



PREAMBLE

Central Public Works Department (CPWD) is the principal construction organization of the Government of India. The pioneering work done by CPWD in the last 153 years, to bring remote and inaccessible regions within the national main stream, and the marvels of engineering, spread all over the country, and even abroad, are standing testimony to the technical excellence, dedication and high caliber of its officers. Total transparency and accountability is inbuilt in the working of the department and are its main stay.

CPWD is a multi disciplinary engineering organization offering integrated construction management services from concept to completion and post construction maintenance management.

In respect of spread across the country, availability of resources, time tested procedures and experience of executing various types of projects the organization has no parallel in the country.

The number of projects executed by the department in any year is very large. Works in the current year, costing more than Rs. one crore are alone numbering about 1500. It has to be appreciated that efforts in developing designs, contracting, supervision etc. for 100 works of Rs. 1 crore each, and each of diverse nature and all located far apart, requires about 10 times more engineering inputs and over 20 times more man hours in comparison to one work of 100 crore and the net output in both would be the same. While the large 100 crore job gets highlighted and praised the delay, cost & time overrun in a few projects, out of the 100 works being done, and mostly for reasons beyond the control of the Department, gets adversely highlighted.

Large commercial organizations generally do not take small works, in particular small works at remote locations, whereas CPWD takes up all works anywhere in the country or outside, without any hesitation or consideration from the aspects of operating costs, conditions or difficulties of law & order.

Many, including some within the Govt. have an impression that CPWD is a contracting agency similar to some PSU or other such construction agency. This is not so. CPWD is an organ of the Union of India, no different than other organs such as Police, Income tax etc. and has been created to perform a very specialized function for the Government. While most of the departments of the Government are created to perform some function for the service of the public CPWD was created to facilitate other Government organizations. **Our role is to provide well engineered safe, efficient, sustainable and intelligent buildings and other physical infrastructure for the Government in an economical and transparent manner and also maintain it so that it continues to remain in useable position for its designed life.** For CPWD the so called major 'client' is nobody but the Government of India. CPWD was created to provide single window engineering assistance to all Govt. organizations who could not be provided with a separate engineering setup and were not required to fritter away their resources in carrying out a function for which they were not designed. In addition we serve State Govts., Autonomous bodies, Central/State PSUs for



their projects. Because of outstanding performance of CPWD such organizations are knocking at the door of CPWD for execution of their major projects.

Works executed by the department are carried out with the single focus of fulfilling our mandate without any regard to the cost that the department has to bear to deliver the same in terms of deployment of its limited resources.

An attempt has been made to give an insight into CPWD, its organizational structure, functions, expanse, strength and the issues that confront the department. From this document, it will be amply clear that CPWD is fully equipped to meet the challenges posed by technological advancement in its endeavor to create a modern resurgent India provided a suitable enabling environment is created.

Based on this inherent strength a series of recommendations are being made for the consideration of the Sixth CPC. The most important amongst these being a request to recommend giving full functional autonomy to the Department so that it can work in an unrestrained manner and is able to fulfill its mandate and work to its full potential.



Chapter 1 – Introduction

Genesis and history

The concept of a separate Public Works Department staffed with officers having best of scientific knowledge and evolving appropriate systems, was first conceived by Lord Dalhousie in 1854 and, in the month of July 1854, the CPWD was born. The British government realized the importance of public works, being instruments of development and staffed it with the best engineers. The Ajmer Provincial Division was the first division and was created in 1863.

However, CPWD was formally renamed, as it is presently known, in April 1930.

CPWD has created some timeless masterpieces of engineering & architecture such as Mayo College, Rashtrapati-Bhawan, North & South Block, Parliament House, India Gate, Connought Place, Jawahar tunnel, large number of bridges along the strategic Dhar-Udhampur road, Supreme Court of India, National Museum & National Archives in Delhi, to name a few, and the tradition of excellence has continued amply proved by buildings like the recently built SEBI building in Mumbai.

