



PERCEPTION MANAGEMENT IN MES

VIMAL K TIWARI IDSE
COMMANDER WORKS ENGINEERS
VISAKHAPATANAM
(tiwarivimal@hotmail.com)

INTRODUCTION

UPSC 1992 EXAM

- ACADEMIC
 - ELECTRICAL ENGG – AMU ALIGARH 1988
 - M TECH IIT BOMBAY 1988-89
 - EXECUTIVE MBA SYMBIOSIS PUNE
 - MESTERS IN MANAGEMENT IIM BANAGALORE
- PROFESSIONAL
 - ASSISTANT ENGINEER UP STATE ELEC BOARD 1990-1994
 - AEE MES 1994-2001-LKO, GWALIOR, CHANDIMANDIR
 - DCWE- CHANDIMANDIR
 - GE- PORT BLAIR, PUNE, MHOW
 - JT DIR- CESC, HQ MES
 - DIRECTOR – 2016-2019 CE AF SHILLONG (PERS, PLG, E/M & SEI)
 - CWE- VISAKHAPATNAM JAN 2020 TILL DATE

COMMENDATIONS

CHIEF OF ARMY STAFF

CHIEF OF NAVAL STAFF

DG COAST GUARD

GOC IN C WESTERN COMMAND

GOC IN C SOUTHERN COMMAND-
TWICE

CINC A&N COMMAND- TWICE

ENGINEER IN CHIEF

BEST GARRISON ENGINEER CENTRAL
COMMAND

MES EXECUTIVES



- MES OFFICES
- STATION
- USERS
- EMPLOYEES
- VENDORS
- CONTROL
- EXTERNAL DEPARTMENTS

MES OFFICES

- AGE
 - GE
 - CWE
 - CE
 - CE COMMAND
 - E-in-C
- EXPECTATIONS
 - COURTESY AND HELPING ATTITUDE
 - PROMPT AND TIMELY RESPONSE
MAKE IT A HABIT WITH ZERO TOLERANCE
 - PROACTIVE APPROACH
 - OFFERING SOLUTIONS
 - MONITORING
 - NO COMMUNICATION GAP
 - CALL BACK
 - MESSAGING
 - SOCIAL INTERACTIONS

STATION

- STN HQ
 - SUB AREA
 - AREA
 - COMAND HQ
 - SERVICE HQ
 - MoD
- UNDERSTAND POWER STRUCTURE
 - ENGAGE WITH PROBLEMS
 - OFFER DETAILED ANALYSIS
 - PREPARE INFORMED PROPOSALS
 - ASSETS CLASSIFICATION- SATISFACTORY, REPAIRABLE AND VERY POOR
 - PROJECTING ISSUES AND CHALLENGES
 - OFFER SMALL PROJECTS TO DEMO IMPROVEMENTS
 - KNOWING THEIR PSHYCHE
 - SHARING THEIR CONCERNS
 - MES TO OFFER SOLUTIONS- IN TIME, EVERY TIME
 - FACILITATING PLANNING PROCESS
 - NOT TO CEDE SPACE
 - GOOD PRESENTATION SKILLS
 - STORY TELLING
 - OFFER TRANSPARENCY
 - UPGRADATION OF STATION PROJECTS
 - VISUALISE PROJECTS WITH SMALL GESTATION PERIODS AND HIGH VISIBILITY
 - QUALITY OF LIFE IMPROVEMENTS
 - KEEP WISH LIST READY ALL THE TIMES
 - PUNCTUALITY
 - TIMELY RESPONSE
 - SMARTNESS IN APPEARANCE AND CONDUCT

USERS

- OTM
- MARRIED
 - OFFICERS
 - SUBORDINATES
- PRIVATE PARTIES
- NON DEFENCE (KVS, BANKS etc)

EXPECTATIONS

EMPATHY

COURTESY

SPEED AND EFFICIENCY

QUALITY

PHYSICAL PRESENCE

FEED BACK

BE VISIBLE



EXPECTATIONS CHALLENGES

- OLD BUREAUCRATIC MIND SET
- INEFFICIENT SYSTEM DESIGN
- LACK OF INNOVATION
- DATED OUTLOOK
- PROBLEM ORIENTED ATTITUDE (NOT SOLUTION ORIENTED)
- DEFICIENCY OF STAFF
- ATTITUDE OF TRADESMEN EXECUTING THE JOB (MOMENT OF TRUTH)
- UNPROFESSIONAL CONTRACTORS
- LACK OF PROFESSIONALISM
- LACK OF ACCOUNTABILITY

