

Case Study
on
Maharashtra Virtual IT Cadre

A Revolutionary Initiative by
Directorate of Information Technology

&
Government of Maharashtra

Website : www.maharashtra.gov.in

1. Maharashtra Virtual IT Cadre as case study

Government of Maharashtra is one of the “Leader” states in India, for its leadership position in eGovernance projects. Government of Maharashtra has always been in forefront in service transformation through use of technology. It has consistently featured at the top of the pyramid and adjudged as “Leader” in e-Governance in the “India : eReadiness Assessment Report” published by Department of IT, Government of India.

DIT, Government of Maharashtra has announced in eGovernance Policy in 2011. Government of Maharashtra is currently implementing more than 300 e-Governance projects across various state departments. In order to ensure successful implementation of these initiatives and sustained development of e-Governance in the line departments, it is necessary to create strong IT teams across all stakeholder areas.

This case study describes this unique initiative of Establishing IT taskforce within various line-departments in Secretariat (Mantralaya) in Government of Maharashtra, called “Maharashtra Virtual IT Cadre”.

Nandan Nilekani Committee, which submitted its Report to DeITY, Govt. of India in January 2013 regarding HR policies for e-Governance, had recommended creating a Virtual Cadre rather than creation of additional posts in IT department.

The Virtual Cadre initiative conceptualized by GoM, blends the best elements of both these areas (i.e. Departments and Separate IT Department), thus creating trained staff within departments, but still creating a dotted line relationship to Secretary/Director (IT).

In other words, IT Virtual Cadre aims to create a team of eGovernance champions within each department. These champions would execute, manage and monitor e-Governance project of the department. They shall be given extensive training on ICT and eGovernance.

2. Scope of Case Study

This case study covers the following aspect of the project

- Objectives of the initiative
- Stakeholders for the project
- Project Overview

- Project Details
- Progress so far
- Challenges in Implementation
- Key Achievements and Benefits
- Change Management and Capacity Building
- Future Enhancements and Way ahead

3. Uniqueness of the project

This project is very unique kind of project across all state Governments in India. Maharashtra is the first state to bring out such cadre in line with the Nandan Nilekani Report on HR policies of eGovernance,

4. Methodology adopted for case writing

The authors are the primary source of the information. They are the key project drivers and instrumental in driving this project / scheme since its launch in Mantralaya, Government of Maharashtra. The Government Resolution (GR) issued by DIT, GoM in this regard also forms an important document for reference.

5. Profile of Authors

1. Rajesh Aggarwal
Secretary ,IT & Secretary, Accounts and Treasuries with Govt. of Maharashtra. An IAS officer of the 1989 batch, he did B.Tech. in Computer Science from IIT, Delhi (1983-87), before moving to IAS (Indian Administrative Service) in 1989.



He is also a prolific writer and has written numerous articles and papers on e-Governance, including the much acclaimed paper titled 'e-Gov 0.0 – the fundamentals of e-Governance'.

2. Jitendra Mandalia, Principal Consultant, SeMT, DIT

Jitendra is Principal Consultant, in State eMission team, DIT, GoM. He is from the consultancy firm, PricewaterhouseCoopers Pvt. Ltd. He has over 22 years of multi-domain IT experience (Software/ Banking/ Government/ Telecom domains), R&D as well as corporate IT industry exposure.



Before joining PwC, he was the Principal Consultant for Delhi SeMT . He also served as Member of the Expert Committee of DIT, GoM and Vice President of (IS/IT) at IOL Netcom Ltd. Prior to this, he was working with NCST, now merged with C-DAC.

Table of Contents

1. Abstract.....	5
2. Keywords	5
3. Note for Practitioners	5
4. Stakeholders for the project	6
5. Objectives of Initiative.....	6
6. Project Overview.....	6
7. Project Details.....	9
8. Progress so far	14
9. Challenges in Implementation	15
10. Key Achievements and Benefits.....	16
11. Key Lessons learned.....	16
12. Change Management and Capacity Building	17
13. Future Enhancements and Way ahead.....	17
14. Acknowledgements	18
15. References	18

1. Abstract

This case study describes a very unique and innovative initiative from Directorate of Information Technology and Government of Maharashtra, for establishing Virtual IT Cadre within line departments of Government of Maharashtra. This IT Cadre creates “Egovernance champions” within own departments, to carry out various eGovernance projects of the departments, with standardised policy and execution from DIT.

