



Department of
Defence



Grievance Analysis & Systemic Reforms Recommendation

GRIEVANCE DATA ANALYSIS PROJECT

(Objective & Outcome)

Context

Department of Administrative Reforms & Public Grievances (DAR&PG) administers a public grievance portal - Central Public Grievance Redress and Monitoring System (CPGRAMS). This is a portal where the citizen can register his/her grievances pertaining to any of the 94 Central Government Departments/Ministries.

This portal receives ~3,00,000 complaints annually across the 94 Departments/Ministries and the number of grievances registered has gone up from 1,32,751 between May 2014 to September 2014, to 4,66,406 in the same period, i.e., from May 2015 to September 2015, due the Prime Minister's personal interest.

The grievances received on the portal are rich data points, especially in terms of the type of reforms (administrative and policy) that would create maximum positive impact on the citizens.

Objective

The objective of the diagnostic study undertaken by the Quality Council of India, as per the mandate given by DAR&PG, was two fold:

1. **Grievance Data Analysis** (in bold): Analysis of the grievances being received by the respective Departments/Ministries on CGPRAMS and identification of key issues
2. **Systemic Reforms Recommendation**: Identifying key systemic reforms that can be implemented to resolve these issues to prevent recurrence of these issues

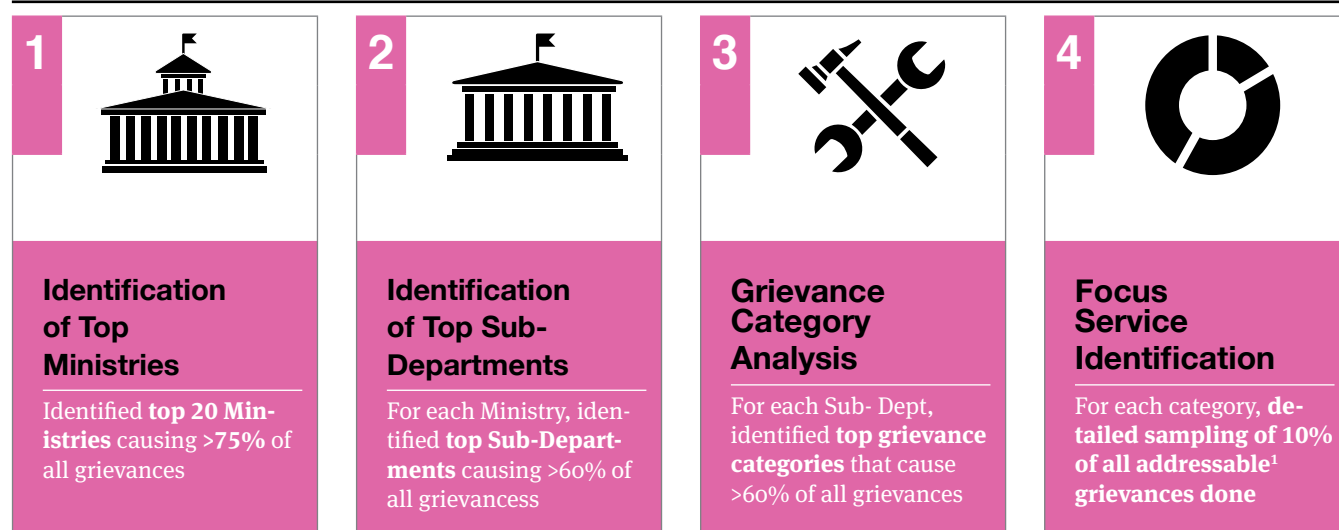
Approach

To ensure that the above objectives are achieved, a 3 point approach has been used, which has been detailed below:

1. Data analysis of the grievances across top 20 (based on number of grievances received) prioritized Ministries with a structured approach which has been detailed in the diagram below.

Data Analysis Process for all Ministries

Focus on identifying services that cause maximum number of grievances



2. Root cause analysis of the above grievances in conjunction with the respective Departments/Ministries, explained in detail on page 7.
3. Systemic and structural changes reform recommendations after discussions with the Department/Ministry based on learnings from global and domestic best practices

Identification of the top 20 Department/Ministries for initial focus of efforts

The first step of the effort, as per the approach mentioned earlier, is the identification of the top 20 Ministries, which has been done based on the number of grievances being received by the particular Department from 01.01.2012 to 19.08.2015. The findings have been summarized in the table below and for the scope of this particular report we will be focussing on the Ministry of Defence (rank 12).

