

## **PRADHAN MANTRI YUVA YOJANA**

### **Quality - Monitoring & Measurement Processes**

#### **Approval Log**

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## Revision History

S.No	Revision No.	Date	Description of Change	Created/ Revised By	Reviewed by Peers
1.	01	29-Oct.-2017	First Release	S Jain	S Anand J S Bhogal
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## 1. Purpose

The objective of this Procedure is to describe the methodology to be adopted for monitoring & measuring the effectiveness of the scheme, its outcomes and its associated change management at PMYUVA.

## 2. Scope

The scope of this process covers all the following activities related to the Scheme Document.

- Monitoring and Evaluation of the Scheme implementation
- Internal Audit
- Management Reviews
- Customer Satisfaction

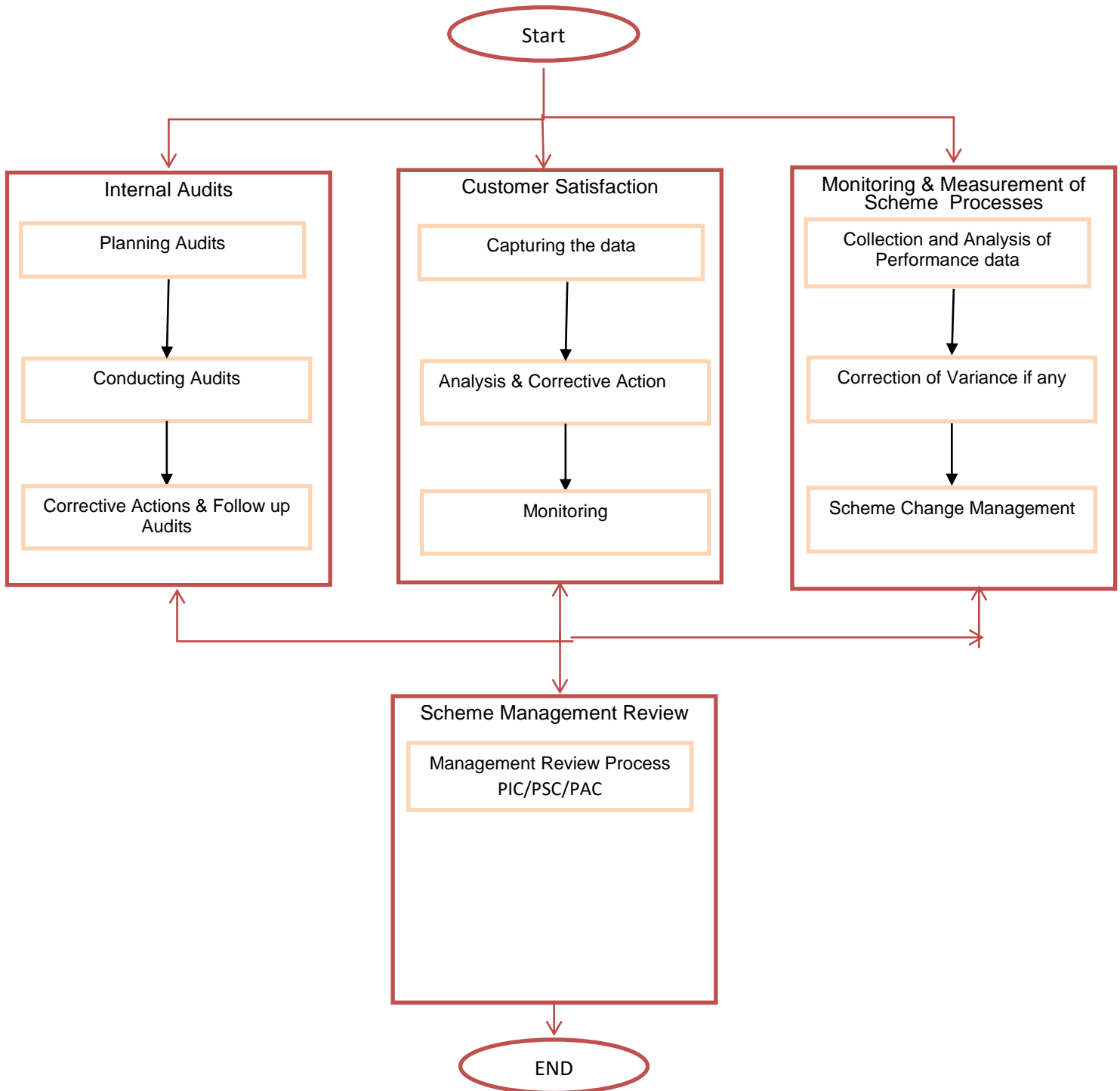
## 3. Abbreviations, Terms and Definitions

