



Suggested Constitution of eOffice Governance Structure

eOffice Governance Structure Guidelines

To ensure an effective implementation of eOffice, it must be driven and monitored by a well-defined Governance Structure. The following four key institutional key mechanisms as outlined in Section 1 below are recommended as a part of the eOffice Governance Structure. The recommended supporting structures are detailed in Section 2.

1. Key institutional key mechanisms

- Project Steering Committee
- Department Nodal Officer
- Nodal Coordinators
- Project Implementation Committee

Let's discuss about Key institutional key mechanisms one by one.

Project Steering Committee

It is the Project Steering Committee (PSC) that gives the overall direction and leadership to the implementation of eOffice. This committee, being advisory in nature, must be formed in a manner wherein all implementing divisions and key stakeholders are involved. The leadership is to be entrusted to the top authority.

The suggested constitution of the PSC is as follows:

- **Secretary of the Line Ministry/Department- Chairman**
- **Nodal Officer (Joint Secretary Level) –Member Secretary**
- Heads of the Units (Bureau/Division/Wing/Section/Desk)
- NIC HoD of the Ministry/Department

The key tasks and responsibilities of PSC should be as follows:

- Setting the scope, long term goals & targets.
- Provide Project oversight, direction and guidance as needed for the overall implementation of the project: Transition to eOffice in the defined time frame, ensuring the absorption and sustainability of the project.
- Budget allocation and approvals.
- Change Management & Process Re-engineering, wherever required.
- Allocation of the required resources for the smooth implementation: Manpower, ICT Infrastructure.
- Decision of the model and approach for transition to eOffice: Transition Strategy & Time table.
- Finalization of the Digitization Strategy Framework.
- Digitization Time Table and Mode of Digitization (In-house, Outsourced or Mixed).
- Designate the Department Nodal Officer for the overall coordination, supervision and monitoring of the implementation and reporting the deliverables.
- Approval and Issue of the notifications required.

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- Establish and notify the required Policies, Guidelines, Best practices and Standard Operating Procedures for eOffice.
- Communication of the project to all stakeholders (both internal as well as external to the organization).
- Ensure meeting the Legal requirements of eOffice: Compliance to Open Storage Formats, Prescribed eGovernance Standards, IT Act 2000 and its amendment.
- Promote a Participative strategy in the implementation so that the responsibility and ownership is shared across the organization (A System driven rather than a Person driven approach is to be enabled to ensure the sustainability).
- Regular Review of project deliverables & enforcement for smooth implementation.
- Every 15 days for the first three months.
- Every 30 days for three to six months.
- Every 45 days beyond the first six months.

Departmental Nodal Officer (DNO)

Department Nodal Officer (DNO) is the second recommended institutional mechanism for implementing the eOffice programme, which shall be the focal point for the overall steering and required coordination of implementation efforts in consultation with the Steering Committee. It is suggested that the DNO, who shall be the key person for the implementation and sustenance is not less than the rank of Joint Secretary so that the eOffice implementation gets the management attention it deserves.

The key tasks and responsibilities of DNO are mentioned below:

- Responsible for the transition and implementation of eOffice as per the Project Plan.
- Responsible for meeting the target deliverables and time lines laid out in the Transition & Digitization Time Table, on behalf of the Project Steering Committee (PSC).
- Act as the reference point for all project implementation tasks.
- Set priorities; identify the Nodal Coordinators from each Unit (Bureau/Division/Wing/Section/Desk).
- Will keep the PSC informed of the progress of the project.
- Notification of the appropriate support structures with the approval of the PSC.

Nodal Coordinators (NC)

For the day- to- day coordination and implementation of eOffice smoothly, representation from all the Units of the Ministry/Department are needed. Nodal Coordinators (NC) from each Unit are to be identified and designated.

The key tasks and responsibilities of the NCs with respect to their individual unit are mentioned below:

- Should be of the rank of Deputy Secretary or equivalent.
- Should do the final verification of the digitized documents.

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- Steering and coordination of implementation in their respective Unit.
- Provide the necessary assistance in infrastructure assessment, data collection and its vetting.
- Ensure DSC forms are collected and submitted on time as per the guidelines for completing the DSC forms.
- Ensure that NIC email accounts are created for all users in their Units.
- Identify the Content Manager, Digitization Coordinator, Master trainer in their respective Unit and inform the PIC for necessary notifications with of the roles and responsibilities. (**Note:** These roles can be performed by one or many depending on the size of the Unit).
- Standardization Activities.
- Identify the File Heads in the Unit as per the Standard File Heads.
- Standardization of the Templates being used in the Unit (Letter, Forms, Sanction Orders).
- Transition Approach.
- Identify the categories and subjects that will be moved to eFile in a phased manner.
- Draw up the Transition Time Table for their respective Unit to place to the PIC for the finalization of the Department level Transition Time Table.
- Building the Knowledge Management System (KMS) (Support from Content Manager).
- Folder structure for the Unit in KMS.
- Identify the Documents in the Unit that need to be digitized for uploading in the appropriate folder of the KMS.
- Ensure that the Documents for the Central document and Knowledge repository are uploaded by the Content Managers.
- Digitization (support of Digitization Coordinator).
- Identification documents for Digitization.
- Categorize the documents into those which should be done in-house and those to be outsourced: These inputs will go towards the estimation of the volume of documents for Digitization.

