In this modern era, the term ‘Process re-engineering’ is acquiring great significance and this catchword, ‘Process re-engineering’ has often enunciated with the concept, organizational growth. As the word implies ‘Process Reengineering’ is the process of overhauling the existing system by applying substantial developmental changes in the system to expedite organizational growth. To put in short, ‘Process re-engineering’ is a transformation tool, which can be applied as a wild card or a catalyst to bring forth nimble organization growth and thereby ensure success of an organization. Growth rate of any organization depends on the pre-set growth strategies, time frames set to achieve those pre-set goals, significance of pre-set goals in current scenario also the astuteness of organization management unit in formulating an effective growth strategy that ensures the success of an organization. Growth strategies have to be re-structured timely on changing the scenarios, then only any system can reel on and withstand with on-going contemporary flows.

Michael Hammer and James Campy, the pioneers of management theory, defines the term process Reengineering in their book "Re engineering the Corporation" as follows;

“Re engineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed”

In E-governance projects, timely process re-engineering plays an inevitable role in the success of the project. Now we are living in a hi-tech world, where every transactions, communications, management and collaborations are being managed and governed by ICT innovations, due to these ICT technological developments, changes in any system may be very frequent and rapid, so ascertaining the expected changes is the most crucial stride that determines the growth of the system. In order to tackle the pattern of these rapid changes and to cope up with it, the process of system re-engineering is a must practice. Process re-engineering involves a series of processes, starting from understanding the current system, and proceeds through identifying the existing system’s draw backs and gaps, comparing the existing system with related projects, and then developing process reengineering techniques and implementing those new ideas and policies to make the system more efficient and sustainable one.
Analyzing the Existing system

While implementing a project, the management team, formulates its organization strategy by implementing the technologies available at that time and ventures the project based on the circumstances of that time. As functioning of the system is structured based on prior envisaged criteria, on further expansion, the system may experience impediments like slow processing speed, inability of handling huge data growth and data transactions. In order to overcome such developmental strains, next level project extension is needed for the system. So to bring about revolutionary changes in the system, sagacious re-structuring strategies has to be devised. For formulating such re-engineering techniques to bring about breakthrough growth, the existing system in its pristine set-up should be studied well. Then only the management can devise new resolution and implement those novel ideas into the system.

Identifying the need of overhauling existing system:
Timely improvisation is indispensible for any organization to ensure sustainability of the system and also to increase the overall efficiency. As scenarios and technologies changes over time, those changes need to be incorporated into the system, to enhance competency of the system, or else system will get out-dated, show poor performances and fail to serve what the system is destined to. When a system is under developmental strain, its implication will reflect in outcomes from the system, at this juncture system could serve only compromised solutions. This will engender many serious issues and lead to stakeholder dissatisfaction, and this may affect credibility of the system. At this point, management team should improvise the system by re-designing developmental strategies.

Identifying the drawbacks and gaps
As the preliminary step of redesigning, the drawbacks and weak points of existing system should be analysed in detail to tackle the issues of the current system. In addition to that, the management should thoroughly study the current scenario, this will help in identifying the drawbacks and gaps in the existing system and help in recognizing the add-on factors essential for improvising the system. The factors which generally lead to the incompetency of the existing system, that make the system inefficient to handle present situations, include huge data growth than expected while system implementation, technology on which the system implemented now got outdated, and lack of effective management. In the case of government projects, in addition to the aforesaid issues, the system should be very flexible to handle and implement all the government decisions through the system.

Process re-engineering process can be includes many steps

- Analyzing the existing system
- Identifying the need of overhauling existing system
- Comparing the system with other related projects
- Identifying the drawbacks and gaps
- Finding resolutions
- Implementing Processing reengineering changes
- Ensuring Sustainability
Finding Resolutions and Process Re-engineering

After identifying the factors which undermine the organizational growth, the management team should develop solution for the existing issues and re-construct the system by implementing the apt resolutions to the existing problems. The system should be redesigned in such a way to accomplish all the needs of organization as well as its stakeholders. While redesigning the system in public sectors, like e governance projects the data growth should be expected on large scale and the system should be very flexible to handle all the government rules and policies, also facilities should be incorporated in the system foreseeing futuristic changes.

