

Positive attitude towards delivery of quality services and public grievance redressal

The provision of public services is one of the important functions performed by a government as it ensures the growth of a nation and promotes welfare and justice in society. Public services are characterised by timeliness, quality and grievance redressal in the course of service delivery. Quality is an important component of public service delivery and determines citizens' satisfaction and trust in the government. The debates on governance during the 1990s were focused on service delivery as the most important component in the governance process. Public services were seen as a medium for interaction between the citizens and the government through street-level agents of the state to promote the welfare and wellbeing of the people. Developments like the Citizen's

Charter formulation and implementation, social audit, e-Governance programme, Public Service Guarantee Act,

... Public services are specifically designed to cater to the **demands and expectations of citizens**. The provision of public services is an indispensable function of the government, as it facilitates national progress and advances justice and welfare in society . The Government may opt to deliver public services directly or through private or non-governmental institutions and networks. ...

... Citizens have the right to receive public services, and the government should provide them, serving as a means to strengthen the relationship between the state and its citizens . **Public services bridge the gap between the state and citizens**, facilitating interaction through street-level agents of the state and promoting the welfare and well-being of the people.

The delivery of public services to the citizens is the most critical function of the government, among the other

functions being development and regulation. The three essential pillars of public service delivery are timelines, quality and grievance redressal.

... Failure to meet such expectations can erode trust and impede the establishment of democracy within a nation over time. The quality of public services plays a crucial role in ensuring citizen satisfaction and restoring trust in the government. It is the primary responsibility of the government to meet citizens' demands and expectations through the provision of high-quality public services

Therefore a positive and professional service attitude is essential for building trust, loyalty, and satisfaction among the public. It can also help you reduce stress, improve your performance, and advance your career. But how do you develop and maintain such an attitude, especially when dealing with difficult or demanding situations? Here are some tips and strategies to help you.

1 Understand your customers

The first step to developing a positive and professional service attitude is to **understand your customers and their needs, expectations, and emotions**. You can do this by **listening actively, asking open-ended questions, empathizing, and showing respect**. By understanding your customers, you can tailor your service to their preferences, anticipate their problems, and offer solutions that meet their goals.

2 Communicate clearly and positively

The second step to developing a positive and professional service attitude is to communicate clearly and positively with public. You can do this by using a friendly and polite tone, avoiding jargon and slang, confirming your understanding, and providing accurate and timely information. You can also use positive language, such as "I can", "I will", and "thank you", instead of negative language,

such as "I can't", "I don't know", and "sorry". By communicating clearly and positively, you can build rapport,

3 Manage your emotions and stress

The third step to developing a positive and professional service attitude is to manage your emotions and stress effectively. You can do this by recognizing your triggers, acknowledging your feelings, and taking a break when needed. You can also use coping strategies, such as breathing exercises, meditation, or positive affirmations, to calm yourself and regain your focus. By managing your emotions and stress, you can avoid reacting impulsively, defensively, or rudely to public.

4 Learn from feedback and mistakes

The fourth step to developing a positive and professional service attitude is to **learn from feedback and mistakes**. You can do this by seeking and accepting constructive feedback from your customers, colleagues, and managers, and using

it to improve your skills, knowledge, and performance. You can also acknowledge and apologize for your mistakes, and take corrective actions to prevent them from happening again. By learning from feedback and mistakes, you can demonstrate your accountability, professionalism, and commitment to excellence.

5 Celebrate your achievements and successes

The fifth step to developing a positive and professional service attitude is to celebrate your achievements and successes. You can do this by recognizing and rewarding yourself for meeting or exceeding your goals, solving problems, or satisfying public. You can also share and celebrate your achievements and successes with your team, peers, and managers, and appreciate their contributions and support. By celebrating your achievements and successes, you can boost your motivation, confidence, and morale.