Role

It is responsible for designing construction and maintenance of Central Government buildings and other capital assets throughout the length and breadth of the country except those relating to some central departments who have their own engineering setups such as Railways, Communication, Atomic Energy, and Defence etc. CPWD is a total service provider for all types of organizations and works independently though for administrative and cadre matters it is attached to the Ministry of UD.

The Department with its headquarter at New Delhi is headed by Director General (Works) who also acts as Principal Technical Adviser to the Government of India. The annual equivalent workload of CPWD for the FY 2006-2007 was more than Rs. 5600 crore.

CPWD has played a key role in the making of infrastructure for shifting the national capital from Calcutta to Delhi and in the post independence era the activities of CPWD have grown steadily over the years. The Department has participated very actively in the nation's development process and has contributed to the creation of social and physical infrastructure in virtually all sectors of development. CPWD has a number of 'firsts' to its credit including the first IIT in India, the first AIIMS, the first food storage godown, the first astro-turf for hockey etc. The department has also made humble, but significant, contributions to the national defence and security by taking up works relating to the Ministry of Defence and border fencing works along the international borders.



Capability

CPWD is a multi-disciplinary Engineering Organization performing many regulatory functions besides offering integrated Construction Management Services from concept to completion and maintenance management in the post-construction stage with few equals in the country.

It involves itself in a project from the inception and continues to be associated at all stages listed below:

- Assistance in finalizing requirements
- Selection of site
- Geo-technical investigations
- Field data collection
- Preparation of architectural, structural, electrical, air conditioning, landscaping designs and drawings
- Preparation of plans for all services such as water supply, sewerage, drainage, roads etc.
- Construction management including quality assurance
- Post completion maintenance management

The Central PWD handles a wide range of projects like Housing and Office complexes, Hospitals, Workshops and Factories, Hostels and Hotels, Food Grain storage structures, Roads, National Highways, Bridges and Flyovers, Airports, Computer Centres, Environmental and other utility services. While on one hand it executes Border Fencing, Border flood lighting and Road projects in difficult terrain and under hostile conditions along the Indo Pak and Indo-Bangladesh border on the other hand it executes state of the art projects such as Parliament Library Building, Vigyan Bhawan and Exhibition complex in the heart of the capital of the country.

The Parliament Library project team was the first civil engineering government department to be accorded ISO-9002 certification. Now South Zone-III of CPWD has got ISO certification

CPWD has also executed many overseas works such as construction of Embassies and Hospital Buildings in various countries and Roads & Bridges in Nepal. It has so far provided consultancy services for many works in as many as 10 countries outside India. Presently CPWD is actively involved in the development process in Afghanistan. CPWD has already completed work of rehabilitation of Habibia School and Indira Gandhi Hospital for Child Welfare in Kabul and is executing the work of Indian Chancery building at present. The Department is also involved in the planning of the new Parliament Building for the Govt. Afghanistan. Construction for this will be taken up soon. We are also working for the Govt. of India in China, Myanmar and Mauritius.

A number of specialized units, for each sphere of building construction, under very senior officers have been created. These specialized fields are:

- Structural Designs,
- Repairs and Rehabilitation of distressed structures,
- Technology Application and Development,



- Project Monitoring, Quality monitoring,
- Techno legal functions,
- Landscape and architecture,
- Horticulture,
- Design of electrical and mechanical services etc.

Creation of these specialized units helps in focusing on niche areas and officers develop expertise in specialized fields and use it when they move out to other units.

CPWD extends big helping hand to the Bureau of Indian Standards in the process of formulation and revision of various BIS codes related to building materials, structural engineering, foundation engineering and earthquake engineering.

Present DGW of CPWD, in his personal capacity, is the head of the Civil Engineering Division of Bureau of Indian Standards. This is a reflection of how a CPWD Engineer is recognized by the Engineering fraternity of the country.

Work Procedures

Development of comprehensive Manuals on formalities and works procedures, incorporating directives of the Government on financial matters, standardized Schedule and Analysis of Rates, Specifications and Contract documents, Standard Plinth Area Rates for approved Construction and Maintenance norms and other documentation and procedures for execution of public works is the sole domain of CPWD.

