



OFFICE OF THE COMMISSIONER OF CENTRAL EXCISE, CUSTOMS & SERVICE TAX
VISAKHAPATNAM – I COMMISSIONERATE

Central Excise Building, Port Area, Visakhapatnam - 530 035

C.No.IV/16/04/2012 (PF-I) – Tech (Sevottam)

Date 10.12.2012

SEVOTTAM

MINUTES OF MANAGEMENT REVIEW MEETING OF
VISAKHAPATNAM – I COMMISSIONERATE
HELD ON 10.12.2012 FROM 10.30 HRS
AT THE CONFERENCE HALL

Background:

Clause 5.7 of IS 15700-2005 mandates that top management shall review the organization's management systems for service quality, Citizen's charter and compliant handling at planned intervals to ensure their continuing suitability, adequacy, efficiency and effectiveness.

The first Management Review Meeting was held on 10.12.2012 under the chairmanship of Shri M.Ponnuswamy, Commissioner and the following officers were present.

1. Shri P. Kalaichelvan, Additional Commissioner
2. Shri S.A. Umashankar Goud, Deputy Commissioner
3. Dr A. Shyam Sundar, Deputy Commissioner
4. Smt. B.Sumidaa Devi, Deputy Commissioner
5. Shri D.Mallick, Assistant Commissioner
6. Shri V. Ramanadha Reddy, Assistant Commissioner
7. Shri K. Santosh Kumar, Superintendent (Audit-MIS)
8. Shri P.S.Madhav, Superintendent (Member – Core Team)
9. Shri P.David Ravi, AO (H)
10. Shri T.Naga Ramanjaneyulu, Superintendent (Internal Auditor)
11. Shri G.Srinivas, Inspector (Member - Internal Audit Team)
12. Shri K.V.Mohan Rao, Inspector (Sevottam), Hqrs Office
13. Smt M.Nagamani, Inspector, Hqrs Office

Agenda:

The following was the brief agenda of the meeting

- a) Follow-up action from previous visits/review
- b) Results of Audit
- c) Customer feedback including results of Customer Satisfaction surveys
- d) Changing Customer requirements
- e) Feedback from other stakeholders
- f) Extent to which objectives are achieved
- g) Status of preventive/corrective action
- h) Recommendations for improvement

At the outset the chairman welcomed the participants and impressed upon them on the Commissionerate's commitment delivery quality services as per the standards of IS 15700 2005. Then the agenda points were taken up for detailed discussion.

(a) Follow-up action from previous visits/review:

Shri Y.Maheskumar, Superintendent (Sevottam) had made previous visits to Divisions and field formations and made certain observations. He found that proforma communicated for maintenance of Registers need to be modified to bring more clarity, accountability and suitability for delivery of committed services. He found the necessity to organize field level Interactive Session on Sevottam Implementation issues.

Consequently, to bring uniformity, Registers were ordered for printing for all the formations and trained personnel on Sevottam were asked to address the Interactive Sessions. The Interactive Sessions for all the field formations were held.

(b) Results of Audit:``

The following officers were nominated to conduct the internal audit of the field formations and Sections of the Commissionerate Hqrs.

S.No.	Name & Designation of the Officer S/Shri	Formations to be audited	Dates of audit
1	F.A. Cooper, Supdt	Division II, III & IV, their Ranges and Hqrs Office	Any day between 14.11.2012 and 21.11.2012
2	T.N. Ramanjaneyulu, Supdt	Division I, Vizianagaram and their Ranges	Any day between 14.11.2012 and 21.11.2012

Formation/Section-wise Internal Audit Findings, Major Findings and decisions taken to rectify nonconformity, if any, were as under:

Hqrs Office:

Technical Section:

1. For each service deliverable, a process owner is found indicated. However, a formal order designating the Process Owners was not found issued.
2. There was a need to modify the processes in giving acknowledgements to communications received on the spot by the Audit and Anti-Evasion wings. Changes to the Registers suggested.
3. The Internal Auditor suggested standardization of the feedback forms. He suggested printing and supply of the feedback forms by the Hqrs Office.
4. The Auditor reported the requirement of central procurement and supply of proper Sign Boards, Declarations, Drop Boxes with distinct color scheme and design so as provide uniformity and common identity across all the formations of the Commissionerate, the Citizens' charter and signboards were placed at all the formations.
5. The Auditor suggested for a step-by-step guidance paper containing the processes involved in delivery of services.

