

No.A-11012/10/2010- DWS (Coord)
Government of India
Ministry of Rural Development
Department of Drinking Water & Sanitation

12th Floor, Paryavaran Bhawan
CGO Complex, Lodi Road
New Delhi-110003

Dated the 30th July 2010

To

The State Secretaries – in – charge of Rural Development & Sanitation.

Subject: 2nd Administrative Reforms Commission's 12th Report entitled 'Citizens Centric Administration – The Heart of Governance – regarding.

Sir,


I am directed to forward herewith a copy of communication No.F 15012/1/2010-PG dated 30th June 2010 from the Department of Administrative Reforms and Public Grievances, on the above mentioned subject.

The Department of Administrative Reforms and Public Grievances has prepared guidelines to explain what user organizations need to do in order to achieve high performance on each of the elements of the 'Sevottam' framework developed by the department.

It is requested that requisite action be taken in this regard.

Encl: Copy of the letter and Guidelines

Yours faithfully


(Sujoy Mojumdar)

Director

Phone No.- 24364518



भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय,
प्रशासनिक सुधार और लोक शिकायत विभाग,
सरदार पटेल भवन, संसद मार्ग,
नई दिल्ली-110001
GOVERNMENT OF INDIA,
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES
& PENSIONS,
DEPARTMENT OF ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES,
SARDAR PATEL BHAVAN, SANSAD MARG,
NEW DELHI-110001
June 30, 2010

रमेश चन्द्र मिश्रा
Ramesh C. Misra
सचिव
SECRETARY

5.07.09 (R)
* O/o Secretary (DW) *
Dy. No. 1547/10
Date: 27/7/10
* Deptt. of Drinking Water Supply *

DO No. F-15012/1/2010-PG

Dear Sri Misra,

We had earlier communicated the recommendations of the 2nd Administrative Reforms Commission (ARC) as contained in its 12th Report entitled "Citizens Centric Administration - The Heart of Governance" vide this Department's d.o. letter No. G-11012/2/2009-PG dated 9th June 2009. In para 4.9.9 the ARC has recommended that the Union and State Government should make the Seven Step Model outlined in para 4.9, mandatory for all Organizations having public interface. This recommendation is based on the Sevottam framework developed by the Department of Administrative Reforms and Public Grievances (DARPG).

Sevottam is an assessment improvement framework targeted to improve the quality of services to the citizens. During the last two - three years ten Ministries / Departments of the Central Government have been using the framework for improving their quality of service delivery. Based on the implementation experience with these organizations and other pilots at State level, simplified guidelines have been finalized to explain what user organizations need to do in order to achieve high performance on each of the 33 elements of the Sevottam framework.

A copy of the guidelines is enclosed for your ready reference. These guidelines will enable Ministry / Department in creating an integrated Sevottam compliant system for (a) implementation, monitoring and review of citizens' charter (b) receipt, redress and prevention of public grievance and (c) customers, employees and infrastructure based service delivery capability. These guidelines have also been uploaded on the DARPG website at www.darpg.nic.in. Any additional queries on these guidelines may be sent at sevottam@nic.in.

With kind regards.

Yours sincerely,
Ramesh C. Misra
(Ramesh C. Misra)
30/6/2010

7.07
Sh. Arun Kumar Misra
Secretary,
Department of Drinking Water Supply,
Nirman Bhavan,
New Delhi.

Handwritten notes on the left margin:
15/7/10
27/7/10
J's (KWB)
What is the status in our dept?
By No. 207/DC (DW) 15/10
8/7/10

**Guidelines for achieving
Sevottam Compliance by
Organizations having a Citizen Interface**

June 30, 2010

Issued by
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Administrative Reforms and Public Grievances
5th Floor, Sardar Patel Bhawan,
Sansad Marg, New Delhi - 01

PREFACE

These guidelines assume that organizations using them are familiar with the Sevottam framework and are keen to comply with its requirements. For organizations that are not yet familiar with the framework, it is recommended that they should first acquaint themselves with the same by going through the DARPG website (www.darpg.nic.in) and the 12th Report of the 2nd Administrative Reforms Commission on "Citizen Centric Administration", to understand the Sevottam framework. Queries on the above guidelines may be sent to sevottam@nic.in.

The Administrative Reforms Commission (ARC) recommendations for making the Sevottam framework¹ mandatory for all organizations having public interface have been accepted for all central government organizations and it has also been recommended to state government organizations for implementation.

This document containing guidelines on Sevottam has been published by DAR&PG to facilitate the implementation of the recommendations of the ARC.

