

MISHRA DHATU NIGAM LIMITED
(A Government of India Enterprise)
HYDERABAD – 500 058

CITIZEN'S CHARTER-2015
VERSION-1.0

PREAMBLE

Citizens are understood as any stakeholder with significant impact and influence on the company ranging from customers, vendors, Government to society at large.

MIDHANI's Citizen's Charter contains three broad areas. First part outlines Scope of the Charter and General Information about the company. Second part contains the information on management commitment to the Citizens, details of company business and Citizens' obligations, thereby making Citizens better informed and empowering them to demand better products and services. In the last part, it describes Citizens' Service Delivery, by managing the key ingredients for good product and service delivery, and building its own capacity to continuously improve delivery through feedback mechanism.

PART I: GENERAL

1.1 Scope of Citizen's Charter

The charter demonstrates our ability to consistently provide quality products and efficient and responsive services that meet requirements of our Citizens with applicable legal, statutory and regulatory requirements. It aims to enhance Citizens' satisfaction and to continually improve our products and service delivery process.

1.2 General Information about MIDHANI Organization

Mishra Dhatu Nigam Limited (MIDHANI) A Govt. of India Enterprises, was set up in 1973 at Hyderabad with the prime objective of achieving self reliance in manufacturing of strategic materials for the country. For over three decades now, MIDHANI has been handling challenging tasks of developing alloys, taking a lead position in indigenization of critical technologies and products to render support to several programmes of National importance and hi-tech segments of India industry. MIDHANI has been offering its core competence of developing and manufacturing custom made alloys to suit the specific requirements of customers for critical applications.

Mission of MIDHANI

"To achieve " Self- Reliance in the research, development, manufacture and supply of critical alloys and products of Strategic Importance for National Security."

Corporate Objectives

- a) Manufacture and supply high technology metals, alloys and their products, components to all strategic sector customers such as Space, Department of Atomic Energy (DAE) and Defence in their endeavor for self -reliance.
- b) To enable customers such as DRDO, ISRO, HAL, DAE and OFB to source strategic materials which MIDHANI would design, develop and commercially manufacture and which are not easily accessible to these organizations.
- c) To sustain position as " National Centre for Excellence" in advanced metals and products in the country by pursuing the following :
 - 1) To achieve customer satisfaction of the highest order.
 - 2) To improve productivity / yield by constantly looking for alternative methods and process and capacity utilization.
 - 3) To reduce input costs and enhance value addition.
 - 4) To take such measures for energy conservation.
 - 5) To develop human resources through knowledge up gradation and HR practices.
 - 6) To pursue continuous improvement in quality and delivery of products.
- d) To implement modernization & up gradation plans with the assistance from Customers and continue to maintain company's strategic importance for self reliance.
- e) To maintain and sustain environmentally friendly production processes.

PART II: COMMITMENT

Commitment between two entities i.e MIDHANI and Citizen requires mutual appreciation of objectives of Citizen's Charter, Management Commitment and obligation of Citizens to facilitate the process of service delivery.

2.1 Objectives of Citizen's Charter

The significant objectives of the Citizen s Charter of MIDHANI are summarized as given below:

- Ensuring Citizen-centric focus across all its processes by adopting Excellence enabler for improvement of products and services.
- Ensuring effective Citizen Communications Channels
- Demonstrating Transparency and Openness of its business operations by hosting the Citizen s Charter on the MIDHANI's web site i.e. MIDHANI.co.in.
- Working towards delight of Citizens by fail-safe processes and in case of exigencies leveraging its Service Recovery Processes like Grievance Redressal, Handling Complaints etc.

2.2 Management's Commitment

The Management of MIDHANI is totally committed to excellence in public service delivery through good governance by a laid down process of identifying Citizens, our commitment to them in meeting their expectations, and our communication to them of our key policies in order to make the service delivery process more effective. For achieving this, we shall endeavour towards the following Commitments:

- Produce quality special steels, alloys and related products/services to the specifications and standards stipulated by laid down norms.
- Ensure delivery of our products/services as per agreed terms and delivery schedule.
- Build world class workforce by training, motivating & encouraging personnel at all levels; to identify delivery problems and to suggest solutions and take remedial measures
- Attain national and international benchmarks in all spheres of working and strive to attain international standard to become globally competitive through sustained R&D efforts
- Remain sensitive to environment management and safety
- Maintain the highest ethical standards in all our endeavors, business and economic activities

- Commit to do duties to the best of our ability, intensity and efficiency with the prime motto of fulfilling the Citizens' requirements and to rise to their expectations and beyond
- To meet the statutory/regulatory requirements related to products, services, safety, security, finance and Human Resources
- Make sincere efforts in meeting all our social obligations towards our Citizens
- Prompt redressal of Citizen s grievances

2.3 Our Business

The details of business comprising of products manufactured at MIDHANI, services provided and strategic MOU's are provided at Annexure -1

2.4 Expectations from the Citizens

To provide efficient services to the Citizens and satisfying their expectations, MIDHANI perceives the following expectations from various categories of Citizens:-

Customers

- Full participation in development & manufacturing process, quality control, periodical reviews and financial commitments.
- Be acquainted with the policies, systems, technologies & maintenance procedures and product performance criteria.
- Indicate realistic & reasonable schedule and make prompt payment.
- Comply with product/service instructions & timely maintenance procedure.