Tangible records such as files evidencing recording issuance of instructions from time to time were found maintained. Citizens' Charter copies are being distributed to the stakeholders and Sevottam Information including the Service Quality Manual found put to use.

No Internal Audit Non- Conformity Report (NCR) was issued.

Decisions Taken:

1. The Chairman had stated that a formal order designating the Process Owners was issued on the suggestion made by the Internal Auditors.

2. Necessary changes to be carried out in the proforma of acknowledgement to communications received on the spot by the Audit and Anti-Evasion wings. The audit /anti-evasion wing should submit such letters/communications to the Centralized Dak Receiver within 24hours so that a Sevottam acknowledgement is issued indicating spot receipt as well.

{Responsibility: Superintendents (Audit/AE/SIV),
Superintendent (Admn), Administrative Officer (DO-I)}

3. Registers with necessary modifications were already procured. All the process owners concerned should take care to enter the details without changing the running serial numbers. These registers along with earlier registers should be kept available for any inspections.

{Responsibility: Superintendent (Admn)
and all Process Owners}

4. The Chairman had instructed to supply standardized Sign Boards, Declarations, Drop Boxes and standardized feedback forms for all the formations from the Hqrs Office. The Chairman further instructed placement of floor plans in all the office buildings so that visitors can be self-guided into various Range Offices, Sections of the Divisions and the Hqrs Office.

{Responsibility: Superintendent (Admn)
Divisional Officers and all Process Owners}
{Time Frame: Within Two weeks}

5. The Chairman had instructed for preparation and circulation of a step-by-step guidance paper containing the processes involved in delivery of services. In addition, the chairman ordered for display of process flow charts for the process being undertaken in the Sections/Offices. Further, the chairman instructed to place the Guidance Paper, Service Quality Manual, Feedback Form on the Commissionerate's Website for easy access to all the stakeholders

{Responsibility: Superintendent (Tech/Admn),
all Process Owners and
the Superintendent (Website)}
{Timeframe: Within a week}

Anti-Evasion: No non-conformity reported

Audit: No non-conformity reported

Grievances: No non-conformity reported

Centralised Dak Receipt Counter:

1. Internal Audit suggested streamlining procedure to route IC Pad and marking decisions. Presently some of the papers on receipt, found to be directly sent to the Sections concerned, instead of sending the papers to the Commissioner in IC Pad. The Audit suggested that IC papers be first sent to the appropriate addressed authority viz Commissioner/Additional Commissioner/Deputy Commissioner in IC Pad and the authority can mark on the IC paper whether any decision needs to be conveyed with suitable markings like 'D'
2. In certain cases, errors in dated acknowledgements found due to lack of internal checks in the software.
3. In certain cases, date of acknowledgement found to be one day earlier to date of actual dispatch from the office due to the practice that the dispatch section keeps the outward communication for the arrival of postal authorities.

Decisions Taken:

1. The chairman directed that all the Sevottam IC Papers be sent to the appropriate authority immediately after receipt. The authorities concerned should immediately make necessary remarks as to conveyance of decisions or interim replies within the

stipulated time frame. Hqrs Office 'Document Monitoring System' specially designed and developed should be used to track the papers.

In case of IC Papers relating to Audit Groups on camp, the Superintendent MIS should take initiative to inform the groups and give replies on need, within the stipulated timeframe.

{Responsibility: Additional Commissioner, Deputy Commissioner, Superintendent (Admin), Superintendent (Audit-MIS) PS to the Commissioner, PS to the ADC and all Process Owners }

2. The chairman stated that such errors in dated acknowledgements would be eliminated with the introduction of 'Document Monitoring System' with all its internal checks in the software.

{Responsibility: Superintendent (Admin)}

{Time Frame: Within a week }

3. The chairman made it clear that the date of dispatch from the dispatch section should be mentioned on the office copy of the acknowledgement and the process time in the dispatch should be made barest minimum. Efforts shall be made to send the outward correspondence on the same day. On last working day of every week, no outward correspondence shall remain un-dispatched from the office.

