

**GBCPWDOSAAI**

ग्रुप 'बी' सी.पी.डब्ल्यू.डी. ऑफिस स्टॉफ एसोसिएशन (ऑल इंडिया)  
(भारत सरकार द्वारा मान्यता प्राप्त)

**GROUP 'B' CPWD OFFICE STAFF ASSOCIATION (ALL INDIA)**  
**(RECOGNISED BY GOVT. OF INDIA)**

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No. GBCPWDOSAAI/ 28

Dated 30-10-2019

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To,

The Director (Tech & PR)  
Directorate, CPWD,  
New Delhi-110011(through E-Mail)

**Sub: Inviting Suggestions / Ideas / Proposals/ Innovations for achieving excellence in the functioning of Department.**

**Ref: 1(2)/T&PR/2019 dated 14-10-2019.**

With reference to above cited subject, as a responsible staff association, we are submitting suggestions keeping in view of achieving excellence in the functioning of Department as well as betterment of department and the employees of all cadres.

If any matter in the suggestions seems to be dis-obeyance, the same may please be condoned as the intention of the submission of the suggestions is betterment of the department only.

Thanking you,

Encl: As above.

Yours faithfully,

  
**Ravi Kumar Bhatnagar**  
General Secretary

First of all we want to see the past performance of CPWD in terms of work load and the staff allocation, so as to catch the situation in a better manner. The following data collected through our web site for information:

i) Status of work load of CPWD & its growth in decades.

PERIOD	WORKLOAD , fig. in (Cr)	GROWTH IN WORK LOAD	
1991-92	994	196.47%	increase
2000-01	2947		
2001-02	3292	153.94%	Decrease in r/o earlier decade
2010-11	8360		
2011-12	8349	46.17%	Decrease in r/o earlier decade.
2016-17	12204		
2017-19	Data not available at cpwd website.		

The above data clearly indicates that our organisation could not manage Compound Annual Growth Rate (CAGR) of even early decades. On the contrary our peer group organisation which was having its workload of Rs.6985 Cr in year 2009-10 when CPWD was at the workload of Rs. 8480 Cr i.e. 21.40% above their workload, it is a matter of deep introspection that the other organisation has an order book of Rs.65937 Cr as on 31<sup>st</sup> March 2017 i.e 943% growth whereas CPWD could achieved merely 12204 Crores which is merely 44%. This shows the huge gap between CPWD and our competitor resulting a question mark on our performance.

ii) **Proper and maximum utilisation of Human resources.** As per the data available on CPWD site EE level to LDC level sanctioned strength and vacancy position as on 1-10-1019 are as under:-

Post	Sanctioned strength		In position		Vacant		Vacancy %		
	CPWD	PWD	CPWD	PWD	CPWD	PWD	Overall	CPWD	PWD
EE(C)	484	94	437	66	47	28	12.97	09.71	29.79
EE(E)	193	23	142	12	51	11	28.70	26.42	47.83
AE(C)	1734	390	1560	312	174	78	11.86	10.03	20.00
AE(E)	786	97	626	89	160	08	19.02	20.36	08.25
JE(C)	1403	985	1188	354	215	631	<b>35.43</b>	15.32	64.06
JE(E)	735	155	456	105	279	50	<b>36.97</b>	37.96	32.26
AAO	151	11	116	10	35	01	22.22	23.18	09.09
O.S	514	87	304	53	210	34	<b>40.60</b>	40.85	39.08
UDC	1484	329	1120	217	364	112	<b>26.25</b>	24.53	34.04
LDC	1293	549	1077	291	216	258	<b>25.73</b>	16.70	46.99

It is quite evident from the aforementioned data that Human resources are not utilised to the optimum capacity, in their assigned field for which they were recruited and vacancies are lying vacant to the tune of more than 25% of sanction strength at bottom level which is extremely essential to accelerate the out- put of workload.

- iii) As per the recent report submitted by (MOSPI) m/o statistics & programme implementation, in January 2018, 356 projects out of 1304 projects overall in India are suffering from cost overrun, which has cost exchequer about 6.61 Lk Cr, in this list CPWD projects are also not performing well.