Government

- Timely clearances/approvals from controlling agencies/ministries/ Departments
- Adherence to the statutory rules and regulations.
- Periodic review/interaction between MIDHANI and Ministry of Defence Production.

Vendors/Project Contractors

- Strict adherence to time and delivery schedules as per tenders or purchase orders.
- Adherence to the statutory safety guidelines
- Achievement of economy on products/services without compromising the quality standards.
- Maintenance of reasonable and competitive rates through continuous improvement, re-engineering and restructuring.
- Elimination of wasteful practices, to reduce rejection and to ensure zero defects.
- Up-gradation & expansion of employee knowledge and skills and create an ambience for nurturing & growing talents.

Investors, Shareholders, Bankers

- To supply complete and correct information to enable correct decision making
- To adhere to fair, transparent and consistent practices/code in financial dealings

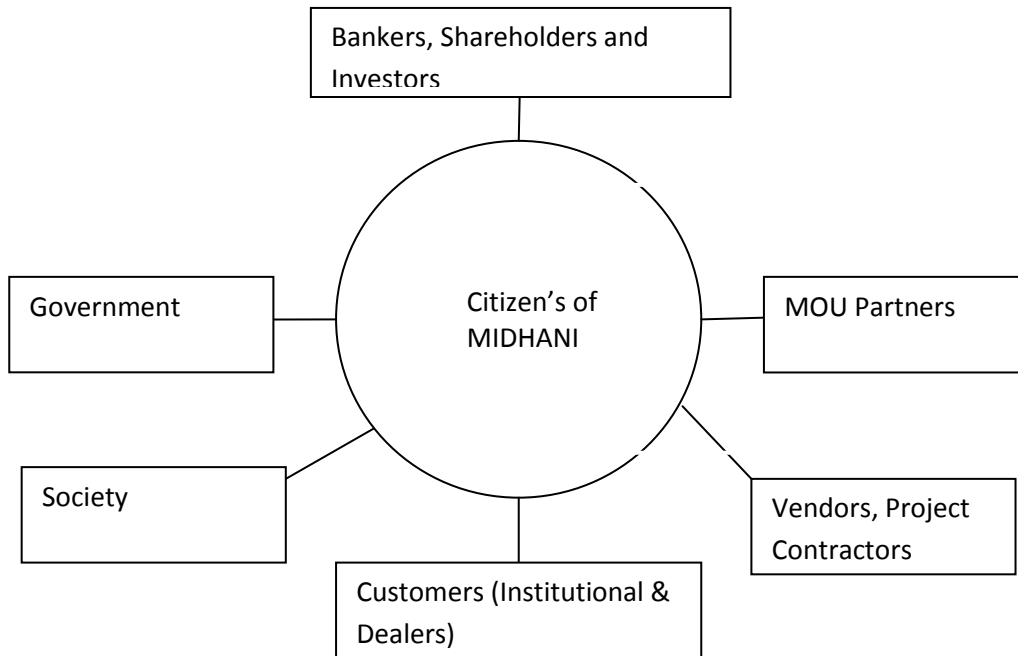
Society

- Appreciation of services delivered under the corporate social responsibility and environment policies
- Increased use of the feedback mechanism under the Citizen's charter in order to assist the company to incorporate better service standards

PART III: CITIZEN SERVICE DELIVERY

Based upon their impact and influence on MIDHANI, the various categories of Citizens as defined by us are provided in the exhibit 1 below and the details of products/services being provided to them are laid down in Annexure II.

