



BHEL e-CARE Portal

(CONNECTED TO ALL BHEL RETIRED EMPLOYEES)

CORPORATE SYSTEMS & INFORMATION TECHNOLOGY

[HTTP://ECARE.BHEL.IN](http://ecare.bhel.in)

e-CARE

(Connected to All BHEL Retired Employees)

- ✓ A Web Based System to connect and engage with a large section of BHEL Retired Employees.
- ✓ Aimed for e-enablement of services being provided / offered to this section of employees.
- ✓ The idea of bringing the services online (e-services) was based on four principles:
 - **Discipline** (in providing services),
 - **Unity/Uniformity** (same services to all uniformly),
 - **Promote belongingness** (acknowledging contribution, long after leaving the services and a way of saying thank you) and
 - **We care** (so that connect remains, long after leaving the services).

e-CARE

(Connected to All BHEL Retired Employees)



- ✓ Single platform to extend Post Retirement Benefits to ex-employees as per schemes like
 - BHEL Pension Scheme,
 - Financial assistance for emergency needs,
 - Retired Employee contributory Health Scheme,
 - Referrals for Medical Treatment.
 - With Access to Relevant Circulars & Notifications

- ✓ The portal caters to more than 50K+ beneficiaries under these schemes at an enterprise level, a significant beneficiary base for any company.

e-CARE

(A Social Innovation)

✓ Emergency Needs Mitigation Scheme (ENMS)

- An initiative to support and extend assistance in times of pre-defined emergencies by processing their requests online.
- Providing the decision making agencies, process request through online verification of details.
- Drastic reduction in the red-tape and process time and impacting lives at the time of need.
- Without technology, this would have been a lip service even if one had the best intentions to support.

✓ BHEL Pension Scheme

- Processing of pension requests, which had a more cumbersome task involving lot of paper work.
- The role of technology here became even more pressing since the corporation faced a huge surge of retired employees thereby squeezing the resources in Units who were ill equipped to handle so many cases in such a short span of time (around 25K retirements in 8 years).
- The technology here was in- fact a catalyst for a smooth transition from a service life to retired life, without any hassle.

e-CARE

(A Social Innovation)



Medical Services

- Another area where the e-CARE Portal had a huge role is extending Medical services to the beneficiaries under the retired employees Medical benefit scheme.
- By making the services online, the annual revalidation process of making a physical visit to the BHEL Unit has been avoided which now can be done online from anywhere in the world for continued Medical facilities.
- Early intimation to Hospital while taking referral for treatment, avoiding initial hassles of admission etc.

Problems before the Portal

(What led to the innovation ?)

- ✓ The Earlier mentioned schemes cater to different set of users and were implemented separately at different times.
- ✓ Different frequency of activities involved in the implementation of schemes.
- ✓ Centralized approach was not used to cater to such diversely targeted schemes.
- ✓ It was a challenge to communicate, approach & manage all eligible employees and process requests within stipulated time and accuracy.
- ✓ The entire process was manual - cumbersome, time consuming and prone to errors like passing of duplicate claims.
- ✓ The beneficiaries were required to physically attend Camps for completing mandatory details, even though they may be living at far off places and sometimes may not be able to submit hard copy of application.
- ✓ No system for beneficiary to know status update of submitted claim & was purely person driven.

Problems before the Portal

(What led to the innovation ?)

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- ✓ Delay in processing of application would result in corresponding delay in disbursement of benefits.
- ✓ Duplication of work led to wastage of productive manpower & movement of forms from Units to Corporate HR resulting in delay in extending benefits to beneficiaries.
- ✓ Difficulty in reconciliation of accounts which was again prone to errors.
- ✓ The complete process cycle for processing of claims was longer.
- ✓ In whole this led to discontent among the stakeholders of projects – Ex-employees, HR Functionaries and External parties like Pension Annuity Providers.

Since there was requirement to reach out to retired employees settled across the globe, it was imperative to develop an internet based portal / application for implementation of schemes intended for them.

e-CARE

(Development and Implementation)

- ✓ The idea to bring all the systems intended for retired employees under a single umbrella of e-CARE Portal was triggered with the requirement to develop a web application for implementation of BHEL pension scheme.
- ✓ As per our strategy A baseline study was done before starting the project
 - Estimation of no. of beneficiaries and their geographical spread.
 - Assessment of available IT infrastructure
 - The Process Flowchart for the existing process
 - Re-design of process for application development (process re-engineering)
 - Feasibility study of e-enablement of re-designed process
- ✓ The Process Flowchart was developed and discussed taking into account all the stakeholders.
- ✓ Various documents like Policy/Scheme documents , FAQs were developed to enable easy filling up of forms by the beneficiaries/retired employees.

e-CARE

(Development and Implementation)



Contd..

