



सत्यमेव जयते

Government of India

GUIDELINES FOR SEVOTTAM COMPLIANCE



June 2010

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NEW DELHI-110001

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

June 30, 2010

Dear Sir,

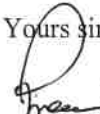
We had earlier communicated the recommendations of the 2nd Administrative Reforms Commission (ARC) as contained in its 12th Report entitled "Citizens Centric Administration – The Heart of Governance" vide this Department's d.o. letter No. G-11012/2/2009-PG dated 9th June 2009. In para 4.9.9 the ARC has 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)
30/6/2010

Secretaries of All Central Ministries / Departments
As per list enclosed.



PREFACE

These guidelines are intended for organizations that are aware of the Sevottam framework and are keen to comply with its requirements. For organizations that are not yet aware of the framework, it is recommended that they should go through the Sevottam links on the DARPG website (www.darpg.nic.in) and pages 48-57 of the 12th Report of the 2nd Administrative Reforms Commission (ARC) on “Citizen Centric Administration”, to acquaint themselves with the Sevottam framework. Queries on the above guidelines may be sent to sevottam@nic.in.

The 2nd 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 the State Governments for implementation.

This document containing guidelines on Sevottam has been published by DAR&PG to facilitate the implementation of Sevottam as per recommendations of the 2nd ARC.

¹The 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.

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PURPOSE OF THIS DOCUMENT

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

This document is divided into three sections, viz. Citizen's Charter, Public Grievance Redress Mechanism and Service Delivery Capability. User organizations can refer to this document for guidance on how to meet the criteria and enhance the "quality" of their compliance with Sevottam.

Note: For the purpose of these guidelines, 'organizations' means Ministries/Departments having a direct interface with the public for delivery of services, or having Responsibility Centres and Field Offices under them which are engaged in public service delivery. Examples are shown in the table below:

S No	Ministry	Department	Responsibility Centre	Field Offices
1	Ministry of Finance	Department of Revenue	CBDT	Tax Payer Centres
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 Vidyalayas)
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:

	Modules (3)		Criteria (9)		Elements (11*3=33)	
	Module	Criteria	Criteria	Criteria	Element	Description
Integrated Model for Assessing Service Delivery	Module 1: Citizen's Charter and Service Standards	1.1	Implementation	1.1.1	Identification of services offered and their standards	
				1.1.2	Understanding service recipient expectations	
				1.1.3	Aligning services offered with service recipient expectations	
				1.1.4	Preparation of Citizen's 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 revision 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 to public in lodging a grievance	
				2.1.3	Classification of grievances at the point of receipt	
		2.2	Redress	2.2.1	Determination of time norms for grievance handling	
2.2.2				Adherence to time norms for grievance handling		
2.2.3				Disposal of grievances		
2.3		Prevention	2.3.1	Identification of grievance prone areas'		
			2.3.2	Action on grievance prone areas through Annual Action Plan		
			2.3.3	Action on grievance prone areas through Charter Review		
	2.3.4		Action on grievance prone areas through internal co-ordination			
	2.3.5		Awareness about progress of controlling grievance prone areas			
Module 3: Service Delivery Capability	3.1	Customers	3.1.1	Determining and improving citizen satisfaction levels		
			3.1.2	1.24.Measuring citizen satisfaction levels across the organization and field offices		
			3.1.3	Using citizen satisfaction measurement for Charter review		
			3.1.4	Creating a citizen focused environment across field offices		
			3.1.5	Differences in service delivery performance across field offices		
	3.2	Employees	3.2.1	Employee behavior for courtesy, punctuality, delivery promptness		
			3.2.2	Willingness of employees to accept responsibility		
			3.2.3	Employee motivation for service delivery improvement		
	3.3	Infrastructure	3.3.1	Basic infrastructure and facilities for service recipients		
			3.3.2	Resource requirement to meet prescribed service standards		
			3.3.3	Efficient use of available resources for continuous improvement		

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



MODULE 1: CITIZEN'S CHARTER

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 section.