{Responsibility: Administrative Officer (Hqrs) & the Superintendent (Admin)}

{Time Frame: Within a week }

Divisions & Ranges:

1. In certain cases the physical verification in relation to Central Excise Registrations found to have taken more than 2 days of time. Non-conformity Reports are issued on this aspect.
2. In some cases Fax Messages and email communications though acknowledged, not found to have been assigned Unique Sevottam IC numbers through the Centralised IC.
3. Receipt of Monthly Returns by hand, not entered in Sevottam IC:
4. Variations in the format (syntax) of acknowledgement reported. Instances of not mentioning the Unique Sevottam IC numbers on the Papers received and kept in files, reported. In some cases where Acknowledgements were sent through Post Cards, such details were not mentioned in the Dispatch Register
5. No Grievances reportedly received.

Decisions Taken:

1. The Chairman had made it categorically clear that Central Excise Registration should be issued by the Divisional Officers within the stipulated timeframe of 2 working days. The Chairman stated that the commitment to issue the registration certificate to the applicant is one of the significant services and no delay is acceptable.
{Responsibility: Divisional Officers and Process Owners and all Central Excise Range Officers}
{Time Frame: With immediate effect}
2. It is decided that Fax Messages and email communications should be Unique Id be assigned and Sevottam acknowledgement be given. On receipt of original letters after receipt of Faxes/emails, there is no need to assign separate number or issuance of acknowledgement. Even if duplication happens in the Centralised IC, the entries in the Section IC and Decision registers should be made carefully to avoid redundancy.

- {Responsibility: All Process Owners}
3. The chairman categorically stated that Returns should not be received in hardcopies. However, wherever copies are called for in relation to preparation of SCNs such receipts should be through Sevottam route.

- {Responsibility: All Process Owners}
4. The chairman stated that standard format assigning Unique IDs in the following format should be followed in all formations:

**Sl.No (4 digit)/Year/Name of Section(or)Division(or)Range /Visakhapatnam – I
date DD.MM.YYYY.**

Further, it is decided to follow the numbering calendar year-wise. Hence new series of serial number start from 01.01.2013 onwards.

- {Responsibility: All Process Owners}
5. The Divisional Officers should open the Drop Box at 13.00 hrs and 18.00hrs of every working day and segregate grievances from general suggestions. The Divisional Officers should acknowledge grievances within 48 hours and resolve the grievances if they are within their authority. In relation to all other cases of grievances, the same should be sent to the Hqrs (CIU) for immediate resolution.

{Responsibility: All Divisional Officers
and Superintendent (CIU)}

Top Management: Audit of the top management was also conducted by Shri F.A.Cooper, Superintendent of Central Excise and the same was found satisfactory.

(c) Customer feedback including results of Customer Satisfaction surveys:

The Feedback seeks to valuable inputs regarding customer satisfaction on accessibility of information and officers, courtesy in behavior, promptness, complete and correctness of response etc., is made available at the Information & Facilitation Centre /Centralized IC and Range Offices. Feedback is collected and analyzed. The analysis pointed the customer satisfaction ranging from 'Good' to 'Very Good'. Significantly, feedback does not indicate dissatisfaction of any citizen. Further, the Commissionerate is using on regular basis the mechanism of PGC (Public Grievance Committee)/RAC (Regional Advisory Committees) which provide organized customer feedback on issues having wider relevance for the Central Excise assesses in general or for the assesses belonging to a particular industry.

{Responsibility: Deputy Commissioner (Tech),
Superintendent (Admn) and all process
owners}

{Time Frame: By 31st December, 2012}

(d) Changing Customer requirements:

Customer requirements change from time to time. To meet to these requirements, the Commissionerate had launched a new website. This website contains important links to the CBEC, ACES and other useful links. The PGC/RAC meeting being held under the Chairmanship of Commissioner/Chief Commissioner serve as a very useful forum to capture the changing requirements as voiced in such meeting by Trade Associations' representatives.

It was decided that the feedback forms be distributed to the representatives of the Trade Associations in the next RAC/PGC meeting.