¹ The Sevottam framework has three modules, nine criteria and 33 elements. The Second ARC has articulated a simpler version of the same in the form of the seven-step model.

PURPOSE OF THIS DOCUMENT

These guidelines are intended to assist desirous organizations in making their Citizen's Charter, Public Grievance Redress Mechanism, and systems to enhance Service Delivery Capability Sevottam compliant.

This document is divided into three sections, viz. Citizen's Charter, Public Grievance Redress Mechanism and Service Delivery Capability. The organization shall use this document as guidance on how to use the criteria and elements to enhance the "quality" of their compliance with Sevottam.

Note: For the purpose of these guidelines, 'organizations' means government organizations having a direct interface with the public for delivery of services, or having responsibility centers under them which are engaged in public service delivery. Examples are shown in table below.

S.No	Ministry	Department	Responsibility Center	Outlets
1	Ministry of Finance	Department of Revenue	CBDT	Tax Payer Centers
2	Ministry of Corporate Affairs		Registrar of Companies	ROC offices
3	Ministry of Railways		Railway Board	Railway Stations
4	Ministry of Human Resource Development	Department of School Education & Literacy	Kendriya Vidyalaya Sangathan - HQ	Schools(Kendriya Vidyalaya)
5.	Ministry of Labor		EPFO	EPFO field offices
6.	Ministry of Civil Aviation		Air India - HQ	Air India Offices

The Sevottam Framework

The Sevottam framework has three modules, nine criteria and 33 elements as shown below:

Integrated Model for Assessing Service Delivery	Modules (3)	Criteria (9)	Elements (11*3=33)
	Module 1: Citizens' Charter & Service Standards	1.1 Implementation	
1.1.2 Understanding Citizen Expectations			
1.1.3 Aligning Services offered with Citizen Expectations			
1.1.4 Preparation of Citizens' Charter			
1.1.5 Understanding of Charter Contents			
1.2 Monitoring			1.2.1 Comparison of Actual with Prescribed Standards
			1.2.2 Communication about differences in Actual and Prescribed Standards
			1.2.3 Elimination of differences between Actual and Prescribed Standards
1.3 Review			1.3.1 Charter Effectiveness assessment
	1.3.2 Alignment of Charter with changes in environment		
	1.3.3 Awareness about changes in Service Standards and Charter		
Module 2: Grievance Redress Mechanism	2.1 Receipt		2.1.1 Public awareness of Grievance lodging process
			2.1.2 Convenience in lodging Grievance
			2.1.3 Classification of Grievances at the point of Receipt
	2.2 Redress		2.2.1 Determination of Time Norms
			2.2.2 Adherence to Time Norms
			2.2.3 Instant Disposal of Grievances
	2.3 Prevention		2.3.1 Identification of Grievance prone areas
			2.3.2 Action on Grievance prone areas - Annual Action Plan
			2.3.3 Action on Grievance prone areas - Charter Review
2.3.4 Action on Grievance prone areas - Inter-divisional co-ordination			
2.3.5 Awareness about Progress on Controlling Grievance prone areas			
Module 3: Service Delivery Capability	3.1 Customers		3.1.1 Measurement of Citizen Satisfaction Levels
			3.1.2 Use of Citizen Satisfaction Measurement for Charter Review
			3.1.3 Differences in Citizen Satisfaction levels across delivery outlets
			3.1.4 Differences in Citizen Satisfaction Improvements across Outlets
			3.1.5 Differences in Service Delivery Performance across Outlets
	3.2 Employees		3.2.1 Employee Behaviour for Courtesy, Punctuality, Delivery Promptness
			3.2.2 Employee Acceptance of Responsibility and Accountability
			3.2.3 Employee Motivation for Service Delivery Improvement
	3.3 Infrastructure		3.3.1 Basic Infrastructure for Physical Facilities to Service Recipients
3.3.2 Infrastructure Upgradation with prescribed Service Standards			
3.3.3 Control on Resource Wastages and Leakages			

The thirty three elements of Sevottam are explained in detail in the following three sections.

I) CITIZENS CHARTER

PREFACE

The Second Administrative Commission has described Citizen's Charter as follows:

Citizen's Charter is based on the premise that the Citizen is "King" and government organizations exist not to rule but to serve the Citizens. In order to ensure that both the service providers as well as Citizens realize that public agencies are meant to provide service, each organization should spell out the services it has to perform and then specify the standards/norms for these services. Thus, Citizen's Charter is a set of commitments made by an organization regarding the standards of service which it delivers, seeking to make an organization transparent, accountable and citizen friendly.