EMPLOYEES

- EXECUTIVES
 - MINISTERIAL
 - TRADE MEN
 - UNIONS
 - CONTRACTOR LABOURS
- EXPECTATIONS
 - RESPECT
 - RECOGNITION
 - EMPATHY
 - EMPOWEREMENT
 - DUES ON TIME
 - FACILITIES AS DUE
 - TOOLS
 - CLEAN WORK PLACE
 - DIGNITY
 - SKILL UPGRADATION

VENDORS

- CONTRACTORS
- SUPPLIERS
- EXPECTATIONS
 - TRANSPARENT
 - QUALITY
 - QUICK DECISIONS
 - FACILITATING EXECUTION
 - FAST PAYMENTS
 - CLOSURE
 - QUALITY OF TRADESMEN EMPLOYED
 - SKILLS
 - ATTITUDE

CONTROLS

ACCOUNTS – CDA
(PRE AND POST
AUDITS)

TECHNICAL-
ADGTE & CVC

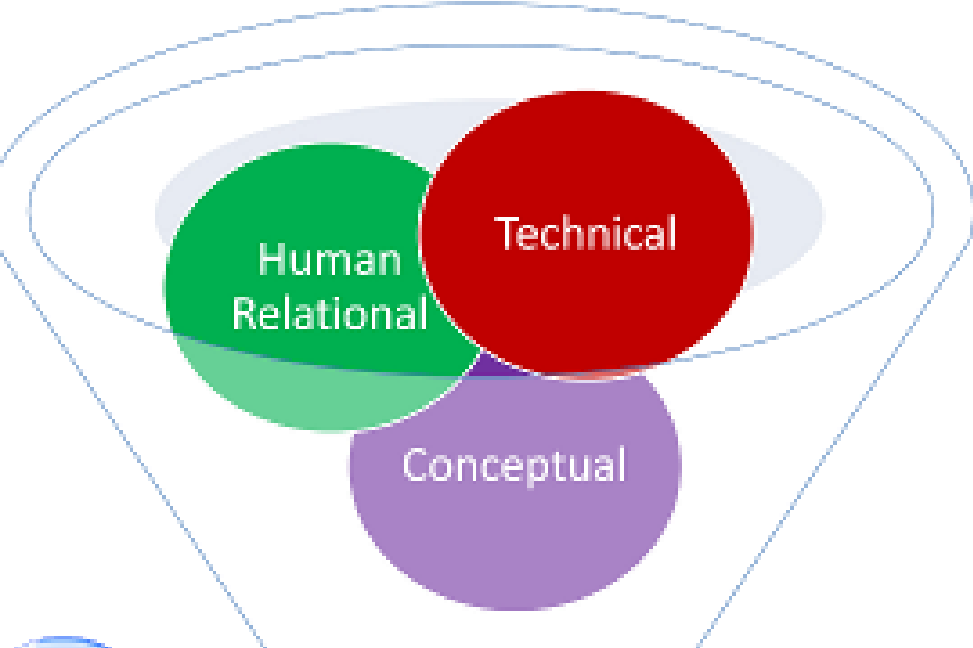
AUDIT- CGDA(TEST
AUDIT)

TIMELY RESPONSE
COURTESY
COMMUNICATION
MONITORING

EXTERNAL DEPARTMENTS

TIMELY RESPONSE
EXEMPLARY CONDUCT
PERSONAL INDULGENCE

- LABOUR
- IT & GST
- COURTS, TRIBUNALS AND LEGAL COUNSEL
- MUNICIPAL CORPORATIONS
- ELECTRICITY UTILITY
- POLLUTION CONTROL BOARD
- STATION HEALTH ORGANISATION
- CANTT BOARD
- ARBITRATORS



