



**CITIZEN'S CHARTER (Excellence in  
Public Service Delivery) Version 1.2**

**STEEL AUTHORITY OF INDIA LTD.  
Ispat Bhawan, Lodi Road, New Delhi – 110003.  
Website : <http://www.sail.co.in/>**

## **INDEX**

S.No.	Content	Page No.
<b>PART-I : GENERAL</b>		
<b>1.1</b>	<b>Scope of Citizen's Charter</b>	<b>3</b>
<b>1.2</b>	<b>General Information about SAIL</b>	<b>3</b>
<b>PART-II : COMMITMENT</b>		
<b>2.1</b>	<b>Objectives of Citizen's Charter</b>	<b>5</b>
<b>2.2</b>	<b>Management's Commitment</b>	<b>5</b>
<b>2.3</b>	<b>Expectations from the Citizens</b>	<b>6</b>
<b>PART-III : CITIZEN SERVICE DELIVERY</b>		
<b>3.1</b>	<b>Service Delivery Process</b>	<b>7</b>
<b>3.2</b>	<b>Policies of the Company</b>	<b>8</b>
<b>3.3</b>	<b>Feedback Mechanism</b>	<b>8</b>
<b>3.4</b>	<b>Monitoring &amp; Improvement of Citizen's Charter</b>	<b>9</b>
<b>3.5</b>	<b>Review of Citizen's Charter and Service Delivery</b>	<b>9</b>
	<b>Annexure –I</b>	<b>10</b>
	<b>Annexure –II</b>	<b>14</b>
	<b>Annexure-III</b>	<b>15</b>
	<b>Annexure-IV</b>	<b>17</b>
	<b>Annexure-V</b>	<b>19</b>
	<b>Annexure-VI</b>	<b>20</b>
	<b>Annexure-VII</b>	<b>21</b>
	<b>Annexure-VIII</b>	<b>24</b>

## **PREAMBLE**

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

SAIL'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 SAIL**

#### **Organization**

Steel Authority of India Limited is the largest steel producer in India with a turnover of Rs. 47040.50 crore in the financial year 2010-11. The company owns and operates five integrated steel plants at Rourkela, Bhilai, Durgapur, Bokaro and Burnpur, three special steel plants at Salem, Durgapur and Bhadravati, and SAIL refractory unit at Bokaro, Jharkhand with four plants in Jharkhand and Chhattisgarh producing refractories for SAIL steel plants. The Government of India owns about 86% of SAIL's equity and retains voting control of the company. However, by virtue of its 'Maharatna' status, SAIL enjoys significant operational and financial autonomy.

The company produces the widest spectrum of steel products in the country. It produced 14.9 million tonnes (MT) of hot metal, 13.8 MT of crude steel and 12.9 MT of saleable steel in 2010-11. It employs around 1,10,000 persons. The company has recently completed 50 glorious years of its operations.

SAIL has individual units handling research and development, engineering and technology, consultancy, environment management, coal supply, railway logistics, management training etc. In order to retain the market leadership position in the country and maintain competitiveness, SAIL is currently implementing a growth plan to enhance in production capacity in a phased manner. Under the ongoing phase of the modernization and expansion plan, hot metal production capacity will get expanded to 23.6 MT by 2012-13.

## **Vision**

To be a respected world-class corporation and the leader in Indian steel business in quality, productivity, profitability and customer satisfaction.

## **SAIL Credo**

SAIL has the following Credo:

- We build lasting relationships with customers based on trust and mutual benefit.
- We uphold highest ethical standards in conduct of our business.
- We create and nurture a culture that supports flexibility, learning and is proactive to change.
- We chart a challenging career for employees with opportunities for advancement and rewards.
- We value the opportunity and responsibility to make a meaningful difference in people's lives.

## **Objectives/Strategy**

Current strategy of the company is reflected in its major objectives, as defined below:

- To continue to be mainly in the business of Steel and Steel related activities.
- To protect Market Share and grow by focusing on increasing share in growth segments.
- To aim at achieving international/national benchmarks on product cost and consumption ratios especially in new units with due allowance for prevailing conditions, technology, facilities, inputs etc.
- To aim at excellence in quality across the value chain.
- To build Customer Centric Processes, Systems, Structure and Procedures.
- To maintain Financial Health with rational investment and controlled borrowing.
- To carry out interventions to achieve all round functional improvements – Marketing, Human Resources, Infrastructure & Utilities, Maintenance, Information Technology, Environment and Safety Management etc.
- To remain socially responsible company by committing certain amount of profit towards society in the areas of peripheral development, education, health, sports, family welfare etc.