Citizens' Charters should be made effective by adopting the following principles:

- *One size does not fit all*
- *Citizens' Charter should be prepared for each independent unit under the overall umbrella of the organisations' charter*
- *Wide consultation which include Civil Society in the process*
- *Firm commitments to be made*
- *Internal processes and structure should be reformed to meet the commitments given in the Charter*
- *Redressal mechanism in case of default*
- *Periodic evaluation of Citizens' Charters*
- *Benchmark using end-user feedback*
- *Hold officers accountable for results.*

Sevottam guidelines incorporating the above are described in the following sections.

IMPLEMENTATION

1. Identification of services offered and their Standards

- The organization shall clearly specify the recipients of the main services it offers.
- The services shall be clearly identifiable and shall be in line with the needs of the service recipients.
- The main services offered by the organization shall be clearly stated or referred to in the Citizens' Charter.

Guidelines for achieving Sevottam Compliance by Ministries/Departments having Citizen Interface

- The Citizen's Charter shall provide information that citizens can use to avail efficient services from the organization including expectations from Citizens'.
- In case the organization caters to any special category of citizens at one or more outlets, a reference to the services catering to their special needs shall be included in the Citizens Charter displayed at that outlet/s.
- The organization shall ensure that information given in the Citizen's Charter is aligned to the organization's Annual Plans, Budgets and other factors that affect its service delivery standards.

2. Understanding Citizen (Service recipient) expectations

- The organization shall have a document specifying the expectations of the service recipients as identified above.
- The organization shall devise a method to ensure that its understanding about service recipient expectations is correct.
- The organization shall devise indicators on which to compare service recipient expectations with the actual services being offered.
- The organization shall periodically validate its understanding of citizen expectations by comparing it with feedback received from citizens.
- This comparison as above shall be done periodically and its results shall be used for improving the service standards.

3. Aligning services offered with Citizen (Service recipient) expectations

- The organization shall have a document indicating the benchmark standards for the main services that it offers.
- The organization shall decide the standards it will meet in the current period after taking into account its own constraints and opportunities.
- The standards shall have measurable indicators to enable verification of the extent to which the standards have been met.

Guidelines for achieving Sevottam Compliance by Ministries/Departments having Citizen Interface

- The standards shall be prescribed for over-the-counter as well as for other services.
- The organization shall continually improve the standards achieved and assign a time frame to reach the benchmark.

4. Preparation of Citizens' Charter

- The organization shall constitute a Task Force for formulation, monitoring and review of the Citizen's Charter and service standards laid therein.
- The main contents of the Charter shall focus on measurable and verifiable service standards.
- The Task Force shall decide whether the organization needs a single document as its Charter or multiple variations of the Charter considering differences in standards to be achieved by different outlets. If multiple variations are needed, they shall be prepared after taking inputs from the concerned stakeholders.
- The Task Force shall receive inputs from service recipients, service delivery outlets, and any other stakeholders it may identify in order to discharge its responsibilities for formulation, monitoring and review of Citizen's Charter.
- The Task Force shall meet regularly and the decisions / recommendations from these meetings shall be part of the organization's mainstream service delivery improvement initiatives.

5. Understanding of Charter Contents

- The organization shall ensure that format and content of the Citizen's Charter are simple and easy to understand by all employees and service recipients.
- The organization shall ensure that information about the Charter and service standards is made known to the service recipients and they understand what they need to do to avail services efficiently.
- The organization shall ensure that frontline staff is made aware of the service standards contained in the Charter and they understand how their day-to-day activities help to achieve the same.

Guidelines for achieving Sevottam Compliance by Ministries/Departments having Citizen Interface

- The Citizen's Charter shall be made available in local language if required by the staff and/or service recipients.

MONITORING

6. Comparison of Actual with Prescribed Standards

- The organization shall periodically verify that service standards laid down in the Charter are being complied with.
- The organization shall include the above verification as a part of routine functioning and report the verification results as a part their internal periodic reports in routine.
- This verification shall also be a part of the organization's internal inspection and audit activities.

7. Communication about differences in Actual and Prescribed Standards

- The Task Force shall be aware of the results of verification of compliance as above and use these results for remedial action at appropriate level.
- The concerned outlet where verification was done shall also be aware of its results and shall take remedial action required at the outlet level.
- The results shall also be communicated to other outlets for their information and understanding about the status of compliance with service standards in the organization as a whole.