MANAGEMENT LEVELS



FUNCTIONS OF MIDDLE MANAGEMENT

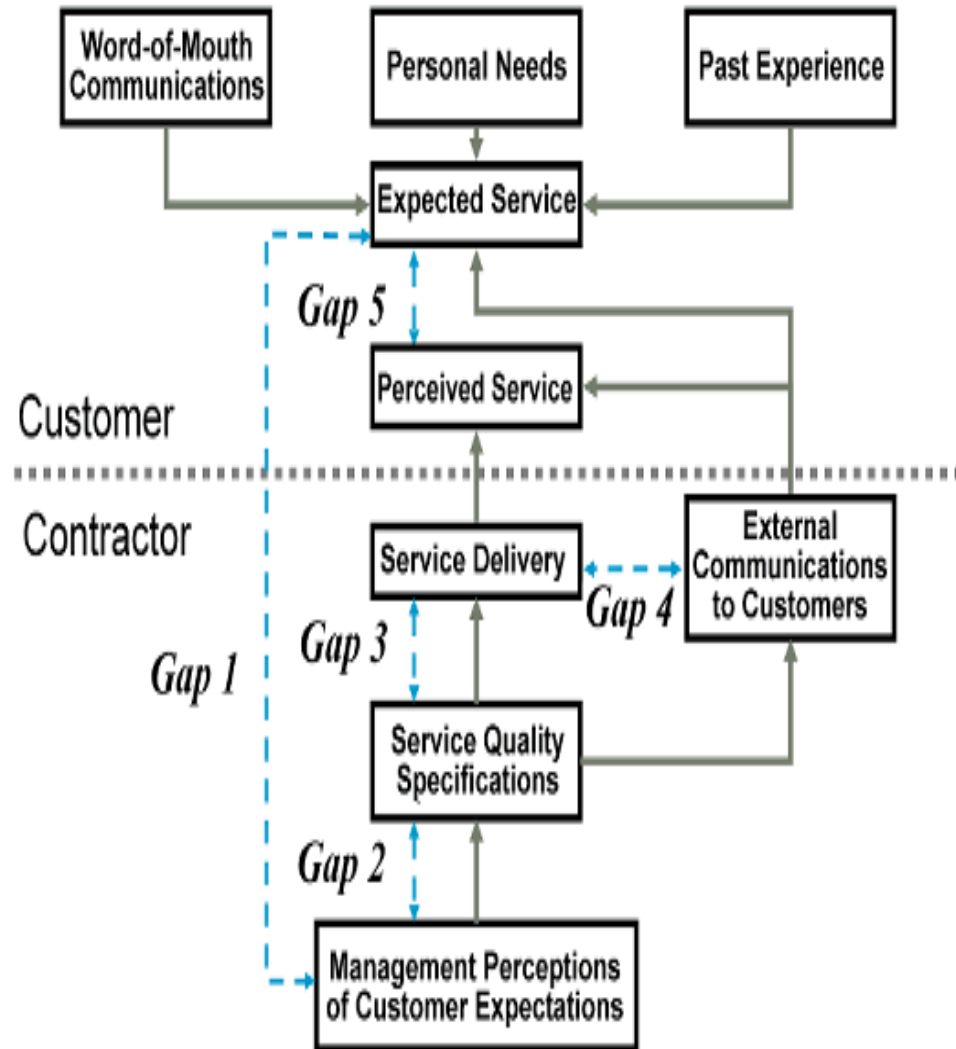
- INTERPRETING POLICIES
- ASSIGNING DUITES TO EMPLOYEES
- ISSUING INSTRUCTIONS
- MOTIVATING EMPLOYEES
- CREATING COOPERATION
- COLLECTING AND SUBMITTING INFORMATION
- COLLETING FEEDBACK AND SUBMITTING SUGGESTIONS
- INTERACTION WITH HIGHER ECHELONS
- INTERACTION WITH EXTERNAL ENVIRONMENT (LIMITED)

5 GAPS- SERVQUAL MODEL

- **KNOW THE EXPECTANCY PATTERN OF CUSTOMERS. SERVQUAL MODEL IDENTIFIES FIVE GAPS THAT CAN ARISE BETWEEN THE CUSTOMER'S NEEDS AND THE SERVICE THAT AN ORGN OFFERS**
- **COMMUNICATION BETWEEN**
 - **CUSTOMER AND SERVICE-PROVIDING ORGANISATION,**
 - **ORGANISATION'S INTERNAL COMMUNICATION, ARE OF VITAL IMPORTANCE FOR THE LEVEL OF QUALITY OF THE SERVICE.**
- **1. KNOWLEDGE GAP**
- **ORGANISATION'S KNOWLEDGE OF CUSTOMER EXPECTATIONS LACKING, PREVENTING IT APPROACHING CONSUMERS IN RIGHT WAY.**
- **2. STANDARDS GAP**
- **ORGANISATION HAS ALREADY FORMED ITS OWN IDEA ABOUT WHAT THE CUSTOMER EXPECTS FROM THEIR SERVICE, WHICH MAY NOT BE MATCHING CUSTOMER EXPECTATIONS. RISK THAT ORGANISATION WILL TRANSLATE IT WRONGLY INTO A QUALITY POLICY AND RULES.**
- **3. DELIVERY GAP**
- **ORGANISATION OFFERS SERVICE DIFFERENT FROM WHAT CONSUMER EXPECTED. THIS ALSO INVOLVES AN INCORRECT IMPLEMENTATION. FOR INSTANCE, IN THE WAY EMPLOYEES CARRY OUT POLICY.**
- **4. COMMUNICATIONS GAP**
- **EXTERNAL (MARKETING) COMMUNICATION ORGANISATION SENDS OUT, CAN CREATE THE WRONG EXPECTATIONS AMONG CUSTOMERS. IT MAY COMMUNICATE AND MAKE PROMISES NOT IN LINE WITH WHAT THEY CAN ACTUALLY DELIVER.**
- **5. SATISFACTION GAP**
- **DISSATISFACTION FROM A (SIGNIFICANT) DIFFERENCE BETWEEN SERVICE A CUSTOMER EXPECTS AND SERVICE HE ACTUALLY EXPERIENCES. EVENTUALLY, THIS LEADS TO THE BIGGEST GAP IN THE EXPERIENCE OF QUALITY.**

