

Grievance Management System through Call Centre

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ABSTRACT

Citizens of Delhi are submitting their grievances/complaints to the departments/agencies of the Government of NCT of Delhi by visiting the Department personally or by post, courier or Internet which are time-consuming processes. Moreover, the departments have their own Grievance Monitoring System to receive/register the grievances of the citizen. In absence of a centralized system, there is no mechanism in place to have consolidated figures on grievances received from the citizens through various modes by the departments/agencies. There is no escalation mechanism to bring unserved grievances to the notice of senior authorities after specified periods. Thus there is a need for Government to have an efficient system of grievance handling system in place of traditional Grievance Management System. The use of latest technology to monitor each and every grievance filed to increase citizen satisfaction with the Government in the field of management of grievances

Initiating a new beginning to the Citizen Centric Government, the Govt. of NCT of Delhi introduced a centralized Internet (web)-based Grievance Management System (GMS), which is functioning 24 hours and 7 days a week since 9 May 2007. A citizen can call the telephone number 155355 from any landline or mobile phone within the National Capital Region (NCR) and can register their grievance related to any Delhi Government Departments and Autonomous Bodies. The system issues a Grievance Unique Number (GUN) to the calling citizen for future reference and follow-up. The integrated Government call centre solution provides Citizens with more personalized service, faster problem resolution and easier access. The GMS provides citizens, a direct access to the Delhi Government. The GMS is a shared system for grievance handling for all Government departments and agencies thereby reducing redundancy, operational overheads and costs. It provides a centralized helpdesk for guidance/information to citizens on various services offered by the Government. It is a single access point having sufficient number of trained staff to reply to the citizens' queries received through telephonic calls on 24 × 7 basis. It provides one system through which we may get all grievances and action taken of various departments and agencies. Centralized monitoring of all grievances of various departments and agencies can be done effectively with proper escalation mechanism through a web based public grievance management system. Analysis of grievance and queries will provide long-term solutions to Government. It automates the complete process of

service delivery thereby increasing overall citizen satisfaction through quality of service. It generates a database to identify weakness of the Department/Agencies it provides long-term solution, and systemic policy improvement for the problems of citizens.

1. Introduction

The Government of NCT Delhi and autonomous bodies/agencies provide large number of services to citizens. Like any other Government, it is responsible for providing various kinds of infrastructure, issue licenses/certificates and implement Rule of Law. The implementation in the field is not always as prescribed in rulebooks, which leads to discontentment amongst people. The Government accordingly needs mechanism for getting response of citizens it serves. Existence of a good feed back mechanism is a must, not only to get feed back on what is happening in the field but also to identify weak points of governance, to take remedial measures whether systemic or procedural. The citizen today has higher expectations from the Government and they want the ability interact with the Government on what they want, when they want and how they want basis; the Government on the other hand has to achieve better citizen service delivery standards in a cost effective way. Since Governments are typically large and work in many fields it is not possible for common citizens to know everything about it, its services offered to citizens and how one can get the same. This brings out the need of an efficient information dissemination system in the Government. Thus, the Government should have a good system for information dissemination and an efficient system of grievance handling system.

Old system

Citizens of Delhi submit their grievance to the department by using one or more of the following methods.

- Letter/Representation
- Internet-based grievance redressal system, i.e., the website of the department
- Personal meeting with the officers

The problems with the traditional grievance handling system are given below:

- There is no mechanism in place to monitor disposal of grievances submitted on paper or as verbal representation.
- All departments are not covered under the Internet-based grievance redressal system of the Government.
- Even for departments covered by this system, sorting/allocation/follow-up of grievances to field level functionary is not possible.

- There is no escalation mechanism in the present system, which can bring un-serviced grievances to the notice of senior authorities after specified periods.
- There is no mechanism in place to collate grievances received, serviced or un-serviced.
- There is no mechanism, which can allow citizens to lodge grievances using landline telephone or cell phone.
- There is no mechanism in place to have consolidated figures on grievances received through various modes for performance analysis and identification of weak spots of governance.
- The present systems require actual travel by citizen, which is time consuming and expensive.