8. Elimination of differences between Actual and Prescribed Standards

- The organization shall periodically analyze the differences between actual and prescribed service standards. At the time of such analysis communications from the public shall also be taken into account.
- The organization shall assign responsibility for eliminating the differences and prescribe a time frame to take corrective action.
- The organization shall identify the causes behind the differences and take appropriate action to remove those causes within a specified time frame.

REVIEW

9. Charter Effectiveness Assessment

- The organization shall periodically revise its prescribed service standards and re-align them with changes in citizen needs and other developments that affect the organization's working. The results of periodical verification of compliance with prescribed standards shall also be taken into account during the revision.
- The organization shall periodically review its Charter to reflect updated standards and any other information that service recipients may need.
- The organization shall ensure that it does not continue to spend time and effort on activities that have become outdated while new requirements are suffering.
- The organization shall periodically check if the Charter is achieving its purpose and ensure its effectiveness as a tool for improving service quality.

10. Alignment of Charter with changes in environment

- The organization shall review its Citizen's Charter periodically to keep it aligned with new reforms in government functioning (Example – Introduction of the Right to Information Act).

11. Awareness about revision in Service Standards and Charter

- The organization shall proactively communicate changes in service standards and other information available in the Charter, to frontline staff and service recipients.
- The organization shall educate the staff and service recipients on why the changes have been made and how the changes will lead to better service delivery.

II) PUBLIC GRIEVANCES

PREFACE

2nd ARC in its 12th Report has recommended that "There is need for a strong and effective internal grievance redress mechanism in each organization". This has been accepted by Government and Ministries / Departments of Government of India, as well as, State

Guidelines for achieving Sevottam Compliance by Ministries/Departments having Citizen Interface

Governments have been advised to take action. 2nd ARC in its 4th Report regarding 'Ethics in Governance' has stated that all offices having large public interface should have an online complaint tracking system. This recommendation has been accepted by the Government. For example, DARPG has come out with CPGRAMS which is a web based tool for lodging, monitoring and creating of reports etc. on grievances. The tool benefits the citizens and is now functioning in all the Ministries / Departments of Government of India since 2007. It can be accessed at www.pgportal.gov.in.

RECEIPT

12. Public awareness of Grievance lodging process

The organization shall

- Clearly and proactively inform citizens, including those who may not be literate, about where, how and with whom to lodge their grievance.
- Establish easy and convenient grievance lodging and redress processes.
- Establish functional Information and Facilitation Counters with prominent display of name, address and contact details of the person responsible for receiving grievances.
- Ensure that the staff dealing with complaints/grievances are well informed and capable of addressing the initial queries of citizens

13. Convenience to Public in lodging Grievance

The organization shall

- Provide help-lines and other means to lodge a grievance without the complainant having to come physically to the organization's office.
- Establish a mechanism to find out what means of lodging grievances are preferred by citizens and strengthen those means.

14. Classification of Grievances at the point of receipt

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- The organization shall establish mechanisms to deal with communications received from the public.
- Grievances shall be separated from the other communications and entered into an electronic register or manual system. Grievances shall be assigned a unique identification number for traceability.
- Grievances shall be sorted and categorized on the basis of nature of complaint, priority and seriousness. Each category shall be dealt with in a way appropriate to its category.

REDRESS

15. Determination of Time Norms for Grievance handling

- The organization shall prescribe time norms for providing complainants with acknowledgement, intermediate progress if required, and final closure of each complaint.
- The norms shall be prescribed for each category of grievance.

16. Adherence to Time Norms for Grievance handling

- The organization shall ensure that time norms for dealing with different kinds of grievances are complied with, and in case of exceptions, non-compliance is escalated to the appropriate authority.
- The organization shall establish a mechanism for such escalation when action is not taken within the prescribed period, to next higher levels without citizens having to lodge the grievance again.

17. Communication of Disposal of Grievances

- The organization shall ensure that investigation is done on each grievance and a fact based decision is taken for its resolution.
- The organization shall ensure that decision regarding each grievance is communicated to the complainant immediately after the decision is taken and collect the complainant's feedback on the decision requested or solicited.

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- The organization shall establish mechanism for instant redress of grievances on matters at the first point of receipt to take remedial action. Only complex grievances requiring action at multiple levels of authority should be excluded from instant redress.

PREVENTION

18. Identification of Grievance prone areas

- The organization shall periodically conduct reviews based on analysis of the data from its grievance receipt system to identify grievance prone areas and take appropriate remedial action.

19. Action on Grievance prone areas through Annual Action Plan

- The organization shall take into account the results of grievance analysis while formulating its Annual Action Plan. Action taken and planned to be taken shall be clearly recorded in the Plan document.
- The causes behind frequently occurring grievances shall be identified and resources shall be allocated to address the systemic problems in a time bound manner.

