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Post-Conclave Special Edition
10th National Quality Conclave, August 7-8, 2015
Siri Fort Auditorium, New Delhi

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Message

Quality India - October 2015



Dr R P Singh
Secretary General
Quality Council of India

Dear Quality Professionals,

In the last issue of Quality India, I had apprised you about the 10th National Quality Conclave, which is held every year since 2005, to brainstorm on quality issues in the country and promote quality in every walk of life.

It gives me immense pride in sharing and acknowledging the efforts of a large number of organisations and professionals including my own officers and staff for putting up an exceptional show this year during August 7-8, 2015. The amazing effort saw a peak attendance of more than 1600 participants during inauguration was clear indication of changing landscape of quality in India.

This year NQC was not only much larger than any of the previous nine conclaves, but also more diverse and all the plenary sessions had full participation. Most of the parallel sessions were exceedingly well received and people were excited about the quality of deliberations that took place. The focussed attention which was given for every theme planned and the best practices around the world shared by International experts were extremely appreciated. This year we had a galaxy of stars both from within the country and from abroad who shared their vision for bringing the much needed change for the benefits of citizens of the country. The participation of youth, was one of the biggest change seen in NQC 2015 and their enthusiasm in becoming a part of the 'Indian Growth' story was exhilarating.

All our CEOs made sure that their respective plenary and parallel sessions were well attended and they along with their officers properly coordinated each session. The quality of presentations were of exceptional quality. The core team of all our Joint Directors made sure that the support systems in spite of being in a public auditorium was without blemish. We were amazed that every session started almost on time and ended as per schedule. Another feather in the cap for time management.

The response from industry, partners and institutions was amazing and they loved the hospitality and felt welcome.

The journey is not yet complete though. Perhaps it is not enough to take part in such programs alone, but commit to bringing about the change that people expect from us. We have committed ourselves in being the catalyst to push for creating an ecosystem of quality in the country.

We shall keep you informed about the activities and the changing paradigm for quality in India and from where we are, I can assure you that the changes that are taking place at the micro and macro level are amazing! I invite you to be a part of this change.

Chairman NBQP Message on the occasion of Celebrating November as the Quality Month

November is recognised internationally as the World Quality Month. World Quality Month is an annual celebration of quality and its impact in the world. This is the time to foster greater quality awareness, share knowledge, celebrate success and promote quality initiatives across organizations in the world. We all know that good quality can be achieved through leadership which creates enabling environment for collaborative teamwork and it takes considerable effort and resources to achieve and maintain good quality. The month of November is the time to recognise the importance of an overall quality focus and incorporate proven principles into daily life throughout the month and ongoing.

The theme selected by QCI for the Quality Month this year is 'Quality through Teamwork'.

We, at Quality Council of India, consider you as an important partner to promote quality awareness in the country. We are sure you will be initiating something special to commemorate World Quality Month.

Tips and ideas to celebrate World Quality Month

- A talk on quality by your top management.
- Poster competition
- Slogan competition
- Quality banners and posters
- Quality Pledge cards
- Celebrating the success of your suppliers or



customers

- Quiz competition
- Suggestion on Quality improvement
- Display of message from top management
- Quality quotes
- Publicize your own continuous improvement culture (The above is just an indicative list)

We also wish you to encourage your Business Partners to celebrate World Quality Month. Needless to say, QCI will be thankful to you if you keep us posted about your activities on November Quality Month. We would be glad to share them in our Quality India magazine.

– R Mukundan



Gearing up the quality ladder, driving in the quality culture



Adil Zainulbhai, QCI Chairman

A mechanical Engineer from the 1977 batch of IIT-Bombay and a post-graduate from Harvard Business School, a former McKinsey India Chairman, and the current QCI Chairman, Adil Zainulbhai has mentored many an Indian company, help them become successful globally, guiding public sector undertakings to become more efficient and effective. Deeply concerned about strengthening India's public sector and contributing to the nation's development, he works closely with senior government leaders to drive the economy towards growth and high quality standards. Also serving on the advisory boards of the Indian Institute of Technology, Bombay, the Wockhardt Foundation, and the Health Management Research Institute, as well as on the global advisory board of the Booth School of Business at the University of Chicago, he has helped many leading multinational companies build large, profitable businesses in India.

By | Neha Mehta

How was your experience of the 10th National Quality Conclave?

The response that we received at the 10th Quality Conclave is definitely a huge success for us. Be it in the number of participants or their enthusiasm towards various sessions, the response was overwhelming. The zest and keenness was not only amongst the Indian participants, but the delegates and participants who came from various countries were equally involved during the conclave.

Where do you see India in terms of quality standards five years from now?

We have taken very wise and deliberate route as far as our development across various segments is concerned. Most of our industries will be five times the size that they are today and we will have to make sure that we not only grow in size and number but the level of quality standards we have today should also augment forward.

How has the launch of 'Make in India' programme given impetus to QCI?

The service sector in India is one such sector which has witnessed an incredible growth and we are planning to bring 1.5 million MSME's under the umbrella of quality standards in the next five years. It is a huge task and challenge, but if things are worked out with a good approach, this can be achieved. The initiatives which have been taken under 'Make in India' campaign will definitely push the economy forward as they have been formed keeping the quality factor in mind. It will also help in opening doors to doing business in India very smoothly with 'Zero Defect' and 'Digital India' initiatives.

Which sector according to you needs utmost attention as far as quality is concerned?

Good quality mindset needs to be strengthened to increase the number of people who are paying attention to quality. If we are asked to create quality infrastructure, then quality needs to become part of each and every segment. We don't want to bring quality infrastructure across all the sectors in just best schools or hospitals, but to get the quality standards from the primary and grassroots level as well. We are pushing QCI to focus on each

and every sector as far as quality is concerned.

“Government sets standard where health and safety are concerned. We want the organisations to recognise the value of quality standards independent of regulations and that will happen only when sensitisation towards quality and its importance is spread amongst the various segments.”

—Adil Zainulbhai,
QCI Chairman

How do you plan to bring in quality regulations into the unorganised sector?

Government sets standard where health and safety are concerned. We want the organisations to recognise the value of quality standards that are independent of regulations and this will happen only when sensitisation towards quality and its importance is spread amongst the various segments. The way companies perceive it, be it in the manufacturing sector, automobile or health or any other sector, their seriousness towards maintaining quality standards matters a lot to build a high quality infrastructure.

What measures are you taking towards citizen empowerment when it comes to quality?

It is very obvious that a customer will prefer a good quality product if given a choice. If standards are followed, the customers will get good quality products at a reasonable price as there will be uniformity across all the companies and industries as far as standards are concerned.

Any other information/highlight that you would like to share.

Since last year, we have tried to channelise our focus in improving quality level. The arena of new schemes and programmes have gone up and we are very excited to see the momentum we have received till now and are hopeful to take it to new heights in the near future.

pressure on the registration desks as well as other support services which were planned for an expected audience of 1200 people. A large number of Government Departments also told us that they could not participate due to their engagements during the parliament session and have suggested that we plan such event accordingly next time.

How was the response received by you during this conclave?

One of the major satisfactions was the appreciation we received for the impeccable professionalism in which the whole conclave was designed and conducted. Every session started on time and finished on time and the quality of interaction was extremely good. Most of the parallel sessions were very well attended and people were excited about the quality of deliberations that took place. The focused attention which was given for every theme which was planned and the best practices around the world which were shared by international experts were extremely appreciated. Most of the people were quite appreciative of the quality of speakers we had arranged both nationally as well as internationally.

What are the new initiatives which QCI will be undertaking in the near future to further strengthen quality standards?

Besides the Zero defect Zero Effect movement that has gained momentum for improving the quality and competitiveness of small and medium enterprises, QCI is now gearing up to undertake the following major initiatives :

1. Expanding the scope of ZED to include services sector
2. Improving the quality of services offered by various government departments to the citizens of the country
3. Intervention in primary education as well as quality of teachers
4. Creating an international protocol for certification of skilled manpower
5. Creating an eco-system for improving the employability of youth in the country

There are various other initiatives that are already taking shape and will soon be finalised and QCI is geared up to take as many initiatives which may impact larger cross section of people around the country.

Which sectors according to you need the utmost attention to deliver quality services?

One of the most important areas is at the policy level where lot of work is already happening to create an eco-system for quality which includes inclusion of third party certification, inspection and testing in every Government regulation. Further, unless India adopts international standards in every sector, the quality of goods and services that we provide will take longer time to reach the international standards, thereby decreasing the competitiveness of Indian products and services in the work market. The sectors where focused attention is being given are the 25 sectors under the Make in India campaign, besides the quality of Government services, the quality of healthcare and the quality of education which requires immediate intervention and any delay can change the course of Indian trajectory towards leadership and sustained economic growth.

Do you think that there is a need to frame new laws or amend the existing laws on quality checks?

Yes. One of the important laws that India should immediately make is inclusion of third party inspection and certification bodies in every regulation under each ministry for all activities of conformity assessment. This would not only ease the burden of the Government but internationally it would give a strong message that the government has roped in expert bodies and has limited its role to providing an oversight mechanism. The same can be done either through amendment of every existing law or to evolve a new law as a directive to every ministry within the Government. The Government must also ensure that within any law there must not be inherent conflict of interest and duplicity in operation that need to be avoided which eventually results in no one taking accountability of the decisions taken. Reliance on third party for quality checks would insulate the Government from any criticism of undue favours to any particular entity.

What are your suggestions for the successful implementation of the existing laws on quality adherence?

Quality adherence comes through three basic premises:

- 1) When the minimum standards are unambiguous and easily enforceable
- 2) When voluntary standards are at the international level and a clear path is provided for excellence.
- 3) When accountability is guaranteed and there is zero tolerance in enforcement.

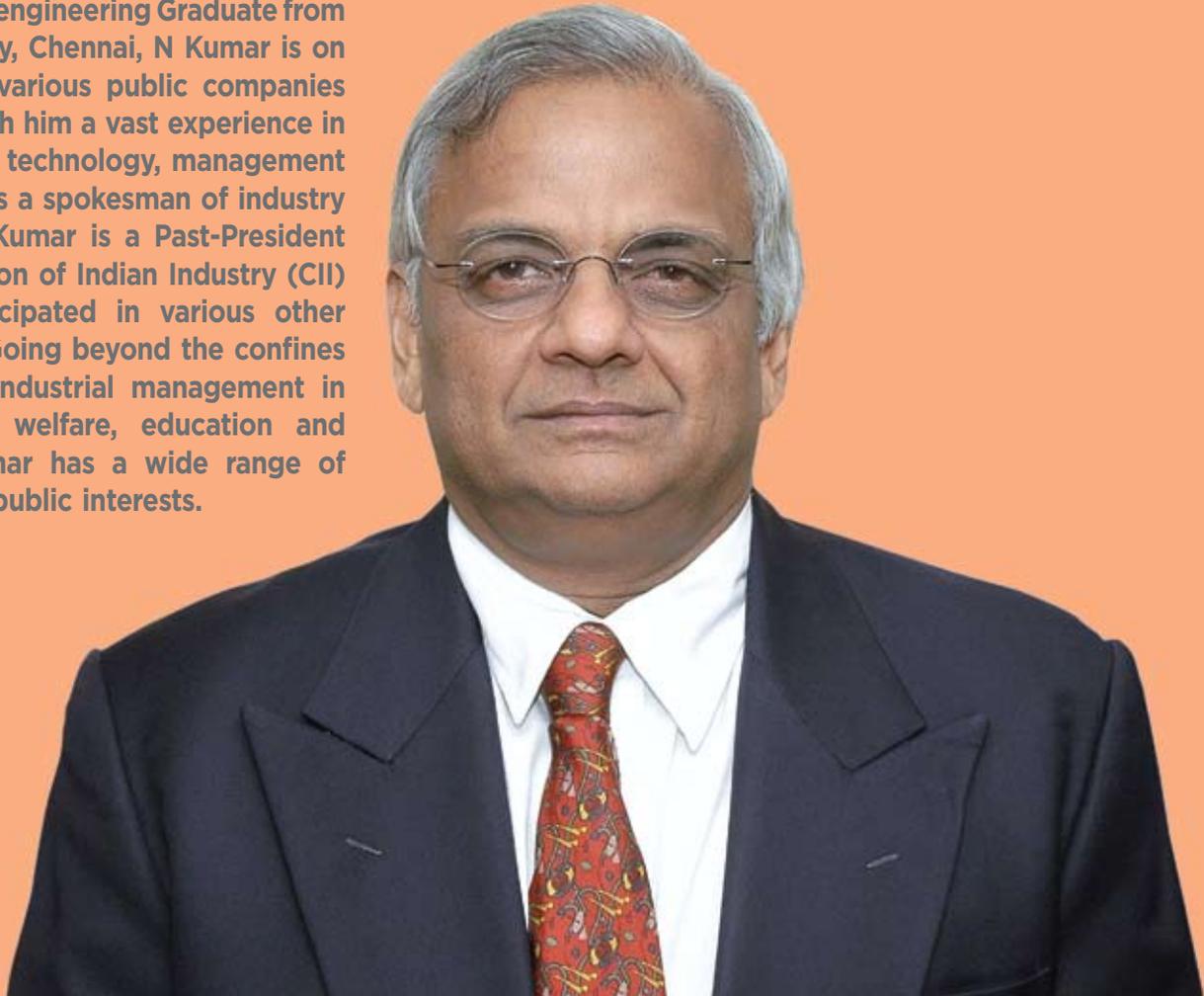
If the Government confines itself to making technical regulations (mandatory standards) which impact the life and health of citizens, security of the nation, protection of the environment and other critical areas that impact generations and leaves the rest to professional organisations the implementation is easily scalable. Further, the Government must start relying on self-disclosure of compliance on issues of non-critical nature through an internationally accepted protocol so that multiplicity of regulations and inspections are dovetailed into a single compliance or excellence mechanism. This can be easily achieved through accreditation and there are numerous examples around the world where economies have grown through this implementation philosophy.

Any other highlight that you would like to share with us?

One of the biggest changes that we have seen in this Quality Conclave was the enthusiasm of the participants in becoming a part of the Indian growth story. The responses that we have received, both verbal as well as written gives us the confidence that a churning is happening in the country and if the energy is properly channelised, very soon quality will become demand driven. We are slowly moving away from celebrating 'juggad' and have started demanding quality and willing to pay reasonable price if the same is delivered promptly. This is a lesson for the industry that if they need to succeed internationally they must think of long run investment in quality; in people and in process and as a result look for long term dividends.

