

संख्या/No.: K- 11023/5/2005-PG  
भारत सरकार/GOVERNMENT OF INDIA  
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय,  
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS,  
प्रशासनिक सुधार और लोक शिकायत विभाग,  
DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES,

सरदार पटेल भवन, संसद मार्ग, नई दिल्ली-110001  
SARDAR PATEL BHAVAN, SANSAD MARG, NEW DELHI-110001

Dated : 18 March, 2005

To  
Chief Secretaries, State Govts./UTs

**Subject : Redress of Grievances Appearing in Newspapers**

Sir,

Kindly refer to the d.o. letter No.-H-18013/1/2002-PG (Pt.II) dated July 30,2002 of the Secretary, Ministry of Personnel, Public Grievances and Pensions, Government of India for establishing an institutional mechanism for examining public grievances appearing in newspapers and for redress of these grievances in a time bound manner. It was also requested that a rejoinder might be issued after investigation in cases which were found to be baseless and/ or damaging the image of the organization to create a responsive and interactive administration.

2. It is requested that prompt action may be taken to redress public grievances appearing in newspapers to establish public confidence in the effectiveness of the grievance redress machinery of the Government.

Yours faithfully,

(P.I. Suvrathan)  
Additional Secretary  
Tele : 23742133  
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सचिव

Secretary

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भारत सरकार  
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय  
नई दिल्ली-110001

GOVERNMENT OF INDIA  
MINISTRY OF PERSONNEL, PUBLIC  
GRIEVANCES AND PENSIONS  
NEW DELHI-110001

3<sup>rd</sup> May, 2005

D.O. No. G-11012/1/2005-PG

The Department Related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice during discussions on the Demands for Grants (2005-06) of the Ministry of Personnel, Public Grievances and Pensions have emphasized the importance of an effective public grievance redress mechanism in each Department/ organization. The Committee was of the view that the public should be made fully aware of the grievance redressal Mechanism, the officers to be contacted and the time likely to be taken for redressal of the grievances. This Department has already suggested to each Ministry/ Department to identify the grievance-prone areas and address the issues which give rise to grievances in the first place. Procedural simplification in grievance-prone areas can reduce the occasions for grievances to arise. The details of this may be conveyed to the public in local languages or through the Citizens' Charter.

2. I shall be grateful if you could issue instructions to all organizations under the control of your Ministry/ Department for disseminating information relating to grievances redressal in local languages by printing booklets, magazines, handouts etc. to make the citizens aware of the channels for redressal available and to fully utilize the benefits of the various programmes. The websites of each Ministry/Department should also contain as much information as possible about the activities of the Department and these should be updated regularly so that a citizen does not have to make a separate application to obtain the required information.

3. I shall be grateful if you could please intimate the action taken in this regards so that the Parliamentary Standing Committee can be briefed.

Yours sincerely,

(A.N.TIWARI)

All Secretaries of Ministries/Departments of Govt. of India

**No.K- 11011/3/2005-PG**  
**Government of India**  
**Ministry of Personnel, Public Grievances & Pensions,**  
**Department of Administrative Reforms & Public Grievances**

Sardar Patel Bhavan, Sansad Marg,  
New Delhi, the 7<sup>th</sup> September, 2005

**OFFICE MEMORANDUM**

**Subject : Installation and Operationalisation of Public Grievance Redress and Monitoring System**

The Department of Administrative Reforms & Public Grievances, in consultation with National Informatics Centre (NIC), had developed a uniform software called Public Grievances Redress and Monitoring System (PGRAMS) for installation in various Central Government Ministries and Departments. All grievances received in the Department of Administrative Reforms and Public Grievances are being placed in this system since September 5, 2001. The Citizen-interface version of this system (<http://darp-grievance.nic.in/>) was launched on 31.5.2002. A citizen can now lodge his/her grievances on this website and can also view the status of the action taken thereon by accessing the website.

2. The PGRAMS provides the user an instant acknowledgment by way of flashing the registration number. Besides providing the citizens the facilities to lodge the grievances and to find the status of actions taken on such grievances, a citizen can also send reminders and clarification from any geographical location. The grievances are received in the Department of Administrative Reforms & Public Grievances which are forwarded to the Public Grievances Officers of the Departments concerned for immediate redress of grievances. Further, the PGRAMS is a speedy, efficient and secured System for monitoring the progress of redress of public grievances which also generates reports on nature of grievances to indicate the grievance prone areas in different Ministries/Departments of Government of India.

3. The Department has been pursuing with the Ministries and Departments of Government of India to install the software (PGRAMS) for benefit of citizens for lodging of complaints and to help them to get the progress in the matter. Emphasis has been given for installation of this system particularly in the Departments having large public interface. Though some of the Central Government Ministries and Departments have installed the System, many Ministries and Departments are yet to use the PGRAMS for effective handling of citizens' grievances.