- ✓ Adopted Agile Web Application Development model - prototypes developed could be assessed and improved regularly with feedbacks received.
- ✓ Pilot testing with Unit , Extensive discussions and training via Video Conferences were held with BHEL Manufacturing Units / Regions at all locations on handling the system
- ✓ It took almost a period of 4 months starting right from the first discussion to make the Portal Live on 23rd July, 2014

The Portal / System was widely accepted and appreciated by all sections of retired employees, HR functionaries, Top Management and other stakeholders.

e-CARE

(Social Innovation to Social Achievement)

- ✓ Delivery of e-enablement of service has resulted into transparent, faster accessibility for all (geographical spread, social strata vis a vis any class of employee),
- ✓ Touching the lives of 50K+ their families for their benefits, across the country, thereby creating a positive impact in the lives of retired employees.
- ✓ The initiatives have created a distinct brand image for BHEL as an employer who cares beyond active service life and generates a sense of belongingness of “BHEL family”.
- ✓ This provides a sense of self respect, dignity, sense of care to the retired employee and they feel connected.
- ✓ The paperless mechanism has had a positive impact on environment as well.

Acceptability of the Innovation

(Challenges Faced During Implementation)



Challenge	Beneficiary Perspective	Functionaries Perspective
Resistance to change	The Beneficiary population, in elder age bracket, is not computer savvy were not comfortable in applying for benefits online.	Manual established process was in existence. Changeover to the online system required overcoming resistance to change.
Data availability and validation	As the organization has been in existence since more than 50 years, the data for a large section of population was not available either at various locations or at a centralized server. This could have led to non-coverage of the beneficiaries	
Interface with SAP HR (HCM) and Finance	--	In the Manual process, isolated islands existed. Automation of the system and real time flow of data led to increased accountability of various administrators such as Finance/ HR etc.
Training	Implementation of system required elder age group to learn new way of applying, i.e., online	Change to a new system required learning a new way of processing by the functionaries.
Infrastructure	Such a system requires option for applying online, i.e., a computer system with linkage to internet	HR Administrators at many occasion required establishing provision to enable retirees to apply at their premises.
Communication to retired employees	Due to diverse geographical areas wherein the retirees are settled, communication between functionaries and retirees/ beneficiaries regarding changes in the system.	

Impact of the Innovation

(Outcomes and Business Success)

No.	Metrics	Value demonstrating success
1.	Availability / Accessibility	It is available on 24x7x 365 basis via internet connected devices.
2.	Efficiency	The time lag in processing of cases due to processing at various levels, transmission of data through hard copy/digital media has been drastically reduced. The process for computation of pension corpus has been automated, thus eliminating human error. Manpower deployed for the process reduced to 1/8 th level.
3.	Innovation	BHEL is only CPSE to introduce web based portal for processing of pension for retired employees on or after 01.01.2007 & claims for financial assistance towards emergency needs faced by employees who retired prior to 01.01.2007.
4.	Cycle time reduction	The process cycle time has been reduced to 1/100 th of the pre-designed level.
5.	Quality	The system and the data is available 24X7, throughout the year which can be accessed from the ease of home, thus the quality of service provided and customer satisfaction is enhanced substantially.

Impact of the Innovation

(Outcomes and Business Success)

Contd....

No.	Metrics	Value demonstrating success
6.	Ease in data maintenance and accessibility	The data can be generated in different types of forms/reports which help in analysis and making projections for the year. Further, the data is accessible to Retired employees and HR functionaries who can check the status of their application from home etc.
7.	Transparency	With the e-enablement of the implementation of all the schemes each and every relevant information is available in public domain plus application / claim status tracking has become easier.
8.	Correctness of Data	As calculations are done through system, the computational accuracy is very high.
9.	Cost Effectiveness	Centralized system provided enormous saving w.r.t man-power and time involved in processing of all claims.
10.	Environmental Impact	Reduction in dependency on paper



Thank You.