6 Keep learning and growing

The sixth step to developing a positive and professional service attitude is to keep learning and growing. You can do this by seeking and embracing new opportunities, challenges, and experiences that can enhance your customer service skills, knowledge, and abilities. You can also pursue formal or informal training, education, or certification that can expand your customer service competencies and qualifications. By keeping learning and growing, you can adapt to changing customer needs, expectations, and trends, and advance your customer service career.

A positive attitude encompasses an optimistic mindset, genuine empathy, active listening, patience, and a proactive approach to serving public. It involves a willingness to go the extra mile, a focus on finding solutions, and a desire to create remarkable experiences.

...it takes 12 positive Public experiences to negate the poor impression left behind from a single bad experience.

Focus on keeping the tone positive

No matter what direction the conversation takes, it's important to maintain empathy and positivity at all times.

Your consideration, commitment and confidence in issue resolution is what will keep customers calm and collected when they're frustrated.

Keep reminding concerned person that his problem will be solved and you're onto it. When they feel secure, they will be much less likely to nag or complain! It also helps to keep **a smile on your face** – a simple tactic but it really does come across in your communication (even on the phone). Smiling will automatically lift your mood too.

Lean on your team for support

Everyone knows that the relationships you have with your boss and co-workers can make or break your job satisfaction. **It's important to invest in team bonding and**

encourage a culture of support, good energy, and empathy. Don't be afraid to reach out for help, and equally, be that support system for your fellow teammates.

Deliver more than you promise

This is your opportunity to turn a disgruntled customer into a brand advocate! Don't stop at fixing their problem. Look for opportunities to take it one step further. If it's within your power, offer them a freebie or upgrade. These little extras will be the memory that your customer takes away from the interaction and, ultimately, the sentiment they pass on to family and friends.

Centralised Public Grievance Redress and Monitoring System (CPGRAMS) is an online platform available to the citizens 24x7 to lodge their grievances to the public authorities on any subject related to service delivery. It is a single portal connected to all the Ministries/Departments of Government of India and States.

II. Objective of the Policy

The objective of this policy is to provide an accessible, transparent, robust, effective and time bound public grievance redressal system for individuals in Punjab. For this purpose, a comprehensive Grievance Redressal Policy with detailed roles and responsibilities of every actor, defined timeframes, and processes is being established. This policy intends to use Information Technology (IT) as an important tool to make the public grievance redressal ecosystem equitable, de-centralised, transparent, accountable, inclusive, and accessible to all individuals.

III. Definitions

b) **“Assistant Commissioner (Grievances)”** means the district Assistant Commissioner (Grievances) cum Member Secretary of the District Grievance Redressal Committee re-constituted in accordance with the DGR&PG Notification no. 1/1/17- 3 ਸਿ ਨਿ./168 dated 24th April 2017

Now this designation has been renamed as Chief Minister's Field Officer

c) **“Department District Nodal Officer”** means an officer appointed at the district level by the concerned department for redressal of grievances received by the department.

f) **“District Grievance Redressal Committee”** means the Committee re-constituted in accordance with the DGR&PG Notification no. 1/1/17- 3 ਸਿ ਨਿ./168 dated 24th April 2017

g) **“Escalation”** includes voluntary as well as system-generated transfer of a grievance to a higher authority, as per the process defined in this policy, when an applicant is dissatisfied with a redressal.

k) **“Redressal”** means resolution of a grievance by the concerned authority accompanied with a reasoned response to the applicant.

