

## **(1) MISSION STATEMENT**

**Gujarat Pollution Control Board (GPCB) aims at developing all round capabilities to protect the environment by preventing and controlling pollution by effective law enforcement and by adopting best environmental management practices to keep the State on course of sustainable development.**

### **ACCOMPLISHING THE OBJECTIVE**

**In order to accomplish the objective set forth in the Mission Statement, the organization, as a whole needs to adopt certain core values based on ethics, hard work, loyalty and best service to the stakeholders. The new approach may be based on, among other things, flattening of hierarchy, use of teams to manage, benchmarking for better performance appraisal and informing and training all employees. From the present vertical set up, there is need to move towards a horizontal set up. The following paras are an attempt to describe the relevant issues in this regard and fix action points.**

## **(2) PLANNED CHANGE:**

**GPCB is a statutory board set up under the Water Act, with clearly defined functions and role. Over the years its mandate has grown several folds, necessitating ever increasing demand for skill to handle complex laws and to cope with the challenging tasks of stringent standards of performance expected of it. The conventional approach, therefore, needs to give way to planned change. Some old methods need to be discarded and more vibrant and dynamic approaches adopted: In short a 'paradigm change'. Planned change is to be distinguished from re-active change, which the Board has been often making to cope with emerging situations. The set up of GPCB should be prepared to adopt significant changes in its**

goals, direction and working. This charter, therefore, aims at bringing about critical changes of a long-term nature. Taken holistically the changes address the working of GPCB, as also better delivery of service to the stakeholders. For this GPCB needs to start with staff whom today seem somewhat uninspired. There is lack of enthusiasm and commitment except in a few. A paradigm change would be possible only through all round attitudinal change of the people who work the system.

### **(3) CREDIBILITY AND EFFECTIVENESS OF GPCB**

Quite often initiatives with best of intentions fail to deliver the desired benefits. Skills and competencies of staff, processes and systems, attitude of officers, relationships and leadership and vision are some of the assets of an organization that influence the outcome. For an organization like GPCB, perhaps the most important asset is its credibility – its reputation. That it is just and fair, that it doesn't act arbitrarily and whimsically, that there is no hanky panky about it, that it is not venal, that its working is transparent, that it is accessible and where help is justified, it will be rendered and it will not indulge in discriminatory treatment and that equals will be treated equally and not otherwise! This asset of credibility is the sum total of the credibility of each person in the organization. It is the perseverance with goals and steadfastness to ethics that build credibility and it is an all too slow process. Besides, effectiveness of the organization itself lends credibility.

#### **Action Points:**

- Delay should be avoided at all levels. Time limits to be prescribed for all activities.
- Uniformity of procedure as per law to be adopted.
- There should be effective delegation of powers.

- Senior officers should visit Regional Offices at regular intervals to interact with stakeholders and solve problems on the spot.
- More user friendly, streamlined procedures to be introduced.
- GPCB should publish its policies and programmes for the knowledge of the stakeholders from time to time.
- Information about the status of pending cases should be provided.
- There should be frequent inter-action among officers and staff members to keep all informed of the approach on important issues.
- GPCB staff/officers should desist from indulging in loose talk damaging the credibility of the organization.

#### **(4) PULLING IT TOGETHER - IMPORTANCE OF TEAM WORK**

GPCB is constantly in the process of changing priorities, immediate things come up, and urgent things are thrust upon. There are targets to achieve. New rules/guidelines to absorb, and action plans to implement and new challenges to cope with. It is the team spirit that will pull the set up through thick and thin. Individuals however talented they are, can best contribute to the performance of organization when working as part of a team. Petty ego clashes have no place in the teamwork. When team spirit goes down, office politics and groupism go up. With such dissension, the organizations ability to cope with situations drastically goes down and then it is a journey down hill. Let no person try for individual glory at the cost of the organization. Let all credit go to the team – “team GPCB”. Through teams, optimum utilization of the collective experience and knowledge of GPCB becomes feasible. Teams also will ensure that left hand not only knows what right hand is doing, but that both hands and all other limbs work in the same direction.

### Action Points:

- All should work with a sense of fraternity.
- All should provide a helping hand in hours of need without too much bothering whether it is his unit's work or that unit's work.
- All should adopt a positive attitude.
- Teamwork should be based on inclusivity and not exclusivity.
- Innovative ideas should be encouraged.
- Due weight age should be given to the contribution of lower staff.
- The tendency to shirk should be avoided. Work is a challenge and opportunity.
- When problems of complex nature arise, those who have experience/ special knowledge of the problem will be pooled together to solve them.

### **(5) EFFECTIVE COMMUNICATION**

GPCB interacts with a large number of stakeholders. As a regulator it implements a complex set of rules and regulations. Though ignorance of law is not an excuse, the myriad nature of laws and the arrival of new ones at regular intervals render it difficult for every client to be up to date with the latest position. It is the duty of GPCB to convey correct information to every one. Communication is not a one-way process. Precise communication is necessary for accurate understanding. Officers should demonstrate the ability to receive feedback patiently and with empathy and act on such feedback. Reluctance to effectively communicate will give scope to the entry of middlemen who promise the clients to 'fix' things on their behalf. Effective communication is a matter of knowledge of the issue, language skill, patience and understanding. Every time one communicates with a stakeholder he is 'marketing' the image of GPCB. Also remember

that Officers are public servants and not masters and that they must always act with humility while, of course, being firm on the regulatory role.

