

**Administrative Training Institute,
Lalitha Mahal Road, Mysore.**

TRAINING MODULE

on

Quality Management System

Leading to

SEVOTTAM

For- Dept of Women & Child Development

Govt. of Karnataka

[Year]

Developed by

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Faculty, Public Administration

[TYPE THE COMPANY ADDRESS]

Training Module on Quality Management System leading to SEVOTTAM

Course Director: HP Shiva Shankar, Faculty Public Administration, ATI Mysore

Core Committee Members:

1. Prof Muzzafer Asadi Professor in Political Science, Mysore University
2. Sri Ravi Prakash, HRD Training Consultant Bangalore
3. Sri RN Kumar, Faculty (BS), ATI, Mysore
4. HP Shiva Shankar, Faculty, PA-2, ATI, Mysore

Participants: Officers belonging to Group-A & B category working in District & Taluk levels.

Problems in Delivery of Quality of Service: Globalization era has opened the doors for increase in demand for customer focused quality services. The Private Sectors are quick to read the message and be in the lead role while the Public Sector unable to match the ever increasing expectations of the people. Unless the Public Sectors adopt itself to the growing demands of the people providing quality services using the ICT, it would be very difficult to sustain development. There is a greater need for equipping the officers working in development departments about the concepts of Quality Management System and initiatives of the Government of India developing SEVOTTAM based on QMS. The Dept of Women & Child Development has been identified for SEVOTTAM initiatives in Karnataka. The Department has come out with a Citizen's Charter recently as first step in the compliance of SEVOTTAM. With only Taluks in Chamarajanagar & Raichur districts involved in the initiatives, the rest of the districts are yet to acquaint with the concept of QMS & SEVOTTAM.

To meet the felt need of the department & to enhance the capacity of the Department to adopt QMS leading to SEVOTTAM the training is proposed with the following aims & objectives:

Aims of the Course:

To enable the Participants to acquire necessary working knowledge of Quality Management System leading to SEVOTTAM; and develop skills & techniques to enhance the quality of services for improved service delivery mechanism to meet the expectations of the people.

Objectives: After the completion of the Course the participants will be able to

- 1) *Explain the Role of PSOs in context of shift in paradigm of Citizen Focus Service*
- 2) *List the methods of improving the Service Delivery Mechanism*
- 3) *Explain 8 Principles of Quality Management System as adopted in SEVOTTAM*
- 4) *List the SEVOTTAM complaints as given in the Model.*
- 5) *Describe the steps to formulate a workable Citizen's Charter &*
- 6) *Explain & develop the process of Public Grievance System-Compliant*
- 7) *List the steps ensuring SEVOTTAM compliance*

Training Schedule on Quality Management System Leading to SEVOTTAM (3 Days-Revised)