Multi level auditing and a fool proof system of checks and balances coupled with a strong vigilance unit now headed by a Joint Secretary level officer ensures that public funds are properly utilized and accounted for. The Chief Technical examiner under the CVC also inspects the departmental works from technical angle.

Use of IT in the Department

Computerization has been done in areas like preparation of Architectural Designs, Structural Design & Detailing, Project Planning Scheduling and Monitoring, Preparation of Schedule of Rates, Tender Justification Pay Rolls, Personnel Management, Inventory control, Accounting and Budgeting etc. A regular system of monitoring ensures that the field units perform efficiently and within the financial norms prescribed.

The Department is moving forward in the field of construction by developing innovative techniques and adopting state-of –the Art technologies. It has introduced first ever Interactive Voice Response System for registering and monitoring of service requirements of residents of Government accommodation in New Delhi. Residents can now lodge their requirements 24 hours a day on phone or on Internet. The service is available at <http://cpwdsewa.nic.in>.

CPWD has also embarked on a project for seamless integration of all its operations by implementing an ERP solution.



Chapter 2:

Organizational Structure

The Central PWD has Director General (Works) as its head. Jurisdiction of the department is divided into seven Regions. Directorate General (Works) is assisted by Additional Directors General for effective control of works and in administration matters. Tree charts of different units have been given at the end of the report.

The jurisdiction and roles of the Additional Directors Generals in CPWD are as below:

Additional Director General (Strategy and Planning)

ADG (S&P) is in-charge of works under New Delhi Region. There are three CE's (Civil), two CE's (E) and one Chief Architect in this unit for all works under the Region at New Delhi. In addition to the works ADG(S&P) is also responsible for all personnel matters and vigilance functions

Additional Director General (Technology Development)

ADG (TD) looks after the works under Delhi Region. There are two CE's (Civil) and one CE (E) for all works under the Region at Delhi. In addition to the works there are three CE (Civil) for looking after the Head quarters functions relating to Design, Contract, Standards & Specifications and Quality Control functions and Consultancy

Additional Director General (Northern Region)

ADG (NR) is responsible for the works under Northern Region. There are four CE's (Civil), one CE (E) and one Chief Architect in this Unit. Zones are located at New Delhi, Chandigarh, Lucknow and Jaipur for looking after the works in the States of UP, Punjab, Haryana, Himachal Pradesh, Rajasthan, U.T. of Chandigarh and in National Capital Region excluding NCT of Delhi.

Additional Director General (Western Region)

ADG (WR) is responsible for works under Western Region. Jurisdiction of the region covers the states of Maharashtra, Goa, Gujarat, and Union Territory of Dadra and Nagar Haveli. There are three CE's (C), one CE (E) and one Chief Architect under this unit.

Additional Director General (Eastern Region)

ADG (ER) is responsible for works under Eastern Region. Jurisdiction of the Region covers the states of West Bengal, Bihar, Sikkim, Orissa and North Eastern States. There are three CE's(C), one CE (E) and one Chief Architect in this Unit.

Additional Director General (Southern Region)

ADG (SR) is in-charge of works in Southern Region in the States of Tamil Nadu, Andhra Pradesh, Karnataka, Kerala and Union Territories of Pondichery and Andaman Nicobar and Lakshdweep Islands. There are three CE's (C) and one CE (E) in this unit.



Engineer-in-Chief (PWD)

The public works of National Capital Territory of Delhi are handled by CPWD through four Zones in Delhi PWD under the Engineer-in-Chief, PWD. The E-in-C (PWD) reports to Govt. of NCT Delhi for all day-to-day functions.

Additional Director General (Border)

There is one post of Additional Director General for coordinating the activities of various organizations, namely, CPWD, Assam PWD and Border Roads Organization, NBCC etc. involved in construction of Border Fencing, Roads and Lighting Systems along Indo-Bangladesh and Indo-Pak Borders. Four CPWD Zones are directly engaged in these works.