**Action Points:**

- Seminars/workshop, training of staff should be organized internally or by experts or by reputed management institute to address different aspects of working.
- All decisions of the board may be put on the notice board.
- Develop and publish guidelines on every aspect of GPCB's functioning.
- Web site should be updated from time to time.
- Change in attitude, particularly towards stakeholders is necessary to give correct information.
- Communication skill improvement programmes to be conducted.
- All should communicate in clear and simple language.
- Alternate arrangements should be made to give correct information in the absence of the senior officers.

**(6) PARTICIPATION OF ALL:**

GPCB today is organized on bureaucratic lines. Units, branches, hierarchies, centralization and chain of command characterize the organization. There are many levels between the highest level and the lowest level. Even officers of the same level have different levels of authority and responsibility. Due to this many feel left out from the reckoning, though they contribute significantly or are capable of contributing. Division of labor and putting specific people for performance of specific function are essential for effective functioning. GPCB needs to become less bureaucratic, accept every one's personal sense of worth and importance and permit lower levels greater participation in decision

making. It is also necessary to recognize the contribution of officers who may not be performing executive functions; yet are part of the backbone of the organization. What is needed is a family like feeling. GPCB should initiate measures for competence building, fostering commitment, cultivate trust and common purpose between the higher levels and lower level and enhance motivation and employee growth.

**Action Points:**

- Skill/language/knowledge up gradation should be institutionalized.
- Rotation of work is a must to provide exposure to all employees.
- Informal interaction at all levels and cutting across levels will go a long way in confidence building.
- It should be clear to all that the responsibility for decisions making is on all those who process the matter and the accountability thereof will be accordingly fixed.
- While preparing the case for decision-making, all policy documents, govt. decisions, precedents, orders, laws/rules etc. must be brought on the file so that decisions are based on correct information.

**(7) BENCH MARKING AND MAKING GPCB A ‘LEARNING ORGANIZATION’.**

Bench marking helps organizations learn from each other and introduce good practices. Bench marking is particularly effective in helping to create a “knowledge friendly culture”. Since environment is a fast growing science and GPCB is called upon to deal with ever-growing number of statutes and rules, it needs to develop a “knowledge friendly” culture and be a “learning organization”. GPCB should adopt the good practices and lessons from other SPCBs, CPCBs and other organizations. Internally it should apply benchmarking to improve the performance of key parameters. Performance measures should be developed to compare internally and

externally. Learning from the best should be the goal. We should develop effective performance measures and targets wherever possible for improving results. A benchmarking committee will take up the following functions:

- Method of benchmarking.
- Target & monitoring.
- Will study annual report of CPCB and other PCBs and make a report on best practices.
- Seminars on best practices will be organized.
- Journal Club to be set up.

#### **(8) CODE OF CONDUCT FOR BETTER SERVICE:**

One of the chief tests of an organization is the quality and promptness with which the service is delivered to the clients. Citizens charter aims at empowering the citizens by mandating the organization to specific steps in delivery of service. For this, the starting point should be the commitment of those who are responsible for delivery. While administrative controls are necessary to ensure this, a voluntary code of conduct will go a long way to secure the required commitment.

#### **Action points:**

- All visitors will be treated with courtesy and promptness.
- Their issues will be given priority and written replies will be sent promptly.
- Telephones will be lifted in 4 rings.
- All will make their best efforts in making the organization successful.
- Criticism, if any, of any aspect of the GPCB will be done internally and will be done in a constructive way.

- All will talk about GPCB to others as a great organization to work for.
- The organizational image is very important and if any employee notices anything happening inside or outside adverse to that image, he or she shall bring it to the notice of the authorities for corrective action.
- Every employee shall give a helping hand to his colleague who is in need of help.
- All employees will hold themselves responsible for results and will work towards agreed upon goals.
- All employees will think in terms of how to do it, rather than why it cannot be done.
- All will try to find solutions for problems, not look for problems in a solution.
- If any employee feels that the current practices are not practical or proper, suggestions will be made to amend them.
- All will try to correct mistakes immediately and learn by mistakes.

**(9) LEADERSHIP ROLE IN TRANSFORMATION FOR GOOD GOVERNANCE:**

The transformation for good governance attempted in this Charter calls for change of leadership role aimed at involving and empowering all those who are working in GPCB. GPCB leadership will, therefore, have a new approach based on the following touchstones:

**Action Points;**

- Every employee is capable of giving useful ideas
- People closest to the problem may have the best idea regarding how to solve it

- **Learning flows up and down the hierarchy and so it can benefit at all levels.**
- **New ideas should be encouraged and bonafide mistakes should be viewed as a learning experience.**
- **Leadership will provide more opportunities for free, constructive and informal discussions with agenda or without agenda.**
- **Leadership will also review the charter periodically, assess the achievement and re-prioritize.**
- **Leadership will not hog credit for itself for success, but will pass it on to the team.**
- **Leadership will not hesitate to decentralize more and more managerial functions to the groups.**
- **Leadership will be accessible to every employee for redressed of grievance.**
- **Good work done by employees must be appreciated and should be taken in to consideration while recording entries in CR as also for issuing letters of appreciation.**