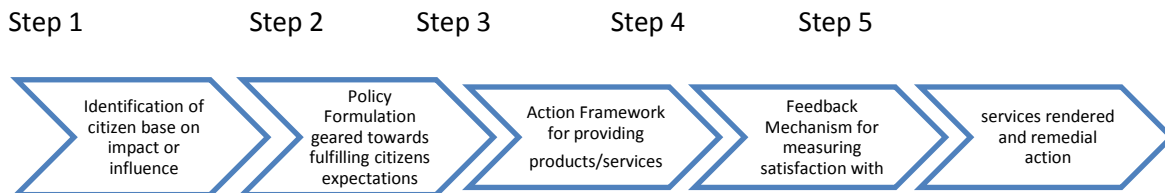
Exhibit 1: Citizen Categories



3.1 Service Delivery Process

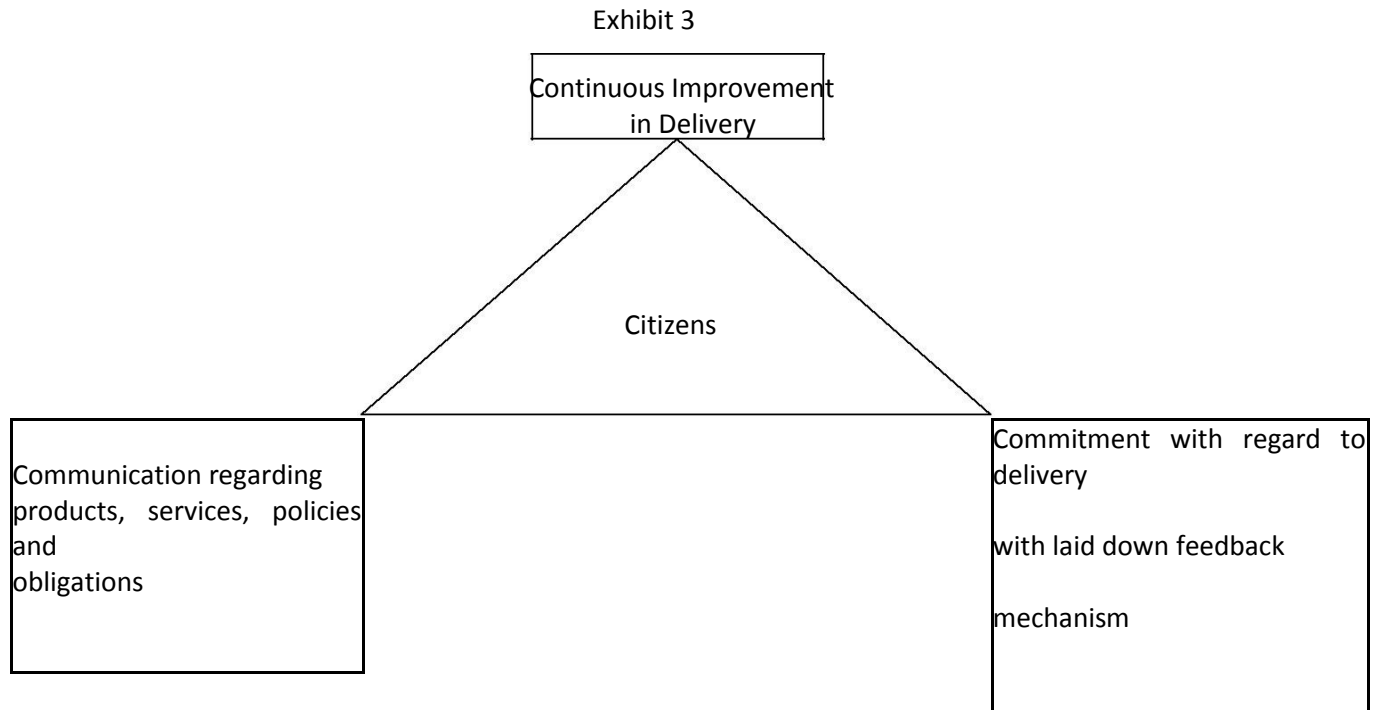
a) Citizen Management

The existing Citizen Management process comprises a four step model drawing on the elements of the Sevottam model:



b) Citizen Identification

Based on the Citizens management process, MIDHANI has established a mechanism to identify its stakeholders with a view to lay down policies in order to serve them, and also incorporated a feedback mechanism for its stakeholders in order to increase customer satisfaction and improvement in service delivery.



3.2 Policies of the Company

Based upon the identification and management of stakeholders, a comprehensive set of policies has been adopted by MIDHANI in order to meet their expectations. Details of policies have been given in Annexure III.

3.3 Feedback Mechanism

MIDHANI endeavor to issue a prompt acknowledgement and redresses complaints of its Citizens. A formal procedure and robust mechanism is in vogue for most of its Citizens.

The Citizen may lodge its complaint either in the prescribed format or by an ordinary letter or even on telephone at nearest contact points, not necessarily the exact point of delivery.

In the case of telephonic complaint, the concerned executive or the executive attending the telephone call, shall request the Citizen to furnish the detailed information to facilitate immediate settlement of the complaint.

3.4 Monitoring & Improvement of Citizen's Charter

MIDHANI recognizes the importance of the Evaluation and Monitoring of the Citizen's Charter in improving standards of services. The evaluation and monitoring of the "Citizen's Charter" shall take place as and when the dynamics of the stakeholder requirements changes. A practice of self assessment shall be put in place enabling the staff to assess how well they think they are delivering the products/services. This will then be compared with the feedback. Regular evaluation and monitoring of the performance standards builds confidence among the users of the service and standards may be made more acceptable. Evaluation report shall be widely publicized within the organization.

3.5 Review of the Citizen's Charter and Service Delivery

Dynamic reviews follow effective implementation and monitoring to verify the effectiveness and continued relevance of the Charter. The Charter shall be reviewed annually based on the experiences and feedback received from Citizens.

The Citizen's Charter shall be reviewed with changing requirement to ensure its suitability, adequacy, efficiency and effectiveness. This review shall include assessing opportunities for improvement and the need for changes, including service quality policy and objectives. Records of management reviews shall be maintained.

The input for these reviews shall include information on:

- Follow-up actions from previous reviews,
- Inputs from Management Review (monitoring) meetings,
- Results of audit,
- Feedback from customer/stakeholders
- Changing Citizens' requirements,
- Extent to which objectives are achieved,
- Status of corrective actions,
- Recommendations for improvement.

This will help in ensuring that the review of the Citizen's Charter is participative and takes care of all Citizens. It will also ensure that the charter is serving its purpose.

