

## **Findings of 'INDIA POST – PROJECT ARROW' Audit on "Customers' & Staff Satisfaction Survey" conducted in 50 Project Arrow (Phase-I) post offices during March to May 2009 by M/s TUV India Pvt. Ltd.**

### **1.0 Performance on Mail Delivery – Ordinary, Registered Post & Speed post**

In the morning of the audit day the auditors checked processes and verified data pertaining to Mail arrival time, Postman reporting time, Postmen beat backup plan, Delivery Stamp impression, Mail Sorting completion time for Ordinary letter, Registered post and Speed post. Further the processes & records pertaining to Delivery performance of Ordinary, Registered Post and Speed Post letter were audited. The records pertained to letters received, missent, sent to other Post Offices , not sent out of delivery were checked in the first half of the day.

On return of the postman after delivery the records pertaining to the number of letters undelivered and percentage letter undelivered/returned with legible mark were checked. On basis of records scores were allotted to each activity out of the total score.

It was noted that in 50 Post Offices in three consecutive audits, **Registered letter performances was 99 %**, where as the figures for **Ordinary mail varied between 94 to 100%**. For **Speed post it ranged between 98 to 99 %**.

#### **1.1 Feedback of Test letters**

Auditors were also required to assess the time taken for delivery of letters to randomly selected recipients. Ten test letters were dropped in the mailbag at the respective RMS offices by the Auditor one day prior to the day of Audit. The name of the recipient was randomly selected from Telephone directory, Industrial directory, Internet or any such source. It was ensured that both the recipient and the mailbag lie within the in geographical purview of Post office being audited. The content of the test letters were prepared as per format given by India Post.

On the day of visit, the Auditor made personal contacts with the addressee to verify the receipt of the test letter after the return of Post man to the post office.

It was observed that the **post offices scored between 90 to 92% during the 3 rounds of Audit.**

***This process would require to be studied in detail to make improvements as a much higher score was expected.***

## **2.0 Remittances**

On this attribute, the record of Money Order delivery performance and booking performance were verified.

The records pertaining to number of Money orders received, missent, sent to other Post Offices, sent out for delivery, undelivered due to wrong address/refused incomplete address, percent on Money order delivered etc were verified during the audit

It was noted that **Money order delivery performance was 100 %** on all the Audits.

The records pertaining to number of Money orders, VPMO , Speed post , Local MOs, e MOs booked were verified during the audit

**Post offices scored an overall score of 96 to 98%** on the performance of booking of money orders.

## **3.0 Banking**

The number of requests pertaining to Pending account transfer request, Pending deceased claim cases, pending signatures scans scheme wise in SB , RD , MIS, NSC , KVP were verified through manual records and through the system. Further process of updation of pass books through passbook printers was observed and its relevant records were verified.

On consolidation of the results, it was observed that Banking Performance is a process in which maximum improvement is possible as the performance ranged from 72 % in the first round to 81 % in the third round of audit.

Appropriate action may be taken to improve the performance after a root cause analysis is done.

## **4.0 Infrastructure**

All the 50 post offices under the audit schedule were found to be having adequate infrastructure in terms of computer hardware, writing ledge, Information kiosk, Chairs for customer, Availability of forms, Number of serving counters and citizen charter. Infrastructure at all Post offices was found uniform and adequate .It was observed that Computer hardware resource are optimally used in most of branches

**However the Auditors noted that there is only one printer for printing of passbooks available in HPO and SPO. This may be inadequate in view of number of accounts at the HPO.**

***In light of above, the number of passbook printers available at HPO may be reviewed vis-à-vis the numbers of accounts.***

#### **4.1 Office Service Level**

The Auditors requested the customers to fill in a Customer satisfaction survey form on the day of the Audit. 3562 customers filled the form in 50 post offices in the three Audits. Customer Satisfaction form with ten parameters were used. The form used is appended in the report as Annexure 3.

On analysis of the completed form, it was observed that average Customer satisfaction score is 9.52 on a scale of 10. The customers are very much satisfied with the service of 50 Post Offices.

#### **5.0 Human Resources**

The satisfaction level of the employees was evaluated using a survey form with 10 questions which was provided to all the employees who were present on the day of audit. On collation of the data, it was revealed that employees are highly motivated and dedicated. The score of Staff survey was 5.8 on a scale of 6.

Training programs on use of computers may be conducted once again. This will result in better operational efficiency especially with respect to banking operations and shall reduce customer waiting time in general.

#### **Sources of Error**

This Audit was an exhaustive exercise involving 50 Post offices in ten states with a large sample size. The forms were filled by the Customer and staff present on the venue on the Audit date.

The Scoring of Post Office was based on actual verification of documents and only 4% based on Auditor's subjectivity.