Reference Documents

Scheme Document

Procedure for Control of Documents and Records

Procedure on Corrective and Preventive action



**Figure:** Flow Chart of Monitoring, Review and Quality Process under PM YUVA Yojana

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## 4. Process Description

### 4.1 Monitoring & Measurement of Scheme Processes

4.1.1 The objective of this sub process is to describe the approach for monitoring and measurement of the performance of Scheme processes to ensure that they are meeting expected performance levels and achieving the desired outcomes. The methods used to measure and monitor processes are based on the types and frequency of data needed to adequately measure the performance of each process. Reviews and discussions regarding performance data against Targets shall be presented in Review meetings or during internal communications. Data of the same shall also be provided to Project Quality Manager at defined frequency. When function's process does not achieve planned result, respective Process owner is responsible for reviewing these variances and taking corrective actions to bring performances back to acceptable levels.

4.1.2 For monitoring and measurement of the performance of the internal processes the following methods are also used:

- a) Field Visits
- b) Internal Audits
- c) Customer Satisfaction & Complaints
- d) Management Reviews

#### 4.1.3 Scheme Change Management

4.1.3.1 Request for change in the existing Scheme can be initiated by any employee or Implementing Partner of PMYUVA. A request describing the existing Scheme process and the change proposed is forwarded to the Project Quality Manager through the Process Owner.

4.1.3.2 Project Quality Manager will review the request for change and can take decision to reject, approve the relevant process. Quality Manager shall take management consent on the proposed change wherever required. In case of reject, same shall be returned to the requestor with justification. However, in case of approval, the same will be updated in the document and implemented according to the "Procedure on Control of Documents and Records.

## 4.2 Field Visits

- 4.2.1 The field visits of the empanelled institutes will be conducted by the Nodal Staff as per a predefined programme approved by the Senior Manager, Operations. The field visits will be so conducted to cover each institute every 30 days. Any deviation in the frequency may be approved by the SM, Operations with justification. The frequency and scope of the visit may be varied for each institute based on the maturity level achieved by the institute in the implementation of the program. As the institutes achieve or have the maturity levels to run the program independently, the field visit may be converted to skype call/telephonic calls.
- 4.2.2 Procedure for Field Visit. The field visit will be conducted based on the agenda forwarded to the institute. The evidences in form of pictures, documents, interviews, meetings will be collated during the field visit as per the format promulgated for field visit placed at Annexure 1.

## 4.3 Internal Audits

- 4.3.1 The objective of this sub-process is to assess that practices comply with:
- requirements of the Scheme Document
  - requirements of reference standards if applicable
  - The efficiency of the implementation of Scheme in terms of cost, delay and quality.
- 4.3.2 Project Quality Manager is responsible for co-ordination of Internal Quality Audits in all areas and reporting to PIC through NPD.
- ### 4.3.3 Planning Audits
- 4.3.3.1 Project Quality Manager shall prepare the annual Audit Calendar in beginning of the year in consultation with the NPD.
- 4.3.3.2 While preparing the Audit Calendar he/she shall:
- Ensure all the processes as defined in Scheme Document are covered every year at a minimum
  - Ensure audits are equally distributed over the period of time
  - Take the following into account:
    - The analysis of observations on the measurement system of penultimate year (N-1) and the recurrent deviations in particular

- ii. The targets for year N and the needs of each Functions as identified during previous Management Review
- iii. The audits conducted by Third Parties.

4.3.3.3 Based on the annual Audit Calendar, Project Quality Manager shall release the detailed internal Audit Schedule once in a year.