Initiatives taken so far

In absence of a centralized system for grievance handling, departments started setting up their own call centres to cater to the needs of people. All the departments have different telephone numbers public access and support. Six departments are running call centres with six different telephone numbers. Call centre of each department will not be advisable, as citizens can't be expected to remember all these numbers. The grievances received takes long time to get redressed and there is no escalation mechanism to ensure redressal of all grievances. By use of technology there is lot of scope for improvement in grievance redressal. The project envisages use of latest technology to monitor each and every grievance filed and thus increases citizen satisfaction with Government in the field of management of grievances and delivery of information to citizens on various services/schemes of the departments.

2. Objectives

- The GMS will provide citizens, a direct access to the Delhi Government. It will be a shared system for grievance handling for all Government departments and agencies thereby reducing redundancy, operational overheads and costs.
- Provide centralized help-desk for guidance/information to citizens on various services offered by the Government. Set up a single access point having sufficient number of trained staff to reply to the citizens' queries received through telephonic call.
- To provide one system through which we may get all grievances and action taken of various departments and agencies.
- Centralized monitoring of all grievances of various departments and agencies can be done effectively with proper escalation mechanism through a web based public grievance management system

- The Internet and IVRS being self-service medium will reduce the load on the Call Centre and also provide an opportunity, to Government in future to integrate, web enabled and automate the complete process of service delivery thereby increasing overall citizen satisfaction through quality of service.
- To enables online (web based) public grievance registration service to the citizen from the Call Centre as well as from employees of Government of Delhi
- Analysis of grievance and queries will provide long-term solutions to the problems of the citizens.
- Generate a database to identify weak spots of governance to provide long-term solution, and systemic policy improvement for the problems of citizens. To ensure that the Government is more accountable to the citizens.

3. Roles and Responsibilities

Responsibilities of Implementation Partner

1. Study of Government departments, collection of required material from all departments and agencies.
2. Design, Development, Testing, Implementation, Maintenance of Integrated, Web Based Citizen Relationship and Grievance Management System (CRGMS).
3. Deployment of CRGMS at Call Centre for which the company will have to arrange IT Infrastructure – PCs, Servers, Network Equipment, Operating Software, Firewalls and Security Software, Backup and Storage Devices and third party software, Operating System, Database and other required equipments with all requisite redundancy and disaster recovery arrangements for the uninterrupted, optimal running of the CRGMS. Government of NCT Delhi will not provide any equipment (including packaged software, if required) or manpower to manage the centre.
4. Provide System Administrator and User Training from time to time as per schedule agreed with DoIT, GNCTD.
5. Undertake training of the Call Centre agents from time to time as required for the smooth running of the Call Centre such that the agent has full knowledge about the functioning of the CRGMS.
6. Implementation at Call Centre using Voice, IVR, Internet, Email, WAP Enabled mobile phones, Fax and Paper Media.
7. Provide Call Centre Operations
8. Do all inbound communications with Citizens via various media.
9. Do all outbound communications via various media with Citizen - Revert to citizen via fax, email for detailed information queries received.

10. Do all outbound communications via various media with Department Officials as required.
11. Provide information for update of <http://delhionline.nic.in> and <http://delhigovt.nic.in> by DoIT.
12. Coordinate with Participating Department Monitoring Officers (PDMO) and Action Taking Staff.
13. Maintenance Support
14. Take up CRGMS upgradation work as and when required.

Responsibility of Department of IT (DoIT), Government of NCT Delhi

- The DoIT is supervising the project
- The DoIT is coordinating with all the departments/agencies on regular basis.
- The DoIT has formed a Project Management Team (PMT) for the smooth and speedy execution, management of CRGMS Project

Responsibility of the participating departments

The participation, adoption and support of the participating departments are a critical success factor of CRGMS Project. Enabling the department officers and other field staff appropriately to access and update CRGMS on a real-time basis for the particularly grievances addressed / serviced by them on a real-time basis.