NABCB- A thorough mechanism to supervise accredited certification and inspection bodies

An electronics engineering Graduate from Anna University, Chennai, N Kumar is on the Board of various public companies and carries with him a vast experience in the spheres of technology, management and finance. As a spokesman of industry and trade, N Kumar is a Past-President of Confederation of Indian Industry (CII) and has participated in various other apex bodies. Going beyond the confines of corporate industrial management in health, social welfare, education and sports, N Kumar has a wide range of experience in public interests.



How does NABCB guarantee that the accredited companies follow the requisite quality standards?

NABCB is an accreditation body which accredits certification bodies and inspection bodies as per applicable international standards. The certification bodies and the inspection bodies in turn certify companies and inspect their goods/processes to applicable standards. NABCB exercises a thorough supervision over the accredited certification and inspection bodies which include actual witnessing of audits of organisations by the certification bodies or inspection of goods / processes of organizations by the inspection bodies. Through this mechanism, NABCB is able to assure that the certified

companies are following the requisite quality standards.

What steps have been taken up by NABCB to create awareness about the importance of accreditation amongst various organisations?

In the past two years, NABCB has taken a number of steps to create awareness among various stakeholders and is very enthusiastic in organising awareness programmes in collaboration with industry bodies such as PHDCCI, FICCI and CII at various locations to create awareness amongst industries about the benefit of accredited certification and its international equivalence. Many such programmes have

been organised in places such as Delhi, Bhopal, Solan and Kochi. NABCB is also raising awareness amongst consumers in collaboration with the Consumer Coordination Council, a national federation of consumer organisations, by organising consumer awareness programmes around the country. Such programmes have been organised in Cuttack, Guwahati, Shimla, Vijayawada, Lucknow, Rajkot and Hyderabad in the previous year. In addition to these, NABCB is also keen in sensitising government officials and to take this forward, a programme on the similar lines was conducted for Commerce Ministry in May 2015 and another is in process which is scheduled to take place in Nov, 2015.

How does NABCB ensure that its accreditations are in compliance with global standards and international quality parameters?

The primary purpose of accreditation is to facilitate trade by securing acceptance for certification and inspection carried out in India and worldwide. For that, it is essential for NABCB to be in compliance with global standards. NABCB has to follow the international standard for accreditation bodies, ISO 17011, and demonstrate compliance by undergoing peer evaluation by regional bodies called Pacific Accreditation Cooperation (for certification bodies) and Asia Pacific Laboratory Accreditation Cooperation (for inspection accreditation). Once the peer evaluation is completed successfully, NABCB signs Mutual Recognition Arrangements (MRAs) of these bodies which in turn leads to signing the MRAs of the corresponding international bodies, the International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC). NABCB signed the IAF MLA for Quality Management Systems in 2002, Environmental Management Systems in 2007, Product Certification in 2013 and Global GAP in 2014. Similarly, NABCB signed the ILAC MRA for inspection in 2013. NABCB has also signed PAC MLA for Food Safety Management Systems and Information Security Management Systems in June 2014 and June 2015 respectively and is expecting to sign further for these areas. This makes NABCB's accreditation equivalent to the worldwide standards. Today, NABCB is on par with any accreditation body around the world, be it European or American or any other country. We also export our products overseas, so we keep ourselves abreast with the latest technology and standards so that we are at par with the international standards.

How does NABCB plan to keep up the

efficiency in responding to consumer redressal complaints?

NABCB has a well-defined complaint procedure which is available on its website. The consumers of goods and services are expected in the first instance to complain to the producers of goods or services and if dissatisfied, they can complain to the certification body which may have certified the organisation. Consumers can also look up to NABCB to complain in case they are not satisfied with the resolution of their complaints. Most of the complaints that NABCB receives concern certification bodies and certificates are issued by them under foreign accreditation and not under NABCB accreditation. In such cases, through our networking with the foreign accreditation bodies, we are able to facilitate response to the complaints from the foreign accreditation bodies as well.

What are the new accreditations programmes which NABCB is planning to introduce in the near future?

NABCB is planning to introduce accreditation programmes for Aerospace Quality Management Systems (AS 9100) and Green House Gases Validation and Verification Bodies in the near future. We are also keen in taking initiatives for improving the quality of environment, roads and a framework about how to include more and more number of sectors can be sensitised to get them certified.

Any other information/ highlight that you would like to share with us?

There is a trend worldwide for regulators to rely on accreditation and third party bodies for checking compliance to the regulations. NABCB is vigorously pursuing the government and individual regulators to follow the above trend which would not only augment the resources available with the regulatory bodies, which are always short of staff, but will also enhance efficiency of checking compliance to the regulations and will further promote self regulation by the industry. The Petroleum and Natural Gas Regulatory Board is an excellent example of how accredited inspection bodies can be used to verify compliance to their safety regulations. We are expecting Food Safety and Standards Authority of India to also utilise third party food safety audit agencies accredited by NABCB. We hope to support all regulatory bodies in providing competent third party agencies for checking compliance to the regulations which would ultimately benefit the consumers because all regulations are on grounds of public interest like health, safety, etc.

“NABCB is also raising awareness amongst consumers in collaboration with the Consumer Coordination Council, a national federation of consumer organisations, by organising consumer awareness programmes around the country. Such programmes have been organised in Cuttack, Guwahati, Shimla, Vijayawada, Lucknow, Rajkot and Hyderabad in the previous year

— N Kumar
Chairman NABCB

How have the initiatives taken up by the new government influenced the working of NBQP?

The initiatives taken by our Prime Minister Shri Narendra Modi under 'Make in India' have given top most priority to the quality factor and this has further inspired us to chart out plans to support it in every manner, be it in the initiatives to turn India's infrastructure to a world-class level or transforming India into the world's manufacturing hub. QCI is also working on developing a Zero Defect Zero Effect model which will help our SMEs to improve their competitiveness. NBQP is working in developing on line/e-learning programmes to support the various issues of quality which will help in enabling industry to build up the necessary skill. One of the steps in this direction is the introduction of course curriculum for a full time regular programme ie a Master level course in Total Quality Model (TQM) at Punjab Engineering College, Chandigarh. Apart from this, we are also working on other schemes such as implementation of process excellence activities in government departments which will not only improve office productivity of these departments, but will also give a thrust to the 'Ease of Doing Business' initiative by the Government.

Which sector according to you needs utmost attention as far as the quality standards are concerned?

There are three sectors which need maximum amount of attention on quality issues. These are school education, healthcare and MSMEs. When it comes to school education and healthcare, our main focus is on government primary schools, government hospitals, public healthcare centres and community healthcare centres. Due to the poor quality of healthcare and education in the government hospitals and schools, most parents in villages are apprehensive in sending their children there. We are trying to work out the quality strategies that can facilitate in transforming these organisations. Again, the quality performance of MSMEs is nowhere near the desired level. The success of Make in India, initiative depends on the competitiveness of these sectors. Yet one more area where we are focussing is to improve the public grievance handling system of the Government which directly impacts citizens. QCI has taken up two major mandates, viz., improving quality competitiveness of 1.5 SMEs in the next five years and improving timely and quality delivery of public services. NBQP will be coming up with necessary quality intervention strategies which include awareness creation; hand holding support wherever the need arises for the same.

“The response for the 10th National Quality Conclave was overwhelming. This was the largest Conclave till date. With ASQ as the Knowledge Partner and WHO as the technical partner, there were 1500 plus delegates from various sectors including industry, Government, academia, etc.
— R Mukundan, Chairman NBQP

How was the response received during the 10th Quality Conclave?

The response for the 10th National Quality Conclave was overwhelming. This was the largest Conclave till date. With ASQ as the Knowledge Partner and WHO as the technical partner, there were 1500 plus delegates from various sectors including industry, Government, academia, etc. Another unique factor was the participation by large number of students from Management and Engineering Colleges. The conclave was definitely a platform for exchanging thoughts and ideas between national and international speakers who were addressing the conclave. The stupendous response during the conclave indicates that there is a rising concern amongst all the stakeholders regarding the quality challenges in our industry, government, academia, etc.

What are your suggestions for the successful implementation of the existing laws on quality adherence?

The two main requisites which are inherent for the successful implementation of laws and regulations is demand from users/customers as well as the ability to comply with the laws and regulations by the producers. Quality cannot be mandated by government alone, large scale dissemination of information about the laws and its benefits to the users need to be achieved for sensitising users/customers about quality. NBQP is channelising its efforts in creating the necessary awareness and government is also supporting NABCB in implementation of National Quality campaign program. The Campaign is promoting application of quality standards, quality tools/techniques, etc, enabling industry to improve quality-competitiveness and consumers to demand quality from suppliers.

Any other information/highlight that you would like to share with us.

Mission of QCI is to make nationwide quality a reality. This mission can only be achieved when QCI plays an integrating role of uniting all quality professionals across the country and help them play their roles in diffusing quality concepts in various sectors. We are maintaining a professional membership scheme which will act as a platform for the exchange of ideas, information, experiences amongst quality professional and organisations with the aim of promoting quality within our country. We are also taking efforts to make the scheme a vibrant one, consisting of people who are passionate about quality. A determined cadre of professionals will surely help in changing the 'quality landscape' of the country.

Through national leadership and focused goals, NABET making its mark globally

S Chandrasekhar, An Electrical Engineer and Alumnus of London Business School, is associated with the Power Sector in India for over 40 years, he has worked in several reputed Companies both in Public as well as Private Sector. He is the Managing Director of Boruka Power Corporation Limited, a leading renewable energy developer in India and is also the current Chairman of NABET, QCI. Chandrasekhar is the Past Chairman of Confederation of Indian Industry (CII), Karnataka and was the President of Bangalore Chamber of Industry and Commerce. He has also acted as the Chairman of many leading government and Private Advisory Boards.

What are the focus areas of NABET?

National Accreditation Board for Education and Training (NABET) is a constituent Board of Quality Council of India. As the name suggests, the primary focus areas of NABET accreditation and capacity development activities include formal education mainly schools, teachers education institutes, skill development covering industrial training institutes, VTPs, personnel certification bodies, environment covering environment impact consulting organisations, MSMEs covering the lean manufacturing implementation, business membership organisations or associations, QMS/QTT tools and now the national scheme for Zero Defect and Zero Effect.

All the activities are in line with the mandate of QCI to 'Create Eco system for World Class Quality' to meet the growing needs of the stakeholders in line with global benchmarks. NABET has over the years built its international linkages to bring the best practices and to ensure its global acceptance.

What is the need for NABET to focus on these areas?

We all are well aware that in times to come, India can not only be the skill capital of the world given its demographic advantage but can be the core of many sectors like education, MSME development, energy development and many more. We have only few years to realise this potential which has to be aligned to the international requirements or else it would be a wasted opportunity for us.

Be it basic education, skill development, environment, the industry associations and the MSMEs - the lifeline of India, each has a potential to grow manifold. At NABET, we feel that we can help in making the difference. We have national leadership today which is giving us a much needed direction. The efforts being made by the Prime Minister, Shri Narendra Modi to make the world aware of the advantages of 'Made in India' and 'Make in



India' can only be realised if each one of us makes a contribution in our own areas of work. NABET is keen to be a part of this challenging journey to make the country realise its true potential by playing a vital role of building and assuring quality assurance in the sectors that it is focusing on. We want to make that small contribution in this nation building to achieve the goals.

What was the effort in the 10th Quality Conclave to bring forth the issues and the potential road map for the education and skill sector?

Realising the criticality of the need for a National Quality Assurance Mechanism in these sectors, we planned separate sessions on formal education and skills development in this conclave, which were highly appreciated and we had full houses for all the sessions. The theme of education session was 'Improving the process of Education for effectiveness', which covered the following relevant and vibrant issues:

- Building an educational platform with the emerging ecosystem based on global benchmarks
- Quality assurance mechanism for the Teachers Education System – to build a foundation for holistic education also leading to skill development

The theme of skills session was 'Increasing Employability and Acquiring Skills for Mobility across Borders'.

What are the various accreditation mechanisms that NABET has build for the formal and skill education and how has it ensured its international relevance?

For schools/formal education sector, NABET is operating schemes for:

- Schools Governance
- Teacher's education/training institutes
- School Consulting and Training Organisations

And various capacity building programmes.

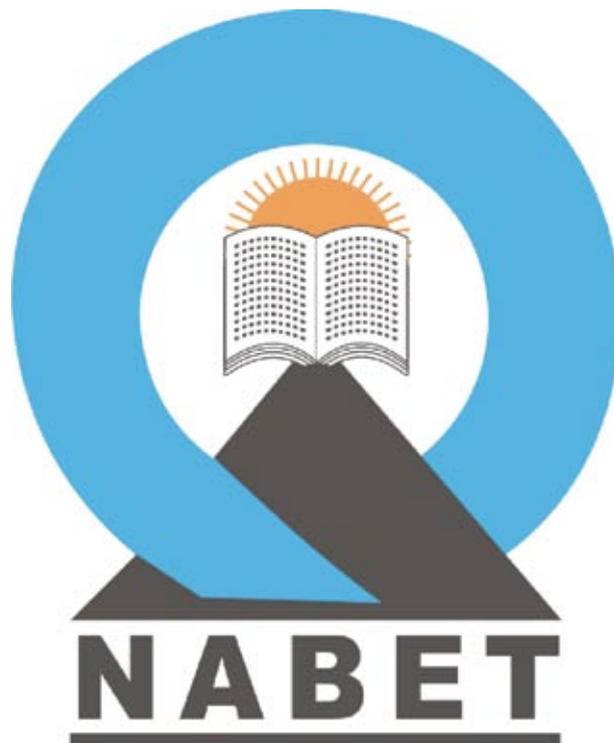
NABET is working with various state governments for the capacity building in government schools. Similarly in skills sector, NABET is operating accreditation schemes for:

- Industrial Training Institutes (Government and Private) under the skills Ministry
- Vocational Training Institutes
- Personnel Certification Bodies

Besides this, various capacity building initiatives have been taken with the Ministries and state governments. For ensuring global acceptability, linkages have been built with bodies like American Society for Quality (ASQ), American National Standards Institution (ANSI), and Scottish Qualifications Authority (SQA).