2. Keywords

Virtual IT Cadre, Capacity Building, Nandan Nilekani Committee, HR Policies, Egovernance, Directorate of Information Technology, DIT, Government of Maharashtra

3. Note for Practitioners

The capacity building required to drive various eGovernance projects across line departments in any state Government is a major challenge. Various state government and department tackle this issue by adopting various options to create “IT Teams” that can drive the eGovernance Project. The options are as follows

1. Creating strong IT Departments which
2. Creating team of Consultants/Resources (called eMission teams) at State Level and Departmental levels (SeMT and DeMT)
3. Creating capacity (team of resources) within departments, each functioning separately.

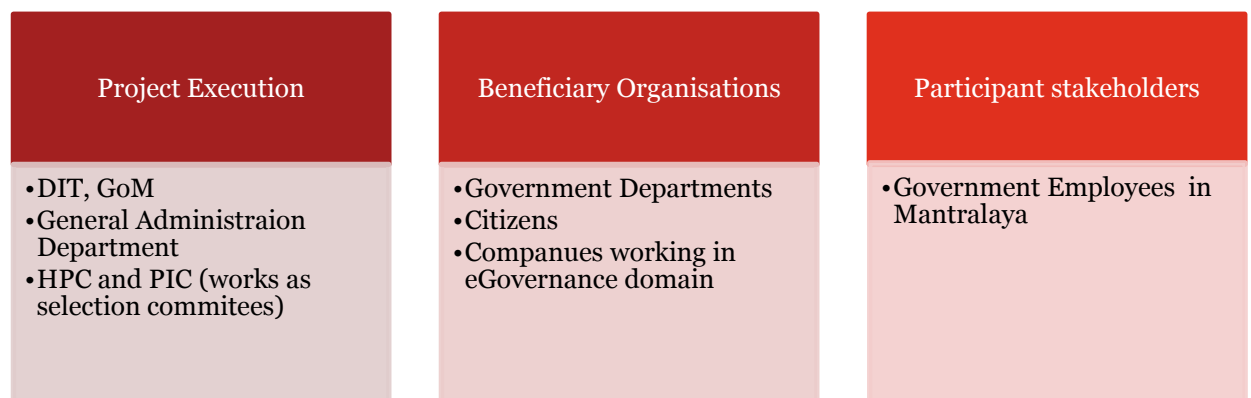
The Virtual Cadre initiative conceptualized by GoM, blends the best elements of both these areas (i.e. Departments and Separate IT Department), thus creating trained staff within departments, but still creating a dotted line relationship to Secretary/Director (IT).

In other words, IT Virtual Cadre aims to create a team of eGovernance champions within each department. These champions would execute, manage and monitor e-Governance project of the department. They shall receive continuous guidance from DIT.

This case study highlights initiatives taken by Maharashtra Government to form Virtual IT Cadre. The case study also explores the idea of replicating the same scheme in other state governments.

4. Stakeholders for the project

This programme is open to everyone working in Line Departments within Mantralaya (Secretariat) in Government of Maharashtra. Other important stakeholders can be categorised as follows:



5. Objectives of Initiative

This programme aims to create Strong IT teams within the departments, without any new recruitment or capacity augmentation at department level or at DIT level. It aims to identify eGovernance Champions within each line department and define policies and procedures that would bind all such champions together into a cohesive workforce called Virtual IT Cadre.

6. Project Overview

Government of Maharashtra is implementing more than 300 e-Governance projects across various state departments. In order to ensure successful implementation of these initiatives and sustained development of e-Governance in the line departments, it is necessary to create strong IT teams across them.

Conceptualisation for Virtual IT Cadre

Nandan Nilekani Committee, which submitted its Report to Department of IT, Government of India in January 2013 regarding HR policies for e-Governance, has recommended creating a Virtual Cadre rather than creation of posts in IT department. The report says that “Some countries have created a dedicated IT cadre with a high level of expertise to execute, manage and monitor e-Governance project”.