Recently, SPARK PMU has been applying process re-engineering on the system to make the system very fast, responsive, user friendly, and to ensure easy processing of all service and pay roll related procedures through SPARK. As part of redesigning, SPARK PMU has changed the software platform, implemented new software updations, enhanced the coordination among the functions implemented within the system, also incorporated many new options, and improvised many existing options to enable easy processing of government procedures through SPARK.

Ensuring Sustainability of the system

For getting the advantages of process re-engineering, the management should advertise the benefits of new factors implemented. Moreover, proper trainings should be provided to make the users get aquainted with the re-engineered system. In order to ensure sustainability of the project SPARK PMU has re structured the software, increased helpdesk accesses, recruited more employees in helpdesk, and improvised SPARK query management software to manage SPARK helpdesk unit, and has been arranging SPARK trainings across the state to make the employees well versed in using the SPARK modules. Also SPARK PMU has upgraded its website, and incorporated many features in new website to get familiarize with the SPARK system. SPARK PMU announces the recent updates, instructions and communicates the SPARK related news through the website. Another venture of SPARK PMU is, SPARK e-Newsletter, the monthly series issues from SPARK PMU, this acts as a communication platform for SPARK PMU to communicate with stakeholders.

As part of process reengineering, SPARK PMU enforced some major changes in the system and also issued many Government orders for ensuring the sustainability of the system. Some of the major process reengineering strategies implemented by SPARK PMU are as follows:

One DDO System:

As per G.O. (P) No.391/2015/Fin dated 07/09/2015, SPARK PMU has introduced one office one drawing officer system in SPARK. One DDO system has implemented in SPARK with the aim to bring down the total number of account generating points to bare minimum for effective compilation of accounts, also to reduce the number of treasury bills for efficient management of treasury transactions. Through this one DDO system, the drawing and disbursement of salary and other entitlements of all staff members, including gazetted officers in an office has entrusted with the respective DDO of that office.

E submission of Bills:

For automating the procedure of bill submission to treasuries, SPARK PMU has enabled e-submission module in SPARK as per circular 70/13/Fin. In the initial phase, the facility for online submission was enabled only for SPARK generated salary bills, and later on this facility has extended to non-salary claims also. In addition to that a common format TR 59 (c) was introduced for claiming non salary related claims such as PF withdrawals, medical reimbursement claims, closure claims of FBS and GIS, IFMA drawl, loan and advances, LTC, TA etc., based on G.O. (P) No 149/2014/Fin dated 26/04/2014 and G.O. (P) No. 306/2014/Fin dated 23/07/2014. The DDO can submit the bills thus generated from SPARK to the concerned treasury through online.

Electronic payslip updation from Accountant General Office

As per G.O (P) No.77/2017/Fin dated 16/06/2017, SPARK PMU has facilitated the provision for updating online slips from Accountant General Office by integrating the SPARK system with the Accountant General data management system.
Online PF authorisation details updation from Accountant General Office for claiming PF related claims:
SPARK PMU has incorporated provisions to integrate the GPF system of Account General Office with SPARK system as per G.O (P) No.13/2017/Fin dated 31/01/2017. Through this system integration, all the GPF related authorization details issue from the office of the Accountant General office, such as temporary advance/NRA/Closure/Conversion etc can be digitally authenticated and sent electronically to SPARK application. The DDO’s are also given the option to view the PF authorisation details through their login and process the claim based on the updated PF sanction details.

Online leave management module:
SPARK has enabled leave management module for managing the leave details of state government employees enrolled in SPARK system. Employees can apply any type of leave through this on-line Leave Management Module. Options for accessing leave management module is facilitated to users based on the SPARK user privileges assigned to them. Any employee who has been enrolled in SPARK system (having PEN) can apply leave online through the Leave management module proffered at the SPARK login page. Here logging in to the system using user name and password is not required. Instead, mobile authentication is used using one time password (OTP). Employees having SPARK user privileges can apply leave online through their SPARK login account also.