Review output shall include any decisions and actions related to:

- Improvement in product/service quality standards;
- Improvement in Citizens' satisfaction;
- Improvement in the management systems for service quality, Citizen's Charter, and complaints handling

Annexure I

Details of MIDHANI Business

1.1 Technological Capabilities

For MIDHANI, it has been an unparalleled experiment and a challenge undertaken to create the technological ability for manufacture of perhaps the widest range of advanced metals and alloys anywhere in the world, under one roof. The Company has gone beyond the scope of the original product-mix and developed over 100 grades to meet the felt need of strategic and commercial sectors. Through generation of an in-depth understanding of the Processing - Structure Evolution - Material Performance / Behaviour interrelationships, MIDHANI has contributed to solving several daunting technological problems including manufacture of Maraging Steel surpassing international standards, when first developed, during the early 1980s. MIDHANI has been handling challenging developmental tasks, taking a lead position in indigenisation of critical technologies and products to render support to several programmes of national importance and hi-tech segments of Indian industry. Midhani has now started offering its core competence of developing and manufacturing alloys tailor-made to suit the specific requirements of customers for their critical applications

1.2 Unique & Integrated Manufacturing Facility



Vacuum Arc Re-Melting Furnace



Vacuum Induction Melting Furnace



Creep Testing Machines



Heat Treatment Oil Quenching



ElectroSlag Refining Furnace



Vacuum Induction Refining Furnace



Computerised Forge Press



Precision 12-HI-Cold-Strip Mill

Primary Melting Furnaces	Secondary Melting Furnace	1500 T Forge Press 6000 T Forge Press	Hot Rolling & Precision Cold Rolling
Bar and Wire Drawing	Titanium Facility	Tube Plant	Vacuum Investment Casting Facility
Core & Laminations Facility	Finishing Lines & Support Facilities	Quality Assurance & Control Lab	On-Line Quality Testing Facilities

1.3 Services

a) Testing & Evaluation

A comprehensive range of testing and evaluation services covering chemical analysis, mechanical, non-destructive and magnetic testing are rendered by Midhani. These include X-Ray, Atomic Absorption, Optical Emission & Ultra-violet visible Spectrometry and gas analysis. Creep & Fatigue testing, Fracture toughness evaluation, Ultrasonic, Eddy Current, Magnetic, Dye-Penetrant, Radiography Hysteresis graph, Core Loss testing etc are also carried out Sophisticated services dedicated to testing and evaluation of aeronautical materials and components are also offered by Midhani. Mechanical testing services include Tensile & Compressive Testing at ambient, elevated and cryogenic temperatures, low cycle fatigue testing upto 1000° C, Stress Rupture Testing and Creep Strain Determination upto 1050° C, Rotating Bending Fatigue Test at ambient and elevated temperatures, Plain Strain Fracture Toughness (K1C) & J1C Testing, measurement of Fatigue Crack Propagation Rates, Impact and Hardness Testing Metallography services include specimen preparation, Optical Microscopy, In-situ Metallography, Phase analysis by Microhardness testing. Chemical compositional analysis is carried out using X-ray Fluorescence Spectrometry, semi-quantitative analysis using Mobile Optical Emission Spectrometry. Other services include Electro discharge machining for sample blank extraction, Chevron Notch making, CNC machining and dimensional metrology

b) Consultancy

i) Customized Products/Services

Forging, rolling, heat treatment, investment & sand castings and other conversion jobs are carried out by Midhani for its customers. Manufacture of finished machined and fabricated products is also undertaken by the Company which makes use of in-house and external facilities to carry out assignments by taking single-point responsibility for the end product

ii) Metallurgical Consultancy Services

MIDHANI has acquired an in-depth understanding of the Processing - Structure Evolution - Material Performance / Behaviour interrelationships which have contributed to solving several daunting technological problems. The Company offers failure analysis, material selection and alloy design services on a consultancy basis to customers

1.4 Products

Product MIX		
SUPERALLOYS <ul style="list-style-type: none"> • Nickel-base Superalloys • Cobalt-base Superalloys • Iron-base Superalloys 	TITANIUM & TITANIUM ALLOYS <ul style="list-style-type: none"> • Commercially Pure Titanium • Titanium Alloys 	SPECIAL PURPOSE STEELS <ul style="list-style-type: none"> • Maraging Steels • Armament Steels • Nuclear Grade Steels • Steels of Cryogenic Applications • Special Stainless Steels
ELECTRICAL & ELECTRONIC ALLOYS <ul style="list-style-type: none"> • Electrical Resistance Alloys • Controlled Expansion Alloys • Soft Magnetic Alloys • Nd-Fe-B Rare Earth Magnet • Core & Lamination 	OTHER PRODUCTS <ul style="list-style-type: none"> • Molybdenum • Weld Consumables • Magnesium Alloys • Titanium Alloys 	SPECIAL PRODUCTS <ul style="list-style-type: none"> • Biomedical Implants • Armour Products • Moly products • Fastners

1.5 Forms of Supply

Products are supplied in Standard Mill Forms such as Billets, Forgings and rings. Hot rolled plates, sheet, bars, wires, rods and cold rolled sheets, plates & bars are also supplied by employing the Company's advanced facilities and core competence in making, shaping and treating special metals and alloys include Titanium & Spl. Steel Tubes, Cores & Laminations, near net shape Vacuum Investment & Sand Castings of titanium as well as superalloys and special steels. State-of-art Superplastic Forming (SPF) technologies are employed for manufacture of high-pressure 'bottles'. The Company also takes up custom production of specific sizes / shapes, fabricated / finished products to customers' specifications using in-house and external resources e.g large Rings & wide Plates, bullet-proofing of cars for VVIPs & security personnel

1.6 MOU PARTNERS

- MIDHANI signed MOU with CSIR – NAL (National Aerospace Laboratory) for the development of aeronautical grade carbon fibers and development of a continuous process for the preparation of standard modulus carbon fibers.
- Consortium of MIDHANI, BHEL and HSL for bidding for project P751 programme of Indian Navy.
- Shape-Memory Alloy in collaboration with National Aerospace Laboratory has been fully developed and is now slated for commercialization.