20. Action on Grievance prone areas through Charter Review

- The results of grievance analysis shall be communicated to the Charter Task Force for taking a decision on whether the Charter contents need modification.
- The organization shall examine if additional information in the Charter can reduce current frequently occurring grievances and make changes to the Charter accordingly.

21. Action on Grievance prone areas through internal co-ordination

- The organization shall establish a mechanism for co-ordination across its different divisions to ensure that action is taken to remove systemic causes of grievances.
- The organization shall periodically verify that action taken as above is effective.

22. Awareness about Progress of Controlling Grievance prone areas

Guidelines for achieving Sevottam Compliance by Ministries/Departments having Citizen Interface

- The organization shall ensure that action taken to deal with grievance prone areas is communicated to the staff and service recipients.
- The organization shall support and motivate its staff in reducing grievances.
- The organization shall educate service recipients so that they are cooperative and fulfill the requirements for availing efficient services from the organization.

III) SERVICE DELIVERY CAPABILITY

CUSTOMERS

23. Determining and Improving Citizen Satisfaction Levels

- The organization shall specify the indicators to be used for assessing service recipient satisfaction levels.
- The organization shall periodically collect and analyze data on service recipient satisfaction using these indicators. The organization may choose any collection method like Surveys, Stakeholder workshops, Stakeholder Consultations etc.
- The organization shall identify and improve the key internal processes that influence these indicators as a part of its routine functioning

24. Measuring Citizen Satisfaction levels across organization & delivery outlets

- The organization shall set differential target values of indicators for different outlets based on their specific circumstances like location, local conditions, resource availability etc.
- The organization shall periodically measure satisfaction levels at different outlets against these indicators and take suitable corrective actions

25. Using Citizen Satisfaction Measurement for Charter Review

- The organization shall make the results of service recipient satisfaction levels an integral part of the Citizens' Charter review exercise.

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- The organization shall analyze the results of service recipient satisfaction levels to find out how their Service Delivery can be improved further.

26. Creating a Citizen Focused Environment across Outlets

- The organization shall establish mechanism for periodic consultation with service recipient representatives, peer organizations and experts in the field to identify new measures for improving service quality.
- The organization shall progressively reduce fire-fighting actions and make systemic changes to bring about improvements in service delivery.

27. Differences in Service Delivery Performance across Outlets

- The organization shall differentiate performance of different outlets and establish schemes to reward and recognize better-performing outlets.
- The organization shall take action to identify the problems at under-performing outlets and institute remedial action.

EMPLOYEES

28. Employee Behavior for Courtesy, Punctuality, Delivery Promptness

- The organization shall ensure that citizen-facing staff is given basic training on courteous behavior.
- The organization shall particularly ensure that staff members handling counter services are punctual and efficient.
- The organization shall conduct periodic checks to ensure that time limits for counter services are maintained irrespective of who is on the counter.

29. Willingness of Employees to Accept Responsibility

- The organization shall specify duties and responsibilities of citizen-facing staff.
- The organization shall establish mechanisms to recognize and reward staff members who contribute towards improving the quality of service delivery.

30. Employee Motivation for Service Delivery Improvement

- The organization shall progressively improve facilities and equipment (computers etc) at the points where interaction with service recipient takes place.
- The organization shall encourage its staff to provide suggestions and take proactive action for improving service quality.

INFRASTRUCTURE

31. Basic Infrastructure and Facilities to Service Recipients

- The organization shall prescribe minimum infrastructure requirements for providing waiting space, drinking water, parking, queue management system, signage at its outlets and access to services through remote channels like internet, telephone, wherever possible.
- The requirements shall be prescribed separately, suited to the needs of different outlets in different geographical locations.
- The organization shall ensure that it has adequate resources to meet the requirements.
- The organization shall periodically review the minimum infrastructure requirements to ensure that they are in line with changing environmental conditions.
- The organization shall verify fulfillment of requirements at different outlets and take action for rectifying the gaps found during such verification.
- The organization shall provide information boards displaying key services available, procedures, frequently used forms, service costs, delivery timelines involved.
- The organization shall ensure that all forms to be used for availing services should be easily available to the service recipients at the outlet.

32. Resource requirement to meet prescribed Service Standards

- The organization shall calculate its total resource requirements based on the prescribed service standards. If the available resources are inadequate, the organization shall find options to close the gap.

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Guidelines for achieving Sevottam Compliance by Ministries/Departments having Citizen Interface

- The organization shall accord priority to allocating resources to the frontline where interaction with service recipients takes place.