However committee recommended creation of virtual cadre rather than dedicated cadre.

The committee also recommends that “In-service officers selected for identified e-Governance functions based on competencies, may be considered for grant of separate set of incentives to attract and retain officers with e-Governance specialization on the lines of Training Allowance to officers deputed to Training Institutions based on the recommendations of the Sixth Central Pay Commission.”

Further, our State eGovernance Policy declared in September 2011 talks about creation of Maharashtra Information Technology Services cadre, and also focuses on creating capacity building within the Departments. The Virtual Cadre blends the best elements of both these ideas, creating trained staff within departments, but still creating a dotted line relationship to Secretary/Director (IT).

Accordingly, the concept note of Maharashtra Information Technology Virtual Cadre was introduced in a High Power Committee meeting (chaired by Chief Secretary, GoM) held on 15th February 2013, along with draft Government Resolution, which will set the policies and guidelines for establishment of the same.

The committee had suggested Secretary, IT to discuss the draft Government Resolution in detail with Additional Chief Secretary, General Administration Department. Following the discussions, the suggestions were incorporated in the draft GR.

Further, the constitution of this cadre in Maharashtra was discussed with Shri. Nandan Nilekani, Chairman UIDAI and Hon. Chief Minister of Maharashtra in the meeting dated 19th June 2013 wherein the Hon. Chief Minister has appreciated the concept and directed that the same be made operational at earliest.

Issuance of Government Order

Following this, the detailed Government Resolution on “Maharashtra Information Technology Virtual Cadre” which is included in the case study as reference herewith was approved by the High Power Committee on 2nd July 2013.

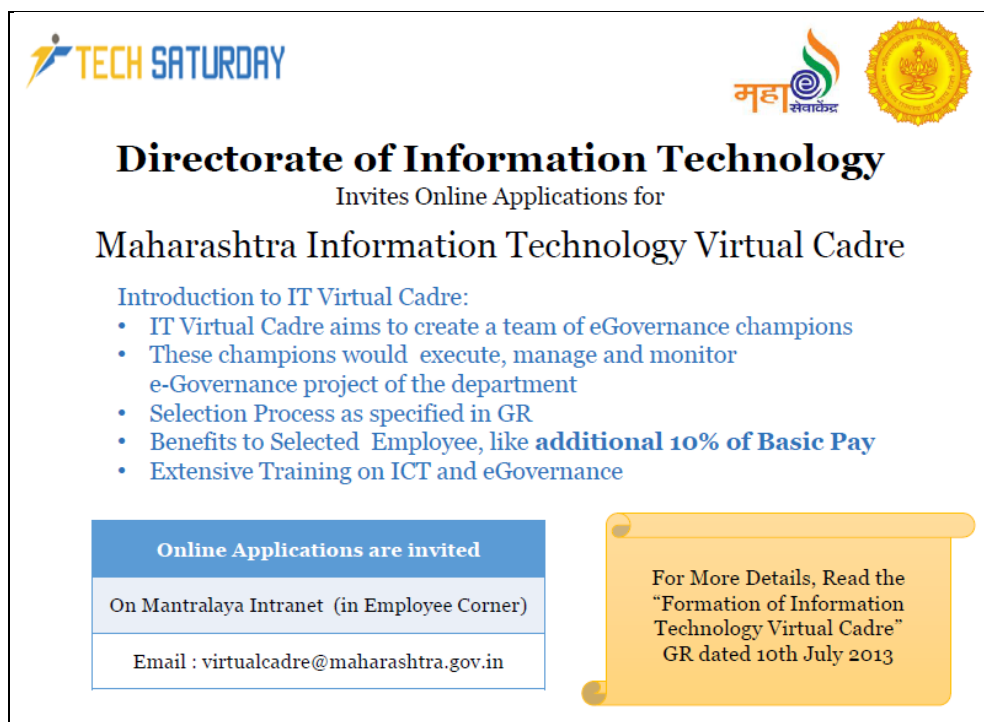
DIT issued this Government Resolution on 10th July 2013, which is available on the website of Government of Maharashtra with unique ID **201307101356329611**.