Besides this NABET is a full member of Pacific Accreditation Cooperation (PAC) and its schemes are in line with International standards and guidelines like ISO 29991, ISO 17024 etc.

To share with you, there are many international schools based in Middle East, which besides other approvals and affiliation have taken NABET accreditation that is



a testimony to the value adding accreditation process of NABET.

What are the measures that you want to suggest to the policymakers to strengthen and upgrade the quality of education and skills in India?

Negligence in quality of elementary school education system adversely affects the prosperity and economic well-being of the nation. Besides investment in infrastructure of schools, other domains of school education such as curriculum planning, delivery of curriculum, assessment techniques for learning, and monitoring of entire processes of school education also tend to affect the quality of school education.

School Accreditation Standard of NABET is modeled in such way that entire pertinent domains of school education are tapped by it. Accreditation standard is sufficient in itself to guide the schools for improvement based on research based practices. No Nation can improve the quality of school education without monitoring the Teacher Training Programme.

Accreditation Standard of NABET for Teacher Education Institutions (TEIs) is designed in such way to inculcate the habits of continuous improvement based on national and international best practices. Hence, policy makers should work on making school accreditation mandatory and involving National Accreditation Board for Education and Training (NABET) for monitoring of school education and TEIs.

“NABET is keen to be a part of this challenging journey to make the country realise its true potential by playing a vital role of building and assuring quality assurance in the sectors that it is focusing on. We want to make that small contribution in this nation building to achieve the goals.

—S Chandrashekhar,
Chairman NABET

Entry level standards must to improve primary healthcare

Dr Jairam, The current Chairman of NABH is a former Professor and Head of the Department of Surgery at St John's Medical College Hospital, Bangalore. He is a renowned surgeon and a very popular teacher. He has an experience of 33 years. He has been the Chairman of all India Delegation of Health Professionals Confederation of Indian Industry to London as a part of Indo - UK partnership treaty, Chairman Health Institute of Quality Confederations of Indian Industry, Member of Board of Administration, St Johns Medical College and Hospital, and many more in the list. Here he shares about the NABH journey and its way forward.

Since many hospitals have obtained accreditations now, what steps have been taken by NABH to create awareness about the entry level accreditations?

NABH is leaving no stone unturned to make this possible and has made sure that this is done at the costs that are affordable. It has also ensured a wide dissemination of the entry level accreditations and its value to all the stake holders.

Do you think that the rising graph of accredited hospitals will help in promoting medical tourism in India?

The increasing graph will certainly help in promoting medical tourism in India. Quality is what patients from other countries are worried about. Accreditation will assure them about the quality levels. Therefore, it will also help in promoting medical related travel into India.

To what extent has the step of setting new entry level standards for accreditation of hospitals has helped in bringing more and more hospitals under the umbrella of accreditation?

It is too early to predict the impact. We need to wait to see how the results will be. Every step has a further implication and to see the actual results, we should rather wait for the actual facts than assuming predictions. However, we are confident that the impact will be substantial.

When compared to other 11 countries who are the members of ISQUA, where do you think India stands?

Since our accreditation procedure has been done through a lot of research, I think that we are certainly at the top.



How does NABH plan to create awareness about maintenance of health standards in remote corners of the country?

Our accreditation focus shall be across the entire nation. We will also introduce and promote entry level standards to improve primary care in India. This is the need of the hour as well because if the improvement does not take place from the grassroots level, we will not be able to achieve the desired results.

Pre-Conclave workshop on 'Performance Excellence' by ASQ-QCI

As a Pre-Conclave session, ASQ India in collaboration with QCI organised a workshop on 'Performance Excellence' on healthcare and education, at Indian Habitat Centre on Aug 6, 2015. It was an interactive session aimed at creating a suitable eco-system for quality and knowledge best practises in healthcare and education sectors.



Dr RP Singh (SG, QCI) with speakers at the Pre-Conclave session

Dr R P Singh (SG, QCI) addressing the audience

NABH and NABET team at the session

The workshop focused on organisational tools, techniques and methodology adopted by world class institutions for performance improvement. It was a platform to comprehend the use of a performance tool- known as Baldrige Builder. Quality makes organisations more competitive and yields better results. American Society for Quality helps the world's leading organisations across all sectors including healthcare, education, industry and government to invest in culture of quality.

The healthcare session was conducted by Dr Mickey Roberts, Director, Office of Performance Management, Division of Policy, Planning and Assessment, Tennessee Department of Health and Paul Grizzell, President, Core-Values Partners and ASQ subject matter expert on healthcare performance excellence.

The session addressed the question of whether 'Culture of Compliance' is more important or 'Culture of Excellence'. Quality is required to be in the game to achieve competitive advantage and world class performance. Dr K K Kalra, CEO, NABH, mentioned about the various techniques, methodology and quality tools adopted by several organisations in improving patient safety and quality of care. He further added that 'Performance Excellence' helps in focusing resources which in turn makes organisation work for common goals. Light was also thrown on Baldrige model which is a proven organisational performance enhancement

methodology, adopting a holistic approach with tools and techniques to achieve excellence in an organisation.

Dr Mickey Roberts, while sharing his success mantras stated that support from the leadership was among the strengths while behavioural changes were among the top most challenges he faced while implementing Baldrige model.

The education session was conducted by Joann Sternke, Superintendent of the Pewaukee school district and winner of prestigious Baldrige Performance Excellence Award. She has implemented the model in reality in schools of Pewaukee District in USA and urged Indian educational institutions to do the same. Paul emphasised that there is a need to appreciate the concept of excellence comprising of compliance instead of compliance comprising of excellence. He suggested that the school systems can take various best practices from beyond their sectors to creatively find solutions and enhance quality of academic delivery, linkages with industry, enhance employability and put India's education sector on the world map. At last it was deliberated that the key to successful implementation is top leadership commitment and increased focus on process management. The session was attended by quality professionals from healthcare and educational organisations who had come from around Delhi NCR as well as from around the country.



Adil Zainulbhai, Chairman, QCI



R Mukundan, Chairman NBQP



Dr Phyllida Travis



R Mukundan, Chairman NBQP on dais

National Anthem and a heart warming lamp lighting ceremony to welcome all the dignitaries and guests who were present at this grand event. This was followed by welcome addresses from Adil Zainulbhai, Chairman QCI and R Mukundan, Chairman NBQP. Welcoming all the dignitaries, R Mukundan thanked all the guests and expressed his joy to have Shri Amitabh Kant, Secretary, DIPP as the 'Guest of the Honour' and thanked him for taking out his valuable time for this quality conclave. He expressed his gratitude towards the constant guidance and support which QCI has been receiving under the luminous leadership of Adil Zainulbhai. Talking about the steps that have been taken by Prime Minister Shri Narendra Modi under the 'Make in India' campaign, Shri Amitabh Kant, Secretary, DIPP, stressed on the need to change the mindsets to seep in the quality from the grassroots level across all the sections and segments. He further elaborated that quality is a continuous process and in order to achieve the desired levels of quality standards, there is a need have an intelligent and wise approach towards it.

His address was followed by a delightful welcome note for Adil Zainulbhai who was happy to see an overwhelming response in terms of the number of participants, that turned up at the event. Thanking all the dignitaries on the dais and welcoming all the guests, he shared his views on the programmes and initiatives that have been taken up by QCI to strengthen the quality standards and

also mentioned about their target to bring 1.5 million MSMEs under the umbrella of quality standards. He shared that although it's a difficult task to achieve this goal within next five years, but he was hopeful that the discussions and ideas from the experts who have come to attend the events from across the globe will help them in coming out with a plan to increase quality standards and will also help in giving a direction to this goal.

The address speeches were further followed by words from Shri Amitabh Kant, who was the Guest of Honor of the day. He started by greeting all the guests and shared his views on the transformations that have taken place in the world as well as India in the way the growth is taking place. While sharing his views, he said, "India is passing through a phase of demographic transition that has already happened in history. The biggest social and economic transformation that is taking place across the world is that the population in the western hemisphere is aging and the population in India is getting younger and will continue to remain young till 2035. But, this young population has very high expectations and therefore India must grow at rapid speed for a long period of time to create jobs opportunities and today, the actual challenge is to create jobs. One of the key objectives has been to make India as one of the easiest place to do business. It needs to unshackle itself to allow businessmen to do business. We have used technology to create integrated services. Bringing into light the advancements and developments which various sectors in India have witnessed during the past decade, he also mentioned the infinite potential which India has in terms of innovation and talent which needs a well managed approach to unleash it."

This highly informative and concerned address speech was followed by the release of a compendium which was dedicated to Former President Shri A.P.J. Abdul Kalam, one of the greatest scientists and teachers India ever had. He was the Chief Guest at the first QCI DL Shah awards when they were instituted in 2007 and this compendium was released to pay a tribute to him. The compendium contains the list of best business practices in the form of case studies.

The perfect start to the inaugural session definitely began on a high quality note setting a benchmark for the upcoming sessions where thoughts on prioritising the quality standards in various segments across the globe were to be discussed.

QCI - DL Shah Award Presentation Ceremony



Best of best award to Kidney Hospital & Lifeline Medical Institutions, Jalandhar

Instituted with a view to promote awareness for performance improvement through quality initiatives, DL Shah Award recognises successful projects (in the form of case studies) of an organisation that have resulted in continuous improvement of products and/or services, better and effective operations as well as increased customers/stakeholders satisfaction. The awards were presented during the 10th National Quality Conclave of Quality Council of India.

The entire hall was in a very delightful mood and applause echoed in the hall as the award ceremony began. The assessment of the projects was made on the basis of various parameters which were identified by a team of experts from QCI and DL Shah Trust. Emphasis was placed on financial and tangible benefits/socio-economic or social benefits, impact of the project, diagnosis of the problem, methodology adopted, and sustainability of the project and innovation in approach.



Vivo Healthcare, Gurgaon



Nethradhama Super Speciality Eye Hospital, Bangalore



Bharti Foundation, Gurgaon



Fortis Escorts Hospital, Jaipur



Nokia Solutions & Networks India Private Limited, Oragadam



Sanmina-SCI India Pvt Ltd, Oragadam

Seminar on regulatory aspects for Industrial Products in International Trade with Swedish Collaboration

The Quality Council of India (QCI) and the National Accreditation Board for Certification Bodies (NABCB), in collaboration with the National Board of Trade, Sweden and the Swedish Board for Accreditation and Conformity Assessment (SWEDAC), organised a three day seminar on 'Regulatory Aspects for Industrial Products in International Trade' on August 10–11, 2015 at New Delhi. 42 delegates from various Ministries, Regulatory Bodies, Technical Institutions, Industry Bodies, Consumer organisations attended the seminar.

Welcoming the participants, Anil Jauhri, CEO, NABCB explained the need for the seminar and its purpose. The seminar was inaugurated by His Excellency, Ambassador of Sweden, Harald Sandberg. In his address, he gave a brief background of the bilateral trade and investment between Sweden and India, and further potential in view of recent initiatives such as 'Make in India' campaign of the Government of India. He further stated that with rapid technological changes in the global value chains, the industrial growth will happen by remaining competitive in the market. He also hoped that the seminar would lead to further cooperation between Sweden and India. Heidi Lund, Senior Adviser, National Board of Trade, Sweden, one of the resource persons for the seminar, spoke on the occasion and explained the objectives of the seminar. She stated that the seminar would be useful in better understanding of the regulatory policies and enforcement mechanism in the EU. G R Raghavender, Joint Secretary, Department of Industrial Policy and Promotion (DIPP) appreciated QCI and NABCB for this initiative and emphasised the importance of technical regulations and standards in the international trade agreements. Dr R P Singh, Secretary General, QCI shared his thoughts on the relevance of TBT/SPS in the international trade. He also highlighted the role of accreditation and conformity assessment in the country for development of trade.

Technical session on various regulatory aspects concerning international trade were conducted during the seminar. On the first day of the seminar, presentations were held on the 'Importance of Regulatory Issues in International Trade'. Heidi Lund, Senior Adviser, NBT presented on 'Technical Barriers to Trade: The New Trade Reality – Regulatory Challenges and Possibilities'. She explained that global value chains are the new trade reality citing example of the Boeing Dreamliner which is made in USA, but actually has 70 per cent of its components made at 135 production sites spread all over the world.

Beatrice, Legal Adviser, NBT presented on 'The role of Good Regulatory Practice: Introduction to GRP and Methods for

Regulatory Impact Assessment as basis for trade policy'. She explained the basic principles of Good Regulatory Practices (GRP), the essentials of a good regulation and how to create a simplified regulation. She also explained the concept of Regulatory Impact Assessment (RIA) and the EU guidelines for RIA.

Sudhanshu Pandey, Joint Secretary, Department of Commerce, Govt of India, presented on 'Trade in Goods and Trade Policy Objectives'. He explained the objectives of TBT agreement and categorized the measures for regulatory policy covered by TBT agreement into technical regulations, standards and conformity assessment. He also spoke about the challenges faced by developing countries vis-à-vis TBT agreements and mentioned the objectives of India's trade policy.

A K Sharma, Head, CMD, Bureau of Indian Standards presented on 'Regulatory Challenges' currently being faced in India. He described the aspects to be considered while examining the TBT notifications. He elaborated on the challenges being faced currently which are lack of infrastructure / resources to comply with Technical Regulations especially by the MSMEs, the time and cost of compliance, lack of understanding and awareness of Technical Regulations, easy access in India to substandard, unsafe and unhealthy products, regulations in very few areas, etc.

Anupam Kaul, Principal Counsellor, CII presented on the 'Regulatory Impact Assessment – The Indian Perspective'. He explained the Indian scenario for regulations and stressed on the need for having formal regulators instead of line Ministries playing the role of regulators. He further added that it is not advisable to refer voluntary standards in regulations since, only critical health and safety related requirement in the standards may need to be enforced by regulation.

On second day, presentations were held on 'Technical Regulations, Market Surveillance and TBT in Free Trade'. Beatrice Tander Gellerbrant from NBT presented on 'Product Regulations in the European Union' as well as on 'National Regulations beyond EU regulations in Sweden'. She gave an overview of the EU market and the legislative control. She explained the the old EC Directives as well as the new approach EC Directives, and the global approach and module for conformity assessment. She stated that in specific sectors such as chemicals, animal health and animal protection and Environment, Sweden has more and stricter regulations than EU. She described in detail about the Swedish laws and directives with respect to Toys and Electrical Products.