Annexure II

Services provided to Citizens

Services Provided to Various Citizens

Citizen	Services provided	Remarks
Customers <ul style="list-style-type: none"> • Institutional • Dealers 	Various kinds of products related to defence, aerospace, engineering sector and atomic sector Sales to export sector	<ul style="list-style-type: none"> • Signing of purchase agreement • Price fixation as per contract/tender agreement
Government <ul style="list-style-type: none"> • Ministry of Defence Production • Department of Public Enterprises • Department of Personnel & Training 	Information/Proposals for clearances/approvals Investment approvals	Monitoring of Performance through a)Performance Reviews b)Signing of MOUs c)Nomination of Directors in the Board of Directors
Vendors/Project Contractors	Proper execution of contractual terms & conditions in implementation of projects and procurement	Follow procedures laid down in Purchase Manual and powers laid down in the Delegation of Powers
Investor, Shareholder, Banker	Compliance of Loan Covenants and performance indices	Timely payment of dues
MOUs	Proper execution of agreement terms and conditions in operations	Follow procedure laid down in business plan/memorandum of understanding
Society	Adherence to highest standards of social responsibility and environment protection	Pursue policies and programs for wider social development and minimum adverse impact on environment

Policies of MIDHANI

3.1 Employee Motivation

MIDHANI realizes that human resource of the Company is its most important asset. Various steps have been initiated for enhancing competence and level of motivation for achieving excellence in performance. MIDHANI has around 832 strong workforce, which forms the dedicated teams in various functional areas.

Personnel policies are focused on development of human potential through skill up gradation, competence building, career enhancement and job rotation. The organization explicitly resolves to create a work ethos of growth through professionalism & achievement of excellence. The Credo of the organization further affirms to achieve performance excellence by charting a challenging career for employees with opportunities for achievements and rewards.

Three stage of grievance redressal mechanism is in vogue in the Company involving the immediate superior, HOD's, Personnel Officer and representatives of the management and union. MIDHANI has also appointed grievance officers whom employee could approach for redressal of their grievances, at each of its Plants/Departments as specified by Department of Administrative Reforms and Public Grievances vide their Office Memorandum No.39743/9 PLCY/ PG-88(7) dated 20th September, 1988.

3.2 Quality Policy

“MIDHANI will provide quality products that consistently meet all requirements of its Customers. MIDHANI remain committed to enhancement of Customer satisfaction by continuous improvement in all aspects of Quality Management System and Product Realization”.

- * MIDHANI is an ISO 9001 - 2008 Certification Company
- * MIDHANI is AS 9100 Rev 'C' certified
- * Chemical Testing Laboratory & Mechanical Testing Laboratory of MIDHANI is accredited by NABL
- MIDHANI Quality Assurance System has approvals from :
 - * Directorate General of Aeronautical Quality Assurance
 - * Directorate General of Civil Aviation
 - * Directorate General of Quality Assurance (Recipient of Self Certification Status)
 - * Department of Space
 - * Department of Atomic Energy
 - * Source Approval of Boeing Co, USA(For Titanium & Titanium Alloy Products)
 - * Successful Quality Audit by EADS-AIRBUS

3.3 Safety Policy

MIDHANI is committed to

- Safety of its employees and the people associated with it including those living in the neighborhood of its plant.
- Pursue safety efforts in a sustained and consistent way by establishing safety goals, demanding accountability for safety performance and providing resources to make safety programmes work.

The guiding principles for formulating the safety policy are:

- Excellence in health & safety supports excellent business results.
- All accidents can and must be prevented.
- All employees are responsible and accountable for maintaining safety standards.
- Safety standards to be incorporated in all work procedures.
- Imparting training to create safety consciousness and to work safely to be a key element of safety programmes.
- Safety to be enhanced through participative committees and other forum.
- Comprehensive and regular audit of the safety performance, to be conducted.
- All work practices & procedures to be in consonance with statutory Rules and Regulations on Safety

3.4 Corporate Environmental Policy

MIDHANI reaffirms its commitment to contributing towards a clean and sustainable environment and continually enhancing its environmental performance as an integral part of its business philosophy and values. Towards this commitment, we shall

- Integrate sound environmental management practices in all our activities.
- Conduct our operations in an environmentally responsible manner to comply with applicable legal and other requirements related to its environmental aspects and strive to go beyond.
- Progressively adopt cleaner and energy efficient technologies.
- Minimize waste generation and promote recovery, recycle and reuse.
- Increase greenery in and around our plants and mines.
- Strive for continual improvement in our environmental performance by setting challenging targets, measuring progress, taking corrective action and communicating environmental information to all concerned.
- Enhance environmental awareness amongst employees working for and on behalf of us and the general populace around plants and mines.
- Encourage our business associates to adopt similar approach for environmental protection

3.5 Corporate Social Responsibility Policy

MIDHANI recognizes that its business activities have a direct and indirect impact on society. The Company strives to integrate its business values and operations in an ethical and transparent manner to demonstrate its commitment to sustainable development and to meet the interests of its stakeholders.

The Company is committed to continuously improving its social responsibilities, environment and economic practices to make a positive impact on the society.