Promotional Campaign and Advertisement/Awareness

DIT carried out a well defined promotional campaign to create awareness about the Virtual IT Cadre and advertised the scheme as follows:

1. Announcement in press and other functions and meetings
2. Posters at strategic locations within Mantralaya
3. Screensavers for all Desktops of employees within Mantralaya to appraise them about key aspects and benefits of the scheme

A sample poster & screen saver is shown below:



Directorate of Information Technology
Invites Online Applications for
Maharashtra Information Technology Virtual Cadre

Introduction to IT Virtual Cadre:

- IT Virtual Cadre aims to create a team of eGovernance champions
- These champions would execute, manage and monitor e-Governance project of the department
- Selection Process as specified in GR
- Benefits to Selected Employee, like **additional 10% of Basic Pay**
- Extensive Training on ICT and eGovernance

Online Applications are invited
On Mantralaya Intranet (in Employee Corner)
Email : virtualcadre@maharashtra.gov.in

For More Details, Read the
"Formation of Information
Technology Virtual Cadre"
GR dated 10th July 2013

माहिती तंत्रज्ञान संचालनालय
माहिती तंत्रज्ञान व्हर्च्युअल संवर्गासाठी
ऑनलाईन अर्ज मागवित आहे.

आयटी व व्हर्च्युअल संवर्गाची ओळख :

- व्हर्च्युअल संवर्गाचा मुख्य उद्देश ई-गव्हर्नन्स चॅम्पीयन्स तयार करणे हा आहे
- हे चॅम्पीयन्स विभागांचे ई-गव्हर्नन्स प्रकल्प राबविणे, त्यांचे व्यवस्थापन करणे व त्यावर सनियंत्रण ठेवण्याचे काम करतील.
- निवड प्रक्रिया शासन निर्णयात नमुद केली आहे.
- निवड झालेल्या कर्मचाऱ्याला **मुळ पगाराच्या १० % अधिक** भत्याचा फायदा.
- आयसीटी व ई-गव्हर्नन्स संबंधित विस्तृत प्रशिक्षण.

ऑनलाईन अर्ज

मंत्रालय इंट्रानेटवर (कर्मचारी वार्ता फलक)

ईमेल : virtualcadre@maharashtra.gov.in

अतिरिक्त माहितीसाठी महाराष्ट्र माहिती तंत्रज्ञान व्हर्च्युअल संवर्गाबाबतचा दिनांक १० जुलै, २०१३ चा शासन निर्णय वाचावा

7. Project Details

Total Intake Capacity of the Cadre

Government officials in all line departments within Mantralaya, from Clerk/typist level up to Joint Secretary Level are eligible for inclusion with Maharashtra Virtual IT cadre. The normal intake capacity for each of the staff level would be as follows:

Sr No	Designation/Post	Total Capacity (Across all Dept)	Capacity for Virtual Cadre (5-10%)
1	Joint Secretary and Deputy Secretary	146	7-15
2	Under Secretary	261	13-26
3	Section Officer/Desk Officer	741	37-74
4	Assistant	1648	82-165
5	Clerk/Typist/Steno	2660	133-266
	Total	5446	272-546

In summary the normal intake capacity for Virtual IT Cadre is 272, which can be augmented to 546.

The strength of the Virtual Cadre within each department would be commensurate with total staff strength of that department within Mantralaya. The High Power Committee shall have power to review the formation and strength of the Virtual IT Cadre and carry out any changes, if required.

