

NPC Consultant Professional Profile

I. Personal Information

Name:Sanjay Kumar Dwivedi

Date of Birth: 29-10-1971

Current Position& Domain:Deputy Director &Industrial Engineering (IE) Group

Office Location:Head Office, New Delhi

Languages:Hindi & English

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II. Professional Summary

I have been part of various productivity improvement assignments / projects. Being from IE Group, nature of most of the assignments are from IE domain like manpower study, organisation restructuring, design & development of incentive scheme, production norms development study, etc however I have opportunity to work for other domain such as impact evaluation study etc. which always facilitates in carrying out my core activities efficiently. With more than 25 years of experience and working in various capacities; team member, project leader, Group Head, I am in position to plan, direct, execute, monitor & control and close the assignment / project effectively.

III. Areas of Expertise

Primary Domains:Industrial Engineering, Organisation Restructuring, Manpower Optimization, Incentive Scheme Design & Development, Productivity Management, Implementation & Monitoring Government Scheme as a part of Project Monitoring Unit (PMU).

Specialized Skills:Manpower Optimization, Lean Manufacturing System, Incentive Scheme Design & Development, Work Study, Manage Large Assignment / Project as a part of PMU,

Industry Focus: Government Organisations, Manufacturing, MSME.

IV. Professional Experience

Current Position:Deputy Director**Organisation:**National Productivity Council, New Delhi,**Duration:**October 2005 to Till date

Key Responsibilities:

- Strategic role in business promotion & carrying out IE Group assignments which aims at productivity enhancement

- Manpower & Organisation Restructuring, Implementation & Monitoring of Government Scheme, Incentive Scheme Design & Development, Impact Evaluation etc.
- Different role as per the position while carrying out productivity improvement projects such as team member, team leader, Group Head.
- Organisation Study at Bhilai Steel Plant, SAIL, LMCS Revised & Upscaled 2013, Manpower Study at Employee Development Centre, NTPC, Restructuring of Delhi Development Authority study, Manpower Optimization & Sustainable Management study for Andaman Lakshadweep Harbour Works, Establishment of Centre of Excellence (CoE); IT for Industry 4.0 at NPC, HQ, New Delhi, etc

Previous Position: Organisation: National Productivity Council, New Delhi,

- Assistant Director Dec. 1997–Oct. 2005
- Group Head (IE-HQ): October 2015 – Sept 2019 and Jan 2021 – March 2022
- In-Charge Centre of Excellence (CoE): IT for Industry 4.0; June 2017 – Dec 2018

V. Major Project Experience in NPC:

- **Project Title:** Organizational Study **Client Name:** Bhilai Steel Plant, SAIL
Type: PSU **Sector:** Steel **Duration:** 2022-23
- **About Project:**
 Participated in a comprehensive organizational study conducted by the National Productivity Council for SAIL's Bhilai Steel Plant, one of India's largest integrated steel plants. The study encompassed detailed manpower assessment and optimization across various departments, covering executives, non-executives, and contractual workers. I have studied three departments namely Civil Engineering Department (CED), Material Recovery Department (MRD) and P-Industrial Relation (IR) & CLC. The steps involve detailed discussion with employees to understand the process, relevant data collection through structured format, operations / process observation on a sample basis, data analysis, clarification of any doubts, draft report preparation, discussion / presentation to clients on recommendation and submission of reports. In CED, recommendations were consolidation of zones; 3 zones were proposed against existing 7 zones, overall restructuring of CED and bringing similar activities at one place and getting regular small maintenance activities through works contract. In MRD, recommendations were review of replacement of old cranes as downtime was high, development of app for managing material recovery efficiently which includes scrap collection, processing, storage, sell etc. In IR, it was recommended that training may be given to all employees of IR so that most of them can be deployed for managing large gathering

such as strike, demonstration etc. These steps resulted in better resource utilization and reflected in around 6% less manpower requirement.

