

Project Arrow
Window to the World for the Aam Admi.

1. Quality services to the Citizens.

Project Arrow was initialized in May 2008. The objective of this Project is to make post offices a friendly place for any citizen and improve the quality of services. The Project was taken up in three phases:

Phase I	Pilot 50 post offices.
Phase II	450 offices
Phase III	500 offices.

2. An integrated approach.

Project Arrow evolved into an integrated approach with involvement from the highest level to the last rung in the selected post office. The Department also got expertise from consultants to internalize Project Management concepts and tools.

Project focus is twofold

Modernize the look and feel
Branding
Technology
Human resources
Infrastructure

Get the core right
Mails
Savings Bank
Remittances
Office Service level.

3. How it was done.

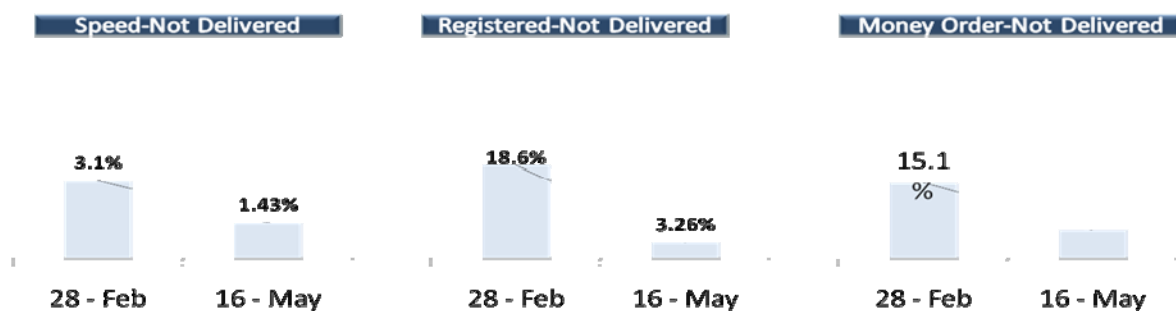
The pre operative stage was to decide what to do and develop timelines for each activity and formulate the KPIs. This included training all the staff of the project office, completion of basic documentation in each post office, improving the building, public area and supply of hardware within a given time frame. In the core areas process mapping, fixing the weak points, taking remedial action, retraining of staff and constantly watching performance were identified as action areas.



Before and After : Dwaraka Tirumala Post Office, Andhra Pradesh, India

4. **Keeping the momentum going.** Monitoring performance against the KPIs is the key to the success of Project Arrow in the post operative stage. Delivery in all the 500 post offices is being monitored through data extraction from the day to day operations. These are discussed by Director General with the Chief Postmasters Generals through video conferences every fortnight. Mentors are being developed who will adopt the post offices and take steps to ensure that the high quality performance is sustainable.

Key Performance Indicator trendline for 450 offices



5. **Sweat and tears.**
Project Arrow has brought about a great deal of learning on transforming a post office. The pain and pressures of bringing in change has been felt tremendously. Many strategies were redefined, many initiatives were reworked and retrainings organized. Phase II has helped refine the initiatives further.

6. **Documentation**
A Blue Book which documented “What” is to be done was brought out wherein all the best practices were summarized. A Blue Book II is underway to bring out the “How”. The importance of Project Arrow is in ensuring that the action has remained in the post office.



7. **Rewards for high performers**
The staff of the best performing unit will be sent abroad for training. Selection will be based on a five star rating by an external agency which is already auditing performance of the post offices.

8. **Learning from Project Arrow.**
The Project Arrow experience is a working model for bringing an integrated improvement in the post office so that customers can feel the difference. This will lead to more footfalls. It will also provide the platform on which future initiatives can be launched successfully.