Heidi Lund shared the 'Swedish experiences in Market Surveillance'. She informed on the EU regulation on accreditation and market surveillance - EC 765/2008 and the Swedish



His Excellency Harald Sandberg, Ambassador of Sweden speaking at the Seminar

Regulation (2014:1039) on market surveillance. She described the role of Market Surveillance Council in Sweden which has the responsibility of the national market surveillance plan. She stated that in Sweden, there are 16 market surveillance agencies which are appointed by the government. She further stated that SWEDAC, the national accreditation body of Sweden, is responsible for national coordination of Market Surveillance in Sweden and is the national contact point for horizontal market surveillance issues. SWEDAC also holds the chairmanship and the secretariat of the Market Surveillance Council. In Sweden, the market surveillance authorities are often both regulating and inspecting and have decision making powers, she added. Heidi Lund also presented on 'Regulatory aspects in Free Trade Agreements and some practical examples of the handling of TBTs in the New Generation Free Trade Agreements'. She stated that EU negotiates FTAs with a large number of countries and expressed the need to have similar TBT chapters in all FTAs for enabling easy oversight and implementation and also for keeping costs to business in control. She added that TBT Plus is however the aim of new generation FTAs.

She also presented on 'Regulatory Co-operation and Technical Barriers to trade within Transatlantic Trade and Investment Partnership (TTIP)'. She explained about the regulatory challenges and differences between the EU and US.

Pranav Kumar, Head, International Trade Policy, CII presented on 'Indian Experience with EU Regulations – The Industry Perspective'. He said that developing countries continue to be in state of information crisis- about food laws of other countries, their quarantine procedures, changes in them, etc. It is difficult for domestic industries to keep pace with the changing requirements of developed importing countries. He further said that long time is taken for providing market access by trading partners for pest risk analysis (PRA) and quarantine approvals by seeking detailed information and clarifications followed by inspections. It takes years and decades to get market access in some cases. He also described the issues relating to MRAs and multiple certifications. He explained about the issues faced by Indian Industry with reference various new regulations implemented around the world in last few years.

Abhijeet Das, Head, Centre for WTO Studies (CWTOS), IIFT

presented on 'Mega FTAs – Developing country perspective'. He described the impact on countries with harmonisation of standards especially with regards to the impact on India by presenting a data on percentage of export to various countries. He stated that India needs to strengthen its standards related infrastructure and cautioned that most of the sectors in India may not be in a position to harmonise their standards with TTP / TTIP.

On third day, presentations were held on 'Quality Infrastructure, Conformity Assessment and Standards'. Magnus Pedersen, Senior Adviser, SWEDAC presented on 'Quality Infrastructure: National and International' and on 'The role of Conformity Assessment and Accreditation in International Trade'. He informed the areas in which SWEDAC provides accreditation and stated that there are currently 2300 organisations accredited by SWEDAC. He also described the Quality Infrastructure (QI) available within Sweden as well as internationally. He described the key components of QI, the main bodies and structure for QI in Sweden. He described the international framework that exists for accreditation and mentioned about accreditation being specified in the WTO TBT agreement. He also explained about the system of notified bodies which are designated to carry out conformity assessment as per EC regulations/ directives.

Presentations on 'Accreditation: The Indian Framework' were given by NABCB and NABL. Rajesh Maheshwari, NABCB described the accreditation framework in India. He described how the equivalence exists at various levels of conformity assessment and various accreditation programmes and the international recognitions achieved. R Srikanth, Technical Manager, NABL described the national accreditation system for laboratories existing within the country. He gave a brief on the accreditation programmes being run by NABL and the recognition given by various government departments and regulators to these programmes and the international recognition achieved by NABL for its programmes.

Anil Jauhri, CEO, NABCB also made a presentation on private standards from an Indian perspective. He touched upon standards setting by various types of standards setting bodies, including private standards setting.

Various areas for future cooperation with Sweden were identified as an outcome of this seminar.

Plenary session- Way towards quality universal health

After the award ceremony, the conclave went ahead with the plenary sessions which were chaired by Adil Zainulbhai, Chairman (QCI). The first speaker in the plenary session was Dr Phyllida Travis, Director, Health Systems Development, and WHO SEARO, where she gave an overview of the quality of healthcare scenario through her presentation on 'Global Healthcare Initiatives'. She talked about the sustainable development goals where quality as a concern is gaining importance in the international front. She presented the report which focused on the various dimensions as far as quality standards in healthcare industry is concerned. In her presentation, she also suggested measures which could help in taking quality standards to the level where they should be. She has a good experience of working in WHO for 20 years. She shared about her knowledge through her studies that was for improving health service delivery and stewardship in low and middle income countries with the help of development effectiveness in health sector. Thomas Votsmeier, Director, Personnel Certification Body, DGQ was the next keynote speaker of the session. The slides that were presented by him were on 'Guiding principles for quality in Germany'. He emphasised on the role played by DGQ, whose aim is to establish benchmarks for the quality of Customer Relationship Management (CRM) and to recognise and reward excellence in this area in Germany. Through his slides, he traced the history of development in Germany and how in spite of the fact that it lacks its own natural resources, advanced infrastructure, good communication, training and well acknowledged education system, positive mindset of employees have played a very major role in making Germany a quality sensitive country. The success of German products across the nations is well known. 'Made in Germany' was also mentioned in his speech that is recognised all over the world as a label for high quality products and shared his view on quality as a strategic quality tool which should be practised by management from the grassroots levels to the top of the management. He also focused on finding innovative solutions to make the mindsets of the employees as well as companies more concerned about quality.

Next speaker in the row was Prof Anupam Sibal, Group Medical Director, Apollo Hospitals, whose presentation topic was 'Is there a need for quality improvement'. The list of



Mr Thomas Votsmeier, Dr Phyllida Travis, Prof Anupam Sibal, speakers of Plenary I along with Adil Zainulbhai (Chairman, QCI) at 10th National Quality Conclave



achievements which Dr Sibal has to his credits is very long and to mention a few, he helped in setting up the first successful liver transplant program in India in 1998 at Apollo Hospitals, Delhi and after that there has been no looking back. Apollo Delhi continued to remain the busiest solid organ transplant centre in the world for the third consecutive year.

Delighted to see the passion which was seen in the previous sessions about quality, Prof Sibal came up with some interesting slides in which he tried to come up with arguments as to why quality has become the need of the hour. Mentioning examples from his real life experiences, he emphasised on the importance of keeping oneself abreast with the latest technology as well as the changes which keep on happening in the healthcare front so that patients get the best of the treatment. He also talked about the stupendous role which NABH has been playing since its establishment and also highlighted the role of accreditation in the present day scenario to ensure quality health standards. The Plenary session concluded with a thanking note by Adil Zainulbhai in which he thanked all the presenters for their enthusiasm with which quality sessions were being conducted.

Day 1- Concurrent sessions

Session-1

Emerging environmental standards for an improved ecosystem



(L-R): Amarjit Kaur, V K Mediratta, Dr S K Sharma, Anumita Roy Chowdhury, Sanjib K Bezbaroa

Post lunch, the sessions continued with Dr SK Sharma, Chairman, BIS Sectional Committee on EMS and V K Mediratta, Ex-SG, QCI . The theme of the session was 'Emerging environmental standards for an improved ecosystem'. Amarjit Kaur, Senior Consultant, SHEMA Sdn Bhd was the first one to present her views on the revision of ISO 14001:2004 in this, she mentioned the changes which will be seen in the 2015 version of this standard. ISO 14001:2004 specifies requirements for an environmental management system to enable an organisation developing and implementing a policy and objectives which take into account legal requirements and other requirements to which an organisation subscribes, and information about significant environmental aspects. It does not itself state specific environmental performance criteria. Stating that ISO standards are reviewed every five years to establish if any revision is required in order to keep it current and relevant for the marketplace, she shared that ISO 14001:2015 is designed to respond to latest trends and ensure it is compatible with other management system standards. She mentioned the key changes that are related with the increased prominence of environmental management within the organisation's strategic planning processes and greater focus on leadership in addition of proactive initiatives for protecting the environment from harm and degradation, such as sustainable resource use and climate change mitigation, improving environmental performance added lifecycle thinking when considering environmental aspects. She also mentioned the ease which this revised standard will bring along.

Next on the dais was Dr SK Sharma, who demonstrated a presentation on 'Water and carbon foot printing standards: Implications for Indian industry'. Implications and outcomes of these sustainability standards were discussed by her. Implications and outcomes were discussed as there is a quantum change in the outcomes of these standards. Conversation was also about ISO/TS 14067:2013 as it specifies principles, requirements and guidelines for the quantification and communication of the carbon footprint of

a product based on International Standards on life cycle assessment (ISO 14040 and ISO 14044) for quantification and environmental labels and declarations (ISO 14020, ISO 14024 and ISO 14025) for communication. He then talked about ISO 14046:2014 which is a standard for environmental management and water footprint, its principles, requirements and guidelines. With 38 years of successful experience in academics, research, administration, technology development, consulting, and technology transfer and project management, a pioneer researcher in areas of sustainable development and green technologies, indoor air quality, thermal energy storage, solar detoxification, green buildings, renewable energy and biomass combustion technology in the country, his session was really a power hub of knowledge and valuable facts.

The next session was taken over by Anumita Roy Chowdhury, Executive Director, Research and Advocacy, Centre for Science and Environment, New Delhi, India. She is in charge of research and advocacy programme on Sustainable Urbanisation that encompasses clean air and sustainable mobility and sustainable habitat. Her topic for the presentation was 'Clean Air for Better Quality of Life' in which she focused on building a roadmap for clean air sustainable mobility. Over the last decade, having worked extensively to build up the policy advocacy programme on clean air, public health security and sustainable mobility, she has helped to guide and build some of the key policy campaigns at the centre on vehicular pollution.

Sanjib K Bezbaroa took the charge on the dais for the next presentation. He is an Electrical Engineer from NIT Allahabad and is an expert in electrical power systems, Vice President and Head of the Corporate EHS department at ITC and a member of various industry committees on Safety and Environment, both at the State as well as National level, his topic for the presentation was 'Clean Environment-Quality' where he focused on industry size and its impact across various sectors and taking up clean environment as a product and service quality attribute so that a sustainable approach towards creating a good quality environment can be framed up.

Session-2

Interventions to improve quality in healthcare: Global, regional and country perspectives

After the likeminded sessions and exchange of thought processes in the first part of the sessions, the next round of the sessions began with Dr Nandakumar Jairam, Chairman, NABH was the chair and Dr J K Das, Director, National Institute of Health and Family Welfare was the co-chair for the session. Dr Nandakumar Jairam welcomed the panel guests and the main theme of the session was 'Interventions to Improve Quality in Healthcare: Global, Regional and Country Perspectives'.

The first presentation was given by Dr Neelam Dhingra, Coordinator, Patient Safety and Quality Improvement, World Health Organisation, Geneva on the topic 'Global Initiatives on Safety and Quality in Health Care'. Dr Dhingra leads WHO's efforts at providing strategic leadership on patient safety and quality improvement within the context of improving people-centred integrated health services delivery and strengthening system for safety and quality of health services globally. Dr Dhingra had been leading global initiatives for strengthening the delivery and safety of transfusion and laboratory services. She presented her concern for environment quality which has become a difficult task in the complex and pressurised present day scenarios. Initiatives that were taken by WHO and its partners in the recent past were also briefed by her. Moving further, she discussed about the problems faced by the health sector and suggested some measures to deal with this problem and for that the cooperation from all walks of people, be it the stakeholders, customers, institutions, etc, need to come up with a uniform plan to achieve universal basic health services.

The session was carried forward by Dr Micky Roberts, Director, Performance Management, Department of Health, TN, USA and his topic was 'Enhancing Clinical Quality using the Baldrige framework'. He has 26 years of experience as a public health practitioner. Significance of Baldrige model was discussed by him, this model is

a proven organisational performance enhancement methodology and a holistic approach with tools and techniques to achieve excellence in an organisation.

Taking the session forward, Dr Krishna Hort, Senior Technical Advisor, Health Systems Governance and Finance, and acting CEO, The Nossal Institute for Global Health, University of Melbourne went ahead with the session and his topic of the presentation was 'International Experience in Improving Quality of Healthcare Services'. He has worked in the Australian Health System as a Public Health Service Director and also in health assistance programs in the South and SE Asian regions for over 25 years, including in Bangladesh, Indonesia, Philippines, China, Laos and Vietnam. He has also been involved in the designing and conducting a range of health system research in areas such as governance and regulation of private hospitals, hospital accreditation, and non-communicable disease policy.

Last one to present his slides was Dr Chandrakant Lahariya, National Professional Officer, Universal Health Coverage World Health Organisation. His core area of work includes health policies and programs, services provision and delivery, quality of care including patient safety, health systems strengthening, and universal health coverage. His topic of presentation was 'Quality of healthcare: Evidence from India'. Initiatives that were taken to improve quality in last decade such as Indian Public Health Standards, 2007, setting up of accreditation bodies and standards, attention on standard treatment guidelines and treatment protocols, attention on regulation the clinical establishment, etc., were discussed by him. He mentioned that there is a need to generate evidence, document best practices and use for policy and corrective measures to bring attention on quality of care in both public and private sectors by optimising resources and collaborating with stakeholders.



(L-R): Dr Chandrakant Lahariya, Dr Krishna Phillip Hort, Dr Nandakumar Jairam, J K Das, Dr Micky Roberts, Dr Neelam Dhingra

Reminiscing the conclave



Chairman NBQP lighting the lamp



K K Kalra (CEO, NABH) with speakers of session five



Gathering at the plenary session



Dr R P Singh (SG, QCI) with the speakers and Vaishali Kala Kendra team at the cultural evening organised by QCI



Paul Grizzell (Speaker), CK Biswas (CEO, NBQP), Dr Manu Vora, Dr RP Singh (SG, QCI) Vipin Sahni (CEO, NABET)

journey-A peek through



SG(QCI) with the conclave coordinators



Agra trip organised for the speakers



The QCI Team at the Conclave



Adil Zainulbhai, Chairman QCI chairing the plenary session



Dr Mickey Roberts (Speaker) presenting a token of gratitude to Dr RP Singh (SG, QCI) and CK Biswas (CEO, NBQP)

Session-3

Improving the process of education for effectiveness



Session third on the first day of 10th National quality Conclave started post-lunch and was chaired by Dr S K Salwan, Former Vice-Chancellor, PTU . In the beginning of the session, all the dignitaries including Dr S K Salwan, Former Vice- chancellor PTU, Joann Sternke, Superintendent, Pewaukee, School district, USA, Dr Manu Vora, Chairman, Business Excellence Inc USA, Pramath Raj Sinha, Founder 9.9 Media and Professor Rajaram S Sharma, Joint Director, CIET, NCERT, New Delhi were welcomed.