Additional Director General (Architecture)

There is one post of ADG (Arch.) for exercising technical control on all the four Chief Architects apart from being adviser to Ministry of UA&E on matters of Architectural Planning within the country and Indian Embassies in other countries. He is an ex-officio member of Council of Architecture.

Additional Director General (Training)

There is one post of ADG (Training), which looks after the training needs of the workers and officers in the department and carries out this important task of Human Resource Development. The department has a full-fledged Training Institute located at Ghaziabad, apart from Regional Training Institutes at Delhi, Mumbai, Chennai and Kolkata.

CE's in Valuation, Appropriate Authority, Environment & Forests & Andaman PWD

CPWD also assists the Income Tax Department in implementation of Direct Tax provisions through two valuation units headed by Chief Engineers at Delhi & Chennai and 7 Chief Engineers (Appropriate Authority) at Delhi, Kolkata, Mumbai, Chennai, Bangalore, and Lucknow & Ahmedabad along with other necessary officers and staff. The Ministry of Environment for their projects has also created a Civil Construction Unit headed by a Chief Engineer and has encadared this unit with CPWD. Andaman PWD has also encadared the post of Chief Engineer with CPWD

Decentralization of Works

The working of CPWD has been decentralized to provide better & easily accessible service by placing the units close to work centres. Besides, it provides more autonomy to the Regional Units headed by ADGs'. A highly improved work culture, closer control on the works with speedier completion of works meets the ultimate goal towards greater client satisfaction.

Specialized Units

To achieve excellence in its operation, as mentioned in Chapter-1, CPWD has under mentioned specialized units.

- I. Central Design Unit
- II. Repair & Rehabilitation cell
- III. Technology Application & Development Cell



- IV. Quality Assurance Wing
- V. Techno-legal Cell
- VI. Standards and Specifications
- VII. Contracts and Manual
- VIII. Training Institute
- IX. Consultancy Services Organisation
- X. Architectural Documentation Centre
- XI. Landscape & Horticulture Unit

CPWD has nearly 5110 Civil Engineers, 1930 Electrical & Mechanical Engineers, 480 Architects and 175 Horticulturists besides about 950 other technical staff on its roll. In addition department has sanctioned strength of about 8350 Ministerial Staff and 23400 strong work force.

Duties of officers of CPWD

Duties of officers of CPWD have been given in CPWD 'D' code in section 3 of CPWD code. In brief these are given below:

Director General Works

DGW is responsible to MUD for efficient administration and general professional control of public works within its jurisdiction and is the Chief Professional Adviser in all matters connected with them. He is the consulting engineer to the Govt. of India and is their principal adviser on all technical matters relating to Civil, Electrical and Mechanical engineering, Horticulture and Architecture. He exercises full technical and supervisory control over all the disciplines of CPWD viz., Civil, Elect. & Mech., Horticulture and Architecture and officers and staff posted in these disciplines.

DGW or his nominees are also associated with various technical bodies and/or standing committees of different Institutions and Organizations.

DGW CPWD is called upon to tender advice on important technical problems for which, a 'technical Board' consisting of experienced senior officers at the level of Chief Engineers, ADGs', CAs as members has been constituted.

Presently the MUD makes transfers and postings in the grades of ADG's, CE's and SE's on the recommendation of DG (W). Transfers of EEs and other engineers and other staff is done by DGW.

DG (W) exercises a concurrent control with the Audit officer in connection with maintenance of accounts, preparation of budget estimates for the works under his control and monitors closely the progress of expenditure against it.

Additional Director Generals

Additional Director Generals are responsible to DGW for efficient administration and general professional control of public works within the Regions. There are two ADGs viz., ADG (S&P), ADG (TD) who in addition to regional functions also assist DGW in the corporate functions. The delegation of powers of ADG's are defined in Manual Vol. II.



