



**DIGITAL
REFORMS IN
THE
DEPARTMENT
OF SCHOOL
EDUCATION**



UNDERSTANDING THE NEED FOR REFORMS

The Department of School Education is a sizeable department, bearing the typical traits of a government ecosystem in terms of scale, administrative hierarchy and volume of people and processes. The Department has over 1.3 Lakh employees in its HQ, District, Block Offices and schools with its overall structure comprising the Directorate of Elementary Education, the Directorate of Secondary Education (DSE), Haryana School Shiksha Pariyojna Parishad (HSSPP), Board of School Education (BSEH) and State Council for Education Research and Training (SCERT).

From the perspective of improving the overall learning level outcomes of all government school students in the state, it is important to identify and address the pressing challenges which form hurdles to progress. One identified area of potential improvement in the state is the time taken to navigate the administrative processes in the Department and the time spent by academic resources on administrative work.

REFINED APPROACH & INTERVENTIONS FOR POSITIVE TRANSITION

- Designing efficient communication channels
- Reducing time consumption on administrative tasks
- Restructuring of the reporting system
- Using IT roadmap for technological reforms
- Assessing quality of Secondary education through set key metrics




DESIGNING EFFICIENT COMMUNICATION CHANNELS

Administrative interventions in the Directorate of Secondary Education (DSE) included capacity building of staff to increase their comfort to technological tools like Google Forms, Google Sheets, Google Drive, WhatsApp and email. Streamlining the office of the Head of the Department and training the support staff to form a key nodal office for communications was a key intervention to ensure zero-data loss in the information being received at the said office.

Based on a preliminary diagnosis into communication between the district offices and the Headquarters, a simple communication channel was established through Google Form with the periodicity of the process being set at monthly. Setting up a Central File Management and Tracking Information System was an exceptionally challenging initiative, given that the volume of work processed on files within the DSE is very high within the establishment branches. However, this initiative has potential for high impact. An important initiative and an ask from the Department was to ensure the processing of pending promotions. Through mapping the entire process and creating stringent follow-up mechanisms, the entire process was fast-tracked to achieve the promotions of one cadre.

REDUCING TIME CONSUMPTION ON ADMINISTRATIVE TASKS

For reducing the redundant time spent by teachers and district officials on administrative affairs and increasing scope for their




participation in strengthening the academic pursuits in government schools, a pinpointed diagnosis was undertaken on each of the administrative matters, and the file was fast-tracked to be implemented. Key examples of this include hiring of Assistant Project Coordinators (APCs) under SSA, ensuring Travel Allowance and Daily Allowance for Block Resource Persons making mentorship visits to schools and hiring of vehicles for Block Education Officers.

USING IT ROADMAP FOR TECHNOLOGICAL REFORMS

For technological reforms within the Department, a phase-wise IT Roadmap was created. In the first phase, digitization of service-books of all employees of the department and workflows for key administrative functions such as leaves and some administrative permissions was chosen. The processes involved mapping workflows and re-engineering processes to be digitized with optimum efficiency, driving uptake of these processes through on-ground data drives, assessment and augmentation of IT infrastructure, manpower capacity assessment and setting up issue resolution systems with defined service level targets.

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ASSESSING QUALITY OF SECONDARY EDUCATION THROUGH SET KEY METRICS


Secondary Education is a challenging sphere to design development initiatives due to the vast range of subjects at a fairly advance learning level. For understanding the state's landscape in the sphere of secondary education (class 9-12), a fact pack was created consisting of all key metrics with respect to schools, students, teachers, administrative structures, trends in academic performance, enabling infrastructure, budgets and schemes and skill development frameworks in these schools.

Overview for schools

- Diagnosis of type and mapping of schools
- Stream division in schools and Upgradation of schools
- Coverage of primary, middle, secondary and senior secondary schools across the blocks and districts of the state

Overview for students

- Detailed assessment of enrollment numbers
- Diagnosis of changes in enrolments
- Analysis of dropouts, with an year-on-year cut on the trends.



The key assessments in the state for students of grades 9-12 such as the bi-monthly Student Assessment Tests (SAT) and Board Exams were looked into, with in-depth diagnosis of district-wise trends and state-wide enablers. Further, in an attempt to identify the pre-existing meritorious students in the ecosystem, a study of performance of students across districts in two competitive exams was undertaken. These competitive exams were National Means-Cum-Merit Scholarship (NMMS) and National Talent Search Examination (NTSE). Based on this diagnosis of secondary education, interventions may now be designed, developed and implemented by the Department as well as third-party developmental organizations wishing to foray into this ecosystem.

A PROMISING START

To bucket the varied range of initiatives described above by the nature of similarities and differences is a difficult task. They are multi-dimensional, multi-faceted, and cross-cutting across various typical and atypical functions of the Department. However, even the simplest of initiatives becomes complex due to the scale of functioning, and the sheer volume of people within the ecosystem. And it is this same metric of scale which ensures that the simplest sounding initiatives cause a resounding impact across the Department's work in the state.