## **PART II: COMMITMENT**

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

## **Objectives of Citizen's Charter**

The significant objectives of the Citizen's Charter of SAIL are summarised 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 SAIL's web site i.e. sail.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.

### **2.1 Management's Commitment**

The Management of SAIL 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 steel 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 endeavours, 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

### **Our Business**

The details of our business comprising of products manufactured at various plants, services delivered through our various arms, JV partners and strategic MOU's are provided in Annexure I.

## **2.2 Expectations from the Citizens**

To provide efficient services to the Citizens and satisfying their expectations, SAIL 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 SAIL and Ministry of Steel.

### **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, Bondholders, Bankers**

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

### **Alliance/JV Partners**

- Compliance with terms of agreement/memorandum of understanding
- Strict adherence to time and delivery schedules as per tenders or purchase orders
- Strive to achieve best in class quality standards in terms of products, services and employee skills.

### **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 SAIL, 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**

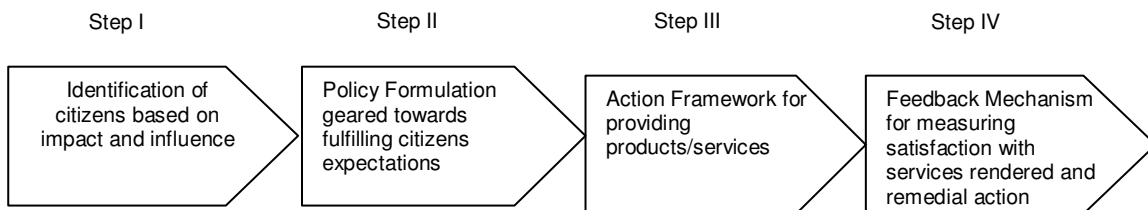


### **3.1 Service Delivery Process**

#### **Citizen Management**

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

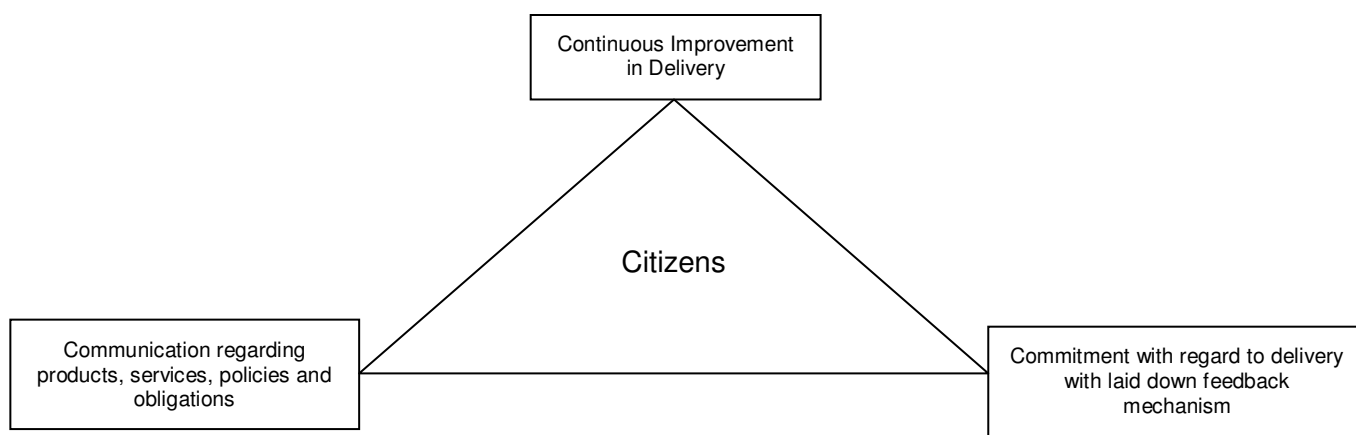
### **Exhibit 2: Citizen Management Steps**



## **Citizen Identification**

Based on the Citizens' management process, SAIL 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.

