

Citizen Centric Tax Administration



SEVOTTAM

SEVA + UTTAM means Service + Excellence

Journey of CBEC towards Quality Service Delivery

Step-wise guide on how to implement SQM

1	Appoint one senior officer (preferably Additional/ Joint Commissioner) to coordinate all activities as given in this SQM. Top level commitment is a must to succeed in implementing this SQM.
2	A training plan shall be put in place as per SQM 3.3 and three to five officers may be appointed as trainers. These officers shall undergo training of trainers (TOT) course and subsequently train others.
3	Sensitize all officers in the unit on the Citizens' Charter and this manual requirement through workshops. Staff training may be conducted through a well laid training plan.
4	Create or update existing processes (standard operating procedures) for services actually delivered. The documented procedures for this are covered in SQM 3.2.1.1 to SQM 3.2.1.10. Sub-processes may be created at unit level to match the actual field practice and put process controls in place to ensure that service deliverables' standards are met. Office orders may be issued to appoint officers as 'process owners' in-charge of each process. Work instructions may be issued to follow the operating procedures and made available at actual point of use.
5	This SQM requires to specifically creating new operating procedures. The documented procedures for this are covered in SQM 3.2.2 to SQM 3.2.5. Office orders may be issued to appoint 'process owners' in-charge of each procedure. Work instructions may be issued to follow the operating procedures and made available at actual point of use.
6	Resources shall be provided to each process owner as per need to meet service norms.
7	Appoint an officer at group A level as Public Grievance officer to listen to public grievances and to attend to any grievance highlighted through media.
8	In case any service is purchased or outsourced, quality of such external input shall be assured so it doesn't affect our service quality.
9	The Citizens' Charter and Quality Policy shall be prominently displayed at apex and each field formation for benefit of customer.
10	Infrastructure shall be put in place as per SQM 3.3 for better customer experience like single-window facility, facilitation centers and feedback cum suggestion forums.
11	An audit plan shall be put in place as per SQM 3.1 and two to three officers may be appointed as auditors. The trainers selected in step 2 above may be appointed as the auditors. The internal audit team shall be trained to audit how the processes created are working. Audit of all activities need to be carried out in format as per SQM 4.2. The auditors shall make periodic audits of records, highlight areas of non-conformance and work with other officers to timely close the issues.
12	Records of internal audit and inputs from the process owners shall be considered by nodal officers (both at apex level and unit level) in a periodic management review meeting as per SQM 3.1. During initial stages such meetings may be conducted more frequently to quickly stabilize the processes.
13	Once processes are stabilized and sustained performance is observed, the field formation approaches Bureau of Indian Standards (BIS) for certification.
14	Post certification SQM is to be implemented as per the certifying agency guidelines.
15	Any amendments to SQM shall be sent to field formation by Directorate General of Inspection for

	implementation.
16	Records for each step are to be maintained systematically.
17	In case of difficulty, Director General of Inspection office may be approached for guidance.