4. It is reiterated that the PGRAMS may be installed in all the Ministries and Departments and particularly to those Departments having large public interface. The Department of Administrative Reforms & Public Grievances with assistance of NIC can provide necessary training to officials of Government of India to help the Ministries to operate the System effectively.

(Shyamalima Banerjee)  
Director (PG)  
Tel. No.23745472

All Secretaries of Ministries/Departments of Govt. of India

**No.K- 11011/3/2005-PG**  
**Government of India**  
**Ministry of Personnel, Public Grievances & Pensions,**  
**Department of Administrative Reforms & Public Grievances**

Sardar Patel Bhavan, Sansad Marg  
New Delhi, the 7<sup>th</sup> September, 2005

**OFFICE MEMORANDUM**

**Subject : Strengthening the Staff Grievance Redress Mechanism**

Department of Administrative Reforms & Public Grievances had issued instruction to all Ministries/ Departments to set up an institutionalized arrangement for dealing with the grievances of staff in a sympathetic and prompt manner. However, it has been observed that a large number of grievances relating to service matter are still being received in the Department of Administrative Reforms & Public Grievances. Government employees seek outside help for redressal of their grievances and more and more employees are resorting to litigation in the various benches of the Central Administrative Tribunals as they fail to get proper redress from their offices. This is probably due to the fact that in many government offices there is no formal institutionalized arrangement to redress the genuine grievances of the employees or there is no organised system of monitoring of grievances to ensure fair and timely redressal of such grievances.

2. If the administrative response towards the grievances relating to service matters is adequate and prompt, the majority of cases of government employees resorting to outside influence for furtherance of their service interest will not arise. Where the rules or procedures are cumbersome, steps may be taken to simplify them. There is also a need to fix time norms for all matters, as it is the delay in the disposal of staff matters that most often drives employees to secure redress through outside help including approaching different Courts. It has also been observed that employees' frustration rises from the perception of inaccessibility and lack of concern by superior officers, failure to acknowledge and act on grievance applications and non-involvement in departmental activities.

3. In view of the importance of the subject and the concern of the Government for ensuring welfare of its employees, it is considered necessary that all Central Ministries/Departments as well as the offices under their administrative control should set up an institutionalized arrangement for dealing with the grievance of staff, sympathetically and promptly. The set up for redress of staff grievance may be according to suitability of different organisations and may be different in different Ministries keeping in view the nature, functions and size of the government offices. However, it is necessary that such redress machinery should have certain essential features, as incorporated in the attached **Annexure**.

4. It is requested that the issues concerning the grievance of the staff may be addressed promptly and sympathetically by activating the post of Staff Grievances Officers with exclusive mandate and access to Joint Secretaries and above level officers. In addition, the system should also keep provisions for appeals by employees to a higher authority.

(P.I. Suvrathan)  
Additional Secretary

All Secretaries of Ministries/Departments of Govt. of India

**Essential Features for setting up of Grievances Redressal Machinery for Government Employees working in Ministries/Departments/Offices of the Government of India.**

- i) Every Ministry/Department/Office should designate a Staff Grievances Officer (SGO) in the Ministry/Department and also in their attached and subordinate, regional/zonal offices to deal with grievances of the employees working in the respective organisation. Though in small organisation, the Head of Office or any officer of a comparative status could function as Staff Grievances Officer, in a Ministry/Department, an officer of the level of Deputy Secretary/Director should be entrusted with such work and designated as Director (Staff Grievances).
- ii) Director (Staff Grievances)/ SGO should make himself/herself freely available to hear the grievances personally, at least once a week at fixed timings. Similarly, the Secretary in the Ministries/Head of Department/Head of Department/Head of Offices should make himself/herself available once in a month at fixed timings when employees could meet him/her in person for redress of their grievances.
- iii) Every grievance from the staff should be registered and if a final decision is not possible within a fortnight, an acknowledgement should be sent to the applicant along with an indication as to when he/she can expect a final reply.
- iv) SGO/Director (Staff Grievances) should be specifically charged with the work of monitoring the grievances and ensuring that timely action is taken on the same. As a matter of general rule no grievances should be pending beyond the limit of three months.
- v) As far as possible, a reasoned reply should be given while replying to the grievances submitted by a Government employee.
- vi) It should be the duty of every official to deal with the staff matters in a fair, impartial and speedy manner. Where Rules and Regulations have already been laid down by the Government, the same should be applied uniformly. Discretion, where permissible, should be used in a limited number of cases and in a manner which does not lead to dissatisfaction among other employees.
- vii) Existing arrangements pertaining to matters like completion of service documents, drawal of annual increment, preparation of Seniority Lists etc. which are necessary for promotion to higher grades should be continuously reviewed, and delays avoided so that employees do not have to undergo hardship in service matters.
- viii) In other service matters like transfers, postings in difficult areas, etc., clear-cut norms should be prescribed. For example, laying down a limit of 2-3 years for posting in a difficult area, ordering routine periodical transfer only at the end of the school session and providing uniform opportunities for deputation, training, etc.
- ix) Meeting of the Selection Committee/Departmental Promotion Committee should be held regularly and a select list/approved list of officials approved for promotion prepared in advance so that when an official is transferred or retires and vacancy is to be filled up by transfer or promotion, the same is done promptly without affecting the work or efficiency of the organisation concerned. This will also ensure that opportunity of timely promotion to an official next in line is not delayed or denied which otherwise could give rise to a grievance.