### **Exhibit 3**



### **3.2 Policies of the Company**

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

### **3.3 Feedback Mechanism**

SAIL 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**

SAIL 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 SAIL Business**

#### **Products**

SAIL manufactures and sells a broad range of steel products, including hot and cold rolled sheets and coils, galvanised sheets, electrical sheets, structurals, railway products, plates, bars and rods, stainless steel and other alloy steels. The details of the plants/units, locations and the products are provided in the table below.

**Table 1: Plants/Units, Locations and Products**

<b>Plants/Units</b>	<b>Location</b>	<b>Products</b>
Bhilai Steel Plant	Bhilai, Chattisgarh	Blooms, Billets, Beams, Light & Heavy Structurals, Channels, Angles, Bars & Rods, Crane Rails, Plates, Rails, Long Rails, Pig Iron & Chemicals.
Durgapur Steel Plant	Durgapur, West Bengal	Blooms, Billets & Slabs, Joists, Channels, Angles, Bars, Rods & Rebars, Skelp, Wheels, Railway Wheels & Axles, Pig Iron & Chemicals
Rourkela Steel Plant	Rourkela, Orissa	HR Coils, Plates, CR Coils & Sheets GP/GC Sheets, Tin Plates, Spiral Weld Pipes, Electrical Resistance Weld Pipes, Cold Rolled Non-Oriented Steel, Pig Iron & Chemicals
Bokaro Steel Plant	Bokaro, Jharkhand	HR Coils/Sheets/Plates, CR Coils/Sheets, GP Sheets/Coils, GC Sheets, Pig Iron & Chemicals
IISCO Steel Plant	Burnpur, West Bengal	Billets, Blooms, Beams/Joists, Channels, Angles and Rails
Alloy Steels Plant	Durgapur, West Bengal	Slabs, Blooms, Bars, Plates, CRM Rolls, Concast Rollers, Crane Wheels, Springs, Hammers, Grate Bars, Hot Saw Blades, Bright Bars Stainless Steel Liner Plates
Salem Steel Plant	Salem, Tamil Nadu	Cold Rolled Stainless Steel, Hot Rolled Carbon & Stainless Steel Products, Micro-Alloyed Carbon Steel.
Visveswaraya Iron & Steel Plant	Bhadravati, Karnataka	High Quality Rolled & Forged Alloy & Special Steel products
Maharashtra Electros melt Ltd.	Chandrapur, Maharashtra	High/Medium/Low Carbon Ferro-Manganese, Silico-Manganese.

## Services

SAIL offers various services to its employees, internal units as well as external customers through various key units as per the list of units given below in table.

**Table 2: Products and Services Offered**

Units	Headquarters	Services offered
SAIL Refractory Unit	Bokaro	With the merger of erstwhile BRL, SAIL has added additional capacity (185,500 tonnes) of refractory per annum to reduce market dependencies of such refractory sourcing.
Central Marketing Organisation	Kolkata	Markets Carbon steel produced by five integrated steel plants of SAIL. Its International Trade Division undertakes exports of mild steel products and pig iron. CMO's Transport & Shipping Division ensures timely import of key inputs of steel making and efficient despatch of steel exports.
Central Coal Supply Organization	Dhanbad	Responsible for daily movement of around 24,000 tonnes of washed coking coal and power grade coal to all steel plants of SAIL and also explore the possibility of movement of Raw Coal/Direct Feed Coal for BCCL & CCL to Chasnala Washery
SAIL Consultancy Division, Delhi	Delhi	Single-window provider of design, engineering, technical, management and training consultancy services in iron & steel and related areas to clients at home and abroad. It is well equipped to render quality services from concept to commissioning.
Research & Development Centre for Iron & Steel	Ranchi	Undertakes R&D for plant performance improvement, products development, scientific investigation and development and technical services. Also offers technological services in the form of know-how/transfer of technologies developed by it, consultancy services, specialized testing services, contract research and technology awareness programmes

Centre for Engineering & Technology	Ranchi	Technological Solution provider for all project needs, including preparation of feasibility reports, Tender specifications, Design & Engineering and designer supervision in iron & steel making and related areas like mine planning & development, industrial piping, material handling systems, pollution control systems, water supply & sanitation, power plants etc.
Management Training Institute	Ranchi	Design and delivers appropriate HRD Interventions to fulfill the managerial development needs of senior executives of SAIL and offers some selected programmes to executives of other organisations. MTI also undertakes management research for diagnosing organisational issues and provides consultancy services in the areas of management, organisational development and HRD within India and abroad.
Growth Division	Kolkata	Coordinates and facilitates manufacture of various spares and equipment for the SAIL plants utilizing the captive engineering shop facilities in each plant. Also the nodal agency for in house manufacture of CRM rolls.