SLA

Service Level Agreement (SLA) will govern the performance of PPP Partner for the Call Centre under two categories. a) CRGMS Design, Development, Testing, Implementation Services b) Call Centre Services. The Implementation Partner is penalized if they fail to meet any of the SLA parameters.

4. Stakeholders

This is a G2C, G2G and G2C application. The Stakeholders for CRGMS project are:

- Delhi Government departments/agencies
- Sparsh BPO services Ltd.

5. Business Model

- It is a PUBLIC PRIVATE PARTNERSHIP Model

- CRGMS Project is based on Public Private Partnership between Government of Delhi and Private Organisations.
- The PPP Partner will provide the IT infrastructure to run CRGMS on Build Own Operate (BOO) Basis. The PPP Partner will have to arrange required equipments and manpower to run the call centre uninterrupted with all requisite redundancy and disaster recovery arrangements. Government will not provide any equipment (including packaged software) or manpower to manage the centre.
- The ownership of software will remain with the Government.
- The ownership of content and all other data will also be with the DoIT, GoD.
- Service Level Agreement (SLA) will govern the performance of PPP Partner for the Call Centre.

6. Funding Process

The project is completely funded by the Government of NCT, Delhi. The project is on no profit basis. The PPP Partner will provide the IT infrastructure to run CRGMS on Build Own Operate (BOO) Basis. The PPP Partner will have to arrange required equipments and manpower to run the call centre uninterrupted with all requisite redundancy and disaster recovery arrangements. Government will not provide any equipment (including packaged software) or manpower to manage the centre. The expenses for making a call to call- centre is borne by the caller (citizen).

7. Needs

Citizens of Delhi are submitting their grievances/complaints to the departments/agencies of the Government of NCT of Delhi by visiting the Department personally or by post, courier or by Internet, which are time-consuming processes. Moreover, the departments have their own Grievance Monitoring System to receive/register the grievances of the citizen. In the absence of a centralized system, there is no mechanism in place to have consolidated figures on grievances received from the citizens through various modes by the departments/agencies. There is no escalation mechanism to bring un-serviced grievances to the notice of senior authorities after specified periods. Thus there is a need for Government to have an efficient system of grievance handling system in place of traditional Grievance Management System. The use of latest technology to monitor each and every grievance filed and to record less hopefully increases citizen satisfaction with the Government in the field of management of grievances.

Initiating a new beginning to the Citizen Centric Government, the Govt. of NCT of Delhi introduced a centralized web-based **Grievance**

Management System (GMS), which is functioning since 9th May 2007. The call centre works on 24×7 basis. The call centre in future also works as a helpdesk to the citizens of Delhi. Citizen can call 155355 from any landline, wireless or Mobile phone and can register their grievance related to any Delhi Government Department and Autonomous Bodies. The system issues a Grievance Unique Number (GUN) to the calling citizen for future reference and follow-ups. The integrated Government call centre solution provides citizens with more personalized service, faster problem resolution and easier access to knowledgeable help.

For people

- To inculcate knowledge of procedures/rules/regulations
- To make people aware of which office to approach and what the department/agency location is.
- To know the status of application/grievance filed and also get the action-taken report.
- To get status of work done by government agencies.

For government

- To get feedback on what is happening in field
- To have one system accessible to all, containing details on all grievances and action taken irrespective of channel of its receipt.
- To generate a database of queries and grievances of the citizens.
- Analysis of grievance and queries to provide long-term solutions to the problems of citizens.
- To identify weak points of governance, to take remedial measures whether systemic or procedural.
- To have a system to assess the performance of its officials.

8. Project Plan

Requirements of process re-engineering and legal framework Technology Architecture

The architecture used in CRGMS is two-tier. The Application and Data resides on the web server and Agents/Departments access it through the web browser (Client Application).