Online Transfer module
In accordance with the orders issued vide G.O. (P) No.3/2017/P&ARD dated 25/02/2017, G.O (MS) No.18/2017/P&ARD dated 29/08/2017 and G.O (MS) No.10/2018/P&ARD dated 05/04/2018, SPARK PMU, incorporated online general transfer processing modules in SPARK, for confining the all the transfer processing through the system. After initializing the start date and end date for submitting applications by SPARK PMU, the employees in the respective department can submit online applications for general transfer through this online transfer module. Applicant can view the status of submitted application through this option, and can able to check whether it is being processed under District Level officer (DLO) or State Level Officer (SLO), accepted or rejected by the approving authority.

‘Change of Permanent Address’ option:
G.O.(P) No. 40/2018/Fin dated 16/03/2018 was issued to implement a formal procedure in State government employees to define home town in SPARK for the purpose of transfer as well as Leave travel Concession. As per this order, the permanent address as given by the employee while entering government service shall be treated as the first entry. Employee can change the permanent address during the service period by filing a permanent address change declaration before the Head of Department. Head of Departments should file their own change requests with the Administration Department in the Secretariat. To facilitate the above said provision, SPARK PMU included ‘Change of Permanent Address’ option in SPARK.

Temporary Employee module enabled in SPARK
SPARK PMU has activated the temporary employee module for registering the employee details, disbursing the salary, wages etc of daily wages/contact/temporary employees through the SPARK system as per GO (P) NO 109/2016/Fin dated 29/07/2016. After passing the bill, the salary/allowance is directly credited to the bank/treasury account of the employees concerned.

Attendance Management system in SPARK
SPARK PMU has devised the attendance management module, through this option SPARK can receive and process data from biometric attendance marking system, Now it is being piloted in Government Secretariat under the direct supervision of Principal Secretary.

Annual Property Returns Filing module:
The annual property returns filing module in SPARK is complete and is used by many departments. From, the next year onwards, employees of all departments have to be brought under the system.

Effective Grievance redressal mechanism
SPARK PMU has efficient SPARK-office help desks to address the grievances of users, also recruited efficient DMU’s (Department Management User), and their services are made available under all Government Departments. System maintains very responsive Chat, Phone and email facility to assist the SPARK users. Recently, SPARK has opened a new wing in Kannur, in order to manage the northern regions of Kerala. In addition to that exclusive SPARK helpdesks are now functioning in all District treasuries across the state to resolve the user queries.
DSC Signer Hardware and Software Specification

DSC authentication for bill e-submission already implemented in Finance department and treasury Department with an aim to ensure security for online financial transactions through SPARK. At present, DSC verification incorporated only for Salary bills. This facility will soon be extended to other departments viz State Insurance, Lotteries, NSD, Soil survey Registration, Mining & Geology, Factories & Boilers, GAD & Law.

DSC Signer is a cross-platform, browser independent solution for digital signature using PKCS#11 tokens developed by NIC Kerala. The DSC Signing solution overcomes the problem of applet-based DSC solutions due to the lack of browser support. The DSC Signer is a client-based solution where the DSC capabilities are installed in the client machine as a background service. The DSC Signer supports activities such as registration of DSC, signing of data at client side, verification of signature in the server side. The solution is also cable of signing PDF files with visible signature stamping in the document. DSC Signer solution is supported in all the major operating systems viz Windows, Linux and mac OS. The solution can be integrated by applications developed in Java, PHP and .NET etc.

The DSC Signer tool is tested on different versions of Ubuntu Linux starting from Ubuntu 14 and found working. Similarly, the tool was tested on Windows 7 and above (64 bit). The tool is not dependent upon any hardware and can work on machines with low configuration that supports the operating systems Ubuntu 14 and Windows 7 64 bit. The DSC Signer tool was installed and tested on a Ubuntu desktop client having core i3 processor with 2GB RAM and 350GB hard disk.

The Recommended Hardware and Software requirement Specification

Hardware:
- Supported Processors: Intel i3(or AMD Equivalent) and above
- RAM: Minimum 2GB
- Hard Disk: Minimum 320 GB

Software:
- Supported Operating Systems:
  - Windows 7 64 bit and above
  - Ubuntu 14 and above
  - MacOS- Sierra 10.12
- Java 8(Make sure that JRE 1.8 is installed)

Supported Browsers:
- Mozilla Firefox (57 or above)
- Chrome (60 or above)
- Internet Explorer (9 or above)
- Microsoft Edge 42 and above
- Safari 11.1 (on MAC)
What should be done if the DSC Signer Service is not started automatically?