Toward this commitment, the Company shall:

- Create a positive footprint within the society to make a meaningful difference in the lives of people by continually aligning its initiatives to the goals for sustainable development.
- Maintain commitment to quality, health and safety in every respect.
- Undertake ethical business practices across the supply chain.
- Make positive impact on the environment and promote good environmental practices.
- Promote equality of opportunity and diversity of workforce throughout its business operations.

Annexure IV

Customer Relationship Management of MIDHANI

MIDHANI realizes that customers are one of the priority stakeholders for the company. It has devised a comprehensive CRM program in order to achieve excellence in service delivery to customers and resulting in customer satisfaction.

4.1 Discerning Clientele

- a) Defence
- b) Aeronautics
- c) Space
- d) Nuclear
- e) Power
- f) General Engineering including Chemical & Telecommunication Industries etc.

4.2 Services provided

The various services provided by MIDHANI s marketing and distribution network can be summarized as follows:

- Pre- Sales – Our Marketing/Methods /PPC team interacts with the customer for its specific requirements and assists in choosing the right kind of product. In addition, depending upon the customer requirement, the teams coordinate with the product development team at various departments for developing the right product for the customer.
- Sales – The supply of material to customer s doorstep on the basis of purchase orders issued on the pre agreed price and within the agreed delivery schedule from the plant.
- After Sales –
There is an established mechanism to arrive at a Customer Satisfaction Index (CSI) on the basis of a formal questionnaire circulated to key customers every month by the Key Account Managers.

4.3 Grievance Redressal Mechanism

The grievance redressal mechanism depending upon the nature of complaint can be classified into two groups:

- Quality grievance – The Quality team visits the customer premises to assess the quality related issue. Based on tests in independent laboratories or at the MIDHANI plant, the material if required is recalled and credit note issued to the customer.
- Commercial grievance – The Officer who is in charge of the sales have the authority to acknowledge grievances of commercial nature and settle them within stipulated time to customer satisfaction.

Annexure V

Investor Relationship Management of MIDHANI

The President of India virtually holds the entire paid up capital of the Company and is the major shareholder of the Company. 100% shares are held by President of India.

5.1 Investor Groups

- Shareholders – Government of India
- Banks/Financial Institutions

5.2 Grievance Redressal Mechanism

Banks – Any grievance related to banks, financial institutions and credit rating agencies are handled at the level of GM(F & A).

Vendor/Contractor Relationship Management of MIDHANI

MIDHANI realizes vendors and contractors are one of the priority stakeholders for the company. It has devised a comprehensive program in order to achieve excellence in service delivery to vendors resulting in vendor satisfaction and better market reputation.

6.1 Vendor Groups

Vendors in MIDHANI have been divided into the following groups:

- Suppliers – Raw Materials, Spares, Consumables, Equipments, Job works , Consultants etc
- Service Providers – Transporters,
- Contractors - civil

6.2 Services provided

The various services provided by MIDHANI to the various vendors can be summarized as follows:

- Suppliers – Supplier Contracts, Quality and commercial specifications, Transportation of material to MIDHANI plant, time and schedule of material delivery, integrity pact etc.
- Service Providers – Service Contracts, Quality and commercial specifications, time and schedule of service delivery, integrity pact etc.
- Contractors – Material and labour contracts, time and schedule of delivery, Quality and commercial specifications, safety and environmental standards, integrity pact etc.

6.3 Grievance Redressal Mechanism

The grievance redressal mechanism depending upon the category of vendor and nature of complaint (quality, commercial etc.) is handled at individual plant separately based on established mechanisms.

Employee Management of MIDHANI

MIDHANI realizes employees are one of the priority stakeholders for the company. It has devised a comprehensive program in order to provide a challenging career for them and remain as an employer of choice for many. The HR strategy followed by MIDHANI in order to meet these objectives is:

- Enhancing competitiveness through manpower productivity
- Learning organization through improvement in work practices and multi skilling
- Motivation and involvement through reward policies
- Corporate responsibility through conducive IR scenario
- Change management through human resource planning

7.1 Employee Motivation Schemes

Employee motivation schemes have been designed keeping in mind the common framework for the organization but at the same time allowing enough flexibility to units for customization. The schemes have been designed for monthly and yearly rewards based on the following criterion:

- Production
- Cost
- Quality
- Profitability

The executive performance management system (EPMS) is a complete online process developed in house wherein independent assessment is done by reporting and reviewing officers with quantifiable KPAs weighted with clear cut evaluation criteria.

Training initiatives for both technical staff and managerial cadre have been launched in order to build competency through training in basic engineering skills and management development programmes. Project based training in India and abroad for both categories of employees has also been introduced.

In order to enhance the learning culture within the organization, a system to learn from internal best practices through workshops has been established. A culture to promote learning through initiatives like Chairman's trophy for young managers, quizzing and harnessing industry academia collaboration by management development programmes has also been launched.

7.2 Grievance Policy and Procedure

A three stage grievance machinery is in vogue in the steel Plants. In the first stage, the aggrieved employee presents his grievance to his immediate superior or to the Personnel Officer concerned. The grievance is looked into and a reply is given to the aggrieved employee at the earliest

- If the employee fails to receive a reply to his grievance within the stipulated period or if he is not satisfied with the reply, he may take up the grievance to the second stage viz. the Head of the Department. The Head of the Department looks into the grievance in consultation with all

concerned, including the Personnel Officer and may also give a personal hearing to the aggrieved employee, if necessary. After examining the grievance thoroughly, the Head of the Department gives a suitable reply to the aggrieved employee.