4.3.3.4 Before preparing the Audit Schedule, PROJECT QUALITY MANAGER shall ensure:

- a) Auditors are certified as an internal auditor from accredited training body
- b) Availability of updated list of Qualified Internal Auditors
- c) Auditor conducting the audit must be independent of the function being audited.
- d) Availability of relevant audit checklist

4.3.3.5 Before releasing the internal Audit Schedule PROJECT QUALITY MANAGER shall ensure:

- a) All the processes to be audited as per Audit Calendar
- b) Requirements of relevant standards (clauses, sub clauses...)
- c) Name of the auditor
- d) Name of the function
- e) Tentative date of audit

4.3.3.6 Any Audit conducted by Customer / external body shall not be considered as internal audit.

4.3.3.7 Audit schedule can be revised or re-adjusted during the year with concurrence from NPD.

#### 4.3.4 Conducting Audits

4.3.4.1 After the release of Audit Schedule, the auditor shall discuss with the concerned auditee and finalize the suitable date and time for audit. Auditor prepares and organizes the audit accordingly. He can be accompanied by another auditor or by an expert to conduct the audit. Auditor will specify the scope and objectives of the audit and provide a short summary of the methods and procedures to be used to conduct the audit. Auditor shall carry out the audit as per the checklist and also shall verify the status of the previous Non-Conformities (NCs) if any. Work environment, knowledge of the Quality System and Policy, product identification and traceability, document, records and data control are observed in all audited areas of every audit.

4.3.4.2 The Auditors will collect evidence through interviews, examination of documents and quality records and observation of activities and conditions in areas of concern. Information gathered through interviews should be tested or

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investigated by acquiring the same information from other independent sources, such as physical observation, measurements and records. All audit observations are documented, even if not originally covered on the checklist. Auditee will be constantly informed of findings.

- 4.3.4.3 At the end of the audit, NCs Report will be handed over to the auditee for analysis and necessary Corrective Action with a copy to the PROJECT QUALITY MANAGER. The same has to be submitted to the respective auditor within a period of two weeks, along with the analysis, required corrective action and date of closure. Records of the filled audit checklist as an objective evidence shall also be handed over to PROJECT QUALITY MANAGER. Based on the above nonconformance and audit checklist report, PROJECT QUALITY MANAGER will prepare an Audit summary/Status Log. PROJECT QUALITY MANAGER will also circulate a list of Non-conformance to the Auditee /respective Process Owner, Auditor and NPD.

#### 4.3.5 Follow-up of Audit

- 4.3.5.1 For each Nonconformance:
- Necessary follow-up activities are determined by the PROJECT QUALITY MANAGER based on the corrective actions and the date of Closure.
  - Follow-up activities may be assigned to an auditor or performed by the PROJECT QUALITY MANAGER himself.
  - After Verification of the Corrective Action by the auditor, findings are noted on the original corrective action report and if satisfactory, the issue is approved and closed by the Auditor / PROJECT QUALITY MANAGER.
- 4.3.5.2 PROJECT QUALITY MANAGER shall keep a log of all NC reports (coming from all audits of the yearly Audit Plan) with their status (in process, closed,)
- 4.3.5.3 PROJECT QUALITY MANAGER shall define the target and follow their achievement in terms of: NC delay of closure, respect of due date for each audit.

#### 4.4 Customer Satisfaction

- 4.4.1 The objective of this sub process is to Measure, Monitor and Develop Customer satisfaction in a sustainable long-term manner by proactively addressing the issues and feedback received.
- 4.4.2 Customer Satisfaction will be measured and monitored in below steps:

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- a) Capturing the data of Customer Perception / Performance
- b) Analysis & Corrective Action
- c) Monitoring

#### **4.4.3 Capturing the Data:**

- 4.4.3.1 Customer voice/customer perception is captured through any one or all or combination of the following:
  - a) Meetings with customer representatives across various levels and functions in the Customer's organization.
  - b) Nodal Managers/Coordinators make regular visit to various customers based on an agreed visit schedule.
  - c) Rating provided by some customers based on certain parameters like Quality and Delivery etc.
  - d) By conducting an independent assessment of customer satisfaction through a third-party survey/online feedback.
  - e) Customer Complaint Data