*It is well versed that our country is in desperate need of technical work force to build basic & world level infrastructure and it is the privilege of our organisation to be the technical advisor to Gol. As regards our department, Out of overall strength of EEs/AEs, almost about 30-40% are being deputed on administrative post where no engineering skill is required and on the other hand administrative cadre is caped with limited promotional avenues, however they are capable to discharging their duties on higher level on administrative posts and help the organisation to make engineering staff spare to utilize their skill and potential in their technical field to serve the nation by providing their valuable services in building the desired infrastructure.*

- In the light of above facts it is suggested that we should depute our staff accordingly to their skill (up to execution level) to utilized their core potential in their respective field.
- The major area of an organisation is business development and execution of assigned projects. Our Department has to take keen interest in business promotion and timely execution of assigned projects for which a separate wing may be formed with targets and incentive system.
- The following proposed points are price worthy, will encourage economy in expenditure and simultaneously can bring tremendous improvement in the performance at the delivery end.

S.No.	Reasons	Solution
1	Execution staff should be free from the administrative works	<p>It is clearly evident from the above cited table that there is a shortage of more than 25% of Executive staff in the Department and in spite of the position 30-40% available staff have been deputed on administrative job and handling of miscellaneous works like AE/EE(HQ)/RTI/Parliament Questions/Monitoring of PG/VIP references.</p> <p>Executive Staff up to the level of Executive Engineer should be spared with the responsibilities of administrative works with adequate subordinate staff (i.e AEs &amp; JEs) exclusively to concentrate on the Technical works/issues.</p>

2	<p>Duplication of communication: It is a usual Practice that the higher offices forward a copy to subordinate offices for taking necessary action without recognising whether the subject matter is related to the concerned office or not, similar practices are being adopted by the Regional/Zonal/Circle offices resulting the multiple letters on the same subject and reference are being received in a office which create unnecessary correspondence, bulky files and most importantly wastage of money and papers and precious time also</p>	<ol style="list-style-type: none"><li>1. If a letter issued by the Directorate related to all offices should be indicated the action taken authorities i/c action taken report through regional office</li><li>2. If a letter is available on CPWD web site itself, no need to enclose the copy of the same to other office</li><li>3. Reports Compilation should be - Divn to Circle, Circle to Zone, Zone to Region and Region to Directorate.</li></ol>
3	<p><b>Online Correspondence:</b> As usual practice we are sending/getting action taken reports by mail, thereafter we also expecting/sending hard copies, the procedure is increasing the work load and wastage of Stationery, wasting time for disposal of the same.</p>	<p>If an information is sent through our web site/ through e-mail or by fax, need not to be sent through hard copy we should promote the e-file system.(on nic/gov mail till ERP system applied) to save :-</p> <ol style="list-style-type: none"><li>1. Time.</li><li>2. Multiple correspondences.</li><li>3. stationery</li><li>4. and even environment to protect trees for making Papers.</li><li>5. Expenditure on Postage.</li><li>6. Expenditure on Dak delivery.</li></ol>
4	<p>RTI/PQ/PG to be Centralized and addressed to concerned office: Parliament Questions and RTIs are being forwarded to all offices without applying the mind which is making file bulky with Nil reports and burden of disposal for the offices who are not concerned</p>	<p>RTI applications should be forwarded to concerned offices only. PQ/PG should be sent through our web site by indicating concerned office to report.</p> <p>Presently it has been observed that an RTI/PQ/PG being sent to ADG and the send it to CE/SE/EE which creates multiple correspondence and Nil reports and bulky files only, hence it should be avoided by applying a system to avoid unnecessary correspondence.</p>