Day & Session	Topic	Contents/Process	Preparations & Resource Persons
Monday 9.00-9.30	Registration	Registration	
9.30-10.30	Introductory activities	Introduction; Ice breaking activities setting the ground rules & Listing the expectations	Course Coordinator
10.30-11.30	Functioning of the Dept: Overview:	Activity-Brain Storming: Functioning of Dept: Views of the Participants; Explain People Centered Services & Meeting the expectations of the People; Visual: SQUARE Wheel & views of the participants.	HP Shiva Shankar
11.45-1.45	Quality Management System: Improving Citizen Focus through QMS: Providing Quality Services-need of the People:	Need for improvement in Quality: Explain how Quality Services are means to achieve Good Governance; Discuss Principles of QMS: Quality initiatives in of GoI- PMES-RFD-SEVOTTAM Doc: One-Day Governance	HP Shiva Shankar
2.30-3.30	Principles of Quality Management System	Discuss 8 Principles of QMS and link how it is applied to ISO	RPs from Kaizen Yoganath Singh
3.45-4.45	QMS Leading to SEVOTTAM:	Intr: Sevottam-IS-15700:2005: Component Module: Requirements: Quality Policy, Quality Objectives, Process Approach, GRM, Citizen's Charter & Service Delivery Capability: Integrated approach	HP Shiva Shankar
Tuesday 9.30-11.30	Service Delivery Capability: Citizen's Charters	Service Delivery Capability: Citizens" Charters: Formulation of CC Experiences from the Department	HP Shiva Shankar & Nodal Officer of DWCW Bangalore
11.45-1.45	Public Grievance Redress Mechanism	Customer Satisfaction and Grievances Grievance Redress; Types of Grievances & Mechanism adopted: Different Levels-Group Activity	HP Shiva Shankar & Nodal Officer of DWCW Bangalore
2.30-4.45	Service Delivery Capability:	Service Delivery Capability: /Field Visit to AWS of Mysore Rural Taluk	HP Shiva Shankar RP from BIS
Wednesday 9.30-11.30	SEVOTTAM Compliant Leading to SEVOTTAM Certification	Sevottam Compliant: Requirements for Sevottam Compliances: Managing Committee, Service Quality Policy; Quality Objectives; CC/PGRS/User Manual; Control Documents; Internal Audit Team/ External Auditing and Application leading to Certification	HP Shiva Shankar RP from BIS Bangalore

11.45-1.45	Change Management/ Citizen Friendly Governance: Improved Quality of services using ICT	Explain Change Management; Need for Change, Explain factors responsible for Change and bring out how IT necessitates Change Management; followed by a Group Activity: Preparation of Action Plan outlining the steps & approaches to improve Citizen Focus in their respective Offices & presentation Positive Actions to bring out improvements using the Handout. View: One Day Governance & discuss how IT enables Change Management Computerization	HP Shiva Shankar
2.30-3.30	Vision Exercises	The group will develop a organizational vision for their own organizations & present in the plenary	Yoganath Singh HP Shiva Shankar
3.45-4.45	Evaluation	The three day program will be assessed through Immediate Reaction Questionnaire (IRQ) & also through oral reaction in the form of feedback.	Course Coordinator

H P Shiva Shankar
Course Director

Session framework:

Course on Quality Management System leading to SEVOTTAM

Session-1: Role & Functioning of PSOs:

Session Number		Process	Process details
Session-I	1	Content	Role & Functioning of PSOs: Overview of the functioning of Public Service Organization
	2	Sub content	<ol style="list-style-type: none"> 1. Role of PSOs Service Providers 2. Functioning of PSOs 3. Shift in the Paradigm of government functioning & Changing Role of Officials
	3	Session objectives/ Purpose	<ol style="list-style-type: none"> 1. Explain the Role of PSOs in Governance 2. Describe the Functioning of PSOs 3. Explain the shift in paradigm Citizen Focus Service.
	4	Expected outcome	The participants will be able to explain the role & the functioning of PSOs & identify the shift in the expectations of the people.
	5	Method/ process	<p>Brain Storming: After checking the EB the RP will show the Visual: SQUARE Wheel: Ask the participants give their experience on the functioning of government offices with a focus on the prevailing infrastructure, potentials of the HR & the available resources.</p> <p>After listing the points referred to by the participants the RP will write few of them & pose a question: Should this situation continue?</p> <p>Based on the reactions the RP will ask what should be done to bring any Change, should they ponder over the same old paradigm or Change?</p> <p>If the answer is Yes, Use the Visual No: 2 & lead discussion to drive home the point that the change is incremental & require a transformational change.</p>