Joann Sternke started the session and the theme of her presentation was 'How system approach helps US schools face challenges and trends.' She described the attributes of the schools of the Pewaukee and their focus on the academic environment, diversified curriculum, personalised/individualised learning method, and culture of continuous environment. She further added on how innovatively ICT equipment has been integrated in each sphere of school education. She stressed on the fact that the school district should focus on digitalisation of education in which each students from lower classes start using laptop for their learning. While discussing the attributes of schools district, she threw light upon the three focus areas of school education, which are, engaging students in learning, students' achievement and citizenship education. However, the challenges before the education system in the USA is lack of interest in new generation towards choosing teaching as a profession despite increasing tendency of salary year by year. She also discussed the major thrust areas of school education in school, distinct- career oriented curriculum, STEM (Science, Technology, Engineering and Mathematics), early literacy and early education.

Dr Manu K Vora, distinguished person in the field of quality

management, presented the facts on 'Gift of knowledge transfer leveraging technology'. He shared his experience of conducting projects in Indian Institutes of Engineering and Management and in abroad associated with the technological soft skills development. He laid stress on the importance of technology and soft skills both for cutting edge in present era. He discussed in details giving some field based examples on how google hangout platform and webinar platform bring benefits for both students and professionals in India and abroad. He elaborated the efficacy of google hangout platform and described how this platform facilitated the coverage of 12 Learning Excellence Series (LES) in various institutions such as IIT, BHU, ASQ, Ahmedabad, LMC etc, ensuring connectivity amongst people at multiple locations. At last, he said that so far 60,000 students and professionals are covered under this project.

Pramath Raj Sinha's session was on 'Enchanting the quality of higher education in India'. He started his session outlining the perpetuating challenges before higher education system in India such as low employability rate of Indian graduates from general courses and engineering too. For streamlining the higher education system in India, he threw light upon the Vision 30 and said that India should focus on unified vision, differentiated university system, faculty, learner centered pedagogy, governance and leadership.

Professor Rajaram S Sharma, Joint Director CIET, NCERT, New Delhi presented his views on the importance of 'Quality in school education'. he stressed upon the fact that QCI should focus on three domains; teacher quality, professional space for teacher to use their creativity in teaching and achievement in learning instead of quantifiable things such as infrastructure related facilities.

Session-4

Zero Defect Zero Effect



Rajiv Chawla



B S Galgat



Pankaj Rai

The series of sessions continued on the first day post lunch and the theme for session four was 'ZED (Zero Defect Zero Effect) – The Concept and its Pull Factors' which was chaired by Ramesh Pandey, Jt Development Commissioner, MoMSME and was co-chaired by K N Rattan, Management Consultant.

The first presentation was given by A K Jain, Principal Advisor, NABET, QCI on 'ZED–The Philosophy behind the movement' followed by a presentation by Rajiv Chawla, Chairman, Integrated Association of Micro, Small and Medium Enterprises of India (I am SME of India). IamSME of India is the country's first and only national level Association to receive gold category accreditation from the Quality Council of India. It has also been conferred National Award as the most outstanding responsible business member association by the Government of India. He talked about the impact of ZED in the Indian SME sector and expressed his happiness to have found a roadmap towards making the 'Make in India' campaign a reality. He then talked about the perspective of citizens, entrepreneurs, manufacturers and industry leaders

towards 'Make in India' campaign. He further mentioned about the importance of technology in the way businesses are done today.

Next speaker of the session was B S Galgat, Sr Vice President, Operations, Havells India and his topic of presentation was 'How to achieve ZED level'. He shared his views on the factors and technical aspects of how ZED needs to be implemented. He mentioned about the importance of changing attitudes of the people to put the desired excellence model in place.

The last one in the row was Pankaj Rai, Chief Executive, Quality Officer Austria Central Asia. Currently, he is leading a team of 700 people pan India and is managing team of 50 professionals in Malaysia, Indonesia, South Korea, Japan, Thailand, Nepal and Bangladesh. His topic for the presentation was 'ZED - Applicability in Auto Component Manufacturing' in which he talked about the technical details of how the ZED model can be applied in the automotive industry and specified the key areas which need to be focused upon.



Vipin Sahni (CEO, NABET) with speakers of session four themed "ZED (Zero Defect Zero Effect)"

Session-6

Promoting quality of products, services and improving quality of life

The theme of this session was 'Promoting quality of products, services and improving quality of Life' which was chaired by R Mukundan, Chairman, NBQP and co chaired by Anil Relia, Director, NABL.

The session's first presenter was Major General Taran S Sidana, ADG Technical Examinations, and Integrated HQ of MoD on the topic 'Modern construction practices for quality and cost effectiveness'. The next presenter was Dr Ashish Rakheja, MD, AEON Consultants, and his topic of the presentation was 'Green hospitals concept'. He has worked with AECOM (erstwhile Spectral) and has served as VP and MD for over 23 years. He is involved in imparting training to budding architects in the field of building services as a visiting faculty at School of Planning and Architecture (SPA), Guru Gobind Singh University and Vastu Kala Academy, New Delhi for last several years. He focused on the importance of green buildings in order to achieve quality standards in a cost effective manner. He mentioned the role of harmonising with nature and utilisation of renewable resources so as to design green buildings and spreading this concept by promoting it.

This session was followed by Anil Relia, Director NABL and his topic of the presentation was 'Laboratory's role in delivering quality products'. He has over 20 years of experience in laboratory accreditation system and played a pivotal role in the growth of NABL accreditation and its activities. He was instrumental in the international recognition of NABL as a signatory member to Asia Pacific Laboratory Accreditation Cooperation (APLAC) and International Laboratory Accreditation Cooperation (ILAC) mutual recognition arrangement. He is a trained APLAC Evaluator and has evaluated the international accreditation bodies. He is also an elected member of the Board of Management of APLAC. Through his presentation, he briefed on the role and importance of laboratories in delivering quality products. He mentioned that in order to provide customers with good quality products, there is a need for setting good quality laboratories for testing the products.

The next speaker was Amit Dhanuka, President, All India Food Processors Association, and his topic for the presentation was 'An industry perspective on food safety'. Amit Dhanuka is the President for All India Food Processors Association the nodal association in the country who takes care of food processing sector and is associated with AIFPA for more than 10 years in various capacities. He is the CEO of Kejriwal Bee Care India PVT Limited and has been able to achieve a name for the Indian honey in the International market. He



R Mukundan, Chairman, NBQP with the speakers

mentioned about the changes that have come up in the perspective towards food safety as people have now become more aware and companies have no other option but to follow the safety standards for establishing a trust amongst its customers.

Cultural Extravaganza

By Tanvi Nagpal (NBQP)

Every good thing comes to an end. The same could be said about the 10th National Quality Conclave's first day. But rather what a great pack up it was for the day!

A cultural event was organised by Quality Council of India followed by dinner on August 7, 2015. The evening started off with some pure and relaxing chanting by Shri Siddharth followed by an Odissi performance by Vaishali Kala Kendra. The Odissi Dance was a blend of the connection between Lord Krishna and Radha, their love, separation and the Das-Avtar (Ten forms) of Lord Krishna. The event acted as a platform to showcase a part of the diverse culture that we have in India. The vibrant lights and costumes further set the right mood to the event which eventually made the evening an unforgettable one.



Day 2- Plenary session



(L-R): Nigel Croft, CK Biswas (CEO, NBQP), Dr R K Tyagi, Paul Grizzell

With a stupendous first day, the sessions scheduled for the second day started on a very delightful note. The plenary sessions started with an introductory welcome address to the members with Dr R K Tyagi, President Designate, Aero Society of India, Ex-CMD HAL as the chair.

Nigel Croft, Chairman ISO TC 176/SC 2, started the plenary session and his topic of presentation was 'Introducing Revisions in ISO 9001:2015'. Dr Nigel H Croft is recognised as one of the world's foremost experts in quality management and Conformity Assessment of management systems. He has been actively involved in quality management since 1974, when he began his career in the British steel industry as a student apprentice. Within the standards development arena, Dr Croft has been involved in ISO/TC176 (the ISO Technical Committee responsible for the ISO 9000 series of standards) since 1995, currently serving as Chair of SC2, the subcommittee responsible for the ISO 9001 and ISO 9004 standards. In this session, he talked about the changes in ISO 9001 since 2008. He emphasised on the need to understand the changes that have taken place in the standards keeping in mind the requirements and expectations of interested parties.

Next presenter was Mr Paul Grizzell, President, Core Values Partners, USA, and his topic of the presentation was 'Moving your organisation from compliance to excellence'. Paul focused on helping organisations identify and address their strengths and opportunities for improvement in a manner that drives performance improvement. He has helped many Baldrige, EFQM, and other quality award recipients on their performance excellence journey.



Nigel Croft



Paul Grizzell



Nigel Croft with Dr R K Tyagi

Session-7

Creating a quality infrastructure



Anil Jauhri (CEO, NABCB) with speakers of session seven themed 'Creating Quality Infrastructure'

Session seven started with Dr Sarita Nagpal, Principal Advisor, CII on the chair and the theme of the session was 'Creating Quality Infrastructure'. The session was co-chaired by Paul Grizzell, President, Core Values Partners, USA. Welcoming all the experts on board, Dr Sarita talked about the evolution in the economies across the globe and changes in the India's infrastructure in terms of development and quality.



Shashikant B Gavaskar



Heidi Lund



Ian Fraser

Taking the session forward, the next speaker was Heidi Lund, Senior Adviser, National Board of Trade, Sweden and his topic of presentation was 'The role of technical regulations and quality infrastructure for efficient international trade' who expressed her gratitude for the hospitable welcome which she received in India. As a representative from Sweden, she talked about the NBT standards and trade relationship between India and Sweden along with some glimpses about Sweden national policy on infrastructure. She emphasised that the only way to reduce quality gaps between countries is to give a strong focus on the technical assistance and promote free trade across countries.

The next presenter was Mr Ian Fraser, CITD Project whose topic of presentation was 'India's technical regulatory framework- a study'. Ian Fraser is an European Union (EU) Expert on technical regulations, standardisation and market surveillance. He has worked with European Commission, DG Enterprise and Industry as a machinery team leader from 2002 to 2013.

The last presentation of the session was given by Shashikant

B Gavaskar , Sr Quality Professional, Acbi. He has 22 years of experience in shipping industry and 10 years of experience in management systems. His presentation focused on pressing organisations to review their quality management system. He talked about the rapid changes in market condition such as e-commerce changing the way the customer expect to be able to purchase products and services improvement and move towards excellence.



Session-9

Increasing employability and acquiring skills for mobility across borders



Speakers and dignitaries for session nine

The last round of concurrent sessions was based on the theme 'Increasing employability and acquiring skills for mobility across borders' which was chaired by Pawan Kumar Aggarwal, Joint Secretary, MoSDE and was co-chaired by Dr Manu Vora, Chairman, Business Excellence Inc USA. He has over 40 years of leadership experience in guiding Fortune 500 companies with Baldrige performance excellence assessment in the areas of leadership development, customer satisfaction, employee engagement and process excellence. He is connected with 40 educational institutions globally.

The first speaker to start the presentations was Vijay Krishna, Director, ANSI and his topic of presentation was 'Relevance of 17024 for personal certification'. He is a recognised expert in the field of personnel certification accreditation and works closely with various national and international agencies that are involved in developing competency-based accreditation systems. Through his presentation, he highlighted the performance of personnel certification as it can serve as a bridge to connect the world of education with the world of employment.

The next presentation was by Grant Taylor, Head of Sector (Essential Skills), and his topic of presentations was 'Your Essential Skills (YES)'. The width and breadth of experience held him in good stead, developing and enhancing his knowledge and understanding of what it takes to be an effective and engaging teacher. He emphasised on the creation of an environment where all lecturers are teachers of skills, where skills conversations happen in every lesson and the development of essential skills is heart of all learning and teaching.

UN Khaware shared his views on his experience in working with over 1000 Kendiya Vidyalyayas and the problems faced in

Valedictory Session- Quality ending to a quality Conclave:



Dr Devi Shetty addressing the audience

The series of sessions came to an end on the second day's evening with a valedictory session which was chaired by R C Bhargava, former CEO and current Chairman, Maruti Suzuki and was co-chaired by Dr Devi Shetty, Chairman, Narayana Group of Hospitals, and his topic of presentation was 'Focus

on innovations for quality in healthcare'. He has leveraged economies of scale to provide affordable healthcare. He was awarded the Padma Bhushan, third highest civilian award in India for his contribution to the field of affordable healthcare.

In his session, RC Bhargava expressed concern over the intense competition faced by the manufacturers all over the world and the need to improve their quality. He focused on the need to push India in the manufacturing sector by building a world class supply chain system in India so as to extract the potential of Indian manufacturing industry.

The sessions came to an end with a valedictory note which was addressed by R P Singh, Secretary General, QCI. After thanking the dignitaries, experts and guests, he thanked the audience for showing their cooperation in these two days of quality talk. He expressed his delight to share the exceptional response and seriousness which was witnessed in this quality conclave and ended it on an optimistic note to come up with a greater quality conclave in the coming year.

integrating skills with conventional subjects.

The last session was presented by Gayathri B Kalia, COO, Deen Dayal Upadhyaya, Grameen Kaushalya Yojna, and her topic of presentation was 'Quality Initiatives in Skill training'. She has 25 years of richly diverse experience that spans the Indian civil services, an entrepreneurial career, multilateral donor agencies and the private sector.