Process for Appointment

The following committees shall be working as “Selection Committee” for appointment of staff under Virtual IT Cadre

Name of Committee	For Staff Grades
High Power Committee (HPC)	Deputy Secretary and Joint Secretary
Project Implementation Committee (PIC)	For all other (lower) staff grades

Application Process

The Government Resolution has prescribed the following process for application and selection into Virtual IT Cadre:

1. Interested employees, with background in IT, shall apply online on Mantralaya Intranet (<https://intranet.maharashtra.gov.in>), which started from 15th August 2013. This shall be a continuous process and selection shall happen in batch-wise mode.
2. Candidates (i.e. employees) shall be selected on basis of their qualifications, credentials & interest in eGovernance and IT domain expertise, by the designated Selection Committee as described above.
3. There shall be Online examination conducted by DIT (as per “**egov o.o training and certification**” pattern)
4. Preference shall be given to candidates working in eGovernance projects in departments and those using eOffice (paperless office workflow and filing system at Mantralaya) and e-tendering initiatives of the Government. Other credentials of the candidates, which shall be considered positively, are described in next section.
5. As part of examination process, candidates shall be called for Interviews by the selection committee.

A dedicated email ID virtualcadre@maharashtra.gov.in has been setup for addressing queries related to their applications and all other queries.

Selection of candidates

Candidates with prior proven experience/credentials in below mentioned eGovernance projects/areas shall be given preference:

1. Formation of dedicated IT Cell and eGovernance/eOffice Champion for the department (at Joint Secretary, Deputy Secretary and Under Secretary Level)
2. Successful Business Process Reengineering (BPR) for departmental processes (at Joint Secretary, Deputy Secretary and Under Secretary Level)
3. Promoting common State Level IT infrastructure for computerisation (such as State Data Centre (SDC), Common Service Centre (CSC), State Wide Area Network (SWAN), SMS Gateway, Payment gateway etc. (at Joint Secretary, Deputy Secretary and Under Secretary Level)
4. Use of IT budget (which is 0.5% of department's overall budget) effectively for eGovernance projects (at Joint Secretary, Deputy Secretary level)
5. Use of UID in departmental application (at Joint Secretary, Deputy Secretary level)
6. Driving eGovernance Projects in own department's allied offices, directorate, field offices in districts (at Joint Secretary, Deputy Secretary and Under Secretary Level and Section Officer Level)
7. Maintaining departmental websites/portals as per Maharashtra eGovernance Policies (at Joint Secretary, Deputy Secretary and Under Secretary Level and Section Officer Level)
8. Working in eOffice (all levels) for ensuring paperless office/filing work.
9. Adhering to e-Tendering compliance (all levels).
10. Using Official email ID in all official communication (all levels).
11. Conducting OR participating in regular training for IT/eGovernance concepts (all levels).

Online Examination and Selection

DIT shall carry out selection of the candidates as per the method prescribed in GR/ Online examination by DIT was in line with the pattern of *egov o.o training and certification*) examination which consists of three stages:

Stage	Examination/Selection Details
A : Online Objective	Objective test paper of 60 marks, passing marks 75% and above
B : Online Subjective	Subjective questions test paper of 100 marks, passing marks 50% and above
C : Interview Stage	Interview by Selection Committee, Total marks 40, passing marks 50% and above.

Period of Appointment

Successful candidates (employees) shall be appointed (i.e. inducted) in Virtual IT Cadre for initial appointment period of three years. There shall be annual performance review. Secretary and above level officers shall be reviewing the performance of the employee for eGovernance related projects in the departments.

After initial appointment period of three years, all selected employee shall have “cooling off” period of two years, i.e. they shall be moved back to “normal” department level and other employees from the department shall be given chance to be inducted in virtual IT Cadre.

Training and Capacity Building for Virtual IT Cadre

The following type of training shall be given to all selected employees of the Virtual IT Cadre

Type of Training	Syllabus
Induction Training	<ul style="list-style-type: none"> • Fundamentals of eGovernance, Concept of eGovernance practices • Maharashtra eGovernance Policy 2011
In-Process Training and Refresher Training	<ul style="list-style-type: none"> • eGovernance Standards, Concepts, Guidance Notes, Important Government Resolutions, • Common Infrastructure like SDC, SWAN, CSC • Common service infrastructure like eTendering, eOffice, SMS Gateway, Payment Gateway • Study of various successful eGovernance projects/initiatives undertaken by various Directorates and district offices of the govt.