A shortcut icon namely “DSC Service” will be created on the desktop after DSC Signer installation. In case DSC Signer service is not started automatically, the “DSC Service” icon available in the desktop may be used to manually start the service.

How will I ensure that the DSC Signer is running?

The DSC Signer service starts automatically when a DSC token is connect to the system. A DSC Signer icon will be shown in the Tray indicating that the service is running.

What should I ensure before signing?

The DSC token is connected to the system and the token driver is installed in the client machine before signing.

Will the DSC Signer detect automatically the token connected?

The DSC Signer will identify and configure certain DSC tokens automatically.
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What should I do if my token is not detected automatically by the DSC</td>
<td>There is a provision to add DSC tokens in case it is not available in the list of token in DSC Signer.</td>
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<tr>
<td>Signer?</td>
<td></td>
</tr>
<tr>
<td>How can I manually add a DSC token driver to the DSC Signer?</td>
<td>In order to add a DSC token driver manually right click and select setting on the DSC Signer icon in the Tray. Select custom option in</td>
</tr>
<tr>
<td></td>
<td>the “Select DSC token” and provide the DSC token driver. After saving the configuration unplug and reconnect the DSC token.</td>
</tr>
<tr>
<td>What should be done to access the DSC Signer service over https?</td>
<td>In order to use DSC Service over https, the corresponding browser must be configured to trust the DSC Signer Client service. Refer the</td>
</tr>
<tr>
<td></td>
<td>DSC Signer Installation manual for detailed instruction.</td>
</tr>
<tr>
<td>What should I do if the Message is shown like “Error while Initializing”</td>
<td>Make sure that you have entered the password correctly. If not then reload the page and re-enter the password correctly.</td>
</tr>
<tr>
<td>“after token password is entered message is coming”?</td>
<td></td>
</tr>
<tr>
<td>What should be done if the Message is shown like “DSC token not found.</td>
<td>Please re-connect your token properly to USB port. If you are using any manual proxy configuration remember to add localhost since</td>
</tr>
<tr>
<td>Please ensure that the token is connected”</td>
<td>DSC Signer is running as a local server.</td>
</tr>
<tr>
<td>What version of JRE is required in the client?</td>
<td>JRE 1.8 or above is required at the client for the DSC Signer.</td>
</tr>
</tbody>
</table>
Recent Software Updates & Improvements

Option for entering manual drawn terminal surrenders arrear details:
Module for entering manual drawn details of terminal surrender has already been made available in SPARK since last year, but provision for updating manual drawn details of terminal surrender arrear was not enabled in that option. If an employee’s terminal surrender arrear processed as non-SPARK bill (manually), and again arrears are pending to be drawn based on employee’s terminal surrender and this manually drawn terminal surrender arrear, in such cases, the pending terminal surrender arrear processing through SPARK will end up with error bills. So to rectify such issues, SPARK has added an option in ‘Manually drawn Terminal Surrender’ under ‘Accounts’ menu to enter manually drawn terminal surrender arrear details in SPARK.

Punching data monitoring facility for Nodal officers:
Nodal officers have been provided with an additional option for checking the punching data of employees coming under their purview. Two options enabled under this punching data monitoring facility, Attendance Details of Department & Attendance Details of Individual. Through the ‘Attendance Details of Department’ option, the Nodal officers can take department wise punching details data and the latter option is meant for viewing employee wise punching details from Nodal officer login. Nodal officers have been given only viewing facility, data editing is not allowed through Nodal Officers login.

Vendor Registrations:
Recently SPARK PMU has added the vendor ‘Tamil Nadu State Transport Corporation, Coimbatore’. Vendor registration option incorporated in SPARK to facilitate vendor payment through SPARK system. At present vendor wages and TA claims are paid through this option. SPARK PMU registers the vendor details in SPARK system as per the requests submitted by the vendors, for making payment the concerned office has to process the claims through SPARK. As of now, the vendor claims made available in SPARK are ‘Vendor Travel cost’ and ‘Vendor Wages cost’. The registered vendors will alone be listed in claim entry page for processing these claims, the authorised officer from the concerned office can select the Vendor and then process the claim, and on e-submission the claim amount will be credited to vendor’s bank account updated in SPARK. In addition to Tamil Nadu State Transport Corporation, Coimbatore, the details of vendors already registered through SPARK are as follows; Kexcon, ODEPC, KSRTC, Superintendent of Central Prison, KURTC, State Express Transport Corporation Tamil Nadu LTD, Puducherry Road Transport Corporation Ltd.