Reorganising quality infrastructure in India

In times, when the concern towards setting standards has gained inherent importance worldwide, the standardisation is not just restricted to the manufacturing industry, which chiefly initiated the standardisation activity, it has now become central to organisations, services, processes, systems, etc, as well. (Presented in the Standards Conclave in May 2015 organised by the Department of Commerce)

By | **Anil Jauhri**
CEO, NABCB, QCI

The two main categories under which the standards can be classified include the mandatory and voluntary standards. The regulatory or mandatory standards are compulsorily enforced by law and are technical regulations while voluntary standards are the ones which are usually voluntary in nature and are market driven ideally. Technical Barriers to Trade (TBT Agreement) defines standards as voluntary and technical regulations as compulsory requirements. Whether these standards are technical or voluntary regulations, their implementation needs measurement either by testing or inspection or certification or combination of any of these. As a consequence of their rising growth worldwide, these activities are also called as 'Conformity Assessment'.

The WTO Agreement on Technical Barriers to Trade (TBT Agreement), the mother agreement on standards, technical regulations and conformity assessment, although meant for goods, serves as an excellent reference point as its principles can be applied equally to services, processes, systems, etc. The TBT Agreement mandates the member countries to impose regulations on the grounds such as national security, health, safety, environment and deceptive trade practices. The human, plant and animal health issues are covered by Agreement on Sanitary and Phyto Sanitary Measures (SPS Agreement) which also mandates measures in place enforced by law such as food regulations, plant quarantine and animal health regulations.

The two agreements put together lay down the rules for standards and Conformity Assessment in international trade in goods covering all sectors. Certain sectors such as food, drugs, electrical appliances, electronics and IT goods, toys, etc, would be governed by regulations, while a large number of other sectors would be driven by voluntary standards.

Even if certain sectors are under the most stringent regulations, there could still be voluntary standards in these sectors for a variety of reasons. For instance, in food sector, there are a number of retailer driven private standards which need to be complied with, in addition to that country's regulations say in Europe or the USA since the buyers demand them to insure themselves against any liability.



Quality infrastructure

Every country needs quality infrastructure to meet the challenges of the WTO regime. Below are mentioned some of the necessary regulations which are essential for any country as far as infrastructure is concerned.

- Infrastructure for technical regulation which includes both general as well as sector specific regulations
- Voluntary standards setting
- Nodal points for participation in international standardisation of ISO, IEC, Codex, WHO, etc, and private standards
- Accreditation of labs and inspection/certification bodies
- Conformity Assessment, ie inspection/certification bodies and labs
- Metrology for accuracy and reliability of measurements
- Counselling/Training bodies

Though India does have the major quality infrastructure, some of which is world class, there is still an urgent need of a review and reorganisation in the existing regulations.

Technical regulation

There is a worldwide trend that governments, which used to be regulators themselves, and many Ministries in India even today have begun to separate regulators from themselves by setting up independent regulators while governments limit themselves to policy and legislation making. India has begun to follow this model and has set up regulators such as FSSAI, PNGRB, and TRAI etc. There is a need to enunciate this as policy and separate all regulators from the government.

India does not have an appropriate legislative instrument to notify technical regulations even though it has some sector specific regulators such as FSSAI, DCGI and PESO. This is India's biggest weakness and as more and more products are joining the list of the ones having health and safety implications, therefore need for a general law which enables government to notify regulations is paramount. This law should enable government to notify any standards for any product/process/service for compulsory compliance and any Conformity Assessment procedure for checking compliance.

In the absence of a proper law, the BIS Act is being used to administer regulations which is fundamentally a flawed approach since BIS was envisaged to be a voluntary standards and certification body. Nowhere in the relatively developed world, is the national standards body used as a hub of technical regulations. In fact in most developed economies, NSBs are private, industry driven bodies. This approach has not only prevented India from notifying regulations efficiently but has also distorted the functioning of BIS which does not know what it is supposed to do today as is evident from the amendments to the BIS Act proposed which are trying to vest it with regulatory, accreditation, and conformity assessment functions besides standards setting.

The technical regulations are for the protection of the masses and therefore such a general legislation for technical regulation needs to be housed in the Department of Consumer Affairs. Whether there should be a single regulator or line Ministries should be given freedom to set up regulators in their sectors needs a debate.

Below are mentioned two other areas which need regulation:

- There is a need for a product liability law as deterrent for the industry if substandard goods are placed in the market – this is needed for both regulated as well as unregulated products. Whether the Consumer Protection Act should be amended to provide for this or a separate Act should be enacted needs consideration.
- As ISO 9001 certification came in late 1980s, a number of certification bodies grew in the market. Similarly, a number of inspection bodies and labs have come up along with arrival of foreign Conformity Assessment bodies. There is considerable evidence that these bodies, if not regulated, are indulging in unethical practices, and there is a need for the regulation of conformity assessment bodies including accreditation bodies.

Voluntary standards setting

This is generally led by the national standards body, which in India is the Bureau of Indian Standards (BIS). There are some other standards bodies such as the Indian Roads Congress for roads and bridges, or Telecommunications Engineering Centre, or Agmark, who also make standards which are voluntary. In developed economies, the governments focus on regulations which is their job and voluntary standards setting is left to the industry or stakeholders. In most developed economies, the national standards bodies (NSBs) are private.

In developing economies, industry/stakeholders were not as organised or strong as to sustain such activities and since standardisation was vital for stimulating industrial development, the governments stepped in and most NSBs in developing economies became governmental. While it is not to be argued that India should privatise voluntary standards setting, there is surely a need to make such activities non-governmental and make it industry driven. In this regard, there is a need to reengineer BIS and relook at its role to reinforce its standing as the NSB by separating the regulatory functions into the new technical regulator. It is also necessary that it is placed in DIPP to make it connect with industry better than what it is today.

The Department of Consumer Affairs has recently put out amendments proposed to BIS Act in public domain which rather than strengthening the role of BIS, create avoidable confusion about what BIS needs to do. While the amendment itself starts with the expression 'National Standards Body' for BIS, a role which is already acknowledged universally even if not stated in the Act, elsewhere in the amendments, it is proposed to vest BIS with regulatory functions such as authorising, product recall, registration, etc, accreditation function and conformity assessment activities. A study of models adopted around the world would show that this combination within a single organisation is not only undesirable but accreditation and conformity assessment cannot be housed within the same organisation and would be unacceptable in the international order. Increasingly, worldwide, there is a separation between the Government, Regulators, Voluntary standards setting, Accreditation Bodies and the Conformity Assessment Bodies which in the proposed amendments is not being followed. This needs to be reconsidered and resolved.

The Act also seeks to prevent any other body from making what we call 'National Standards'. While nobody has questioned BIS as the sole provider of Indian Standards, BIS has frequently promoted a concept of single National Standard without clearly understanding that this concept will apply only to voluntary standards and not to what can be called regulatory standards which may be framed by regulatory bodies such as the Food Safety and Standards Authority of India, Drugs Controller General of India, Petroleum and Natural Gas Regulatory Board, etc. In the past, BIS has tried to make a case that all Regulators should rely only on BIS standards which is not a model followed anywhere and hence this amendment needs to be reviewed. The regulator's right to lay down requirements for the industry should stay unfettered.

It is established worldwide that in case of regulation, the Regulator represents the final authority and in case of voluntary frameworks, what is called the "Scheme Owner" represents the

final authority. The Government needs to clearly decide whether BIS should operate as a regulatory body or as a voluntary standards and certification body, which it was intended to be when established as ISI and subsequently converted into a statutory body, BIS. Assuming that it is agreed that BIS should not be a regulatory body, and this would be the recommendation in this paper, BIS needs to recognise its future as a 'Scheme Owner' rather than being a direct provider of certification services which is possible in the current BIS Act itself and therefore only needs an understanding and not any amendment to the Act. It would also answer a long standing demand of stakeholders that BIS should open up its standards for certification by other bodies even as it ensures the revenues so that the self sustaining status of BIS is not undermined. This needs changes in the BIS regulations which bar certification by any other body and thus limit the use of BIS standards in the country (for example IS 18001 for OHSMS which has been outsold in the market by OHSAS 18001 and INDIAGAP standard which cannot be benchmarked with GLOBAL GAP in view of exclusive certification and does not serve Indian interests fully).

Again, a study of the practices worldwide would show that regulation and standards body function do not sit together and in fact there is a clear separation between Regulatory Bodies and National Standards Bodies. If one were to study the models of National Standards Bodies worldwide, one would find that the National Standards Bodies in most developed countries are private and industry driven and in developing and less developed countries, these are Government led. The reason is clear - that in developing/less developed countries, the industry and other stakeholders have not matured to a level where they can sustain a National Standards Body and hence government intervention is essential. Given the above, while one would not advocate India's National Standards Body to be privatised, certainly there is strong case of making it less governmental and more autonomous. A similar review is needed for all organisations in government sector which are engaged in voluntary standards to make them more autonomous and stakeholder driven.

As far as accreditation is concerned, India has two national accreditation bodies which are part of the international system—NABCB and NABL. Both have achieved international equivalences and are on par with any accreditation body in the world. Accreditation is the only recognised means of acceptance of results of inspection, certification and testing in one country by another and therefore is not only referenced in TBT Agreement (Article 6) but also freely figures in free trade agreements around the world for mutual recognition of Conformity Assessment.

When QCI was set up in 1996, the Cabinet decided that NABL should become part of QCI at an appropriate time. There is need to enforce this decision to create a single national accreditation body – a concept that is being followed increasingly worldwide and is exemplified best by EC through its regulation 765/2008. In fact, the best way forward is to merge NABCB and NABL into a single body and place them in the Department of Commerce being one of the key players in facilitating international trade. As a first step, NABL needs to be brought into the fold of QCI as was envisaged in the Cabinet decision.

There is also a need to enunciate a policy that all accreditation activity would be consolidated in NABCB/NABL rather than any

duplication in the government sector. The freedom for any private accreditation body to come up and serve any market needs as it is today would continue but the government would rely on the national accreditation body for its purposes.

Another area where government needs to take a serious look is conformity assessment. As a general policy, the government should step out of conformity assessment especially of voluntary nature. While there is a case for regulators to have their own inspection machinery and labs, there is no case for creating certification bodies or inspection bodies or labs in voluntary sector in government. This creates unnecessary financial liability for the government.

The state of public lab infrastructure is most distressing by all accounts – therefore even regulators should review and operate only referral labs or very limited labs where there is no other option. There is a need to explore the option of a public-private partnership model where government provides space and equipment and the management of labs including manpower is given to a private player with a suitable revenue model.

There is a need for a systemic review of all conformity assessment bodies (certification/inspection bodies and labs) in government which are not attached to regulators and decide whether these should for example be made into separate autonomous societies with greater freedom and encouraged to become self sustaining with decreasing budgetary support from the government or entirely privatised. Examples are National Test House, STQC, and Regional Testing Centres etc. Some of them may not find takers given their less than satisfactory state and especially if it is expected that the private player should take the manpower as well.

Although not traditionally considered part of quality infrastructure, counselling/training bodies are vital to the success of the quality infrastructure. Here again, while there would be a case for government to create and maintain bodies which train their own staff, in general, training and handholding especially for the industry should be left to private sector. The only role government possibly should play is to make such training/counselling affordable for SMEs through appropriate policy interventions and financial support schemes through recognised training providers/consultants (Quality Council of India runs some accreditation programmes in these areas; National Skill Development Agency is planning some approval of training providers and Sector Skills Councils are also approving training providers) rather than being direct provider of these services.

When the government introduced economic reforms in early 90s, it identified areas which were government's responsibility and those which were not. It especially got out of running businesses like hotels, telecom services and even airports. A similar exercise needs to be undertaken to identify what is government's job and what is not in the quality infrastructure.

There is an urgent need to review and reorganise the quality infrastructure in the country and enunciate some policies from the highest levels which apply across all Ministries so that government spends its time and resources on tasks which are really the preserve of the government such as policy making, legislation making, technical regulation and steps out of roles which can be well handled by the nongovernmental or private sectors.

KISS- A Social Revolution

With a one of its kind of unique concept Kalinga Institute of Social Sciences was established in 1993 with a student base of 125. Within a time frame of 22 years the institute today is one of the largest free residential institutions for Tribal children. The institution provides free education to the poor and neglected class of the society. The institution in its efforts gives out comprehensive education, food, accommodation and basic necessities to over 22,000 children today.

with Kalinga Institute of Industrial Technology (KIIT), a multi-disciplinary University with a current student strength of 25,000, a one-of-its-kind-in-the-world and this is how he has made a notable place not only in India but across borders as well. He believes that the only thing that is acting as a catalyst to all the problems which our country is facing today is the lack of education. His aim is to use education as a tool to curb all of them by enlightening and educating masses much as he can and this NGO is a platform to make this a reality.

The organisation is purely residential with free education, it



World Organisations like UNICEF and UNDP have also recognised the fact that this organisation is leaving no stone unturned to work for the betterment of the students enrolled here. And in a bid to support them, they have also joined hands with it to replicate the same model in the various nations as well. In a major recognition, Kalinga Institute of Social Sciences (KISS), Bhubaneswar has been accorded Special Consultative Status by the United Nations. The United Nations Economic and Social Council (UN-ECOSOC) has awarded a prestigious recognition to KISS and it is the first NGO in Odhisha to have conferred this special Consultative Status. This Special Consultative Status provides a host of privileges and facilities to an NGO, which are almost equivalent to the ones conferred to a member country by the UN.



The unending achievement list of this organisation which is getting accolades from administrators all over the globe has turned out to be a reality because of the persistent efforts, indomitable will and immeasurable patience of Dr Achutya Samanta. Footing this organisation with just `5000 and 12 students, this organisation came into being in 1993. With such a remarkable contribution in the field of social services, Achyuta Samanta's journey for the upliftment of downtrodden did not end just after this organisation, he is also credited for coming up

also provides free boarding and food facility as well. Uniform and study materials are also supplied free to the boarders. Listing one more achievement to its accolades, this has also entered its name into the Limca Book of world record as the biggest tribal residential school. Apart from education, it has made a place in sports and other extracurricular activities as well. Rugby is one of the strengths of the KISS students'; they have gone to different corners of the world to play the sport. The team has made its members proud by winning the championship match played in London by defeating South Africa. In order to unleash

the hidden potential inherent in the students, cultural activities are organised from time to time so as to give platform to the students to showcase their talents.

In order to plant its roots in various states and to reach the masses there as well, KISS is already in the process of setting up its branches in 10 other states. In spite of the naxalite and maolite upsurge in the state, the organisation has set an example for the other organisations that nothing can come in the way of progress and development when one has a strong will and determination. Accomplishments and the long list of KISS students' in all the fields from academia to extracurricular activities speaks volumes about the kind of congenial atmosphere with which they nurture their students.