Chief Engineers

Chief Engineers exercise full powers of DGW for purposes of execution of works and are responsible to Govt. for the efficient execution of all works under their administration and for maintaining accounts pertaining to such works. The duties of DGW will be performed by CE in respect of administration of his staff by virtue of the powers of Head of the Department vested in him.

Superintending Engineers

The administrative unit of the department is the circle under the charge of Superintending Engineer. The Director, Horticulture also functions as SE in respect of horticulture works.

SE periodically examines the books of Divisional offices & AEs. He monitors progress of works and compares physical & financial progress and intimates higher authorities if excess is anticipated over sanctioned budgets for obtaining revised sanction.

SE's periodically inspect the works within the circle for ensuring quality and efficient contract administration by Divisional Officer (DO) and his supervisory staff. Inspection notes are recorded by him. Before final payment is released, SE's record completion certificate.

SE is the authority to directly correspond with local bodies, civil or military authority within the area of his jurisdiction.

Divisional Officer

Divisional Officer/Executive Engineer is responsible to the SE for efficient execution and management of all works within his Division. He organizes & supervises execution of works and sees that they are economically carried out with materials of good quality.

EE is the primary disbursing officer responsible for financial regularity of all the transactions and maintenance of accounts- work wise/head wise- and submitting them, monthly, in the form of monthly accounts to the accounts officer. He is assisted by a divisional accountant posted from Accounts Department of Chief Controller of Accounts of the Ministry.

EE maintains a register of works, register of buildings and carries out periodic inspection for preservation, prevention of encroachment of public property and compiles & closes the accounts of individual works as per para 10.6.5 to 10.6.10 of CPWA Code.

EE reports immediately to the superintending engineer any important accident or unusual occurrence connected with his division and how he proposes to act in consequence.

Sub Divisional Officer

The Divisions are divided in sub-divisions in charge of Sub-Divisional Officers –AEE's/AE's who are responsible to the Divisional Officer for the management and efficient execution of works within their sub-divisions.

The Sub-Divisional Officer maintains the initial account records of cash and stores under his charge as well as Works Abstracts.



Junior engineers

Junior engineers are in-charge of 'sections' and report to the sub-divisional officer. This is the direct entry level post in CPWD and forms the feeder grade for the post of Assistant Engineers. JEs are the field officers deployed in maintenance and construction to directly oversee works. In maintenance these offices are in-charge of service centers and in original works are responsible for supervision of works. The duties of JEs are arduous and involve collection and compilation of engineering data, preparation of estimates, drawings, supervision of works, ensuring quality and adherence to designs/specifications, recording of measurements, maintaining records/registers etc. Most original records are initiated by the JEs.

While minimum qualification of JE is Diploma in Engineering it is seen that large number of graduate engineers also join CPWD. In fact, CPWD prefers to get Graduate Engineers as Junior Engineers and advertises accordingly while make direct recruitment. It may also be mentioned that not to consider a 3 year Diploma in Engineering at par with graduation in other disciplines like science/arts is doing injustice to the engineers.

Architects

Duties and responsibilities of the Architects are to prepare conceptual plans, lay out plans, detailed architectural drawings and obtaining approval from local bodies.

Central Works Board

Central Works Board acts as an Advisory Body in the matter of acceptance of high value contracts. This board consists of the Director-General of Works, CPWD, as Chairman and two members, one being an Officer of the Ministry of Urban Development and the other an Officer of the Ministry of Finance to watch the financial interests of the Government of India. The Financial Officer to the Director-General of Works acts as its Secretary and the Ministerial work of the Board is done by the Office of the Director-General of Works. The Board has the authority to co-opt members, non-official experts or representatives of the Administrative Ministries of the Government of India, when so required for advice on such matters as the execution of specialized projects, e.g. aviation works, factory works, bridges, etc.