#### **4.4.4 Analysis & Corrective Action**

- 4.4.4.1 Data collected from all above means (Serial no. 1- 4) is compiled by the Quality Manager. Based on the above compiled data, analysis will be done and the Voice of Customer will be converted into real issues. On the basis of above issues a Customer Satisfaction Plan shall be prepared in discussion with Management. All the issues of customer satisfaction plan will be addressed based on the priorities agreed with the Management. Accordingly, Corrective and Preventive action will be taken to resolve the issues.
- 4.4.4.2 A periodic review will be conducted by NPD to regularly monitor the Progress of all such issues. Responsibility of Implementation of this plan will be of Quality Manager. For data collected from Serial no. 5, analysis and corrective action shall be done as per "Procedure on Corrective and Preventive action"

#### **4.4.5 Monitoring:**

- 4.4.5.1 Monitoring of Customer Satisfaction shall be done based on the Customer satisfaction indicators which shall be decided in discussion with the management. Customer satisfaction plan shall be updated regularly based on these indicators

### **4.5 Management Review**

- 4.5.1 The objective of this sub process is to define Management Review process at PMYUVA, its inputs and outputs. The Management Review process requires that the

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Scheme Document is reviewed by Senior Management at planned intervals to ensure continued system effectiveness and alignment with quality policy and objectives. The Management Review enables to define the proposals of improvement actions which will feed the PMYUVA continuous improvement plan.

4.5.2 The Management Representative (PROJECT QUALITY MANAGER) is responsible to ensure the implementation of this procedure and for the compilation and analysis of appropriate review data and scheduling the periodic Management Review Meeting.

#### 4.5.3 Management Review Process

4.5.3.1 The Management Review of PMYUVA will be done at the following three levels. The scope and responsibilities of the three review committees is defined in the scheme document.

- a) Project Implementation Committee
- b) Project Steering Committee
- c) Project Advisory Committee

4.5.3.2 The review is planned and captured using Management Review Agenda and Minutes.

4.5.3.3 The Management Review is performed in 3 steps:

- a) Preparation, enabling the gathering of input information and data and the consolidation of an overall picture
- b) Execution of the Management Review
- c) Writing of the review minutes, mentioning particularly the decisions relative to the Improvement objectives, the responsibilities for implementing the actions,

#### 4.5.4 Review input

4.5.4.1 The input to the Project Review will include information on:

- a) Results of internal audits.
- b) Customer feedback including:
  - i. Customer Satisfaction
  - ii. Customer complaints
  - iii. Results of Customer visits/audits
- c) Results on Processes efficiency (Operational Performance and Process Performance).

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- d) Status of preventive and corrective actions.
- e) Follow-up actions from previous review.
- f) Changes that could affect the SCHEME DOCUMENT (as example: organisation changes, changes on regulation / normative requirements ...)
- g) Recommendations for improvement.
- h) Training & Competence
- i) Employee Satisfaction
- j) Review of Quality Policy & Objectives
- k) Resource Planning

#### 4.5.5 Review output

4.5.5.1 The output from the Project Review Meetings will include any decisions or actions in relation to:

- a) Improvement of the effectiveness of the SCHEME DOCUMENT and its processes
- b) Improvement of product related to Customer requirements
- c) Resource needs

4.5.5.2 Minutes of Management Reviews are recorded, maintained and circulated to all concerned stakeholders.

#### List of Attachments:

S.no	Document Number	Document Description
1.	PMYUVA-PRO-QMM-TEM - 0077	Internal Audit /Schedule (TBD)
2.	PMYUVA-PRO-QMM-TEM - 0079	Internal Audit Corrective Action Report (TBD)
3.	PMYUVA-PRO-QMM-TEM - 0080	Internal Audit Checklist Template (TBD)
4.	PMYUVA-PRO-QMM-TEM - 0081	Management Review Meeting Template (TBD)

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### Reference Processes:

S.no	Document Number	Document Description
1.	PMYUVA-PRO-DMM-PRC - 0007	“Procedure on Control of Documents and Records “
2.	PMYUVA-PRO-QCP-PRC - 0008	“Procedure on Corrective and Preventive action”

### Annexure-1

#### List of the SCHEME DOCUMENT Processes with Process Owner

S.No.	SCHEME DOCUMENT Process	Process Owner
1	Governance	
2	Strategy, Sales & Business Development	
4	Program Management	
7.	Quality	
8		
9	Information Technology Services	
10	Control of Documents & Records	
11	Finance	
12	Communication	
13	Legal & Contract	
14	Human Resources	

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