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.
- The Citizen's Charter shall provide information that service recipients can use to avail efficient services from the organization including expectations from service recipients.
- 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 Citizen's 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 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 service recipient expectations by comparing it with **feedback** received from them.
- This comparison as above shall be done periodically and its results shall be used for improving the **service standards**.



3. *Aligning services offered with 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.
- 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 Citizen's Charter*

- The organization shall constitute a Working Group or 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 Working Group or 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 **field offices**. If multiple variations are needed, they shall be prepared after taking inputs from the concerned **stakeholders**.
- The Working Group/Task Force shall receive inputs from service recipients, staff at field office, and any other stakeholders it may identify in order to discharge its responsibilities for formulation, monitoring and review of Citizen's Charter.
- The Working Group/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.
- 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 field offices 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.



Module 2: PUBLIC GRIEVANCES

2nd ARC in its 12th Report has recommended that “There is need for a strong and effective internal **Grievance** Redress Mechanism in each organization”. 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. DARPG has developed CPGRAMS which is a web based tool for lodging, monitoring and reporting of grievances. The tool is functional in all the Ministries / Departments of Government of India since 2007. It can be accessed at www.pgportal.gov.in.

Sevottam guidelines incorporating the requirements relating to public grievances are described in the following section.

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 a 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

- 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. 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.
- 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*

- 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.



Module 3: SERVICE DELIVERY CAPABILITY

In order to deliver services as laid down in the Citizen's Charter and to establish an effective grievance redress mechanism, the organization must have the required capabilities; otherwise the exercise will stay only on paper and will not lead to real benefits to the public.

Sevottam guidelines incorporating the requirements for service delivery capability are described in the following section.

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 the organization and field offices*

- 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.
- 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 field offices*

- 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 field offices*

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



- 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 for 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.
- 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 service provider acknowledges the receipt of the request / grievance / communication. A valid acknowledgement should bear a unique identification number (Acknowledgement number), 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 that describes the plan of activities of the organization for the next one year along with its budgetary allocations.
- 3 Benchmark standards:** Best in class standards for the services, which the organization should aspire for, and against which it can measure its own performance. An organization envisages meeting the benchmark standards by continuous improvement of its services and process.
- 4 Causes:** Actions or things that produce an effect or lead to a result.
- 5 Changes in citizen needs and other developments:** With the passage of time or the occurrence of other events, citizen needs will change. 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:** Process whereby information is channeled and by a sender to a receiver via some medium. All forms of communication require a sender, a message, 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 a desired activity/task cannot be performed.



- 11 **Continually:** An activity or event happening without interruption; continuous in time. Continual improvement refers to ongoing 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:** Polite and helpful communication / dealings.
- 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 target values:** Service Standards for various outlets can be 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 offices.
- 16 **Document:** A paper or electronic artifact of written form, which is valuable for its content. For example, Service Quality Manual, grievance monitoring records, minutes of meetings.
- 17 **Effectiveness:** Extent to which planned activities are done and planned results achieved.
- 18 **Expectation:** What one party wants from the other. Expectations can be explicit or implicit.
- 19 **Feedback:** Reaction or response or opinion. It could be positive, negative, or neutral.
- 20 **Fire-fighting:** Tackling problems in an unstructured manner as and when they come without sufficient thought or planning.