NSIC fostering the growth and promotion of micro, small and medium enterprises



Shri Ravindra Nath, CMD, NSIC (National Small Industries Corporation) has a vision of making NSIC a premier organisation by fostering the promotion and growth of Micro, Small & Medium Enterprises (MSMEs) in the country. In conversation with him, he shares his vision and mission in order to enhance the competitiveness of MSMEs by providing integrated support services encompassing, marketing, finance technology and other services.

By | Sudipta Saha

What has been your vision and mission to make NSIC a premier organisation?

NSIC since its inception in 1955 has been engaged in the promotion and development of the micro, small and medium enterprises. Over the period of time, we have been evolving our schemes in a manner which really cater to them. At a present time, we are having models which are relevant and are being sort after by the MSMEs. Today when we talk of Make in India, our Honourable Prime Minister talks of Skill India. For Make in India, we have to make MSMEs very competitive and how do we make them competitive. The biggest input, which goes into the making of products is the raw materials. We always complain that the China is dumping its raw materials and finished products with us, but then in a small way NSIC also contributes in making our MSMEs very competitive. We also need to make MSMEs cost-effective. The raw materials are procured in bulk and directly from bulk manufacturer as per the quantity required. In this way, we are able to eliminate the dealers and traders and get them price benefits of 15-20 per cent. We are building our MSMEs more efficient when it comes to Make in India campaign. Having the product, now the challenge is how do we sell it, that is where again we participate in a big way in terms of public procurement. We have been registering these enterprises as vendors, and as a registered supplier with NSIC gets them an exemption from depositing the money, getting the tender at free of cost and also as per the public procurement order there is a provision for price matching up to 15 per cent.

For example, If the L1 is a bulk manufacturer and L2 is a small micro unit, they are allowed to match the price to 15 per cent. For participating in tenders, we participate on the behalf of small enterprises. We get the order and give it to them. Wherever the tender is of bigger quantities, we form a consortium of units by bringing several manufacturers units together and participating in tenders on their behalf and farming out the orders among those on a pre-decisive basis. It's a challenge for us to bring the competitors together. Our aim is to bring them together and get the orders and equally distribute it among them. In the coming years, NSIC has lots of scope to grow and flourish. We will also focus on cluster units and their requirements and we also intend to fulfil all their requirements through the medium of our schemes.

What measures are being taken by you to make

MSMEs cost-effective?

The first and foremost of all is the raw material. We plan to eliminate the dealers and vendors and buy from the bulk manufacturer, thus saving approximately 15-20 per cent. Secondly, we have made a scheme called a Credit Facilitation through Bank tie-ups, for those who do not get credit. Under this scheme, we take their proposal and get it submitted through the bank application form and we don't charge anything from the unit. After the submission of the application form, we pursue the banks and try to get them sanctioned on the norms. Either it is a small amount, or a huge amount, or a term loan, overdraft loan anything; all these we get them from the 31 banks. If they need raw materials, we provide them.

NSIC has signed a Memorandum of Understanding (MoU) with the Ministry of MSME. Can you please share on the same.

NSIC has signed an MoU with the Ministry of MSME in the year 2015-16 which envisages provision of enhanced services by NSIC under its financial, marketing, technology services and other support services schemes for MSMEs in the country. The MoU projects a growth for 15-20 per cent in the operational performance of the corporation during the year 2015-16.

Do you feel that women entrepreneurs play an important role in Make in India mission?

Yes, of course. MSMEs make a substantial contribution to Indian GDP and employment generation, therefore empowering women with an aim to develop women entrepreneurs will have lots of stake in Make in India campaign.

Any other information you would like to share.

NSIC has worked tirelessly towards protecting the interests of MSMEs both in India and overseas. In today's scenario, when India offers enormous opportunities for MSMEs with Make in India, Zero Defect Zero Effect policies, NSIC is already involved in numerous activities that are designed to do just that. The truth is NSIC, in making its carefully calculated decisions, tries to bring about a win-win situation for all associated with it, thus accomplishing 'Sabka Saath Sabka Vikas'. NSIC's policy decision in the years ahead will continue to be aimed at creating efficacious policies and service delivery for the benefit of all MSME units at large – whatever the challenge, and be responsible in bringing about conditions that have enhanced NSIC's image in the eyes of its stakeholders.

“NSIC has worked tirelessly towards protecting the interests of MSMEs both in India and overseas. In today's scenario, when India offers enormous opportunities for MSMEs with Make in India, Zero Defect Zero Effect policies, NSIC is already involved in numerous activities that are designed to do just that.”
—Shri Ravindra Nath, CMD, NSIC

Benefits felt by ITI's through QCI accreditation process

As we know, the Industrial Training Institutes (ITI) is the mainstay and most effective institutes for skill development infrastructure in India. They are the frontline training institutes for skill development in India. This is also likely to remain so in the near future, as over the years, it has evolved as a well organised structure in the entire architecture of skill training in India that is spread across 31 ministries.

By | **Soundaraya Kumar,**
Chairman, Basukala ITI, Jharkhand

Recently, we have seen a lot of restructuring/ rearrangements of the entire landscape of skill training in India, It has acquired the attention of none other than the Honorable Prime Minister of India, and there are reasons for bringing it as one of the mainstay for youth empowerment and economic development. A new ministry has been formed, Ministry of Skill Development and Entrepreneurship, leading to lot of activities. While some activities are sure to bring good results, as they were urgently needed, some activities need to be relooked, as the ground realities are quite different, and are having a lot of regional variation as well.

In this regard, a welcome move was to outsource the inspection of newly established ITI by QCI (Quality Council of India) for the purpose of accreditation which led to final approval/affiliation with DGET/DGT. This was an urgently required step. This was keeping in view that earlier, the complete process of inspection, which was being carried out by respective state directorates was becoming a farce, with lot of complaints about corruption, nepotism, poor quality of infrastructure and other similar issues, besides the other usual issues of manpower shortage/unprofessional handling/unresponsive system/delay on the part of directorate.

Once, the QCI came into picture for the purpose of inspection, all these things changed. We saw a fair and responsive system besides other similar improvements of professional attitude for grievance handling. This fact can be easily established, once, we compare or sample the quality of infrastructure of these ITIs, which were established prior to QCI era (before 2012) and after QCI came into picture. There were problems and issues, but they were operational issues and related with expertise and experience, but not related with professionalism, integrity and competence, and for many

of these issues, the erstwhile DGET itself had challenges. In fact outsourcing the inspection to QCI encouraged many honest people to enter into this sector, which were otherwise reluctant, as they were afraid of the high handedness, irrationality and corruption by state directorates.

But, then this disturbed many people, whose authority and wisdom was challenged, and felt so aggrieved by it, they approached the court of law to stop this process, made several representations to ministry to go back to the old system. There simple issue was their reluctance to face a reality check. This can be easily inferred from the fact, that, QCI had dual role:

- 1) Inspection of newly established ITI for the purpose of accreditation for DGT approval.
- 2) Surveillance of old ITI for the purpose of standardisation.

Now, the most surprising result about the surveillance of ITI is that a very few of them have come forward and in fact, they have moved to the court of law to stop this. This in itself shows the credibility of the old system of inspection by state directorates. I am not saying that the QCI system is the best, certainly, it requires improvement, but then it requires improvement and not replacement.

In this context, I would like to bring your attention to the following developments in this regard:-

There was a meeting of Sub Committee of NCVT dealing with Affiliation dated July 20, 2015, and came to know about certain deliberations about the matter related with the regulation, assessment, surveillance, role of QCI, Role of DGT, Role of State Directorate, etc for ITI. While it is a welcome move to enhance the productivity and objectivity of the

“ A new ministry has been formed, Ministry of Skill Development and Entrepreneurship, leading to lot of activities. While some activities are sure to bring good results, as they were urgently needed, some activities need to be relooked, as the ground realities are quite different, and are having a lot of regional variation as well.”

assessment process, a detailed study of the deliberations requires a better analysis. I am submitting my observation and suggestion about as a genuine stake holder:

- To outsource the assessment and accreditation of the ITI to QCI was a good move to make the process of assessment and accreditation of the ITI corruption free. Earlier when it was being done by state directorates, it was nothing but a Tin Shade ITI. You can make a surprise check, and you would come to know about reality. 50 per cent of the ITI who were inspected by state directorate were nothing more than ration shops.
- The working style of QCI is professional, systematic and responsive, while that of the state directorate had challenges of corruption and high headedness.
- Now, what is needed is improvement in the accreditation process and methodology of the QCI who will do this by better training, coordination and sensitisation, rather than replacement/substitution by state directorate, who are very knowledgeable, but their knowledge is for harassing ITI only and is not used for improvement.
- The observations that inspection of ITI by QCI did not yield encouraging results does not make much sense. And if DGT really wants to check, it must also inspect those ITI's, who were approved earlier (inspected by respective State directorates), and see, how much compliance they have, and then it should make a comparison, which system has ensured more compliance.

Also, most of the State inspected ITI's that are opposing QCI inspection for surveillance or any type of check by QCI tooth and nail. The matter is sub-judice, but, why they are opposing it. If the ownership structure of ITI is analysed, you would find even a peon in the State directorate has 2-3 ITI. Naturally, they are opposing it, and have become just a certificate shop.

- Hence, what is essential, is reasonable/justified norms for infrastructure trainers, training program by an expert committee, who has a background in skill training and the committee must do it seriously and professionally, better coordination between QCI and DGT for assessment, accreditation and surveillance, a feedback and grievance redressal mechanism at QCI and DGT for stakeholders (mainly for Institutes and Students), hiring and training of more appropriate personnel by QCI for the job, and making the entire process objective, productive and result oriented.
- If the State directorate/district labour officers are to be involved, it should be done with clear and comprehensive objective, guidelines, methodology, procedures, with no place for confusion, otherwise, we would be in the same old days, where an ITI can be started in a ration shop and state directorate will have no problem.

These are my observations as genuine stakeholders, based on my experience of running an ITI and dealing with different agencies. Following are my suggestions for the improvement in the assessment and accreditation process for ITI by QCI

1. Good facilitation center (physical/electronic/ telephonic) for the institutes
2. Model set of documents/design for display for the institutes applying for accreditation
3. Continuous training of institutes regarding QCI portal and its operation for making application
4. Training for assessor for the site visit and accreditation process
5. Inspection manual for the assessors for the site visit along with joint inspection report
6. GPS enabled assessor visit for better tracking and monitoring
7. Safekeeping of records and video for future reference etc.
8. Feedback report for the inspection of institutes
9. Effective grievance redressal mechanism
10. Inspection fee/accreditation fee/ surveillance fee should be kept low
11. Grading/certification of the institutes on the basis of inspection report (one time/regular)



QCI signs MoU with ARSO

Ethiopia is the oldest independent country in Africa and one of the oldest in the world. Herodotus, the Greek historian of the fifth century BC, describes ancient Ethiopia in his writings. The old testament of the Bible records the Queen of Sheba's visit to Jerusalem. According to legend, Menelik I, the son of King Solomon and the Queen of Sheba, founded the Ethiopian Empire.

The economy of Africa consists of the trade, industry, agriculture, and human resources of the continent. As of 2012, approximately 1.07 billion people were living in 54 different countries in Africa. Africa is a resource-rich continent but many African people are poor. Recent growth has been due to growth in sales in commodities, services, and manufacturing. Sub Saharan Africa, in particular, is expected to reach a GDP of \$29 trillion by 2050, but its income inequality will be a major deterrent in wealth distribution.

In March 2013, Africa was identified as the world's poorest inhabited continent; however, the World Bank expects that most African countries will reach 'middle income' status (defined as at least US\$1,000 per person a year) by 2025 if current growth rates continue. In 2013, Africa was the world's fastest-growing continent at 5.6 per cent a year, and GDP is expected to rise by an average of over 6 per cent a year between 2013 and 2023. Growth has been present throughout the continent, with over one-third of Sub-Saharan African countries posting 6 per cent or higher growth rates, and another 40 per cent growing between 4 per cent to 6 per cent per year.

ARSO is an intergovernmental organisation established by Organisation of African Unity (OAU, currently African Union (AU)) and United Nations Economic Commission for Africa (UNECA) in 1977, with 21 African Governments as founding members.

The principal mandate of ARSO is to harmonise African Standards and conformity assessment procedures in order to reduce Technical Barriers to Trade and therefore promote intra-African and international trade as well as enhance the industrialisation of Africa.

The 21st ARSO General Assembly events are being hosted by the Government of the Federal Republic of Ethiopia, through the Ethiopian Standards Agency (ESA) and will be held at the African Union Commission Headquarters. The Assembly is being held at time when the African leaders under the African Union has taken a more radical approach in its efforts to create a single market through the fast racking of the African Continental Free Trade Area (CFTA) by 2017. It is to be highlighted that as African nations move towards regional and, ultimately, continental economic integration there have been efforts to achieve greater harmonization of standards, with ARSO leading in the initiative with a call for the promotion and adoption of common African standards and regulatory framework across the continent.

Currently ARSO has 35 member States (Benin,



Dr R P Singh, (SG, QCI) addressing the delegates at ARSO





Dr R P Singh, SG QCI with Dr Hermogene Nsengimana, SG ARSO

Botswana, Burkina Faso, Cameroon, Cote d'Ivoire, Congo Brazzaville, Democratic Republic of Congo, Egypt, Ethiopia, Gabon, Ghana, Guinea Bissau, Guinea, Kenya, Liberia, New State of Libya, Madagascar, Malawi, Mauritius, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, Sudan, South Africa, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe).

The events of the 21st General Assembly were hosted under the theme 'The role of Standards in promoting sustainable Agriculture and food security in Africa,' from August 11-14, 2015.

Dr Ravi P Singh (Secretary General, QCI), was invited to address the delegates in the inaugural session. The Guest of Honour for the inaugural session was Her Excellency W/ro Demitu Hambisa, Minister of Science and Technology, Federal Democratic Republic of Ethiopia (FDRE) and other members on the dais including Dr Joseph Odumodu (ARSO President), Dr Hermogene Nsengimana (Secretary General of ARSO), Hussein from the African Union Commission and the Vice President and Treasurer of ARSO, apart from Almaz Khasay, the Director General of Ethiopian Standards Agency (ESA).