IV. The process for grievance redressal

For grievances received via interfaces other than the above, **such as post, email, texts, etc.**, they should be scanned and uploaded to the portal for redressal in the following manner, as per the type/category of the recipient:

i. Recipient: CM Office/ CS Office

A copy of the received grievance should be sent to the DGR&PG at grievances.**pb@punjab.gov.in within 2 working days from the date of its receipt.** DGR&PG shall then upload the grievance to PGRS for further action and redressal as per this policy. At this time, a **SMS/email notification shall**

also be sent to the applicant with the tracking number of the grievance and its current status. A SMS/email notification shall also be shared with the applicant to put in all future grievances to PGRS via any of the four mentioned interfaces under IV (a)

ii. Recipient: DC Office

The received grievance should be forwarded to the Assistant Commissioner (Grievances) now CMFO for uploading to PGRS within 2 working days from the date of its receipt for further action and redressal as per this policy. At this time, a SMS/email notification shall also be sent to the applicant with the tracking number of the grievance and its current status. A SMS/email notification shall also be shared with the applicant to put in all future grievances to PGRS via any of the four mentioned interfaces under IV (a)

iii. Recipient: Department Office

The received grievance should be uploaded to PGRS by the Department within 2 working days from the date of its receipt for further action and redressal as per this policy. Upon successful upload, a notification shall be sent to the applicant via SMS/ email with the tracking number of the grievance and its current status. A SMS/email notification shall also be shared with the applicant to put in all future grievances to PGRS via any of the four mentioned interfaces under IV (a)

Category 1 - Regarding grievances that require State Level redressal :

i. Upon receipt of the grievance for State Level redressal, PGRS marks it to the concerned Department State Nodal Officer (DSNO).

ii. The DSNO is required to take action on the grievance **within 7 working days** from the date of its receipt. She/he may

1. Redress the grievance and mark it as closed

2. Transfer the grievance to her/ his counterpart in another department if the grievance received pertains to another department.

3. The DSNO, as per her/ his judgement, may transfer the grievance to the relevant Department District Nodal Officer (DDNO) for further action and resolution. DDNO to proceed as per the process laid down here under at IV(d)

iii. If the grievance is redressed,

1. The applicant shall be informed of the redressal via the same interface that had been taken for registration of the grievance

2. The applicant shall receive a **call from an automated system (as explained under IV(k)) within 2 working days from the date of redressal**. This call shall ask the applicant if she/he is satisfied with the redressal provided. If the

applicant is not satisfied and wishes to reopen the grievance, the system marks the grievance as reopened by the applicant.

e)Category 2 - Regarding grievances that require District Level

ii. Upon receipt of the grievance for District Level redressal, PGRS marks it to the concerned DDNO.

iii. The DDNO is required to take appropriate action upon the grievance within 7 working days from the date of its receipt. She/ he may

1. Redress the grievance and mark it as closed.

2. Transfer the grievance to her/ his counterpart in another department if the grievance received pertains to another department.

3. If required, as per her/his judgement, the DDNO can transfer it to the relevant Department Field Officer (DFO) for further action and redressal.

4. The DDNO, as per her/ his judgement, may transfer the grievance to the relevant DSNO for further action and resolution. DSNO to proceed as per the process laid down here under at IV(d)

iv. The DFO has 15 working days to take action and redress the grievance.

v. If the grievance is redressed,

1. The applicant shall be informed of the redressal via the same interface that had been taken for registration of the grievance

2. The applicant shall receive a call from an automated system (as explained under IV(k)) within 2 working days from the date of redressal. This call shall ask the applicant if she/he is satisfied with the redressal provided.

3. If the applicant is not satisfied and wishes to reopen the grievance, the system marks the grievance as reopened by the applicant.

f) First escalation of grievances at State Level:

g) First escalation of grievances at District Level:

h) Second escalation of grievances at State Level:

i) Second escalation of grievances at District Level:

j) Regarding grievances that require longer term resolution/ inquiry:

For all such grievances, as per the judgement of the concerned authority, the authority shall mark the grievance as requiring a longer term resolution than as prescribed under this policy and initiate a response to the applicant. This response should contain information on the status of the grievance and reason(s) for longer term resolution.

Citizens can now submit their grievances to the concerned government departments using following channels

- Through Web Portal – Visit connect.punjab.gov.in
- Through m-Sewa app
- Through Sewa Kendra – Visit Sewa Kendra
- Through Call Center- Call unified state helpline no. 1100