- 21 **Format:** Layout of the document.
- 22 **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 otherwise contacts the organization.
- 23 **Grievance Analysis:** Action taken to understand grievances with a view to reducing dissatisfaction and avoiding the occurrence of similar grievances in future.
- 24 **Grievance prone areas:** Service delivery offices, or particular services which receive higher number of complaints as compared to the rest.
- 25 **Grievance:** Expressions of resentment against specific acts of omission or commission that are wrong or perceived as wrong, and requiring corrective action to be taken.
- 26 **Indicators:** Parameters on which a measurement can be done. For example height and weight are indicators on which a person's size can be measured.
- 27 **Internal inspection:** Formal evaluation exercise done internally. The results are usually compared to specified requirements and standards for determining whether the object of inspection is in line with these requirements.
- 28 **Internal periodic reports:** Reports created for internal use of a particular function or department, for example report to supervisor or departmental head. These reports are created periodically and facilitate day-to-day monitoring activities.
- 29 **Literate:** A person able to understand written communication / instructions provided.
- 30 **Local language:** One of the regional languages where the services are being provided.



- 31 Main services:** Main services include services that are being provided to service recipients on a regular basis. Services rendered occasionally under exceptional or extraordinary circumstances are not part of main services.
- 32 Mainstream:** Activities core to the organization, and part of its primary business.
- 33 Means:** Way to achieve, obtain, or communicate, including communication channels i.e. web, mail, telephone, in person etc.
- 34 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 the desired results. Examples in this particular context could be survey and stakeholder consultations.
- 35 Multiple variations of the Charter:** Different versions to reflect differences in standards to be achieved by different offices. The variations may be on account of the service delivery capability of the office and/or expectations of the service recipients.
- 36 Nature of complaint:** Category of complaints determined on the basis of its characteristics and handling process.
- 37 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.
- 38 Opportunities:** The advantages and prospects for organizations as opposed to constraints.
- 39 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.



- 40 Other factors that affect service delivery standards:** Examples are: Digitization plan, outsourcing plan, plan for getting into Public Private Partnership, plans for merger or split of the organization.
- 41 Outdated:** No longer current or applicable in the situation.
- 42 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, sending a registered post etc. OTC services could range from payment receipt to information sharing.
- 43 Priority:** Highest or higher in importance, rank, etc.
- 44 Remedial action:** A change made to a nonconforming product or service to address the deficiency permanently.
- 45 Requirements:** The set of activities need to be done by an organization for complying with the QMS and its service standards.
- 46 Resource wastage:** Avoidable consumption / utilization of resources
- 47 Resources:** Any tool, infrastructure item or equipment that facilitates service delivery can be termed as a resource. For example, sitting area, computer systems and network all such items can be termed as resource.
- 48 Responsibility:** Duty or obligation to satisfactorily perform or complete a task.



- 49 Results:** 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 percentage grievances redressed within stipulated time frame.
- 50 Reward:** Incentive for good or exemplary performance. 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
- 51 Routine functioning:** Day-to-day working, generally pre-planned.
- 52 Satisfaction:** A positive feeling as a result of a service / information being provided in accordance with requirements.
- 53 Scarce Resources:** Resources which are not easily available 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 also include resources the excessive consumption of which leads to environmental degradation.
- 54 Schemes:** Methods to reward or recognize better performing offices or employees to motivate them further.
- 55 Seriousness:** Seriousness of a grievance signifies how severe the impact of non-conformity on the service recipient is. For example, non-availability of electric supply for an entire locality for six hours may be considered more serious than non-availability for one household for ten hours.



- 56 Service Recipient:** Citizens or users availing services, or to whom the services are being delivered.
- 57 Service standards:** A yardstick for determining the quality of the services delivered
- 58 Special Category:** Any categorization of service recipients based on special needs such as physical challenges, old age, etc.
- 59 Specified:** Clearly and explicitly laid down.
- 60 Stakeholders:** A person, group of persons, organization, that affects or can be affected by another person, group of persons, or organization's actions.
- 61 Task Force:** A unit or formation established to work on a set of defined tasks or activities. Also see Working Group.
- 62 Updated standards:** The revised value for a service standard, after the service delivery process has been reviewed.
- 63 Verification:** Comparison to check if the defined service standards have been actually achieved.
- 64 Working Group:** See Task Force.



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