<p>5</p>	<p>Time bound Promotion-proactive action for filling of vacancies:</p> <p>1.No transfer Policy is being maintained, due to which some person settled at a station for more than 30 years and even in the same office, which causes transfer phobia and ultimately refusal of promotion.</p> <p>2.Even after the availability of vacancies at the same station, the officials are posted and forced to join at out-station, but some influential persons are retained at the station by violation of policy by Co-ordination therefore generally officials refuse to take promotion.</p> <p>3.Forgo of promotions are being accepted without considering the public interest and future aspects of the Department.</p>	<p>1.Year wise panel for promotion should be prepared as per Dopt guidelines, and accordingly DPC process should be completed whenever one person retires next one could be promoted.</p> <p>2.The Official should be transferred from the seat after completion 3 years (by HOO) and from the office after 5 years and from the Circle after 7 years. Out station transfer should be avoided in lower level.</p> <p>3. While issuance to transfer orders in respect of ministerial cadre, available vacancies at the station should be filled first. Out station vacancies should be filled by promotions by local resident official first, if further needed, it should be done through longest stayee policy.</p> <p>4.It has been observed that despite of availability of vacancies at same station, officials are posted outside station &amp; hence are allowed to forgo the promotions resulting in non implementation of promotion orders.</p> <p>5.It has also been observed that despite of availability of vacancies at same station, the officials in that station are allowed to forgo promotion on personal grounds g and they have been allowed to continue in the same office with the help of higher officers which is against the CVC/probity guidelines.</p>
<p>6</p>	<p>Better Utilization of technical staff in their respective field. i.e. tapping the specialisation</p>	<p>At the time of posting of Engineering cadre it is necessary that the qualification/specialization of field should be considered for posting.</p> <p>For example if an Engineer having degree in structure &amp; planning/Designing he/she may be deputed in CDO/Project planning, some may be expert in construction/ Roads/ Bridges/ Maintenance/ lighting/ HVAC/ Air-conditioning etc, but it has been observed that same persons doing the job of AE/EE(HQ) or some other works which has connection with his qualification and expertise which is clearly spoiling of available talent with the Department, even after doing the official work regularly some persons become habitual of office working and when they have posted in field units they prefer to be posted in the office job, because they have lost their skills of field and the department</p>

		<p>forcing them to do the field Engineering work or structure drawings which they have not been assigned in decades resulting they reluctant to do the job assigned to them, resulting large numbers Engineers are trying to be posted in administrative jobs and getting the salary of Engineering work which is a huge loss to the Government as the Projects are being delayed and the Engineers are deployed on administrative jobs on higher paid salaries.</p> <p>Hence it is necessary that a data bank should be prepared and the posting of the Engineering Cadre should be made on the basis of qualification/ expertise /past posting experience/performance basis so that the department could be able to make many teams in various specialized fields and the various kinds of projects could be handled by separate stages of execution of work within time frame with maintaining quality, time saving and utilization of new technologies.</p>
7	Selection post of Cashier to be scrapped:	<p>The post of Cashier in the department is a Selection Post and declared as Sensitive post, but due to digitalization there is no cash handling and issue of Cheque, only receiving of PG and Ernest Money (through DD/PO i.e. non cash mode), therefore the seat of Cashier is not at all sensitive post, so it ceased to be continued as a selection post. One auditor posted in the Accounts branch should be declared as Auditor-cum-Cashier, so that one official could be spared and utilized elsewhere.</p>
8	Examination Quota for LDC to UDC and UDC to OS:	<p>Earlier Exam Quota for the post of LDC to UDC was reduced from 62.5% to 20% and UDC to OS 50% to Nil, The Exam quota was a privilege to meritorious employees to get the early promotions, as well as, serving the Department with merit. If the Exam quota for the post of Office Superintendent has not been restored at the earliest, the Department will face the acute shortage of OS and AAOs after 2024 and there will be no eligible candidate available for the supervision of Administrative works/ exigencies of the Department. As after implementation of new RR for the post of UDC and OS,</p> <p>It is pertinent to mention that the department side is unable to fill all the vacant posts of OS through seniority quota and recently it has come to know that the DPC conducted on 13-03-2019 for the post of OS(NR) is still pending in the directorate of approval due to many queries made by the Directorate</p>