- If the employee is not satisfied with the reply received at Stage-II, he is free to take up the grievance at Stage-III, which consists of a bipartite committee with representatives from the Management and the recognized Union.
- In some of the plants, there is a provision for appeal to the Chief Executive Officer/ Chief Executive, if the employee is not satisfied with the decision given by the Grievance Committee at Stage-III. In such cases the decision of the Chief Executive Officer/ Chief Executive is treated as final.

7.3 Grievances Redressal Mechanism

MIDHANI has nominated "Grievance Officers whom employee could approach for redressal of their grievances, at each Department as specified by Department of Administrative Reforms and Public Grievances vide their Office Memorandum No.39743/9 PLCY/PG-88(7) dated 20th September 1988. The list of Nodal Officers of Plant is as indicated in HR Manual.

Annexure VIII

Future Roadmap for Citizen's Charter

In order to ensure that the Citizen's Charter is a dynamic document which will take into account the changes in the business environment of MIDHANI, the following paragraphs lay down certain measures to ensure that the framework for the same is established in the organization.

8.1 Action to be taken to implement the charter

Based upon the experience of implementing Citizen's Charter in various organizations, the following lessons have been learnt:

- As with any new effort, the Citizen's Charter initiative is bound to be looked at initially with skepticism by bureaucrat as well as Citizens. Hence, an effective awareness campaign amongst all the stakeholders at the initial stage is essential to overcome this skepticism. These awareness campaigns should be designed and delivered innovatively and effectively.
- The issuance of Citizen's Charter will not change overnight the mindset of the staff and the clients, developed over a period of time. Therefore, regular, untiring and persistent efforts are required to bring about attitudinal changes.
- A new initiative always encounters barriers and misgivings from the staff. Involving and consulting them at all the levels of formulation and implementation of Citizen's Charter will go a long way in overcoming this resistance and will made them an equal partner in this exercise.
- Instead of trying to reform all the processes at once and encounter massive resistance, it is advisable to break the tasks into small components and tackle them one at a time.
- The charter initiative should have a built-in mechanism for monitoring, evaluating and reviewing the working of the Charters, preferably through an outside agency.

Therefore, for MIDHANI the implementation of the Citizen's charter needs to incorporate the following important guidelines:

- The language of the charter should be simple in order to clearly communicate nature of the Organization and its commitments.
- Win the confidence of the stakeholders with small measures initially, but which have visible and significant impact.
- Be responsive to the need of the continuous evolution of charter based on dynamic stakeholder expectations.
- Set up systems for independent scrutiny and feedback.
- Train the organization staff regarding charter and delegate powers to specified nodal officers for effective implementation.

8.2 Roadmap for Implementation

The following roadmap needs to be adopted in order to implement the charter:

- Formation of Task Force or Core Group
- Identification of all Stakeholders and major services to be provided by Organization by listing areas on interface.
- Consultation with Clients/ Stakeholders/ Staff (Primarily at cutting-edge level) and their representative associations in order to win their confidence and involvement and invite suggestions for the formulation and implementation of Charter.
- Preparation of Draft Charter
 - o Circulation for comments/ suggestions
 - o Modification of Charter to include suggestions
- Consideration of the Charter by Core Group in order to prepare a master plan and possible budget for implementation.
- Modification of Charter by the Organization on the basis of suggestions/ observations by the Core Group.
- Approval by the Ministry in charge of the Organization
- Submission of a copy of the Charter to the Department of Administrative Reforms and Public Grievances.
- Formal issue/ release of Charter and putting up on website
- Sending copies to People's Representatives, branch offices, plants etc. and all stakeholders in order to inform customers of the proposed commitments.
- Appointment of a Nodal Officer to ensure effective implementation. The nodal officer preferably should be of the rank of a joint secretary or equivalent and should be appointed keeping in mind the suitability of the candidate in terms of the job requirement.

8.3 Training programmes/workshops proposed for proper implementation of charter

For any Charter to succeed the employees responsible for its implementation should have proper training and orientation, as commitments of the Charter cannot be expected to be delivered by a workforce that is unaware of the spirit and content of the Charter. It is important to create conditions through interaction and training for generating a responsive climate.