Service Quality

Source: Zeithaml, Parasuraman & Berry, Delivering Quality Service



SERVICE QUALITY MODEL



MY EXPERIENCE

- **COLLECT INFORMATION ABOUT**
 - **STATUS OF ASSETS- BLDGS, SERVICES AND INSTALLATIONS**
 - **COMPLAINTS BEING RECEIVED**
 - **USER SATISFACTION**
 - **EFFICIENCY OF OUR SYSTEM**
- **STRENGTHEN MES COMPLAINT RECORDING SYSTEM**
- **AVAILABLE TO USERS ON 24X7 BASIS**
- **DEDICATED JE FOR A POCKET OF ACCN OR SERVICE**
- **WELCOME DO LETTER TO USER ON ACCN TAKING OVER WITH CONTACT NUMBERS OF MES EXECUTIVES AND COMPLAINT CELLS**
- **TRANSPARENT LIST OF WORKS TO BE CARRIED OUT IN EACH HOUSE**
- **JEs TO MEET OFFICER AT THE ACCN. AUTHY TO SAY YES. WILL DISCUSS IF IT CAN'T BE DONE. FEEDBACK TO OFFR.**
- **GENUINE REQUIREMENTS PLANNED AND EXECUTED IN PROMISED TIME**
- **MES SERVICE CENTRE AND JE TO BE FACE OF MES. NO NEED TO MEET GE/AGE**
- **FREQUENT SURPRISE SITE VISITS AND INTERACTION WITH USERS**
- **COLLECTING FEEDBACK ABOUT STATUS OF ACCN, MES SERVICES AND MES EXECUTIVES ANNUALLY**
- **ANALYSING DATA COLECTED FROM FEED BACK FORM AND SHARE WITH STATION. PLAN MAINTENANCE AND PROJECT WORKS ACCORDINGLY**
- **HEALTH, HYGIENE, LEAKAGE, SEEPAGE, ELECTRICAL SAFETY WORKS TO TAKE PRIORITY**
- **ADEQUACY OF INFRASTRUCTURE FOR E/M SERVICES TO BE ASSESSED**



MY EXPERIENCE

- **BER OLD UNSERVICEABLE EQUIPMENTS TO BE DISPOSED OFF AND GET REPLACEMENTS QUICKLY TO IMPROVE QUALITY AND RELIABILITY OF SERVICES. EITHER SERVICABLE OR BER**
- **INTEGRATION OF INSTALLATIONS**
- **TIMELY REPAIRS OF APPLIANCES AND EQUIPMENTS**
- **WELCOME MAINTENANCE CONTRACT- COMPREHENSIVE AS PER USER REQUIREMENT AND FEEDBACK**
- **IMPROVING QUALITY OF LIFE THROUGH REGULAR PROJECTION OF WORKS IN ALL CATEGORIES- MINOR, REVENUE, LBW, SPL REPAIRS, AMWP, PARA 35**
- **HASTENING PAPER WORK FOR SANCTION OF WORKS**
- **EXPEDITIOUS CONTRACT ACTION**
- **ENSURING GOOD QUALITY AND TIMELY EXECUTION OF WORK WITH DEEP INVOLVEMENT AT SITE AND REDUCING COMMUNICATION GAPS**
- **DEDICATED JE ENSURES USER INTERACTION, INVOLVEMENT AND INTEGRATED APPROACH**
- **IMPROVING QUALITY AND RELIABILITY OF SERVICES. REPAIRING THROUGH OEMS. PREVENTIVE MAINTENANCE.**
- **REDUCING WASTAGE OF RESOURCES**
- **QUALITY PRODUCTS, REPUTED MAKES WITH CUSTOMER CARE NUMBERS TO USERS**
- **VISITING HOUSES OF SUBORDINATE STAFF TO MAKE OUR EXECUTIVES MOVE**
- **SERVICE CENTRE 24X7 WITH EFFECTIVE COMPLIANT REDRESSAL AND MONITORING MECHANISM**
- **ANALYSIS OF ISSUES IF REPEATED COMPLAINTS OR FAULTS RECEIVED AT SOME SPECIFIC POINT OR SERVICE**
- **ROLL ON PLAN FOR IMPROVEMENTS OF STATION ASSETS AND MES INSTALLATIONS**
- **ROAD MAP TO IMPROVE STATION TO BE BETTER THAN THE ADJOINING CIVIL AREA AND TO BE A ROLE MODEL FOR OTHER STATIONS**