	6	Aids/Materials	Flip Chart, Marker Pens, White Board
	7	Time/Duration	2 Hours
	8	Handouts/ FAQ	Visual-01-Square Wheel Visual-02:Governance-the Paradigm Shift
	9	Pre & post test formats	Assessment through questions
II	1	Content	Quality Management System: Improving Citizen Focus through QMS: Providing Quality Services-need of the People:
	2	Sub content	a) Service Delivery Mechanism b) Effectiveness of Services c) Role of PSO d)
	3	Session objectives/purpose	a. Describe Effective Service Delivery Mechanism b. Explain 8 Principles of QMS making Service Delivery effective c. Explain the Role of PSOs in developing Result Framework Document(RFD)
	4	Expected outcome	Able to analyze the existing Service Delivery Mechanism and spell out the methods to make services people focused adopting QMS-SEVOTTAM.
	5	Method/ process	Group Activity: Role Play: The 2 groups are formed with 4-5 members in each group for a Role Play. The groups will make a role play depicting effective/ineffective delivery of Services through a skit. The Participants are asked to list the feelings of effective /ineffective service delivery. This is followed by a presentation on the points emerged linking how effectiveness is related to satisfaction and how the Principles of QMS leading to methods to achieve SEVOTTAM.
	6	Aids/Materials	White Board, Flip Chart & Marker Pens.
	7	Time/Duration	2 Hrs

	8	Handouts/ FAQs	Visuals- 3,4 & 5 Handout on SEVOTTAM- DARPG- GoI
	9	Pre & post test formats	Assessment through Questions
III	1	Content	<u>Improving Citizen Focus through QMS:</u> & Principles of Quality Management Services:
	2	Sub content	<ul style="list-style-type: none"> • Service Quality • Service Gaps • Dimensions of Service Quality
	3	Session objectives/purpose	<ol style="list-style-type: none"> 1. Defining Service Quality 2. Identification of Service Gaps 3. Principles of Quality Management Services
	4	Expected outcome	Able to define Quality Service & Identify the gaps
	5	Method/ process	<p>Group Activity: The Group is given a case of deficient service/poor services to discuss the expectations of the customer & the quality provided. The group will also identify the service gaps responsible for unsatisfactory services.</p> <p>Taking the cues from the findings the RP will discuss the dimensions of Service Quality & explain the 8 QMS</p> <p>Use Visual:8 Principles of QMS</p> <p>Slide:58 of BIS(Service Concept)</p>
	6	Aids/Materials	White Board, Flip Chart & Marker Pens.
	7	Time/Duration	2 Hrs
	8	Handouts/ FAQs	
	9	Pre& post test formats	Assessment through Questions
IV	1	Content	Quality Management System Leading to SEVOTTAM:
	2	Sub content	<p>QMS relation to SEVOTTAM</p> <p>Requirements: Quality Policy, Quality Objectives, Process Approach, GRM, Citizen's Charter & Service Delivery Capability: Integrated approach</p>

	3	Session objectives/purpose	List Service Quality Requirements (SEVOTTAM) Developing SQ Policy & SQ Objectives Need for SQ Manual
	4	Expected outcome	Able to explain the Service Quality Requirements under SEVOTTAM
	5	Method/ process	The RP will explain in brief the origin & development of SEVOTTAM initiatives its requirements as identified by the IS: 15700: 2005 SEVOTTAM; Define Service Quality, Quality Policy & Quality Objectives. The Participants are made in to groups & are given an activity to define the Service Quality & Quality Policy using the hand outs. The RP will help the groups to identify one service for the activity & guide the group to discuss & define the SQ & QP. The group will make a presentation in the plenary leading to discussion.
	6	Aids/Materials	<u>SEVOTTAM Model</u> Quality Policy/Quality Objectives/ Process Approach, GRM, Citizen's Charter & Service Delivery as defined by the SEVOTTAM
	7	Time/Duration	2.00 Hrs
	8	Handouts/ FAQs	SEVOTTAM Guide lines
	9	Pre & post test formats	Through asking questions & answers
V	1	Content	Service Delivery Capability: Formulation of Citizen's Charters
	2	Sub content	Components of Citizen's Charter Process of formulation
	3	Session objectives/purpose	List the components of Charters Explain the process of formulation of Charters
	4	Expected outcome	Able to explain the making of Charters