Sectors of Operation of CPWD

SECTORS	TYPE OF CONSTRUCTION
BUILDINGS	Residential, Non-residential & industrial buildings of various organizations.
INFRASTRUCTURE	Roads, Bridges, Flyovers, Tunnels, Runways, Airports etc.
EDUCATION	Universities, Schools, Colleges, Training Institutes
HEALTH	Hospitals and Medical Institutes.
AGRICULTURE	Silos, Food Grain Godowns



INDUSTRY	Mints, Banknote Presses, Paper mills etc.
TOURISM	Holiday homes, Tourist Centres, Samadhis, Parks
ENVIRONMENT	Energy Conservation, Sanitation, Water Supply, Horticulture
SCIENCE & TECHNOLOGY	Scientific Laboratories, Computer Centres
AVIATION	Airport buildings, Runways, Runway lighting and all allied works
SPORTS	Sports Complexes, Swimming pools and Stadium complexes
Cultural	Cultural/Conference Centers.
NATIONAL SECURITY	Border Fencing/Flood lighting, Roads and other works of paramilitary organizations in border and remote areas.
CAMPUS DEVELOPMENT	Complete Campus development for learning and many more.

ISSUES AND PROBLEMS

1. Poor career prospects of officers and staff of the Central Public Works Department

The diverse nature of jobs being executed and being the premier engineering organization of the department was the reason that CPWD used to be the choice destination of young engineering and architectural graduates and diploma holders. Wide variety of challenging engineering assignments and a fairly satisfying career growth offered by the Department was potent combination. Young engineers joining Group 'A' Service, through the Combined Engineering Examination held by the UPSC, could aspire to become Chief Engineers in the department after about twenty years of service. This was comparable to career growths in other technical and non technical services.

Over the years, however, stagnation has crept in practically all the grades of CPWD and the officers in the department lag behind, in terms of promotion, their counterparts in other services by as much as more than ten years. The position of stagnation in the Three Group 'A' Services in CPWD can be gauged from the detail given below:

SL. No.	Service	Year of Examination	Position
1	Central Engineering Service	1975	Stagnating at the post of SE, equivalent to that of Director, from 1993 i.e. for nearly 14 years and with overall service



			as a Gr. 'A' direct recruit officer of 30 years
2	Central Electrical & Mechanical Engineering Service	1977	Stagnating at the post of SE equivalent to that of Director from 1995 i.e. for nearly 12 years with an overall service as Gr. 'A' officer of 27 years
3	Central Architects Service	1977	Stagnating in the grade of Sr. Architect for last 10 years with overall service of 30 years

As compared to above, the position of engineers working in the Indian Railway Service of Engineers, who are also recruited from the same Combined Engineering Service Examination of the UPSC, is much better. In their case officers of 1993 exam have become Superintending Engineers, of 1986 exam have become Chief Engineers and officers of 1975 exam are holding posts equivalent to Addl. Secy. This shows that officers in CPWD lag by one promotion as compared to this service.

It may be seen that the very purpose of recruiting Group 'A' officers in the CPWD gets defeated if the officers have to spend 10 to 15 years in the grade of Superintending Engineers and are promoted as Chief Engineers (equivalent to that of Joint Secretary in the Govt. of India) after nearly 30 years of service as direct recruit Gr. 'A' officer.

Unfortunately the position of young diploma holders who joined CPWD as Junior Engineers is even worse than that of Group 'A' Engineers. Junior Engineers with nearly 26 years of service are still awaiting their first promotion as Assistant Engineers even though they have been allowed the second up-gradation in pay-scales under the Assured Career Progression Scheme and are drawing pay scale equal to that of Executive Engineers.

This acute stagnation in the grades leads to heartburn and disgruntlement amongst the engineers and architects of the department.

A corollary to the poor promotional prospects of engineers is that young engineers are no more attracted to engineering services and prefer to join other administrative or non technical services where career growths are better. It is often that the engineers in CPWD see their junior college mates working at positions much senior to theirs.

It is also to be mentioned that with a boom in the construction industry it is difficult to attract & hold efficient engineers in the Govt. sector as prospects of prompt promotions, very high salaries and perks attracts them to the private sector. As such it is imperative that the Govt. should give much better incentives to engineers in the form of speedier promotion, proper salary (may not be at par with the private industry but at a higher rate than today) and other working facilities/amenities to attract good engineering professionals to join and stay in the Govt. jobs.