		<p>wherein one query is that the vacancies for the year 2013-14 has not been checked by the liaison officer in spite of laps of more than five years.</p> <p>No exam for the post of UDC under exam quota has been conducted by the Co-ordinations' despite available vacancies for a long period resulting the balance of intelligence and experience is jumbled in the department.</p>
9	Implementation of Transfer Policy at all levels:	<p>Transfer Orders issued once should be implemented but the genuine and unavoidable conditions should be considered and decided by the Hard case committees.</p> <p>Closure of Hard case committee in the department is not a good move which created panic situation and the genuine and deserving persons facing lot of difficulties which is also a cause of dissatisfaction in the department and attracting demoralization and inefficiency in working.</p>
10	Trainings:	<ol style="list-style-type: none"><li>1. Regular trainings is essential for improvement of efficiency therefore more subjects be included in the training programmes.</li><li>2. Refresher coursed should be called in every three - five years for updating the information and changes in relevant rules and fields.</li><li>3. Short terms training programmes be framed</li><li>4. Controlling officers should be directed to relieve the official for the training.</li><li>5. Coursed related to meditation/yoga/ self management/ reduce of stress at work place be included in training for every cadre.</li><li>6. Some recreation courses also be included for mental peace by inclusion of site seeing and outing camps.</li><li>7. Suggestions can also be called for training needs from the staff and Associations.</li><li>8. Training for how to deal with court cases and disciplinary proceedings should be framed stepwise mennars.</li></ol>

11	Centralised Arbitration and court Cases cell.	Centralised Arbitration and court case cell: It is a fact that our department is losing majority of the arbitration and court cases, due to improper defending and submission of the cases causing financial losses and bad image of the department. It is therefore, suggested that a full-fledged centralised legal cell may be created to defend the arbitration/court case of the department so that these cases can be dealt in a professional manner.
12	Proper Utilization of Labour/ Work Charged Staff:	<p>As maximum maintenance works have been outsourced, large number of work charged staff is an extra liability on the department.</p> <p>Keeping in view of saving the expenditure of the Government on salary It is suggested that :</p> <p>1.some units should be identified as departmental Unit which should not be out -sourced and the extra work charged staff be deployed in maintenance work in these units exclusively.</p> <p>2.After filling of vacant post of AAO—OS—UDC, there will be large number of vacancies of the post of LDC and MTS, if possible, 1<sup>st</sup> the option be called from the WC staff who fulfil the educational qualification for the post of LDC and willing to convert as LDC, the vacant posts may be filled by conducting Departmental Exam.</p> <p>3.After completing the exercise for the post of LDC, same exercise could be conducted for filling up the vacancies of MTS.</p> <p>It will also reduce the practice of engagement of staff on contract basis and Excess WC staff could be utilized for the purpose of Administrative exigencies.</p>
13	Minimise the Sanctioned strength of CSS Cadre	<p>The Sanctioned Strength of the CSS cadre is only a data, there is huge shortage of staff as per strength allocated to the Department.</p> <p>1.Firstly, the higher officers of our department may review/ share their experience of working with CPWD ministerial Cadre with compare to CSS Cadre, we are sure that the large number officers will be more happy with the working of CPWD Ministerial staff instead of CSS Cadre staff as CSS direct recruited may be intelligent but not having the experience of working conditions and atmosphere of CPWD.</p>



2. The CSS cadre staff are being posted in various ministries and department therefore when they are posted in CPWD they are not well conversant by the working and procedures of the department like Work Charged staff, WC staff related issues I.e. Court Cases, muster roll Service, arbitration award, trade test etc. and most of the court cases and disputes are related with such issues, thus we need to educate/ trained them first for working.

3. When they are posted in the CPWD, Directorate chose the best official for the Directorate and rest are being diverted to lower offices for the Sanctioned Strength purpose only.

Therefore the CSS cadre strength should be minimise by enhancing the CPWD ministerial cadre posts in cadre review along with creation of post of Administrative Officer for optimum utilization of available human resource in the organisation.

**Conditions after implementation of restructuring**

14 Reducing the tenure of Metropolitan Cities for every cadre.

Large number staff of every cadre have already been deployed in the metropolitan cities, the existing tenure of 10 years has been reduced to three years resulting large number transfer posting orders have been issued by the competent authorities wherein maximum officers/staff have been shifted from their present office as well as station, which created a unhygienic/ uncertainty/fearful conditions in the department even resulted high transfer TA Burdon on the department.