List of top Ministries/Departments based on combination of quality parameters

Overall Rank	Ministry	Rank	No. of Grievances recieved		No. of Grievances pending (> 12M)		No. of Grievances pending (6M - 12M)	
			Rank	No. of Grievances	Rank	No. of Grievances	Rank	No. of Grievances
1	Department of Telecommunications	1	161,014	13	11	11	126	
2	Ministry of Railways (Railway Board)	2	76,776	3	878	2	1,750	
3	Department of Financial Services (Banking Division)	3	65,095	16	-	13	43	
4	Ministry of Home Affairs	4	41,443	11	47	12	73	
5	Central Board Of Direct Taxes (Income Tax)	5	38,825	5	381	9	200	
6	Department of Higher Education	6	34,594	2	1422	1	2,143	
7	Ministry of External Affairs	7	30,780	16	-	17	-	
8	Department of Posts	8	27,552	14	9	15	17	
9	Department of Health & Family Welfare	9	27,552	10	52	10	160	
10	Ministry of Petroleum and Natural Gas	10	26,836	7	83	8	447	
11	Ministry of Labour and Employment	11	25,835	16	-	17	-	
12	Department Of Defence	12	25,423	1	1877	6	744	
13	Department of School Education and Literacy	13	23,862	8	68	3	1,114	
14	Department of Personnel and Training	14	21,681	12	12	16	14	
15	Ministry of Road Transport and Highways	15	20,660	6	198	4	984	
16	Ministry of Urban Development	16	15,187	4	400	7	459	
17	Department of Justice	17	13,879	16	-	17	-	
18	Central Board Of Excise and Customs	18	12,698	15	3	14	27	
19	Department of Revenue	19	12,616	9	64	5	954	
20	Department of Ex Servicemen Welfare	20	12,062	16	-	17	-	

SOURCE: DARPG Data (01-01-2012 to 19-08-2015)

Focusing on these 20 ministries/departments will target ~73% of the overall grievances in Central Govt.

DEEP DIVE ANALYSIS

Introduction

Every country needs to have a strong defence system in place, to protect its borders and people from external threats which could be either natural or man-made in nature. The Ministry of Defence is the nodal Ministry at the Central level that is responsible for ensuring the right set of policies and finalize the budget to strengthen the armed forces and protect the borders of the country.

The Ministry comprises of multiple departments that are part of this Ministry include: (1) Department of Defence, (2) Department of Defence Production, (3) Department of Defence Research, and (4) Department of Ex-Servicemen Welfare.

The Department of Defence deals with the Integral Defence Staff (IDS), and three Services, and various Inter-Service Organisations. It is also responsible for the Defence Budget, establishment matters, defence policy, matters relating to Parliament, defence co-operation with foreign countries and co-ordination of all defence related activities.

A department as important as this, which is responsible for the protection of the citizen and the country, needs to ensure that the grievances are understood and solved at a systemic level if possible.