As per govt. instructions each organized Gr. A service is to have its cadre structure reviewed after five years to ensure that it is in line with the changing situations and that the career prospects of the officers of the services are more or less at par with the other comparable Group 'A' Services. This was also the recommendation of the 5th CPC. Unfortunately, however, the Group 'A' Services in CPWD have had only two cadre reviews (first was in 1985 and second in 1995) and there has been only one cadre review of the architectural services since its creation in 1989- the creation of service was also treated as first cadre review.

CPWD submitted a well crafted and well thought integrated proposal for cadre review of all the three Group 'A' Services in the month of **May 2001** to the Ministry of Urban Development, which is the cadre controlling authority for the services of CPWD for its consideration. Unfortunately, for various reasons the proposal was not processed and only in **December 2006** it was forwarded to the DOPT for its consideration. In the meantime as the govt. had constituted the 6th Central Pay Commission the Ministry of Finance has, vide its OM dated 21.12.06, stated that all such issues should be referred to the 6th CPC for its consideration.

The Pay Commission has returned back the proposals indicating that they will not be considering any individual restructuring proposals. The proposals have again been submitted to the DOPT in May 2007.

Cadre review proposals for other grades of officers' i.e. ministerial staff, stenographers etc. had also be prepared and submitted to the MoUD so that all cadres got same treatment. These have also been returned by the Ministry of UD in 2007 with the remarks that these are to be taken up with the sixth CPC. As the sixth CPC is not considering the proposals the Ministry has forwarded the proposals for Gr. 'A' & Gr.'B' & 'C' Engineers & Architects to the DOPT on May 10th.

We would request that all the proposals prepared by CPWD be given due consideration by the commission.

It would be appreciated that basic aim of cadre review proposals is to restructure the organization to improve efficiencies and to reduce stagnation. As all proposals made by CPWD – for various services/grades – are revenue neutral there should be no objection to the same being favorably considered by the Govt.

The importance of the engineering profession in nation building has been appreciated by all the leaders in the country and the govt. is also focusing on creation of world class infrastructure in the country but the engineering professionals in premier engineering organizations like CPWD are suffering because of apathy shown by the govt. towards their genuine aspirations. It would be appreciated that if the Govt. has to attract bright engineers and architects in its fold it has to offer them prospects better than what they may expect in the private domain or in other non technical services. These will not only be in terms of pay but also in terms of recognition of service and reward by ensuring timely promotions. We have noted, with concern, that young



engineers have started migrating to the private domain as it offers better remuneration and perks and there is tremendous shortage of experienced engineers in the country. In case the Govt. does not take steps now to redress the genuine aspirations of engineers this trend could intensify and cause irreparable loss.

2. LACK OF FUNCTIONAL AUTONOMY

Besides poor promotional avenues the lack of functional autonomy in handling the resources available within the organization by its management has a direct impact on the working and efficiencies of the organization. While most expect the organization to function in a very professional manner few understand or appreciate the constraints of the organization. Compared to a CEO of a PSU or a private company the DGW CPWD has no independence in operations but has all the responsibilities of a CEO of such a PSU or Pvt. Agency.

CPWD, like many other specialized departments, was created by the Government to develop expertise in a specified area and meet the specific requirements of other functional ministries and departments who were not required to fritter away their resources, in areas or performing functions which were not their core area of operation. It is like **outsourcing a specific activity** but within the fold of the Government.

Other organizations, similar to CPWD, include Department of Legal Affairs, Department of Health, DOPT, Directorate of Printing, Directorate of Estates, Directorate of Advertising & Visual Publicity etc., each of these is a specialist in its area of operation and each services the Government. There is however a subtle difference between the works done by other departments listed here and those done by the CPWD. Not many of the organizations listed here carryout works which are highly capital intensive and create tangible assets for the Government. It is like converting cash into kind.