	5	Method/ process	<p>The RP will make presentation on the components of CC & explain the process of formulation of Charters.</p> <p>Group Activity: The participants are divided in two groups & given the tasks of developing different components of Charters using the Handouts. The tasks could be VISION, MISSION exercises. Make a presentation in the plenary followed by the discussion. The RP will summarize the important process of formulation of CC & give the dos & don'ts of the Charter formulation.</p>
	6	Aids/Materials	
	7	Time/Duration	2.00Hrs
	8	Handouts/ FAQs	<p>Guidelines to formulate CC</p> <p>Copies of CCs</p>
	9	Pre & post test formats	Checking the learning points asking questions on the do's & Don's of Formulation of Charters
VIII	1	Content	Service Delivery Capability: P G Redress & G R Monitoring
	2	Sub content	<p>Complaint Handling System</p> <p>Measuring Customers Satisfaction</p> <p>Monitoring Complaints</p>
	3	Session objectives/purpose	<ol style="list-style-type: none"> 1. Explain the need for Grievance Handling System 2. List the parameters of customers satisfaction 3. Explain the system of monitoring grievances
	4	Expected outcome	Able to develop a working PGR System for the organization
	5	Method/ process	<p>Group Activity: The RP will make a presentation on the prevailing Grievance Mechanism in the organizations & elicit the difficulties faced by the customers in availing the services. Evolve effective method of addressing the grievances & measure the satisfaction of the customers.</p>

			The participants are taken to local office to have a firsthand experience of GRM & interact with the concerned officers.
	6	Aids/Materials	Learning Aids
	7	Time/Duration	2.00 Hrs
	8	Handouts/ FAQs	Copy of Grievance Redress Mechanism
	9	Pre & post test formats	Asking the participants about the essence of PGR Mechanisms
IX	1	Content	Change Management for Citizen Friendly Governance:
	2	Sub content	What & Why is Organization Change Why people resist Change How to Manage Change
	3	Session objectives/purpose	Explain Change & reasons for Change Explain why people resist change Describe methods to overcome resistance for change
	4	Expected outcome	Ability to Manage Organization Change for role effectiveness through QMS using skills to handle resistance.
	5	Method/ process	a)The participants are made in to 4 groups. Each group is given a story & asked to read. Followed by the reading, the participants are asked to list key points leading to change, methods adopted & write on the flip chart. Making use of these points the RP will describe what change is & how it is brought about. He will explain the circumstances that may lead to change. The Role played by the individual in making change effective is discussed using visuals (Vis: & E) & followed by the activity. b) The RP will initiate discussion on the processes of bringing Changes in the Government

			organizations using QMS strategy & discuss what is QMS Listing important principles of QMS highlight the importance of Quality Management in making services User friendly using the document: One Day Governance or other related initiatives in delivery of Public Services.
	6	Aids/Materials	Video CDs/One Day Governance
	7	Time/Duration	2.00Hrs
	8	Handouts/ FAQs	Handouts on <i>Why People Resist Change</i>
	9	Pre & post test formats	Through Question & Answer related to the discussion
X	1	Content	Vision Exercises
	2	Sub content	Preparation of vision & Mission of the respective departments of the participants
	3	Session objectives/purpose	Explain the need for Vision & Mission Statement Develop a Vision & Mission for the organization
	4	Expected outcome	Able to develop a Vision & Mission Statement in association with the Stakeholder
	5	Method/ process	Group Activity: Participants will be grouped & asked to prepare a Vision & Mission Document using the hand outs & share it in the plenary.
	6	Aids/Materials	Learning Aids.
	7	Time/Duration	0.60 Minutes
	8	Handouts/ FAQs	Handout for preparation of Vision & Mission Statement. Few Examples
	9	Pre & post test	Assessment will be carried in a prepared questionnaire format.