{Responsibility: Deputy Commissioner (Tech),
Superintendent (Admn) and all process
owners}

{Time Frame: Within a week}

(e) **Feedback from other stakeholders:**

Presently, apart from our assessees, we have identified different associations such as Confederation of Indian Industry (Vizag Chapter), Andhra Chamber of Commerce, CREDAI (Vizag Branch) etc., as our stakeholders. To institutionalize feedback from these stakeholders we may write to these associations to send quarterly feedback to this office via post or mail. We may actively follow-up with them once in every quarter to elicit feedback.

{Responsibility: Deputy Commissioner (Tech),
Superintendent (Admn)}
{Time Frame: Within a week}

(f) **Extent to which objectives are achieved:**

The objectives as set out in Service Quality Manual in terms of timeliness of service delivery are being achieved and the prescribed service standards are achieved as shown in the Annexure. To improve customer facilitation and address their grievances, Trade Facilitation Desks have been set up at Divisional Levels in addition to strengthening Information and Facilitation Centre at the Commissionerate level.

{Responsibility: Deputy Commissioner (Tech),
Superintendent (Admn) and all
process owners}
{Time Frame: Within a week}

(g) **Status of preventive/corrective action:**

This office has taken up the strengthening of infrastructure of Information and Facilitation Centre on priority to improve customer satisfaction. In view of Internal Audit findings, the respective responsible persons in charge of the concerned Sections have been directed to take necessary preventive corrective action basing on the root cause analysis and rectification actions suggested.

{Responsibility: Deputy Commissioner
(Tech), Superintendent (Admn) and all
process owners}
{Time Frame: As indicated at
respective paras}

(h) **Review of process performance:**

It is observed that there are specified processes for each service deliverable with process owner designated for each of these, the process performance has been satisfactory as the designated processes have not only resulted in achievement but have actually exceeded the service quality norms in most of the cases. Non-conformity wherever noticed, has been discussed in the management review meeting and it is decided that the same be taken up with the concerned section/formation for corrective action immediately.

(i) **Recommendations for improvement:**

It was observed that the recommendations for improvement have been mainly discussed in the results of internal audit. Besides, suggestions from the customers through their feedback would be forming the basis for understanding the changing requirements. However, as improvement is a continuous and dynamic process, as and when further feedback is received from the customers and other stakeholders, the proposals for improvement will be drawn in the subsequent reviews as well.

REVIEW OUT PUT:

- a) **Improvement in service quality standards:** It was observed that given the present infrastructure and resources, the norms prescribed for deliverables of services need no restructuring. However, efforts are being made to constantly improve performance.

- b) **Improvement in customer satisfaction:** There has been no major non-conformity except on the Central Excise Registrations front and the satisfaction amongst the citizens/assesses appears to be quite satisfactory. Instructions are issued to comply with standard timeframe in relation to Central Excise registrations as well. To further improve the same, their changing requirements are being duly recognized and adequately met.
- c) **Improvement in Management Systems for Service Quality, Citizens' Charter and Complaint handling:** Constant improvements in the management systems are being carried out. The 'Document Monitoring System' software that is being installed in the Hqrs office network of computers. This would result in better monitoring and resolution of the complaints as well. Further, the procedure to handle grievances/complaints online through CPGRAMS is already in place.
- d) **Resource Needs:** Resource needs are constantly assessed and monitored and wherever required, augmentation is being taken up suitably.

2. This issues with the approval of the Commissioner.

Encl: As above

Sd/-

(P. Kalaichelvan)
Additional Commissioner (Sevottam)

Copy forwarded to
The Joint Director,
DGICCE, New Delhi

To
The Dy/Asst Commissioner of Central Excise
Division I/II/III/IV and Vizianagaram
All Range Offices

The Superintendent of Central Excise, Audit (including the audit teams)
/Adjudication/Technical/Anti-Evasion/CIU/Legal/Tribunal/Statistics/ACES
The AO/DDO, Hqrs office

Copy forwarded for information & necessary action

- (i) The Additional Commissioner (P&V)
- (ii) The Deputy Commissioner (Tech)
- (iii) The Deputy Commissioner (AE)
- (iv) PA to Commissioner

Sd/-
(P. Kalaichelvan)
Additional Commissioner (Sevottam)