33. Efficient use of Available Resources for Continuous Improvement

- The organization shall devise mechanisms to encourage optimum use of scarce resources to provide best possible service standards.
- The organization shall devise mechanisms to discourage wastage of resources.
- The organization shall utilize technology options to maximize efficiency of clerical activities and to progressively reduce paper work.

ANNEXURE – 1: GLOSSARY

- 1 Acknowledgement: An Acknowledgement is provided to a service recipient as a proof of submission of a request, grievance or any other communication. By providing an acknowledgement (in a written form, or a letter, or a stamp on photocopy of the request / communication), the department acknowledges the receipt of the request / grievance / communication. The acknowledgement should bear a unique identification number (Acknowledgement number), which would be assigned to the recipient's request / grievance / communication, so that he / she can enquire about it in future referring to the number.
- 2 Annual Plans: A document within the organization that describes the plan of activities for all its functions.
- 3 Benchmark standards: A World class standard for the services, which is an aspiration for the organization, and against which the organization can measure its performance with respect to best in class organizations providing similar services. An organization envisages meeting the benchmark standards by continuous improvement of its services and process.
- 4 Causes: A person, thing, event, state or action that produces an effect or leads to a result.
- 5 Changes in citizen needs and other developments: An event by which citizen's need or the organizational priority shifts. For example, citizens would need electricity in a location where it is yet to reach. After electricity reaches the location, they would require continuous electric supply. Other developments may entail new mandates and regulatory requirements to comply with; for example the RTI act requires every organization to respond in a time-bound manner.
- 6 Charter review: An exercise to update the contents of a charter taking inputs from all defined stakeholders.
- 7 Citizens' Charter: Citizen's/Client Charter is a document declaring the intentions and the commitment of an organization for providing services effectively and efficiently, taking into account user groups and service recipients' expectations and minimum acceptable levels of service.

The service recipients can thus be of two kinds:

Citizens - Individuals, groups of individuals (companies, trusts, associations, unions etc.) and the common public at large. They are outside the government and are generally referred to as external clients. Being outside the government machinery, the general presumption is that they do not have sufficient knowledge of the government's

internal processes. Therefore the onus is on the service provider to ensure that citizens are well aware of the service standards and the expectations from service recipients. It cannot be presumed that all citizens are literate or understand the official language, and it may be necessary to communicate with them in the local language also.

Clients – Government agencies and government employees availing services from another government agency. Services here will exclude administrative control activities, references and opinions to be provided on policy-related matters which cannot be disposed-off within pre-defined time norms. Clients are part of the government and are generally referred to as internal clients. Being part of the government machinery, the general presumption is that clients have sufficient knowledge of the government's internal processes. Therefore the onus of ensuring that clients who are also part of the government are well aware of the service standards and the expectations from service recipients is equally divided between the service provider and the service recipient. It is presumed that all clients are literate and communicating with them in the official language of the service provider agency is sufficient.

- 8 Communications: The interchange of thoughts, opinions, or information by speech, writing or signs. It is a process whereby information is enclosed in a package and is channeled and imparted by a sender to a receiver via some medium. All forms of communication require a sender, a message and an intended recipient and a common language.
- 9 Complainant: Person, organization, or its representative, making a complaint.
- 10 Constraints: The organization's limitations to perform an activity. These constraints could be of manpower, infrastructure, resources or any other factors due to which the activity/task cannot be performed.
- 11 Continually: An activity or event happening without interruption; continuous in time. Continual improvement refers to gradual, uninterrupted effort towards improving an organization's services, products and management system over a period of time.
- 12 Corrective action: Action to eliminate the cause of a detected nonconformity or other undesirable situation.
- 13 Courteous behavior: The citizen interface of service delivery units need to ensure that all staff (especially frontline staff) should behave politely and act helpfully towards the service recipients.
- 14 Current period: The Current financial year or any other period of time (e.g. Quarter, half-year) as defined by the organization