The Directorate may review the conditions and a suitable policy may be adopted wherein minimum staff and longest stayed may be posted to other station and out station postings should be minimise by rotation policy.

Hard case committee should be re-constituted for considering genuine/medical ground cases, so that individual could have a second option of appeal and feel that his/her case was considered/heard by the competent committee so that the right of appeal before the competent authority could be alive for justice and mental satisfaction of the employee otherwise it will affect the efficiency of working of individual.

15	Introduction of post of Assistant Engineer (Admin.)	<p>The post of AE (Admn) from the offices where they are designated during the implementation of restructuring should be replaced as AE(P) in division offices as this post of AE(P) is abolished in this restructuring process. The reason behind this proposal is nothing but to keep the check and balance on the proper manner.</p> <p>But, AE(Admn) itself indicating with the name of posts that the Engineer will be deployed on the administrative work in the office not field, the nomenclature/duties and responsibilities of the post have not been declared so far, therefore the persons posted on the post and the controlling officers are not sure about the duties of the post, but it is clear that it is a office job not related with the engineering need, in this regard kindly refer para 1,4,6 above, it is not necessary to explain the issue again but we would like to say that the engagement of Engineers in the Administrative needs in spite of shortage is not a good move of the department.</p> <p>Hence it is suggested that the post of AE(Admin.) designated in restructuring should be utilized for Engineering needs.</p>
16	Check and balance system adopted in the CPWD has been jumbled up after implementation of restructuring.	<p>Utilization of exchequer funds which was there earlier before restructuring in division offices. It is quite evident that after restructuring JE/AE has to report EE directly similarly SEs should report to ADG/SDG.</p> <p>Now the checks on Extra Items/Substitute Items, Market Rates of various items etc. might be skipped and the earlier process of test check i.e. AE-50% and EE-10% will be done in restricted to only EE-10%, which was earlier 60% leaving scope to have a check over ensuring the execution quality &amp; quantity of work done at site by the EE and the same may lead to inflate chances of corruption/misappropriation in organisation.</p> <p>The Executive Engineer will be over burdened and increasing responsibility will affect the normal working of the officer.</p> <p>Similarly when the SE will directly report to ADG/SDG it will reduce to check and balance system and increase the responsibility at higher level and will create the jumble in system of execution.</p>

		<p>In the previous system there was a combination of experience and intelligence of direct recruited AEE/EE having the knowledge of new technologies and promoted Engineers working as JE/AEs having practical experiences, this combination was successful in last 165 years of glorious history of CPWD that will be collapse.</p> <p>The post of Joint Secretary has been designated as head of the department in the Govt. Of India, therefore Chief Engineers in the level of Joint Secretary were functioning as Head of the department in CPWD but due to restructuring now SEs are directly reporting to ADG and ADGs who are Additional Secretary level now functioning as HoD, which is against the guidelines of Government of India.</p> <p>Keeping in views of above circumstances and apprehensions it is suggested that the implementation committee may consider the above facts and take suitable action for maintaining the check of system for betterment of the Department and its glorious legacy.</p>
17	Effect of shifting of Coordination (NR) from Delhi to Chandigarh.	<p>The reason of shifting of NR coordination from Delhi to Chandigarh may be well known Implementation committee, but here it is pertinent to mention that it would lead to havoc situation in our department as the number of offices in Delhi is 367 whereas the number of offices in Punjab (i.e. Chandigarh) is only 38 which quite reflect that Delhi has about 965% more offices than Chandigarh, here needless to say that number of employees working in Delhi would be manifold than in Chandigarh (far from HQ), so the shifting of NR coordination is not beneficial to improve the efficiency/productivity in our organisation rather it would lead to unrest among the employees.</p> <p>Further it is also brought to your kind notice that the department had experienced the consequences in the form of various court cases &amp; delay in promotions due to shifting of Coordination from IP Bhawan New Delhi to RK Puram New Delhi in the past owing to loss of various official records during shifting.</p> <p>All the working of coordination wherein Transfer/Posting/Promotions and CAT/Court Cases related to Seniority and promotions of group B(NG) and C employees are involved has been assigned to</p>