### **Joint Ventures**

SAIL has promoted joint ventures in different areas ranging from power plants to E-Commerce. The important joint ventures among others are:

**Table 3: Details of Joint Ventures**

Company	Location	JV Partner	% of SAIL Holding	Profile
NTPC SAIL Power Company Pvt. Ltd	New Delhi	NTPC	50	Operates and Manages generation of 814 MW of power at the captive power plants at Durgapur,
Bokaro Power Supply Company Pvt. Ltd.	Bokaro	DVC	50	Manages 302 MW power generation and 660 tonnes per hours steam generation facilities at BSL, Bokaro
Mjunction Services Limited	Kolkata	Tata Steel	50	Promotes e-commerce activities in steel and related areas. The company has recently
SAIL & MOIL Ferro Alloys (Pvt.) Limited	Bhilai	Manganese Ore (India) Ltd.	50	Production of Ferro-Manganese and Silicon-Manganese at Bhilai with furnace operation at Nandini/ Bhilai.
Bhilai Jaypee Cement Ltd.	Satna & Bhilai	Jaiprakash Associates Ltd.	26	Operate and manage a cement plant of 2.2 million tones capacity, utilizing generated slag during blast furnace operations at BSP,
Bokaro Jaypee Cement Ltd.	Bokaro	Jaiprakash Associates Ltd.	26	Set-up and operate a cement plant of 2.1 million tones capacity, utilizing generated slag during blast furnace operations at BSL, Bokaro.
S&T Mining Company Pvt. Ltd.	Kolkata	Tata Steel	50	For acquiring Coal Blocks, carrying out exploration and development of Coal Mine
International Coal Ventures Private Limited	New Delhi	CIL, RINL, NMDC & NTPC	28.6	For acquiring/operating Coal Blocks/Mines abroad.

**Services provided to Citizens****Table 5: Services Provided to Various Citizens**

Citizen	Services provided	Remarks
Customers <ul style="list-style-type: none"> <li>• Retail</li> <li>• Institutional</li> <li>• Dealers</li> </ul>	Various kinds of products related to construction, defence, railways, engineering sectors and sale to export sectors	<ol style="list-style-type: none"> <li>1. Signing of purchase agreements</li> <li>2. Price fixation as per contract/tender agreement</li> <li>3. Supply of steel products as per laid down quality standards</li> </ol>
Government <ul style="list-style-type: none"> <li>• Ministry of Steel</li> <li>• Department of Public Enterprises</li> <li>• Ministry of Environment &amp; Forests</li> <li>• Department of Personnel</li> </ul>	Submission of <ul style="list-style-type: none"> <li>• Information/Proposals for Clearances/Approvals:</li> <li>• Investment approval</li> <li>• Forest Clearance</li> <li>• Environment Clearance</li> </ul>	Monitoring of Performance, through <ol style="list-style-type: none"> <li>1. Performance reviews</li> <li>2. Signing of MOUs</li> <li>3. Nomination of Directors in the Board of Directors</li> </ol>
Vendors/Project Contractors	Proper execution of contractual terms and conditions in implementation of projects and procurement	Follow procedure laid down in Contract Manual and Powers laid down in the Delegation of Powers
Investor, Shareholder, Banker, Bond Holder	Compliance of Loan Covenants and performance indices	Timely payment of dues
Alliance Partner (JV Partner)	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 SAIL**

#### **Employee Motivation**

SAIL 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. SAIL has around 110000 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 vision statement of 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 grievance redressal mechanism is in vogue in the steel plants involving the immediate superior, HOD's, Personnel Officer and representatives of the management and union. SAIL has also appointed grievance officers whom employee could approach for redressal of their grievances, at each of its Plants/Units as specified by Department of Administrative Reforms and Public Grievances vide their Office Memorandum No.39743/9 PLCY/ PG-88(7) dated 20<sup>th</sup> September, 1988.

#### **Quality Policy**

SAIL has established a quality policy which is as under

*"We shall build and sustain a world class organization, where quality is the hallmark of every process and activity. With the involvement and dedication of our human resource, we are committed to achieve satisfaction of all our stakeholders, through innovation and continual improvement".*

The quality policy is appropriate to the Vision of the organization, includes a commitment to meet the expectation of all stakeholders and provides a framework for establishing and reviewing quality parameters.