DSC authentication enabled for bill e-submission:
SPARK PMU implemented DSC authentication for bill e-submission, in order to ensure additional security for online financial transactions through SPARK. Currently, this facility has activated only in Finance department and treasury Department and the option is enabled under the menu Account → E-submission option. At present, DSC verification incorporated only for Salary bills. For using this facility the user has to register DSC in BIMS, DSC registration link is provided in the home page of BIMS, https://treasury.kerala.gov.in/bims

Online transfer DLO/SLO details updating option:
State/District Level Offices option enabled in ‘Online general transfer processing’ module to update state level and district level offices in-charge of approving/processing online transfer requests. The option is activated only for ‘C’ access user (Controller of SPARK). For setting the SLO/DLO details in SPARK, the authorised official has to forward a formal request, mentioning the cadre details to SPARK PMU office.

SPARK Training for DDO’s in all Departments
Based on the meeting held on 09/07/2018 with SPARK Nodal officers (Training), SPARK PMU decided to arrange a two day training session for the DDO’s in all department. The date of training will be announced soon.
Work in Progress

**Bill preparation (for additional charge offices) option enabled in the DDO login holding additional charge:**
The Drawing and Disbursing Officers, who have been given additional charge of other offices, in such cases facility, will be activated soon in SPARK to do e-submission of bills prepared from additional charge offices through the login of DDO having additional charge. The bills processed from the additional charge offices will be listed in e submission page of the login of officer’s (who is holding additional charge of that office) user account.

**E service Book:**
As part of espousing state government’s paperless policy, SPARK PMU is developing an option in SPARK, for enabling the 3D view of e-service book of employees enrolled in SPARK. On updating this module, the authorized officers can view the digitalized service book of employees and verify the details. The details updated in SPARK throughout their service period will be recorded in the eService Book. This will benefit the policy makers to better manage the human resource and also to identify and engage competent employees for specialized tasks for getting better outputs Individual employees will also be able to view their e-service book.

**Temporary Employee Search:**
SPARK PMU’s software team already developed temporary employee search option to search the temporary employee details enrolled in an office. Now this option is under testing and will be updated soon in live site, this option will be of great use in offices where large number of temporary employees registered under their office. On updating this option the Drawing and Disbursing officer/ Establishment user can check whether an employee is still working under their office or terminated from that office.

**Retired Employee Search**
At present retired employees (if retirement marked) will not list under ‘Employee’ Search option, SPARK PMU will soon update the ‘Employee Search’ option so as to facilitate easy searching of Retired employee details through Query→ Employee Search Option

**GPF Module:**
As SPARK system being the exclusive platform for processing the state government employee’s HR and pay roll management activities, integrating the SPARK system with all other government financial projects is highly essential to automate state’s financial disbursement system. SPARK PMU is now on a revamping process to integrate the financial projects, at present top priority has been given to integration with GPF system. Currently SPARK has no provision to submit Application for Admission to General Provident Fund, GPF Temporary Withdrawal, GPF NRA Withdrawal, Non Refundable Withdrawal from GPF, Closure of GPF. Integration of PF system of that of Accountant General with SPARK will facilitate the processing of all PF procedures through SPARK. Also this new PF module will have the provision to view the status of their application, GPF balance amount, Amount paid till date, Loan details etc through employee login.
SPARK PMU met Nodal Officers on 09/07/2018
In an effort to expand the service of SPARK nodal officers to users for their SPARK related matters and involve the nodal officers in conducting trainings, SPARK PMU conducted a meeting with Nodal officers on 09/07/2018, 11.30 am. The meeting was venued at Centre for Training in Financial Management (CTFM) and 29 SPARK Nodal offices attended the meeting, Mr. Girish Parakkat, Manager, SPARK handled the session. In the meeting, it was decided to provide trainings to Nodal officers and also to Drawing and disbursing officers on newly introduced SPARK modules, so that they can provide SPARK awareness to other employees working under them. Also the nodal officers were asked to route the training requests to SPARK PMU office through them.