	<p>Departments</p> <ul style="list-style-type: none"> • Visit to CSC, Sangram Kendra and Project locations. • Study tour (both and national and international level) for best practices followed by other eGovernance projects
--	--

Salary Compensation and Benefits

The following are the notable aspects related to salary compensation and benefits related to employees of Virtual IT Cadre

- To encourage the efforts put in by selected employees of the Virtual IT Cadre, they shall be given 10% of their Basic Pay as Virtual IT Cadre allowance.
- Other aspects of the service such as salary, leaves, pension and other matters shall remain as per the existing details of the selected employee
- There shall be annual performance review of all selected employees of Virtual IT Cadre. In next year, the increase of 10% (of basic pay) shall continue, or it can be increased to 20% in next 2 years.
- The increased compensation shall be drawn from the budget of the parent department
- About 1/3 of the selected employees can be removed from Virtual IT Cadre and new employees can be given chance to become part of Virtual Cadre, depending upon the performance and current capacity utilisation of the Virtual IT Cadre within each department.
- Availability of “Egovernance Champions” and “Egovernance Practitioners” within each department needs to be ensured to run Virtual IT Cadre initiative and eGovernance projects for that department.

Roles and Responsibilities of the Selected Employees

It may be noted that the responsibilities related eGovernance projects within the department is in addition to existing responsibilities of the selected employee within own department. They shall continue to discharge their existing duties as per their existing departmental setup and responsibilities.

In addition to existing duties, the Virtual IT Cadre staff shall perform the following responsibilities and duties:

1. To conceptualise, design and implement the eGovernance projects in their own departments
2. Employees at all staff level (from Under Secretary Level to clerk/typist level) to take part in eGovernance projects as per the need and fitment.
3. To work as eGovernance Champions to
4. To ensure compliance to eGovernance Policies, Standards, Guidance notes and Government Resolutions in all eGovernance Projects within the department.
5. To effectively utilise departmental budget for IT (0.5% of overall budget) effectively for eGovernance Projects.
6. To establish and maintain in-house capacity & team strength required to run eGovernance project successfully.
7. To make effective use of Common State IT Infrastructure (such as SDC, SWAN, CSC, eTendering, eOffice, etc applications) in own departmental eGovernance projects.
8. To promote use of successful eGovernance projects/application from other department to own department (State wide replication- both ways)
9. To ensure linkage to UID for departmental eGovernance Project, to remove duplicity in beneficiaries and close leakages in government grants/assistance.

8. Progress so far

The first batch of the selection process for the Virtual IT Cadre Employees have been completed and 6 employees of various line departments have been inducted in the Virtual IT Cadre. The salient steps for the selection process for the first batch were as follows:

- 29 employees had applied for this cadre on Intranet within stipulated time frame. A list of qualified and eligible employees was made.
- Two briefing sessions for interested candidates were held at DIT’.
- 16 employees appeared for first stage of selection process (i.e. Online written examination (stage A above) which was conducted online on eGovernance

Training and Certification platform. Rest of applicants expressed inability to appear for exam on that day. (They can appear for exam in next batch)

- 9 employees cleared online examinations (stage A and B) and moved to interviews round (stage C above).
- An interview panel was constituted by DIT. Interviews for these 9 candidates were by this panel. 6 employees cleared interview round and shortlisted for final selection into Virtual IT Cadre.
- Project Implementation Committee (PIC) approved Selection of all 6 shortlisted candidates into Maharashtra IT Virtual Cadre. They are from Agriculture Department, Finance Department, School Education Department and CM Office (GAD Deputation).



(Selected employees of the first batch being felicitated by Secretary (IT))

9. Challenges in Implementation

As the concept is new to the employees of Government Maharashtra, this initiative had its share of challenges for implementation. To attract more employees for the virtual cadre and to clear all their queries related to this scheme, DIT took a number of steps such as:

1. Announcement in press and other functions and meetings
2. Posters at strategic locations within Mantralaya

3. Screensavers for all Desktops of employees within Mantralaya to appraise them about key aspects and benefits of the scheme
4. Briefing sessions at DIT for interested employees.

10. Key Achievements and Benefits

This programme has become widely popular within Mantralaya (Secretariat) especially after announcement of first batch of employees inducted in the Virtual IT Cadre.