- **Project Title:**Restructuring of Delhi Development Authority (DDA)

- **Client Name:** Delhi Development Authority, Delhi

Type:Government**Sector:**Real Estate / Housing

Duration: 2014-15

- **About Project:**

Participated in a comprehensive organizational restructuring study conducted by the National Productivity Council for Delhi Development Authority (DDA), Delhi. As per the objective of the project, detailed study of various departments, covering around 11,000 employees including executives, non-executives were carried out by large NPC Team. I had covered Personnel Department. Various unique positions of the department were identified for carrying out detailed study. Norms were developed for various identified designations and utilization was calculated based on workload of every employee of the Personal Department. It led to the proposed manpower of the department. The steps involve detailed discussion with employees to understand the process, relevant data collection through structured format, operations / process observation of identified positions in detail, data analysis, clarification of any doubts, draft report preparation, discussion / presentation to clients on recommendation and submission of report. It was recommended that there was scope of improvement of around 25% in manpower utilization. Other recommendations were training to newly recruited Academic Officers, preparation of Self Learning Material (SLM) on time, all material development work of OBE, Adult Education, Secondary and Senior Secondary subjects should come under one senior officer etc.

- **Project Title:** Evaluation Study Of National Apprenticeship Promotion Scheme (NAPS)

- **Client Name:** Ministry of Skill Development and Entrepreneurship, GoI

- **Type:**Government

Sector:Skill Development

Duration: 2020-21

- **About Project:**

The objective of this evaluation was to draw insights from various stakeholders regarding the implementation of NAPS, analyze the need, if any, for continuation of the scheme and depending on this, suggest the possible way forward and give feedback for improvements in implementation. Scope & Term of Reference (ToR) of the study includes Developing a framework for impact evaluation of NAPS, with a list of quantifiable as well as non-quantifiable indicators for assessing the performance of NAPS, Assessing the implementation

and impact evaluation of NAPS, drawing insights and provide inputs for measures required to be taken to improve the implementation etc. As per the study methodology, 12 states had been selected from 5 zones for carrying out the survey work of 10 identified stakeholders including beneficiaries, establishments, state govt offices, implementing agencies, training partners etc. The step involves detailed discussion with scheme implementing office of the ministry and other stakeholders, preparation of questionnaires for all the stakeholders, collection of secondary data, preparation of survey plan to ensure proper representation of various type of establishments, beneficiaries etc which had facilitated comprehensive feedback / suggestions of all the aspects of the scheme, data analysis, draft report preparation, discussion / presentation to ministry on recommendations & other part of report and preparation of final report. The recommendations were raise of subsidy amount only in case of smaller industry (those who fall in the non-mandatory apprenticeship windowie establishments having employees between 4 and 29), women & People with Disabilities (PWD) apprentice, Separate Budget for Awareness, Advocacy / Promotion and Industry Connect, A separate budget for a well-designed capacity building programeto train to build relevant stakeholder's capacity on aspects of law, (specially the amendments), the NAPS scheme and the portal functionalities, Common Standard Operating Procedures (SoPs) and the same may be followed by all the implementing agencies over the period, Reimbursement process needs to be streamlined and made time bound, Training completion-Reasons for dropout be also recorded with the intent to periodically review this and improve programme implementation, Employment statistics & Placement Record-Placement/Career Record of Apprentices should be maintained etc.

VI. Educational Background

Highest Degree:

- **Degree:** Postgraduate Diploma in Industrial Engineering:(Two Year Training Programme including practical in-plant project works lasting ten weeks)
- **Institution:** Dr Ambedkar Institute of Productivity, Chennai
- **Year (Completion Year):** 1997, Full Time
- **Specialization:**Industrial Engineering

Graduation

- **Degree:**B. Tech (Production Engineering)
- **Institution:**Bihar Institute of Technology (B.I.T), Sindri, Dhanbad & Vinoba Bhave University, Hazaribagh, Jharkhand, Full Time
- **Year (Completion Year):**1994

- **Specialization:**Production Engineering

Additional Professional Qualifications:

- Certificate in Project Management (CIPM) from i2P2M
- Proficient in MS Office Suite

VII. Others

Speaking Engagements:

- Conducted training on Lean tools

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that I shall be responsible for any willful misstatement described herein.

Date: 17-02-2025

Place: New Delhi

[Signature of Employee]

(Sanjay Kumar Dwivedi)

Profile Update History

Last Updated: 17-02-2025