Two days SPARK Training arranged for Educational Sub-district Irinjalakuda
Based on the requests received from the schools of Educational Sub-district Irinjalakuda, SPARK PMU has arranged a SPARK Training at C-DIT centre, Vanitha Vidya Peetam, first floor, Naveen complex, opp. St. Thomas Cathedral Chandakkunnu, Irinjalakkuda, Thrissur. The training sessions were scheduled on 12-07-2018 & 13-07-2018. Employees from 30 schools working under this educational sub district attended the training and Mr. Sanoj Soman (Master Trainer, SPARK), handled the training sessions, in the first day, SPARK menus were discussed in detail and on the next day a hands-on training was given to participants to make them familiarize with SPARK system.

SPARK Training Programme held in Thiruvananthapuram on 18/07/2018 and 19/07/2018
SPARK PMU has conducted a SPARK training at Keltron Knowledge Centre, Pattom, Thiruvananthapuram, on 18th and 19th of July 2018, as part of organizing continuous trainings to SPARK users. Mr. Antony Raj. V, Department Master Trainer handled the training session and 14 participants from various departments attended the training. SPARK menus were thoroughly discussed in the first day and a hands-on training given on the second day of the training.
Vital Statistics of volume of transactions and the bills processed through SPARK

As per SPARK database records, 60923 salary bills, 33161 arrear bills (including DA arrear, Salary arrears and Pay revision arrear), 799 other allowances bill and 33461 claim bills were processed through SPARK during the last month.

Important Circulars & Govt Orders

Letter No SPRK-A1/105/2018- Fin dated 03/07/2018
Instructions forwarded to Director of treasuries for instructing all treasury officers not to object the salary bills of 6/2018 for want of merging DA arrear bills. Through this letter, it is informed that the latest DA arrear claims (G.O. (P) No.84/2018/Fin dated 07/06/2018) can be submitted a separate bill without merging with salary bills.

Circular No. 65/2018/Fin dated 17/07/2018
KSFE Recovery from the salary of State Government Employees through SPARK-Clarification issued
This circular issued to clarify that SPARK PMU do not have any role to effect the co-operative recovery from the salary of any employee and it is the duty of the DDO concerned to effect the deduction from the monthly salary of the employee. Hence all such co-operative institutions including KSFE are requested not to send communications to SPARK PMU or Finance (ITSF) Department in this connection, rather to approach the DDO concerned/Head of Department/Administrative Department in Secretariat for further action in such cases.
SPARK PMU's in-house helpdesk software, QUEST monitors the number of issues handled by SPARK PMU's help desk unit, this software records the number of queries answered by email, chat and phone by each person at the help desk unit. The number of cases handled by SPARK PMU for the month of June 2018 is shown here.

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Sharing experience as a Department Management User

SPARK is a comprehensive e-governance project which handles the service, pay roll and human resource management related data of more than five lakhs government employees in the state. SPARK PMU’s good governance practices and efficient managing strategies enabled the project to become one of the most successful and well run e-governance initiatives of state government. The project has been running very successfully over the past 10 years.

During the project rollout period, the responsibilities entrusted with SPARK team were very huge, so SPARK PMU was not in the position to spare enough SPARK Master trainers from helpdesk jobs, to give SPARK trainings to all offices across the state. Therefore, it was decided to utilise the service of employees in various departments who have experience in SPARK and in service and pay roll related matters. These employees were appointed as Department Master Trainers (DMTs) to train the employees using SPARK and authorised them to work in coordination and liaison with the SPARK team. As SPARK software is continuously updated by way of additions and modifications, trainings sessions on these upgraded modules play an integral role in project growth.

I have been working with this great project, as a Department Master Trainer since 2009 at the SPARK-KELTRON Training Centre Kozhikode and Institute of Management in Government (IMG) at Kozhikode and Ernakulam. I also handle SPARK training sessions in various colleges under my department. I use interactive mode of training while delivering the sessions, and describe each of the SPARK module in detail.

