



कर्मचारी राज्य बीमा निगम  
(श्रम एवं रोजगार मंत्रालय, भारत सरकार)  
EMPLOYEES' STATE INSURANCE CORPORATION  
(Ministry of Labour & Employment, Govt. of India)



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## File

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### कार्यालय ज्ञापन

### Office Memorandum

विषय- गुणवत्ता सुधार के लिए ईएसआईसी क्षेत्रीय इकाइयों में गुणवत्ता सर्किलों की स्थापना।

### **Subject- Setting up of Quality Circles at ESIC field units for quality improvements.**

It has been observed that, lately, there is a surge in the number of grievances received on the quality and timeliness of the services provided by various units of ESIC and hence it is imperative to immediately initiate appropriate actions to improve the quality of services extended to various stakeholders of ESIC.

The improved service quality will directly enhance stakeholder satisfaction levels, reduces grievances to a great extent, enhances the image of the Corporation, improves employee participation and job satisfaction, enhances the problem-solving skills of the employees, improves productivity, reduces employee stress at all levels, reduces cost of service, etc. Hence, it is necessary to put in place the concept of "Quality Circle" in each and every accounting unit of our Corporation.

A Quality Circle is a voluntary group of employees who perform similar tasks at work and meet periodically to - identify problems and/or areas needing improvement, analyse root cause of the problems, formulate effective solution/s through discussions, implement the solutions effectively in a time bound manner, review and evaluate the outcomes and initiate course corrections, if necessary, record and document the entire process so that the same can be used as a tool (with modifications, wherever and if necessary) across departments within the organisation to improve the quality of services.

Steps to be undertaken to form Quality Circles (QCs):

**1 - Formation of Quality Circle group:** The number of members may vary between 6 to 12. Where the department or the unit is small, possibility of forming a QC with more than one functionally similar departments shall be explored and if not possible, a QC of less than 6 members shall also be considered. Only voluntary members should be included in the group. All members should leverage their knowledge and skill to the maximum and actively contribute in respect of all activities of the QC. The QC will be headed by a "Leader" (generally the head of the unit for which the Quality Circle has been formed), who may also nominate convenors, co-ordinators, etc., as deemed necessary. The leader shall initiate periodical meetings and ensure effective undertaking of all activities of the QC.

**2 - Problem Identification:** All the members shall have the freedom to identify problem/s or areas needing improvement within their sphere of activity. Wherever necessary, data may be collected to identify the source or underlying causes of the

problems.

**3- Formulation of solutions:** The Quality Circle will use techniques like root cause analysis techniques like - Fish Bone Diagram/s, 5 Whys method, Fault Tree Analysis, Failure Mode & Effects Analysis, etc., and list out possible solutions and the desired outcomes. All the possible solutions shall be deliberated upon by the group, in depth, to arrive at the best solution emphasising on practicality, availability of resources, efficacy and future impact. Many of the problems demand solutions needing better utilisation of existing expenditure and resources and better monitoring and control, thereby having no additional financial implications. In other cases, as far as possible, efforts should be made to arrive at solutions without any additional financial implications and solutions with financial implications shall be exception rather than a rule.

**4 - Implementation of solution:** The QC team shall develop an implementation strategy that includes defining steps, roles and responsibilities of each member of the group and if necessary may also co-opt other members for the purpose of implementation only. Before implementation, it is necessary and important to intimate all the concerned stake holders.

**5- Review and Evaluation:** The QC team shall monitor the actual results with the desired outcomes, review deviations if any, take course correction action and repeat the process.

**6 - Documentation:** The QC team shall document the entire process (problem statement, solution/s, expected outcomes, implementation strategy, actual results, review/evaluation techniques) meticulously for future reference, cross pollination of ideas and learning process.

**7- Standardization:** Successful solutions shall be shared with all concerned and incorporated into existing processes with the aim of continuous improvement in quality.

**8- Training:** Training shall be provided to QCs to enable them to better understand their roles, responsibilities, various management techniques, team work, communication skills, problem solving techniques in due course of time.

As the Quality Circles allow for optimal and effective standardization of processes in the organization, provide a platform for continued improvement in services and bring improved stakeholder satisfaction, each and every unit head shall implement QC within 15 days and report compliance and thereafter report the outcome of the QC implementation on a monthly basis, listing out the improvements resulting out of the activity.

यह महानिदेशक के अनुमोदन से जारी किया गया है।

This issues with the approval of Director General.

Digitally signed by  
Kashi Prasad Pandey  
Date: 25-03-2025  
16:02:54

(Kashi Prasad Pandey)  
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To,

1. PPS to Director General/Financial Commissioner/Chief Vigilance Officer/All

Divisional Heads.

2. All insurance Commissioners(Zonal)/ Medical Commissioners(Zonal).
3. Insurance Commissioner(NTA)/ Director(E-V), Hqrs. Office/ D(M)/D(M)N.
4. All Regional Directors/ Director(I/C)/ JD(I/C)DD(I/C) of ROs/SROs.
5. All Medical Superintendents, ESIC Hospitals/ Deans, ESIC, Medical Colleges.
6. All JD(Fin.)/DD(Fin.)/ AD(Fin.) of Hqrs. Office/ All Field/ Accounting Units
7. WCM- with the request to upload on the official Website of ESIC.