Key Achievements

- Within short span, the first batch of Virtual IT Cadre is rolled out.
- These employees, who have been eGovernance Champions, have started driving eGovernance projects within their own departments. It may be noted that some of them are already playing pivotal role in eGovernance projects of their departments.
- Immense improvement in knowledge base of participating candidates
- Improvements in quality of the project work being executed by successful candidates, due to better knowledge dissemination
- Early and effective adaptation of newer technologies in some of the eGovernance projects of Government of Maharashtra

The selection process for the second batch for Virtual IT Cadre is in progress. Applications from approximately 30 employees are being scrutinised by DIT at the time of writing this case study.

11. Key Lessons learned

Awareness about the scheme was the major concern for some of the interested employees. Due to very unique nature of the “Reporting Structure”, many employees had queries about dual-reporting (Direct reporting within their own department and “Dotted-line” reporting with DIT). Some of them also had queries about 10% salary hike. DIT addressed all queries through proper guidance and help during the briefing sessions held for these employees.

Overall the Virtual IT Cadre bring the “Best of both Worlds” into project execution for eGovernance projects in the state and paves way for standardised and effective project governance structure for various eGovernance initiatives.

12. Change Management and Capacity Building

This project has adopted a set of unique change management and capacity building steps, to ensure success and sustenance of the project over longer time-frame. These are highlighted below.

Leadership support

This project has full support from Leadership of all stakeholders including Chief Secretary as well as Secretary (IT) and Additional Chief Secretary (GAD), who have been instrumental in creating blue-print of the project. Secretary (IT) and Director (IT) monitor the project on regular basis. Other DIT officials also take active part in the project initiatives

Capacity building strategy

Consultants from SeMT team of DIT and DIT officers carry out Training and Capacity Building of interested employees for Virtual IT Cadre.

Sustainability

The design of the scheme was done carefully to have sustainable rollout for the future. Maharashtra Government has issued a GR for guidance, governance and implementation of the Virtual IT Cadre. Other two important approval mechanisms (High Power Committee and Project Implementation Committee) are also well established in Mantralaya.

Financial Support

The financial support for Virtual IT Cadre allowance comes from the department's own IT budget. The 10% hike over basic pay comes from departments' budget and not from DIT. This ensures continual financial support this scheme.

Technology Solution Used

The project uses eGovernance Training and Certification project of DIT for training and examination process. This is also a well-established mechanism.

13. Future Enhancements and Way ahead

DIT is also proposing a state-of-the-art performance evaluation system for monitoring and evaluation of performance of the selected employees of Virtual IT Cadre. Government of Maharashtra is also planning to organize various workshops at

departmental level to create more awareness and enthusiasm for the scheme amongst its employees.

Replicability of the project

With this innovative idea and modular design of course material; different modules and paper-sets can be made available for different categories of candidates. Thus, it can also be replicated in universities, training institutes etc.

14. Acknowledgements

The authors acknowledge the efforts put in by Secretary (IT) Additional Chief Secretary, GAD (General Administration Department) and Chief Secretary, Government of Maharashtra for conceptualisation, approval and institutionalisation of the scheme. Efforts of Director (IT) and other DIT officials are also noteworthy and instrumental in success of the scheme.

The authors also acknowledge participation of over all the candidates who have shown interest, participated in large numbers and made this imitative a successful one.

15. References

1. e-Governance Policy of Maharashtra, which was published on 23 September 2011 in both Marathi and English, is available online at the following URL:
https://www.maharashtra.gov.in/Site/PDF/e_governance_policy.pdf
2. e-Governance Policy Implementation plan along with timelines was issued on 10 April 2012 vide GR No मातंस – 2012/ प्र. क्र. 84/39 which is available at following URL:
<https://www.maharashtra.gov.in/Site/Upload/Government%20Resolutions/English/201204101304084001.pdf>
3. Government Resolution dated 10th July 2013 for creation of Virtual IT Cadre with unique ID 201307101356329611, which is available at
<https://www.maharashtra.gov.in/Site/Upload/Government%20Resolutions/English/201307101356329611.pdf>

.....