In the roll out period of SPARK, hands on training were provided to the participants by logging in to the training website of the SPARK. This helped the users clearing doubts with confidence on the spot itself. One of the important features of SPARK is that it ensures the rules and regulations are uniformly applied to all employees. So, it was very interesting and sometimes a little hard to handle most training sessions explaining the rules and codal provisions related to the service and payroll management, to the officials from different departments.

As per G.O (P) No. 3/2017/Fin dated 5-1-2017, the SPARK PMU has taken steps to empanel more DMTs with a view to identify the officers and DMUs from some departments who have both expertise in using SPARK and imbibed experience out of working in the establishment and account sections of their offices. Sparing services of such personnel as DMT would be highly effective for the speedy implementation of fully-fledged SPARK in all offices. There should be a permanent system to provide training to the DDOs belonging to this category immediately before or after assuming charge of their service. Service of DMTs can be spared for this purpose also. This DMT role helps me to keep myself updated with all government rules and procedures. Also through these training sessions, I have had the opportunity to interact with many employees from various departments, which helped me get connected with SPARK expert circle of employees. These peer discussions keep us updated and also helps to deliver systematic training sessions.

I am very happy to know that SPARK PMU will be launching Facebook page and WhatsApp account shortly and I feel very proud to be a part of this giant project as a Department Master Trainer and I wish all the success to the project in its future activities.

As per G.O. (P) No. 3/2017/Fin dated 05/01/2017 SPARK PMU invites application for Department Master Trainers from Govt officials who have expertise inGovt rules as well as SPARK software. The Application Form is available on our site. The filled applications may sent to our email id: info@spark.gov.in. This project has been developed and implemented with a view to cater to the Administration, Payroll and other Accounts activities of all the Government Establishments across every nook and corner of the State. It is noted that in some departments there are officers/Department Management Users (DMU) who have both expertise in using SPARK and imbibed experience out of working in the establishment and accounts section of their offices. Such personnel who could impart necessary training to the establishment and accounts personnel of other departments to make them well versed in the SPARK application is to be identified and their services to be spared for the speedy implementation of SPARK in all Government Offices. Such personnel will be designated as Department Master Trainers (DMT).
Government employees’ Promotion/grade/reversions procedures and promotion transfer are processed in SPARK through the ‘Promotion/Grade/Reversion’ option available under ‘Service Matters’ menu.

**Generate Promotion order:**
In order to process an employee’s promotion /grade /reversion through SPARK, at first, the DDO has to generate promotion /grade /reversion order for the employee, through the option;

**Service matters ➔ Promotion/Grade/Reversion ➔ Generate Promotion order**
User can insert and update the promotion/grade order by entering the order details like order no, order date, employee’s new department and office name, new designation and scale of pay. If any mistakes noted in the generated promotion order, the user can cancel the order through the option; Service matters ➔ Promotion/Grade/Reversion ➔ Cancel Promotion order. Gazetted officer’s promotion is updated from AG by inserting electronic slip for promotion. On updating the promotion slip from Account General Office, only basic pay changes, but designation remains the same. So to update the correct designation in SPARK, the user has to generate promotion order for gazetted officers using generate promotion order option. Gazetted employees promotion order once generated cannot be cancelled through ‘Cancel promotion order’ option. If any mistakes noted in updated promotion order for gazetted employees, the user should contact SPARK PMU.

**View Generated Promotion Order:**
The user can view and download the generated promotion/grade/reversion order through the option;
**Service matters ➔ Promotion/Grade/Reversion ➔ View Generated Promotion Order**

**Cancel Promotion order:**
If promotion order generated with incorrect details, then user can cancel the generated order using the below mentioned option

**Service matters ➔ Promotion/Grade/Reversion ➔ Cancel Promotion order**
Cancel Promotion order After cancelling the promotion order, DDO can generate the correct order again through the generate promotion order option. But in the case of gazetted officers, promotion order once entered cannot be removed through DDO login, because on confirming the gazetted employees’ promotion order, employees’ designation will automatically change in SPARK. So for cancelling the gazetted employees generated promotion order, the user should contact SPARK PMU.
Relieve On Promotion with Transfer