In his address Dr R P Singh explained in brief about various Indian Government initiatives and also about QCI and the work it is doing in the Quality arena in India. He also elaborated on one of the flagship projects of QCI, Zero Effect Zero Defect (ZED) Maturity Assessment Model, which was well received by the audience. He went on to explain the near similarities between the current economic, industrial and manufacturing environment of Africa vis-à-vis India and explained the possible adaptability of the ZED model and other initiatives of QCI to the African environment. This received thunderous applause from the audience and most of the networking discussions with QCI delegates and delegates of African countries that were based on the ZED model.

A Memorandum of Understanding was signed between QCI (Signatory Dr R P Singh) and ARSO (Signatory Dr Hermogene Nsengimana) on August 13, 2015 to promote mutual interest and cooperation to deliver affordable and effective standardisation and conformity assessment training with specific objectives such as developing

skills of stakeholders, improving education systems through standardisation and conformity assessment and training on Maturity Model for the SMEs.

QCI also took the opportunity to honour the ARSO and ESA office bearers with select Mementos brought from India. The honoured officials appreciated this token of appreciation.

The presentation made by Dr R P Singh in the inaugural address made a heavy impact on the audience and the interest shown was evident. Dr Raj shared the ZED model with great interest along with delegates from other African Nations such as Zimbabwe, Egypt, etc. and also with organisations such as Pan African Chambers of Commerce,

With the MoU in place, QCI will ensure to take forward the MoU for the interests of both the QCI and ARSO.



India needs more (quality) ITIs than IITs – through the process of continual ‘Due-diligence’ measures

India is one of the few countries in the world where the working age population will be far in excess of those dependent on them and, as per the World Bank, this will continue for at least three decades till 2040.

**By | Dr Indrajit Bhattacharya, (PhD)
Director, NABET**

Today, India is one of the youngest nations in the world with more than 62 per cent of the population in the working age group (15-59 years), and more than 54 per cent of the total population below 25 years of age. India needs to equip its workforce with employable skills and knowledge so that the youth can participate productively to make India a developed economy and to play a key role to India’s global competitiveness. As per ‘The India Skill Report 2014’, 60 per cent of total population is available for working and contributing towards GDP, but out of the total pool only 25 per cent is capable of being used by the market which means there would be a demand-supply gap of 82-86 per cent in the core professions. But current education system neither focuses on training young people in employable skills that can provide them employment opportunities nor in grooming them to become future entrepreneurs.

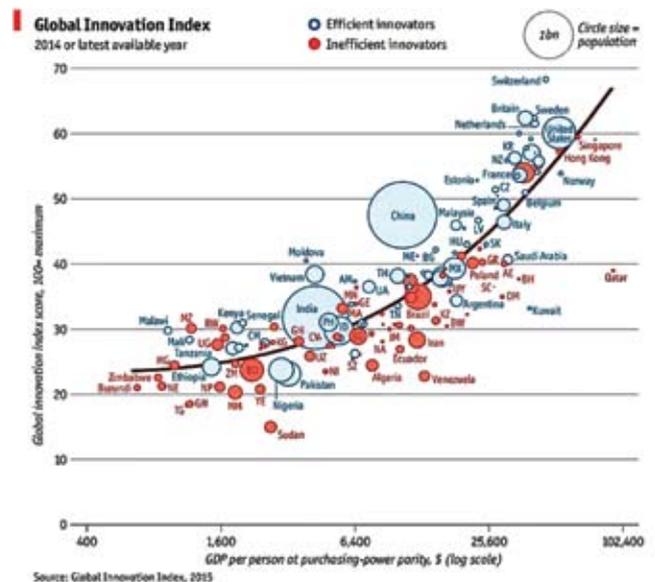
Exam	Candidates	Seats	Ratio
IIT-JEE	12.9 lakh	10,006 in IITs	1:129
CAT	1.70 lakh	3,335 in IIMs	1:51
UPSC	4.65 lakh	1,129 posts	1:412

Status of Entrance seats to major examinations in IIT, UPSC posts and IIMs

The above table shows the widening chances for applicants to obtain admission in premier technical government institutions at under-graduate level - IITs (1:129) and post graduate level, management institutes - IIMs (1:51), and further widening disparity of chances of applicants into UPSC posts for government employment (1:412).

India’s demographic dividend has been recognised as a potential source of significant strength for the national economy, provided we are able to equip and continuously upgrade the skills of the population in the working age group. In recognition to this need, the Government of India has adopted skill development as a national priority over the next 10 years.

A majority of Indian workforce does not possess marketable skills which is an impediment in getting decent employment and improving their economic condition. While India has large



Global Innovation Index 2015 (Ref Economist.com)

young population, only 5 per cent of the Indian labour force in the age group of 20-24 years has obtained vocational skills through formal means whereas the percentage in industrialized countries varies between 60 per cent and 96 per cent. About 63 per cent of the school students drop out at different stages



Electronics Lab



Classroom



Electrical workshop



Mechanic Motor Vehicle – Workshop



Lathe machine

before reaching Class X. Only about 2.5 million vocational training seats are available in the country whereas about 12.8 million persons enter the labour market every year. This explains one of the reasons of India's human capital in contributing to the trailing end of Global Innovation Index, 2015.

Under the constitution of India, vocational training is the concurrent subject of both central and state governments. The development of training schemes at National level, evolution of policy, laying of training standards, norms, conducting of examinations, certification, etc, are the responsibilities of the central government, whereas the implementation of the training schemes largely rests with the State Governments./ UT Administrators. The central government is advised by the National Council of Vocational Training (NCVT), a tripartite body having representatives from employers, workers and central/state governments. Similar councils termed as state councils for vocational training are constituted for the same purpose by the respective state governments at state levels.

Industrial Training Institutes are training institutes which provide training in technical field and constituted now under Directorate General of Training (DGT), Ministry of Skill Development and Entrepreneurship, Union Government of India.

Normally a person who has passed 10 standards (HSLC) is eligible for admission to ITI. The objective of opening of ITI is to provide technical manpower to industries. These persons are trained in basic skills required to do jobs of say operator or a craftsman. The course in ITI is designed in a way

to impart basic skill in the trade specified. The duration of course may vary from one year to three years depending upon trade opted. After completion of desired period of training, the person is eligible to appear in the AITT (All India Trade Test) conducted by NCVT (National Council for Vocational training). After passing AITT, the person is awarded National Trade Certificate (NTC) in concerning trade by NCVT. After passing ITI course, a person may opt to undergo practical training in his trade in an industry for a year or two. Again the person has to appear and pass in a test to be conducted by NCVT to get the National apprenticeship Certificate. There are both government funded and private (self-financing) ITI's in India. Most of ITI's impart training in engineering trades such as instrument mechanic, electrician, fitter, plumber, diesel mechanic, Computer Operator and Programming Assistant (COPA), electrical mechanic, information technology, mechanic computer hardware, refrigeration and air conditioning, turner, welder, etc. The certificate issued by NCVT is of same standard whether one had training in Government owned ITI or privately owned ITI s.

The Directorate General of Employment & Training (DGE&T) in the Ministry of Labour, Government of India initiated Craftsmen Training Scheme (CTS) in 1950 by establishing about 50 Industrial Training Institutes (ITIs) for imparting skills in various vocational trades to meet the skilled manpower requirements for technology and industrial growth of the country. In 1980, there were 830 ITIs and the number rose to 1900 ITIs in 1987. During 1990's, the growth of ITIs had been steep, from 5114 ITI s in 2007 to over 11,000 ITI s in 2013.

Are you ready for the challenge.... Yes ISO 9001 : 2015 requires organisations to improve through innovation. This is the first time the ISO 9001 explicitly specifies about innovation...

By | **S Nithya Prakash, Senior Assessor, LRQA, Chennai**
S Chattopadhyay, Country Coordinator and Technical Manager, LRQA-Mumbai



Nithya Prakash

What does the ISO 9001:2015 say in respect of innovation?

ISO 9001:2015 defines innovation as a process resulting in a new or substantially changed process, management system, product, service or technology. The top management to assign the responsibility and authority for reporting on the performance of the quality management system including opportunities for improvement and on the need for change or innovation...

Innovation is about creating and successfully applying new ideas within your organisation. This could be in the form of a major breakthrough such as creating and bringing a new product or service to market, or a series of smaller innovations such as finding better or more efficient ways of working and becoming more profitable.

Why do organisations need innovation?

Innovation is a creative process and some business ideas need an investment of time, energy and money in order to develop and deliver results. Developing a culture of innovation can be vital for long-term success and profitability of your businesses

There are several reasons why the generation of new ideas can be critical to your business's success. Although every organisation will have its own priorities and sector-specific issues to balance, businesses that fail to innovate run the risk of losing ground to competitors, losing key staff, or simply operating inefficiently. Innovation can be a key differentiator between market leaders and their rivals.

What are the various types of innovation?

Incremental innovation

Incremental innovation focuses on making modest improvements to existing processes, products or services. This could be anything from tightening up an existing workflow by automating some of the process, to improving your website in order to make self-service easier, thus reducing the number of customers coming to you through more costly and time-consuming channels.

Radical innovation

Radical innovation involves creating a completely new process or product in response to a market need or opportunity. Radical innovations tend to come about as a result of careful research and development into a specific issue or problem, and frequently make use of new technology to solve them. These kinds of innovations are often seen as 'breakthrough' innovations, some of which can change the entire way an organisation operates and, on occasion, can result in a new product or service that impacts an entire market sector.

Combining radical and incremental innovation

Sometimes, the best approach can be to combine radical and incremental innovation. An example of this would be to develop a totally new process to produce and manage an existing product or service. Developing an idea to bundle several products together is also innovation. This could involve anything from outsourcing part of your manufacturing process, which was previously done in-house, to moving your IT system onto a more flexible platform, such as cloud computing, to enable work-from-home arrangements or to help employees respond more effectively while on the move.

What could you consider to do?

You need to check if already competence exists in your organisation. Otherwise consider building competence related innovation application. You can integrate the innovation process seamlessly in the existing management system process by linking the same to improvement process and periodically review the status through management review process for sustaining innovation.

QCI events

Three days workshop for preparing schools for Accreditation

Name of the event : NABET Accreditation : A Mark of Excellence in Education		
Timings : 09:00 am to 05:00 pm	Timings : 09:00 am to 05:00 pm	Timings : 09:00 am to 05:00 pm
Date : October 28-30, 2015	Date : October 28-30, 2015	Date : November 3-5, 2015
Place : Chennai	Place : Bhubaneswar, Odisha	Place : Delhi

A three days workshop in Bhubaneswar, Chennai and Delhi on the theme 'NABET Accreditation: A Mark of Excellence in Education' has been organised by NABET, QCI to provide framework for the effective management and delivery of the holistic education program for overall

development of students. This workshop will enable participants to have a brief introduction about accreditation and accreditation process and understand the requirements of accreditation standard for quality school governance and will also help them in developing an

implementation plan.

The workshop will be very beneficial to the members of management committee, education system coordinators, teachers, school administrators (core team members), principals, educationists, curriculum developers and consultants.

Two days programme for Regulators of SAARC Countries 'Importance of third party assessment and accreditation'

A two day programme was conducted on September 15-16, 2015 by National Accreditation Board for Certification Bodies (NABCB) under South Asian Association for Regional Cooperation (SAARC) Expert Group on Accreditation (SEGA) supported by Physikalisch-Technische Bundesanstalt (PTB), at Hotel The Park, New Delhi. The programme was attended by delegates from seven SAARC nations - Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka except Afganistan. The delegates to the meeting represented regulators, accreditation bodies, standards organisations, Ministries in charge of accreditation policy and national accreditation focal points.

A total of 27 participants attended the training course including representatives from SAARC secretariat and SAARSO. The logistics such as booking of tickets, air-port pick-up, hotel booking etc. were coordinated by NABCB.

The programme was inaugurated by Dr RP Singh, Secretary General, Quality Council of India and the speakers for the inaugural session were Dr R P Singh, Secretary General, Quality Council of India, Anil Jauhri, CEO, National Accreditation Board for Certification Bodies (NABCB), Smt L Savithri, Director (ETF), Ministry of External Affairs, Govt of India, Shri Mahaveer Singhvi, Director (SAARC), Ministry of External Affairs, Govt of India, G R Raghavender, Joint Secretary, Department of Industrial Policy and Promotion, Govt of India, Vani Bhambri Arora, Deputy Director, National Accreditation Board for Certification Bodies (NABCB).

One day capacity building programmes on "ISO 9001: The requirements in 2015 Edition"

National Board for Quality Promotion (NBQP), a constituent Board of Quality Council of India (QCI) conducted five one day capacity building programmes on the revised ISO 9001 Standard for the benefit of industry, organisations, society and other stakeholders. The training programmes were conducted by Dr Nigel Croft, Chairman, ISO Technical Committee 176 / SC2, which is responsible for the revision of ISO 9001. Below are mentioned the details of the programmes:-

- October 19, 2015** : **New Delhi (Hotel JW Marriott, Aerocity, New Delhi)**
- October 20, 2015** : **Ahmedabad (Hotel The Gateway Umed, Int'l Airport Circle, Hansol, Ahmedabad)**
- October 21, 2015** : **Mumbai (Hotel The Orchid, Nehru Road, Vile Parle East, Mumbai)**

October 22, 2015 : **Chennai (Hotel Radisson Blu, GST Road, St. Thomas Mount, Chennai)**

October 23, 2015 : **Bangalore (Hotel Royal Orchid, HAL Airport Road, Bangalore)**

Time : **09:00 – 17:30 hrs (for each programme)**

ISO 9001 – Quality Management Systems is, globally the most popular ISO Standard with more than 1.1 million certificates worldwide in more than 170 countries. ISO 9001 sets out requirements for quality management systems and can be used by any organisation, large or small, regardless of its field of activities for getting itself certified.

ISO 9001: 2015 edition was published by ISO on September 22, 2015. The revised ISO 9001 not only meets the growing needs of customers but also is more relevant to organisations in today's increasingly complex economies and markets, as it brings in a new core concept of risk-based thinking aimed at preventing undesirable outcomes.

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ISO 9001:2015

Resources

- ▶ 7 Steps to Transition Infographic
- ▶ Frequently Asked Questions
- ▶ Analysis Guide
- ▶ Transition Services

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We have a range of bespoke and packaged training services to help you transit to ISO 9001:2015.

ISO 14001:2015

Resources

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