#### **Safety Policy**

SAIL is committed to

- Safety of its employees and the people associated with it including those living in the neighborhood of its plants, mines and units.
- 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 fora.
- 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

### **Corporate Environmental Policy**

SAIL 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

### **Corporate Social Responsibility Policy**

SAIL 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.



### **Customer Relationship Management of SAIL**

SAIL 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. SAIL's country-wide marketing network is one of its greatest strengths comprising 37 Branch Sales Offices, 26 consignment agents and 67 warehouses. Further, to reach SAIL steel across the country SAIL's dealer network has been expanded to around 2000, with the help of which, SAIL now has unique distinction of having presence in around 600 districts in India.

#### **Customer Groups**

Based on their importance to SAIL and specific needs, customers have been divided into 4 groups:

- Priority Sector – Railways, defence etc.
- SSI Sector- For supply of steel to NSIC under their Raw Material Assistance scheme for small scale industry
- Customers – Direct Sales like TMT Steel, HR Coils etc.
- Dealers – Channel partners for our marketing network.

#### **Services provided**

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

- Pre- Sales – The Application Engineering (AE) 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 AE team coordinates with the product development team at the RDCIS in Ranchi 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 warehouses or the plants as the case may be.
- After Sales –
  - The Application Engineering (AE) team develops training programs for customers for educating them about the technical details of supplied products and also takes care of quality issues subsequent to delivery.
  - 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.

### **Grievance Redressal Mechanism**

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

- Quality grievance – The Application Engineering (AE) team based in each region visits the customer premises to assess the quality related issue. Based on tests in independent laboratories or at the SAIL plant, the material if required is recalled and credit note issued to the customer.
- Commercial grievance – The Branch Manager who is in charge of the sales offices have the authority to acknowledge grievances of commercial nature and settle them within stipulated time to customer satisfaction.

### **Investor Relationship Management of SAIL**

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

#### **Investor Groups**

Investors in SAIL have been divided into the following groups:

- Shareholders – Approximately 3,00,000 in number
- Bond Holders
- Banks/Financial Institutions/credit Rating Agencies

#### **Services provided**

The various services provided by SAIL to the various investors can be summarized as follows:

- Shareholders – Dividend payouts, Share Registration Certificates, transaction related services like account and address updation, document delivery services like account statement, annual reports etc. These services are provided on behalf of SAIL by M/s MCS Ltd. who has been appointed as Register & Transfer agent (RTA).
- Bond Holders – Interest Payouts. Trustees are appointed for every series of bonds issued by SAIL and RTA M/s RCMC is appointed as the RTA for bond holders.
- Banks – Interest payment on Loans (Working Capital, Term loans, Corporate Loans etc.), treasury related (Current Account, Fixed deposits, Bank Guarantee, LC etc.)

#### **Grievance Redressal Mechanism**

The grievance redressal mechanism depending upon the category of investor can be summarized as follows:

- Share Holders – Shareholders may approach SAIL for any grievance either through appointed RTA or other channels like SEBI, stock exchanges or Ministry of Corporate Affairs by way of written letter or E-mail. Depending upon the method of approach, the shareholder grievances are either settled by RTA or directly by SAIL shares department.
- Bond Holders – Bond Holders may approach the respective trustee for any grievance.
- Banks – Any grievance related to banks, financial institutions and credit rating agencies are handled at the level of GM( F & A).

## **Annexure VI**

### **Vendor/Contractor Relationship Management of SAIL**

SAIL 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.

#### **Vendor Groups**

Vendors in SAIL have been divided into the following groups:

- Suppliers – Raw Materials,
- Service Providers – Transporters,
- Contractors

#### **Services provided**

The various services provided by SAIL to the various investors can be summarized as follows:

- Suppliers – Supplier Contracts, Quality and commercial specifications, Transportation of material to SAIL 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.

#### **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.

## **Annexure VII**

### **Employee Management of SAIL**

SAIL 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 SAIL 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

### **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 customisation. 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.