If an employee has promotion with transfer, then employee’s promotion transfer can be processed through the option ‘Service matters → Promotion/Grade/Reversion → Relieve on Promotion with Transfer’, after generating employee’s promotion order. Employee’s Promotion transfer can be processed through this option only if the employee’s ‘To office’ (the office to which employee details need to be transferred) is under the same department. The list of employees’, whose promotion order already generated through SPARK, will be listed in ‘Relieve on promotion with Transfer’ page for relieving. Select employee name, update relieved date, joining time (if this employee is not taking joining time, enter the number of days as 0), relieving order number, update part salary option Yes/No and click on ‘Confirm’ button to relieve the employee. In the case of inter department promotion transfer, the relieving procedures have to be processed through ‘Transfer module’, and the DDO of the new office can fix his/her promotion pay by using promotion option after joining the employee to their office.

Point to be noted:
‘Relieve on promotion with transfer’ option is for relieving an employee on promotion to an office working under the same department. For inter departmental promotion transfer, the user has to opt ‘Transfer’ option for order generation and to do relieving procedures, and the DDO of the new office can fix the employee’s promotion pay using promotion option.

Join on Promotion with Transfer

Employees relieved to new working station through ‘Relieve on promotion with transfer’ option, such employees will list in new office (To office) under the option ‘Join on promotion with transfer’ for joining. Select employee, enter joining date, basic pay and bill type then click confirm button to join this employee. On confirming the details, the employee will be included in the new office list. If ‘To’ office updated wrongly in the promotion order, such cases will not be listed in employee’s new office login for joining the employee.

Points To Be Noted:
Employees details properly transferred through ‘Relieve on promotion with transfer’ option will alone be listed in new office login, under the option ‘Join on promotion with Transfer’

Pay Fixation on Promotion

If there is no office change for the employee on promotion, then DDO can use this option for doing pay fixation of promotion. Employees whose promotion order generated from the office will be listed in ‘Pay fixation on promotion’ page of the same office. On selecting the employee, the details of generated promotion order will be displayed on the screen, enter all the mandatory fields, and select the promotion rule, also choose whether promotion comes in promotion date or increment date and select part salary status. After confirming the pay fixation details, the basic pay change due to this promotion will be reflected in employee’s service history and in ‘Present salary details’ page.
Aided School Promotion

Service Matters → Promotion

Select Employee from the list, then user can see two segments on the screen, ‘Current Details’ and ‘Enter New details’. Current details will be automatically displayed on the corresponding fields and user have to update the ‘Enter New details’ segment, the fields to be filled in this segment are New Designation, New category, Promotion order No, Promotion Order date, Serial Number in Order, Promotion effective date, Remarks. Also SPARK has enabled a part salary status updation option here, if part salary is to be processed for the employee, then user has to select the ‘Yes’, otherwise update the filed as ‘No’. Choose correct Promotion rule and pay fixation option date, then new basic pay effecting this promotion will be automatically displayed in the New basic filed column, this filed is editable. After entering the details click on ‘Forward for Approval’ option.

The forwarded details will be available in Approving authority’s login, the approving authority can authenticate this promotion details through Service Matters->Authentication->promotion. On approving the promotion details by the approving authority this promotion gets updated in SPARK.

For processing ‘Promotion with Transfer’ for aided school employees use the option Service Matters→Transfer option. As discussed earlier, the first step is promotion order generation, but the aided schools’ order generation page is slightly different from other offices. Select employee and choose transfer type as ‘Promotion with Transfer’ and confirm the details by filling all the columns. The second step is ‘Relieve on Transfer’. Employees whose transfer order already generated from this office will be listed under ‘Relieve on Transfer’ option. Select the employee and enter relieved date, joining time (if not taking joining time, then enter the number of days as 0), relieving order number and select part salary option Yes/No then click forwarded for approval button. The forwarded details will be listed in the concerned AEO/DEO login for authenticating, and the approving authority can authenticate the forwarded details using Service matter→Authentication→Transfer

Points To Be Noted:
Select type of transfer as ‘Promotion with transfer’ The changes will be reflected in SPARK, only after the authentication by the concerned AEO/DEO.