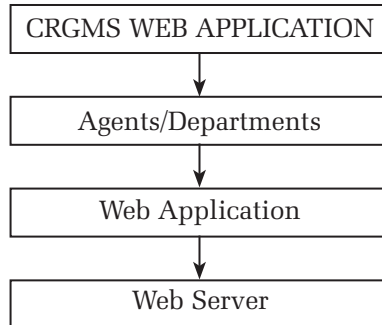
The following Technologies are used

Operating System: Windows Server 2000

Backend: SQL Server 2005

Front-end: Dot Net 2003 (ASP.NET, VB.NET and C#, Java Script and CSS

This Web Application is scalable in terms of Processes, threads, Memory Management, CPU Cycles, Database Connections and Network Connections.

Fig. 1

Allocation and re-use of the resources happens on per-resource basis. Caching of pages and paging of requests are the main technology used for better scalability. The Security standard adopted can be divided into following heads:

1. Authentication
2. Authorization
3. Encryption
4. Integrity

These are getting implemented by using technologies like HTTP Authentication, SSL/TLS, and Session State. We have also taken care of SQL Injection.

9. Project Management Structure

Project Management team has been formed with 13 members to decide policies related to Project and for smooth and speedy execution and management of CRGMS.

10. Implementation

Strategy for pilot to roll out

Study, Design and Development Phase is completed for Grievance Management as well as Information dissemination stage for all the departments. The project is broadly divided into 5 Phases:-

5. Study Phase
6. Design and Development Phase
7. Testing and Trial Run of
8. CRGMS Deployment/Implementation
9. Go Live

11. Capacity Building

Governance structure, project management teams, Exit management team, Change management and Training

Training/Change management

- Training is provided to the staff at all levels before they are put on the job
- Training of a cadre master trainers to train other operators
- Training is given to the existing staff, when a new module or changes takes place.
- PPP partner will provide necessary training to the staff
- Efficient change management policy is in place, and the changes are done with the consent of the Department.
- Change management with stakeholders is very critical to the success of the project, the implementation needed enormous efforts in change management. The stakeholders were slow to adapt to the change during the initial period and the leaped up once the users were comfortable with the new system.

Evaluation and measurement

1. For every Milestone expected date is defined. In case of any delay the same is calculated and Service Provider will be penalized based on agreed terms.
2. Every milestone achievement comprises of submission of deliverable. The service provider submit document, software code etc to Project management team which further review it and give its acceptance/rejection. In case of non-satisfactory performance the corrective action is taken while taking service provider into consensus.

12. Issues and their Solutions

Lessons learnt- critical success factors, failure factors

It was learnt that Grievance Management System (GMS) through call centre is most suitable to the citizen against the traditional GMS i.e. registering the Grievance through Postal/courier by visiting personally, since the citizen no need to visit and even holidays the citizen can register on 24 × 7 basis. Some times there is a communication gap between the citizen and the call agent, to avoid this type of problems necessary training has been provided to the call agent.

Replication in other states

Any Government can use this system with little modifications according to their needs.

13. Status and Results

Present status

Currently the first phase of the project has been implemented and is in enhancement stage. The second phase has been planned to be implement in end of December 2007.

14. Specific Achievements during the Year 2006–07

The Project was launched on 9th May 2007 and CRGMS statistics for the period 9 May 2007 to 31 August 2007 are given below. More than 84% grievances are redressed:

Total grievances registered: 10,083

Total grievances Redresses: 8542

Total grievances Pending: 1541

Future plans

The future plans for the GMS are given below:

- Paper based grievance registration.
- The call centre should be enabled to disseminate information using the following mediums
 - o Voice—telephone—landline/fixed wireless
 - o IVR—Interactive Voice Response
 - o Internet—<http://delhionline.nic.in> and <http://delhigovt.nic.in>
 - o Fax—in case of detailed information the caller gives a Fax number to which the information is faxed.