- x) For requests of various kinds from the staff on personal matters, like seeking admission to join educational institutions, for grant of leave, request to leave station, advances for medical attendance/travelling allowance, festival advance for purchase of a motor car/motor cycle, etc., issue of LPC, issue of 'no objection certificate', transfer of GPF balance, transfer of service documents, etc., time limits for completion of action should be fixed within which, as far as possible, the personnel/administration section should complete the action so that the applicant does not have to waste time on unnecessary enquiries or personal visits to the concerned sections. As far as possible a week to two weeks should be the outer limit for deciding all such routine matters.
- xi) Nodal ministries like the Ministry of Health, Ministry of Urban Development etc., which look after the medical care and residential accommodation of all Government employees, should make specific arrangements for redress of employees' grievances relating to their services and designate an officer of appropriate rank as Director of Grievances who should meet Government officials and hear their grievance once a week at fixed timings, like other Director (Staff Grievances).

**F. No. K-11011/1/2005**  
**Government of India**  
**Ministry of Personnel, Public Grievances and Pensions**  
**(Department of Administrative Reforms & Public Grievances)**

Sardar Patel Bhawan, Sansad Marg,  
New Delhi, the 27<sup>th</sup> September 2005

**OFFICE MEMORANDUM**

**Subject: Strengthening of the Public Grievances Redress Machinery-Role of Director of Grievances.**

The Department of Administrative Reforms & Public Grievances have been issuing detailed instruction regarding setting up of internal grievance redressal machinery in each Ministry/Department/Public Sector Undertaking/Autonomous Organisation to make administration more responsive to the needs of the citizens. The instructions, inter-alia, stipulate that:-

(i) Each Ministry/Department/Public Sector Undertaking/Autonomous Organisation may designate a full time Grievance Officer, known as the Director of Grievances. The Officer may be of the rank of Joint Secretary to Government of India who by virtue of his experience and jurisdiction can take decisions more objectively.

(ii) The Director of Grievances will be actively involved in the process of dealing with grievances. Each Ministry/Department/PSU/Autonomous Organisation may formulate a job-chart for the Director of Grievances.

(iii) The Director of Grievances will be vested with powers to call for files/papers connected with grievances pending for more than three months in the Ministry/Department and to take a decision thereon with the approval of the Secretary of the Ministry/Department. He may also communicate the final decision to the aggrieved party.

(iv) The Director of Grievance shall report directly to the Secretary/Head of the Organisation. His relationship with the line-functionaries may be clearly defined. The procedures necessary for his effective performance may also be clearly indicated.

(v) The name and designation of the Director of Grievances should be separately incorporated in the list of officers appearing in the local telephone directories.

2. The above instructions on Internal Grievance Redress Machinery have been and large been complied with by the Ministries/Departments. However, its effectiveness in settling public grievances expeditiously has not always been up to the mark. In the interest of expeditious disposal of grievances, the Directors of Grievances may exercise more frequently the powers vested with them to call for papers/documents of long pending cases and take decisions with the approval of the Secretary or Head of the Organisation. Further, the Director of Grievances may take measures to analyse the grievances devising corrective measures so as to reduce the recurrence of such grievances.

3. One of the important issues that needs urgent attention of the Director of Grievances is grievances relating to pensionary matters. It has been observed that a large number of grievances pertaining to pensions and retirement dues are received in this Department mainly relating to delay in payment of

settlement of claims. The pensioners have to visit the concerned Departments time and again and also approach this Department when the grievance is not redressed by the concerned Departments.

4. It is suggested that the Director for Redressal of Public Grievances may also function as the Nodal Officer for Citizen's Charter.

Sd/-  
(Geetha Nair)  
Deputy Director (PG)  
Tel. No. 23741006

All Departments of Govt. of India