domestic help to various consultants etc) across the State |

(iii) a. Other stakeholders (To Employers / Placement Agencies)

| |
|--|
| Time and cost saving manpower selection process through specially devised tools |
| Selection as per choice of employers. No interference of Government in terms of selection of candidates. |
| Easily accessible database of rich and diversified manpower, subject to terms and conditions |
| Advertisement of vacancies in the web-portal for a long time |

(iii) b. Training Providers (Institutions)

| |
|---|
| Creation of e-campussing facility to the enrolled Institutions. Enhanced placement of students online (through central database). |
|---|

19. Extent to which the Objective of the Project is fulfilled-(benefit to the target audience i.e.G2G, G2C, G2B, G2E or any other, size and category of population/stakeholder benefited etc):

| |
|---|
| Objectives of the project in terms of G2C, G2B and G2G services have been fulfilled to a large extent and continuous endeavour is being taken to make this project more effective.. Some more aspects like making the data available for skill training-cum-placement initiatives undertaken by various Government organisations or their partners, introduction of a |
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'Business Model', drive to make it popular to job-providers throughout the country /globe etc are under active consideration.

20. Adaptability Analysis

(i) Measures to ensure adaptability and scalability

As because open source is used, the application is adaptable, customizable and scalable

(ii) Measures to ensure replicability

(iii) Restrictions, if any, in replication and or scalability

As of now no such restriction.

(iv) Risk Analysis

GENERAL RISKS AND MANAGEMENT STRATEGIES ADOPTED

| Description of Risk | Degree of Risk | Risk Mitigation Measure adopted |
|---|----------------|--|
| Delay in Infrastructure Procurement | High | Initiation of the internal processes for procurement from the very beginning of the project. So infrastructure procured timely |
| Variation of Scope after finalization of SRS | Medium | Timely signing off the URS / FS documents was targeted |
| Low availability of team members with proper technology knowledge | Medium | Training of the key persons involved to make them able to take technical lead |
| Performance of the IA | High | Inducing sense of ownership to the IA |
| Resistance from field-level staff | Medium | Proper change management strategy Incentives in the form of reward and others |
| In the initial period after go-live bugs were reported in transactions | Medium | Precaution at the time of design and development of application Speedy analysis and fixation of bugs as and when detected. Strong support of Technical Team |

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PROJECT-SPECIFIC RISK AND MITIGATION PLAN ADOPTED

| Description of Risk | Degree of Risk | Risk Mitigation Measure |
|--|--|---|
| Low response of employers | High | Extensive Publicity on the benefits that EB is offering for the employers |
| Low level of computer literacy among majority of stakeholders | Medium | Strong Help-Desk support |
| Selection of post-gre in lieu of Oracle for such a robust database, due to shortage of fund | In the long run if the system fails to sustain such a robust database because of this, change of platform midway will become a very high risk factor | Change of platform if the system fails because of this At present system is running fine |
| Frequent change of Sponsor / key officials | High | Key officials and champions of the project should not be transferred as frequently as other employees |

21. Comparative Analysis of earlier Vs new system with respect to the BPR, Change Management, Outcome/benefit, change in legal system, rules and regulations

This project has a good number of new innovations so far as services are concerned. However regarding upgradation of old system, following key changes have been observed:

| Earlier System | New System |
|--|--|
| Complex process of enrollment / updation/renewal. Repeated number of visit | Simplified process of enrollment etc and reduced number of visit. Most of the enrollment processes are 100% online |
| Complex process of getting information | Transparency regarding information dissemination. Provision for online 'Status Tracking' |
| Communication was usually done through letters which is time-consuming and uncertain | Faster mode of communication (ICT-enabled) |
| Risk of data loss/tampering | No risk |

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| | |
|---|--|
| No faster/easier mode of knowledge sharing | Online Knowledge sharing |
| Cumbersome process of Report preparation/analysis | Instant generation of Reports through well devised MIS |
| High response time in delivering some services | Quick and online services |

22. Other distinctive features/ accomplishments of the project:

1. Preparation of a job-seekers database searchable by Job-providers
2. Online data sharing with Placement Agencies
3. Group uploading of pass-out students data by Institutions(ITI/ITC, Polytechnics, Engineering Colleges, Universities, Other training providers) thereby contributing in creation of a database of skilled manpower of the State
4. Creation of virtual / e-campussing facility to the Institutions
5. Providing assistance to enrolled job-seekers for enhancement of employability (Yuvasree scheme)
6. Creation of '**SERVICE COUNTER**' where self employed persons can post their skill/expertise in the system with some details including fees/charges sought by him/her. Such skills are searchable by those who are in need of those skills.

This is just an indicative list of indicators. Applicant can add on more information based on suitability of the project nominated.