MY EXPERIENCE

- **STREET LIGHTS, SECURITY LIGHTS TO BE 100% FUNCTIONAL**
- **MESSAGE TO USERS IN CASE OF FAILURE OR SHUT DOWN OF ELECTRIC OR WATER SUPPLY.**
- **RESPONDING TO ALL CALLS RECEIVED ON MOBILE AS WELL AS IN OFFICE**
- **RANDOM FEEDBACKS FROM USERS**
- **INTERACTING AND MOTIVATING DEL TO SERVE WITH SMILE**
- **IMPROVING QUALITY OF MES OFFICES, INSTALLATIONS, VEHICLES ETC TO SHOW CASE SMART PERSONALITY OF THE ORGN**
- **SERVING THE USER FOR HIS DELIGHT**
- **SURPRISE WITH ATTENTION TO DETAILS. FEEDING HIS ACCN NUMBER**
- **PROJECTING CHALLENGES IN THE STATION TO STATION AND NOT BE AT RECEIVING END**
- **IMPROVING INTERNAL OFFICE FUNCTIONING BY CLEAR ARTICULATION OF GOALS AND WORKING WITH EFFICIENCY TO CUT DELAYS AND DUPLICATION OF WORK**
- **TIMELY CLEARANCE OF PAYMENTS, FINAL BILLS, STE AND AUDIT OBJECTIONS AND ALL REPORT AND RETURNS**
- **NO REMINDERS ACCEPTABLE ATTITUDE- IT TAKES SAME TIME TO DO THE WORK , THEN WHY NOT IN TIME?**
- **NO EMBARGO ON LEAVE, AS TEAM KEEPS PERFORMING**
- **EVERYONE ATTENDS USERS COMPLAINT AND PASSES ON TO RELEVANT PERSON**
- **COORDINATING VISIT OF SENIOR OFFICERS TO PROBLEM AREAS WITH PROPOSED SOLUTIONS**
- **VISIBILITY AT SITES AND UNITS**



TAKE AWAY

- SEE BIGGER PICTURE
- YOUR ACTIONS OR INACTIONS AFFECT LIVES OF NUMEROUS PEOPLE. VERY FEW BLESSED WITH THIS PRIVILEGE
- MES IS A SERVICE ORGANISATION
- DEPARTMENT UNDER MOD, MANDATED TO PROVIDE WORKS AND MAINTENANCE SERVICES TO USERS. NOT SUBORDINATE ORGN.
- WORK WITH PRIDE BUT NOT ARROGANCE
- UPDATE GENERAL KNOWLEDGE TO ENGAGE IN CONVERSATION WITH USERS AND SENIOR OFFICERS
- KEEP WRITING AND PROJECTING ISSUES AND WORKS
- KEEP IDENTIFYING AND BRIDGING THE GAPS
- KAIZEN- CONTINUOUS IMPROVEMENT
- ORGANISE YOUR THOUGHTS, PLAN YOUR DAY AND DON'T LEAVE BACKLOG
- MAINTAIN BEFORE AND AFTER PHOTOGRAPHS
- COMMUNICATE, COMMUNICATE AND COMMUNICATE
- KEEP IMPROVING YOUR SKILLS
- STAY FIT STAY SMART
- SOCIALISE
- SPOKEN REPUTATION
- BRAND EQUITY



JAI HIND