- 15 Differential: Service Standards for various outlets can be made different, based on the needs of the outlet. For example, a crowded, urban outlet for a post office may emphasize on prompt over the counter delivery and thus specify counter dealing time to be 10 minutes, but for a village post office the same may not be necessary. Thus, depending on the need and capacity, an organization may choose to assign different target values for service standards for different delivery outlets.
- 16 Document: A paper or electronic artifact of written form, which is valuable for the organization for its content. For example, Service Quality Manual, grievance monitoring records, Minutes of core group (task force meeting) etc.
- 17 Effective: The actions taken by the organization results into desired outcomes, such that, occurrences of grievances reduces in the grievance prone areas.
- 18 Effectiveness: Extent to which planned activities are realized and planned results achieved.
- 19 Expectation: What a service recipient wants from the service delivery organization. It contains the explicit and implicit needs of the recipient.
- 20 Feedback: Is the reaction or response received from the recipients as an output of a process (e.g. service delivery process, grievance redress process) it is the opinion of the recipient, which may either be positive or negative.
- 21 Fire-fighting: Many organizations hop from one crisis to another, and tackle problems as they come in an unstructured manner, known as fire-fighting. For example - Non availability of prescribed forms at counter may be one of the reasons for delay in service. For example: grievances effecting people's life (e.g. blockage of road, fire in a building etc) shall be given highest importance and redressed immediately.
- 22 Format: Layout of the document.
- 23 Frontline staff: Government agency staff that are in direct contact with the citizens. They are the first point of contact when a citizen seeks services and or raises issues to the organization.
- 24 Grievance Analysis: The registered grievances are studied periodically, and analyzed based on various factors, e.g. reason for lodging grievance, priority and seriousness of the complaint, where and how the complaint is lodged (at which outlet, using what channel) etc. Grievance analysis is carried out to determine remedial actions that would reduce the present dissatisfaction of the service recipients and the occurrence of grievances of similar nature in future.

Guidelines for achieving Sevottam Compliance by Ministries/Departments having Citizen Interface

- 25 Grievance prone areas: Grievance prone areas are localities / outlets, functions or services susceptible to large number of grievances. An organization may have certain service delivery outlets, or particular services which receive more complaints. For example, an outlet in a village may receive more complaints than outlets in other villages.
- 26 Grievance: A complaint about a (real or imaginary) wrong that causes resentment and is ground for action. In the present context, it is emphasized that organizations need to clearly communicate about grievance lodging process to citizens who cannot read and write. The organization may establish help desk counter or run a video / audio to help / educate such citizens.
- 27 Indicators: Indicators are quantifiable measurements, agreed to beforehand, that reflect the success of services delivered. They will differ depending on the organization and the services being offered. A Service Department may have as one of its measurable indicators, percentage of citizen requests responded to in a day. Whatever Indicators are selected, they must reflect the service objectives, be quantifiable (measurable) and realistic.
- 28 Internal inspection: An organized examination or formal evaluation exercise done internally, applied to certain characteristics in regard to an object or activity. The results are usually compared to specified requirements and standards for determining whether the item or activity is in line with these targets.
- 29 Internal periodic reports: Reports created for internal use of a particular function or department within an organization, for example report to supervisor or departmental head. These reports need to be created periodically based on day-to-day monitoring of data.
- 30 Literate: a person able to understand written communication / instructions provided by the organization
- 31 Local language: One of the regional languages where the services are being provided.
- 32 Main services: These are series of activities done by an organization which affect the majority (over 90%) of its stakeholders (service recipients). These have to be identified as the main activities the organization delivers to enhance the level of customer satisfaction.
- 33 Mainstream: Activities core to the organization, and concerned with its primary business.
- 34 Means: The way to achieve or obtain something. Citizens may lodge grievances through various channels i.e. web, mail, telephone, in person etc.
- 35 Method: A procedure, technique, or way of doing something, especially in accordance with a definite plan. The procedure or technique should be sensible and logical to achieve

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the desired results from the environment and resource it is applied on. Examples in this particular context could be survey, stakeholder consultations, etc.

- 36 Multiple variations: The task force shall decide whether the organization needs a single document as its charter or multiple variations of the charter considering differences in standards to be achieved by different outlets. The variations may be considered, keeping in mind the service delivery capability of the outlet and the expectations of the citizens from the outlet.
- 37 Nature of complaint: Complaints categorized on the basis of its characteristics and handling process.
- 38 Non-compliance: An opportunity or occurrence of an event that shows non-adherence to one or more standards. For example, if a service standard is established saying a letter should be acknowledged within 3 working days, and 5 cases are found where letters are acknowledged beyond 3 days, then these 5 cases are evidences of non-compliance.
- 39 Opportunities: The advantages and prospects for organizations as opposed to constraints.
- 40 Organization: Government or Public Sector entities in the Government of India having a direct interface with the public for delivery of services, or having responsibility centers under them which are engaged in public service delivery.
- 41 Other factors: Examples of other factors: Digitization plan, outsourcing plan, plan for getting into Public Private Partnership, plans for merger or split of the organization etc.
- 42 Other services: Services such as issuing acknowledgement, providing information (through an enquiry counter) etc.
- 43 Outdated: No longer current or applicable in the situation.
- 44 Outlets: Organizations are classified on two aspects: the macro part creating an environment that enables better service delivery, and the micro part making best use of the available environment and delivering better services. Therefore two levels are envisaged: PARENT and OUTLET.
- 45 Over-the-counter: Over-the-counter (OTC) services are those services that can be delivered almost immediately to the service recipient, where the service recipient can avail the end to end service with a single visit to a service delivery outlet. For example, vehicle registrations, making a demand draft in a bank, mail a registered post etc. OTC services could range from payment receipt to information sharing.
- 46 Priority: Highest or higher in importance, rank, privilege etc.
- 47 Remedial action: A change made to a nonconforming product or service to address the deficiency permanently.