Identification of top Sub-Departments

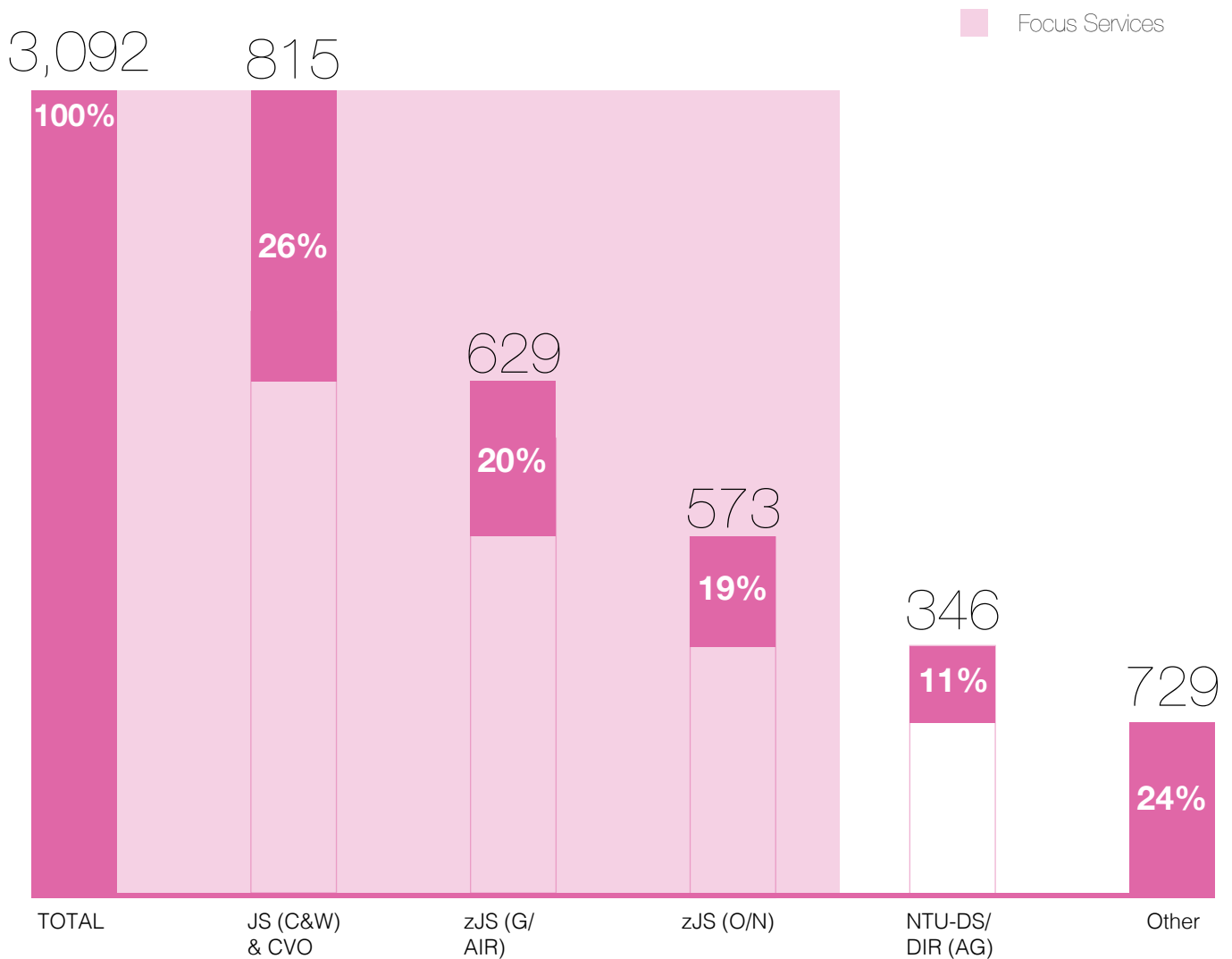
As per the methodology mentioned above, the first step was to break the grievances down in terms of the sub-departments it was being forwarded to.

These sub-departments have been defined as per the officer-in-charge who it is forwarded to within the Department/Ministry, as defined by the respective Department/Ministry.

For the Department of Defence, the sub-departments receiving maximum number of complaints have been defined by service/responsibility of that organization. The highest grievances have been received by JS - (C&W) & CVO (account for 26% of grievances) (as defined by the Ministry), and the next highest grievances received by other zJS (G/ AIR) - accounting for 20% of all grievances.

The figure below depicts the sub-departments that receive the maximum number of grievances for this particular department, and a detailed category wise analysis for the sub-departments is shown below. The top 3 departments, namely S (C&W) & CVO, zJS (G/AIR), zJS (O/N) and these account for ~65% of all grievances and have the grievances received by these sub-departments have been analyzed further.

Categorized grievances received by Sub-Departments¹



¹ All grievance reported 3092 from 01/04/2015 to 31/08/2015 across all touch points
SOURCE: DARPG data

Identification of Focus Service

The next step as defined in the process earlier, is to grievance-by-grievance analysis for a sample of the grievances received by the top sub-departments.

For the Department of Defence, the top recurring addressable issues across the sub-departments have been summarized below in the table.

The top most issue for the Ministry are the employee related issues which accounts for 38% of all addressable grievances, followed by corruption/ Inaction by defence officials which accounts for 38%. The specific details of these two type of grievance issues and the other grievances issues have been detailed out in the table below.

Top 2 services identified to focus on for root cause analysis

Focus services
for deep dive

Top Grievance Causing Services (QCI defined)	Impact % ¹	Details ²
1 Employee related issues	38%	<ul style="list-style-type: none"> • Issues with procedure and transparency of recruitment process • Delay/Incorrect salary disbursement • Issues relating to pension such as delay, non-receipt, incorrect amount, etc.
2 Corruption/ Inaction by defence officials	38%	<ul style="list-style-type: none"> • Allegation of misuse of power by defence officials • Inaction against internal complaints • Instances of bad behavior/ harassment by defence officials
3 Infrastructure Issues	10%	<ul style="list-style-type: none"> • Defence infrastructure such as schools, hospitals, roads, etc. not maintained properly

¹ Impact is defined as a fraction of all addressable grievances - those that can be solved through administrative reforms

². Addressable grievances constitute 37% of the Sample Total Grievances

Conclusions

For the focus services identified, the ones that are addressable and with maximum impact have been selected for further analysis. For the given department, the top grievance causing services is chosen for further deep-dive and root cause analysis, which is - employee related issues, and corruption/inaction by defence officials

Based on discussions with the Department, evaluation of reforms have been deprioritized after the data-backed analysis to identify top issues. These findings have been handed over to the Department.