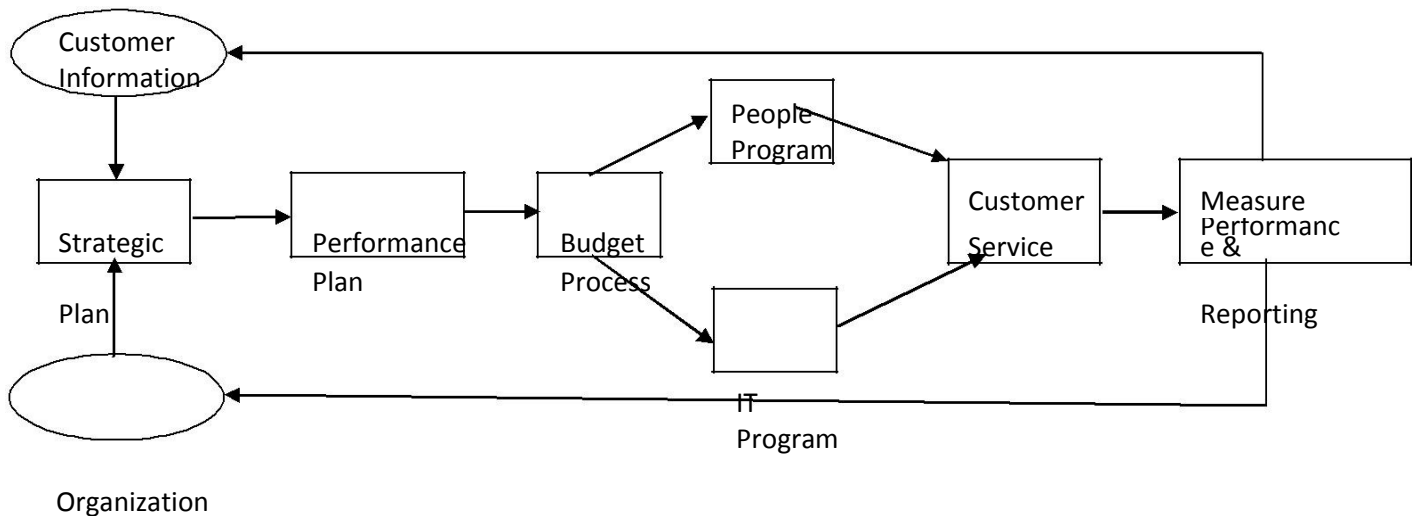
The five important areas that need to be covered during training of employees in Citizen’s charter are as follows:

- Reliability, i.e. consistency in performance
- Responsiveness, i.e. timely service
- Credibility, i.e. having customer interest at heart
- Empathy, i.e. attention to customer’s needs
- Courtesy and care, i.e. physical evidence of willingness to serve

The various state administrative staff training institutes are well equipped to impart training regarding capacity building of organizations in order to implement the Citizen’s Charter. Initially, the nodal officers can be trained in the same and they can act as master trainers for the employees in the organization in order to achieve standards of excellence in service delivery.

The change in the behavior of the officers subsequent to proper coaching and training can be reinforced through devising of an incentive system to reward officials with exemplary record of service delivery.

The system to be aligned to serve customers can be illustrated below:



The implementation of the above system will help in changing the mindset of the official from someone with power over the public to someone with the right sense of duty in spending the public money collected through taxes and in providing Citizens with necessary services.

8.4 Awareness campaigns organized on charter for Citizens

Some of the publicity efforts which will assist in creating awareness about the charter are:

- The charter should be made available on the corporate website and copies sent to the controlling ministry, Department of Administrative Reforms and Public Grievance (DARPG), branch offices, employee offices and people's representatives. The charter needs to be displayed prominently at the main notice boards of the corporate and the various regional offices.
- The charter should also be published in the annual report. Employees can be rewarded for exemplary performance in respect of service delivery and the same can be widely publicized.
- The various branch offices can organize a "Meet the Citizen" programme on a regular basis for addressing the grievances of the customer and thus making them aware of the various services provided by MIDHANI as provided in the Citizen's Charter.
- Creating customer friendly environment in the offices by establishing a "May I help you" Counter and improved accessibility of staff through published allocation of time for Citizen interaction would also assist in publicizing of the charter.

8.5 Periodic internal and external evaluation of implementation

Regular evaluation is necessary to improve the standards of the services provided by the organization. It also builds confidence among the customers/stakeholders regarding the quality of service and assists in building standards for service performance. The results of the evaluation if widely publicized will enable process review and re-engineering of bottlenecks in respect of service delivery. Evaluation can be made more effective through computerization and online access of information for top management and a provision of rewarding employees who render exceptional service quality.

8.6 Internal Evaluation

Some of the measures for internal evaluation should be as follows:

- The core group should monitor organization's performance vis-à-vis commitments made in the charter on a regular basis (once every three months) and keep the relevant HOD informed in case of any issues.
- Publish data related to performance of the organization with regard to commitments made in the Citizen's charter in the annual report and share it with customers/stakeholders through appropriate media.
- Evaluate data received from customer/stakeholder questionnaires and list out services requiring further improvement.

8.7 External Evaluation

The external evaluation validates internal evaluation and improves transparency. It can even make known customer expectations and assist in fixing of correct user charges and willingness to pay.

- This evaluation should be done through assessment of level of satisfaction among customers/stakeholders and the findings should be shared in the board meetings at least once a year.
- The satisfaction survey can be done by an external agency or by directly distributing questionnaires to a random sample of various stakeholders. The survey should be done on a regular basis.
- A report card can be developed to quantify the level of satisfaction with the services on the basis of the questionnaire.

8.8 Periodic review/revision of the charter

It is necessary to ensure that activities related to formulation/implementation of Citizen's Charter form a part of the Annual Action Plan of the Organization. Based on the feedback/assessment/evaluation, necessary steps should be taken for review/revision of the Citizen's Charter.

The focus of the review should be on formulating small but significant changes in the organization thus making service delivery process more visible and satisfactory. The annual report of the organization should include details of implementation of Citizen's Charter and the same can be incorporated in employee performance review. The key parameters which should form the basis of review should include:

- Training of staff
- Decentralization and delegation of authority
- Technology upgradation
- Process review and restructuring
- Customer confidence building measures

As and when a certification system for Citizen's Charter like a "Charter Mark" is in place, efforts should be made by the organization to obtain certification of the same