		<p>the Chief Engineer(Works cum TLQA)Region Chandigarh. Now the questions arises that the situation of promotion to the group C employees in the northern regions is worst as compare to other regions as more than 40% promotions in the ministerial cadre is delayed and Exam for the post of LDC to UDC has not been conducted since implementation of new recruitment rules 2013 even vacancies of 2013-14 is still lying vacant including various CAT/court cases related to promotion and seniority is presently pending in the northern region even located at the head quarter of the Department.</p> <p>The past experience of shifting of Coordination we have to say or it is our apprehension that after shifting of this coordination office to Chandigarh the administration of the coordination will totally collapse and will badly affect the promotion process of all the cadres in northern region and number of CAT/Court cases will be increased.</p> <p>Beside this, the coordination office is a completely full job office, how the CE(W cum TLQA) will manage to maintain proper functioning of coordination with his own work related to planning of works, inspections and techno-legal matters i.e arbitration cases etc. related to the works.</p> <p>In the light of above explained circumstances and apprehensions it is suggested that the implementation committee may reconsider the matter of shifting of coordination (NR) from Delhi to Chandigarh.</p> <p>We also suggest that the Coordination (NR) should not be shifted from Delhi and remained as Coordination (Delhi) and the control of the same can be assigned to any competent authority in Delhi or HQ itself for the swift and effective disposal of the service matters of officials posted in the Northern Region.</p>
18	Competition among the Regions/Zones/Circles/Division	Competition among the Project regions, Zones under the regions, Circles under the Zones and Divisions under the Circles can be put forth for getting more work, addition of new clients, fetching of new projects etc. And the achiever should be given suitable rewards like letter of appreciation, trophies, medals to officers concerned and their entire office team by organising regional level small functions and photos should be published on web site or twitter.

19	Restlessness/ insecurity has crop up in the minds of the officials, due to the forced implementation of personnel policies	<p>Many significant steps have been taken by the directorate in the recent past for improving the efficiency/effectiveness and image of the department but sorry to say that most of the steps have been taken without considering and ignoring the human factor involved.</p> <p>For any department or organization, manpower is the most important part involved and for achieving excellence in the functioning of that department or organization well-motivated and satisfied manpower is a must, lack of which technological advancements will not give any satisfactory results and set targets will be of no use, resulting shaky image of the department/ organization.</p> <p>In the process of restructuring due to certain set parameters of the department, a sense of restlessness/insecurity has crop up in the minds of the officials, due to the forced implementation of personnel policies including transfer policy, shifting of offices, etc. which is against the very basic principle of the personnel policies i.e. lacking of employee friendly atmosphere result development of people at work.</p> <p>With certain modifications in said policies as per the opinions/suggestions of the staff will bring back the confidence of the staff towards the policies of the department is needed here, which will bring a sense of security in their minds and will make them excellent performers.</p> <p>The efficiency of any organization/department depends directly on how well its members are trained and for the maximum results with the implementation of the latest technical inputs like ERP etc., proper and organized training of the involved human resources is needed here and is a must for desired results.</p>
20	Lack of coordination between the staff side (Recognised Service Associations) and department.	<p>During the course of restructuring many conflicts have been observed between the administration and service associations, some harsh actions were initiated against some officials, many instance have been published in the news papers/media/and social media, many court cases filed and defended by the department which reflects bad image of the Department and resulting the restlessness/insecurity in the minds of the officials due to the forced implementation of restructuring and large number</p>

transfer posting orders, we feels that the situation could be controlled by the administration side by the way of mutual understanding and regular meeting with the staff side.

We suggest that the administration may take suitable steps for healing the gap between administration and staff side for the betterment of the department and to free a fare working atmosphere.

Not only service Association the meeting of staff and officers in very offices can be held in every month over tea for discussion of various issues, sharing of knowledge and experiences from administration to Engineering and vice-versa or general in nature too, that will also enhance the faith and bond between staff and officers.

  
GENERAL SECRETARY  
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