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- 48 Requirements: The set of activities need to be done by an organization for complying with the QMS and its service standards.
- 49 Resource wastage: Avoidable consumption / utilization of resources
- 50 Resources: Any tool, infrastructure item or equipment that helps an employee to perform his job can be termed as a resource. For example, basic amenities like water, electricity, sanitation which is required for staff (and also for service recipients at service delivery outlets), a company car, sitting area, computer systems and network – all such items can be termed as resource. In corporate lexicon, staff is also "human resource".
- 51 Responsibility: Duty or obligation to satisfactorily perform or complete a task (assigned by someone) that one must fulfill and which has a consequent penalty for failure
- 52 Results: Results mean the output of analysis of monitoring records, which are routinely collected. This output may be qualitative (interpretation of data) or quantitative (in terms of charts and metrics). For example, from a grievance register, a monthly report can be generated, showing category-wise occurrence of grievances, and % grievances redressed within stipulated time frame.
- 53 Reward: The reward may depend on the value addition / contribution of the individual employee, and can be associated with small monetary / gift packages. Employee of the week / month / year can be one such method. For example, a transport service agency may declare its driver of the year, and maintenance mechanic of the year, by simply putting their names and photos on an advertisement inside / outside their buses.
- 54 Routine functioning: Regularly followed, typically pre-planned.
- 55 Satisfaction: A positive feeling or delight of a citizen or service recipient, as a result of providing a service / information that meets his / her requirement. Assessing service recipients' satisfaction / dissatisfaction level, an organization can critically assess its own performance.
- 56 Scarce: Resources which are not easily available can be termed as scarce resource. For example, a specially designed cleaning vehicle may be a scarce resource for a municipality; a accounting software with only 10 concurrent licenses may be a scarce resource for a tax collection agency; and these organizations need to plan ahead an effective way of utilizing these resources. But in today's world, where consciousness about environment is a necessity, the definition of scarcity may go well beyond, and cover resources which are apparently too readily available in an office environment; e.g. electricity, printer papers etc.

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- 57 Schemes: Organizations can design schemes to reward or recognize better performing outlets which help motivating employees and bring an environment of healthy competition, where everybody thrives for better performance. The management may inspire staffs to serve better for winning the recognition of best service delivery outlet, to create an environment of enthusiasm and excitement.
- 58 Seriousness: Seriousness of a grievance signifies how severe the impact of non-conformity on the service recipient is. For example, a service provider may complain about unavailability of electric supply for an entire locality, or only for his / her household, but for more than 72 hours.
- 59 Service Recipient: Citizens or users availing the services or to whom the services are being delivered.
- 60 Service standards: A performance yardstick determined for the services, which the organization commits to meet.
- 61 Special Category: Any categorization of service recipients, by which service recipient groups are differentiated from majority of the citizens.
- 62 Specified: Clearly and explicitly stated as a condition
- 63 Stakeholders: A person, citizen group, organization, or system that affects or can be affected by an organization's actions and the service delivered.
- 64 Task Force: A task force is a unit or formation established to work on a set of defined tasks or activities. The organization shall constitute a task force for formulation, monitoring and review of the Citizens' Charter and service standards laid therein. The task force shall receive inputs from service recipients, service delivery outlets, and any other stakeholders it may identify. There shall be a meeting protocol for the task force and it shall be involved in key decisions related to service delivery improvements.
- 65 Updated standards: The revised value for a service standard, after the service delivery process has been improved.
- 66 Verification: Verifications reflect the extent to which the defined service standards have been achieved. Some key means of verification are: (1) Tracking measurable indicators assigned to services and (2) comparing actual performance vis-à-vis the standards. Such comparisons may be carried out by analyzing organization data and records, citizen feedback and perceptions.