### **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.

### **Grievances Redressal Mechanism**

SAIL has nominated "Grievance Officers" whom employee could approach for redressal of their grievances, at each of its Plants/Units as specified by Department of Administrative Reforms and Public Grievances vide their Office Memorandum No.39743/9 PLCY/PG-88(7) dated 20<sup>th</sup> September 1988. The list of Nodal Officers of Plants/Units is as below:

<b>Plant/Unit</b>	<b>Grievance Officer</b>	<b>Telephone No.</b>
BSP	Shri Asit Kumar Kayal Dy. General Manager (P-IR, ES, SC & CA)	0788-2854240 0788-2227858 09407982625
DSP	Shri Erastus Bara Dy. General Manager (Pers)/ (Town & Medical)	0343-2562316 09434739196
RSP	Shri Rajendra Mishra Dy. General Manager (Pers.)	0661-2447593 08895501323
BSL	Shri S.P. Singh General Manager (MRD)	06542-242322 08986870123
ISP	Shri Dilip Kumar Sukul Dy. General Manager (IE)	0341-2240561 09434756754
ASP	Shri A Niyogi Dy. General Manager (P&A)	0343-2005010 09434798694
SSP	Shri P. Thomas Rajan Dy. General Manager (Personnel)	0427-2382274 0427-2382619
VISP	Shri L Praveen Kumar Sr. Manager (Pers.-Works)	08282-271607 09448254625
RMD	Smt. Paushali Sen Asstt. General Manager (Pers)	033-22820900

CMO	Ms. Anindita Roy Dy. General Manager & PIO,	033-22883161
RDCIS	Shri A.K. Sinha Sr. Manager I/c (Pers./Establishment)	0651-2411838 08986880211
CET	Shri K.C. Bhoi Sr. Manager (Admn.)	0651-2411210 08986880482
MTI	Shri Pradip Kumar Banerjee Dy. General Manager (P&A)	0651-2411057
GD	Shri D. K. Nandy Sr. Manager (CSR)	033-22263399 09477702427
EMD	Shri D. K. Nandy Sr. Manager (CSR)	033-22263399 09477702427
CCSO	Shri Dilip Kumar Sinha Dy. Manager (Personnel)	0326-2203378 0326-2203996 08986878520
MEL	Shri P P Chakrabarty Asstt. General Manager (P&A)	07172-276396 09422135079
SRU	Shri Kamta Singh Asstt. General Manager (P&A)	08986874307 06542-233168
CO	Ms Tripti Upadhyaya AGM(Pers.)	011-24300310

### **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 SAIL, the following paragraphs lay down certain measures to ensure that the framework for the same is established in the organization.

#### **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 SAIL 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.

### 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
  - Circulation for comments/ suggestions
  - 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.

### Information and Facilitation Counters (IFC's)

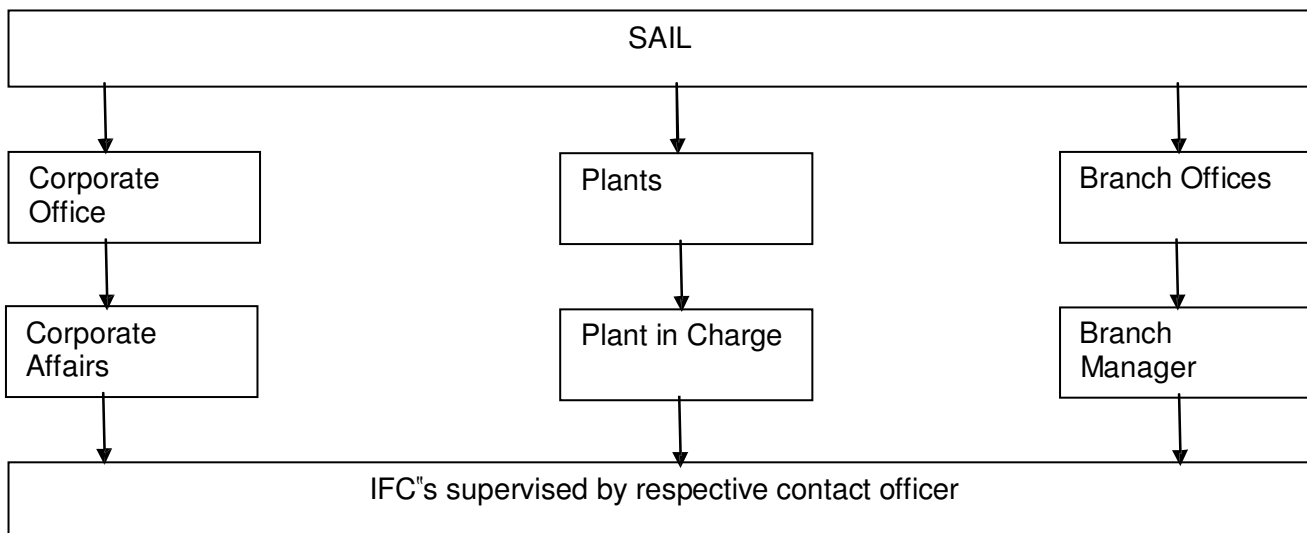
In the next stage of introducing reforms directed at Citizen satisfaction, a nation-wide network of Information and Facilitation Counters (IFC's) needs to be set up in order to provide speedy and easy access of information to the public at large. The interface with the Citizen preferably should be through a computerized interface, aimed at dissemination of information either for a fee or free of charge. The salient features of the IFC's would be:

- Provide information regarding services, schemes and procedure through brochures, booklets, reports, printouts etc.
- Forms which are to be utilized for various procedures should be available at the Facilitation Centre, even if the processing is to be done elsewhere.
- Receive complaints and issue acknowledgment slips for the same (indicating the section dealing with the complaints).

These IFC's should be manned by trained staff with courteous approach, fluent in the use of English and the local language and skilled in computer usage. The IFC should be supervised by a contact officer who will act as the link between the mother organization and the IFC. The contact officer preferably should be of the rank of Deputy Secretary or above and should report directly to the HOD. The role of the contact officer can be summarized as below:

- Planning – Plan and install the source and flow of information, supporting system and infrastructure required, steps to create public awareness about IFC's etc.
- Organizing – Recruiting, motivating and training personnel manning the IFC's, ensure availability of support tools like computer hardware and software, other support infrastructure (suggestion boxes, photocopiers etc.), connectivity etc.
- Controlling – Ensuring availability of relevant information material like Annual reports, brochures, Citizen's Charter, Telephone Directory, application forms etc., ensuring punctuality and discipline among personnel at IFC.
- Supervising- Keeping track of grievances received through various means, analyze suggestions, supervising behavior of staff at IFC's and sensitizing senior officials in the office about the IFC.

The hierarchy of the IFC"s can be illustrated as below:



#### **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.

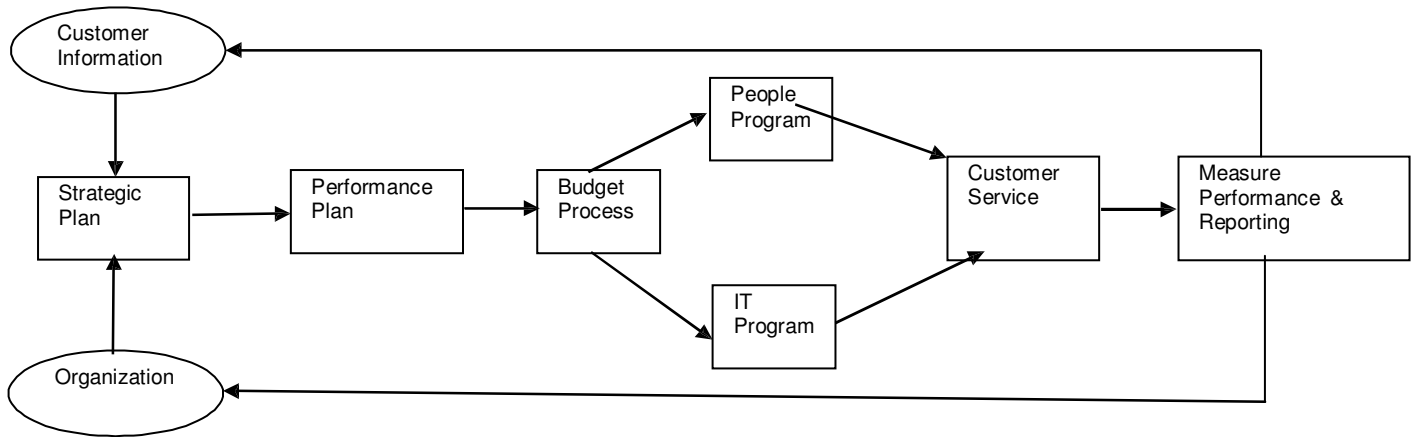
The five important areas that need to be covered during training of employees in Citizen's charter are as follows:

- 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.

### **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 SAIL 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.

## **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.

### 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.

### 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.

### **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.