Project Implementation Committee (PIC)

The Project Implementation Committee (PIC) is the fourth important institutional mechanism to give the steering support for the implementation of eOffice. This committee under the chairmanship of the Department Nodal Officer must be formed in a manner wherein there is representation from all Units involved.

The suggested constitution of the PIC is as follows:

- Designated Nodal Officer (Joint Secretary level) -- Chairman
- Nodal Coordinators of each Unit
- Digitization Coordinator
- NIC HoD of the Ministry/Department
- eOffice Project Manager coordinating the implementation

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The key tasks and responsibilities of PIC should be as follows:

- Coordination and Monitoring of implementation.
- Finalization the designated roles in the Support Mechanism that are identified by the Nodal Coordinators of each Unit and placing to the PIC for approval.
- Incentive & Rewards System.
- Draw up the Training and Capability Schedule.
- Inter-Unit coordination.
- Facilitating and ensuring that gaps in infrastructure are met by the department as per the Gap Analysis Report.
- Ensure the availability of the Data from the individual units for eOffice environment.
- Ensure the Time bound transition by all departments to eOffice as per the Transition Time Table.
- Preparation of the Digitization Time Table (Inputs from Nodal Coordinators of the Unit).
- Analyzing the ministries/department's digitization requirements based on the assessment.
- Who will undertake (in-house for current/outsourced to agency).
- Estimate the budget and resources for a sustainable organization-wide digitization strategy.
- Mechanism for Storage of the records.
- Identify the agency to undertake the digitization activity (Outsourced).
- Regular review of project deliverables and enforcement for smooth implementation.
 - Every 7 days for the first three months.
 - Every 15 days for three to six months.
 - Every 30 days after the first six months.

2. Support Mechanisms

In addition to the key institutional mechanisms outlined in the above section, the following support structures are considered important for a focused implementation. The roles defined in the support mechanisms along with the responsibilities need to be designated and notified by the department.

- eOffice Administrator
- eOffice Master Trainers in each Unit for sustainability
- eOffice Content Managers
- eOffice Digitization Coordinators
- Digitization Implementing Agency

Let's discuss different roles and their responsibilities one by one.

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eOffice Administrator

- Overall responsibility for subsequent administration & management of eOffice Data under coordination of NIC Division of concerned Ministry/Department.
- Assigning roles & privileges.
- Managing top level directory structure (department wise) in KMS.
- Managing Inter-departmental transfers, postings.
- Ensure the updation of employee data.

eOffice Master Trainers

- Identification to be done in the initial stage of the project.
- Will undergo initial training and capability in eOffice from the eOffice Implementation team.
- Should have the aptitude for conducting trainings.
- Will assist the eOffice implementation team from start to provide trainings.
- Will be instrumental in providing continuous trainings to the department.

eOffice Content Managers

- To upload the content into the relevant folder of KMS.
- Ensure that the latest version is updated in KMS.
- Provide the privileges at the Folder and Document level.

eOffice Digitization Coordinators

- Should be of the rank of Under Secretary or equivalent.
- Identify the documents in the Unit.
- Categorize the documents into two main categories.
 - Those that can be done in-house (Current and Active).
 - Those that need to be outsourced (Normally the legacy records. This will be as per the Digitization Decision of the PSC).
- Assess and Estimate the volume of documents.
- Assess the type of scanner required in their respective unit and the number of scanners.
- Required training and awareness to users in the Unit.
- Ensure that the Standard Scanning Guidelines are followed with Quality Control.
- Time bound digitization activity (both of in-house and the outsourced activity).
- Will report to the DNO on the progress in their respective Unit as per the Digitization Timetable.
- Supervision of the scanning, digitization, and integration activity.
- Verify that the documents in files/records are not tampered, misplaced, removed during the process of scanning.
- Verify the completeness of the scanned file with the physical file.

Implementing Agency (External Agency)

- Managing all digital files/records identified by the organization.
- Creating metadata about digital files/records.
- Storing the digitized files and records in standard folder structure till the migration to eOffice takes place.
- Taking effective security measures to ensure that the digital files/records are safe from damage and tampering.
- Ensure that the digitized records are stored in open standard format.
- Managing digital files/records in accordance with their specialized document management requirements.
- Adherence to the Policies and Guidelines of the “Digitization Framework Document”.

The above Governance Structure (Key and Support Mechanism) are to ensure that the implementation of the eOffice is carried out in a structure manner across the organization in a manner that makes each user in the department accountable and responsible for implementation.

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