Though many Govt. departments perform works which are specialized yet works like advertising, printing, health care, legal assistance have developed to a higher level of expertise in the private domain than what is available within the fold of the Government. On the other hand the work procedures and systems of CPWD are considered de-facto benchmarks in the building industry. The expertise developed by CPWD and its country wide presence is unmatched. The engineering marvels created by CPWD bear testimony to this fact.

However, of late, the CPWD has been losing shine and we are of the opinion that there is a need to examine the various processes the organizational structure and to make them more efficient. **It is a well established principal of management that any operation or step in system which does not contribute to the value of the end product/decision should be removed. Thus any step which delays or impedes progress of a project should be done away with. In short authority and responsibility must travel hand-**



in-hand. Based on recommendations of experts we are of the view that the department must be given full functional autonomy.

3. NON APPRECIATION OF REQUIREMENT OF A OPERATIONAL ORGANISATION

In the Govt. the rules and regulations are drafted keeping in view the general nature of works being performed by the majority of Govt. Servants. Little thought is given to the impact that such rules may have on specialized operational organizations such as the CPWD. A typical case is that relating to non providing of telephone connections at residences of field officers of CPWD despite the fact they are required to be in constant touch with their seniors and other operational staff. Surprisingly a Joint Secretary in GOI, an officer who is primarily deskbound, is entitled to a mobile phone but a Chief Engineer of CPWD, who holds same rank and is a field officer and is required to remain in close contact with his team of field officers and seniors, clients when in field, is denied such a mundane privilege.

Based on above few issues and on the recommendations made by various service associations some proposals are submitted for consideration of the Sixth CPC.

RECOMMENDATIONS

Changing the management of the organization by delegating its management to a Central Public Works Board

The organizational structure, role and responsibilities of CPWD have already been enumerated. Over the years it has been noted that the present system of management of the CPWD by the Ministry of UD to which it is attached does not represent the best system and there is a need to address the situation.

Present secretariat system

Administrative control of the CPWD rests with the Ministry of Urban Development. DGW CPWD reports to the Secretary of this Ministry who has a full-time Addl. Secretary and a usual complement staff under him. Matters which have to be processed by the Ministry are first processed within the CPWD upwards right upto DGW, then are referred to the Secretary/Additional Secretary and are again reprocessed in the bureaucratic hierarchy down to the level of Under Secretary/Desk Officer and upwards again. The cases recommended by the DG, who heads a comprehensively structured department like CPWD, are reprocessed at various levels in the Ministry, by officers who are neither well conversant with the organization nor are in any manner directly involved with its working or share any responsibility besides the fact that this involves avoidable duplication of effort. Thus the decision taken, often, do not meet the functioning of the department.

Deficiencies of the present system

The present system has been one of the major causes for organizational inefficiencies leading to client dissatisfaction and time & cost overruns in



projects. At present the decision making process and authority on most crucial inputs lie outside the Department. De-merits of the system are:

- i) Involves avoidable duplication of efforts.
- ii) Decisions are often taken by an individual officer in the Ministry and are not broad based.
- iii) The officer who is charged with making the decisions is often not aware of the issues on which he has to decide.
- iv) The system has an important flaw of non-integration of authority (often exercised by Ministry) with accountability, which rests with the field organizations of the department.

Radical changes in the external economic environment, increasing customer demands, and newer forms of financing of public works make it necessary for CPWD to evolve a new role for itself in the emerging scenario. This new role and structure required to carry this out has to evolve organically from within. The Department must be given the authority to steer its own course and continue to serve the country and lead the construction sector.

The increase in the growth of workload seen in the past few years is a clear indication of the fact that CPWD has the capacity to adjust to the changing environment. However the Department of the view that it's full potential has not been tapped as yet and if the top management of the department is re-organized and is delegated the authority to manage its affairs it can ensure a healthy growth rate for CPWD.

The vast administrative and technical infrastructure, created in CPWD requires enlightened and bold leadership to be able to be of use for the purposes for which the department was set up and also to perform newer functions in the changed environment. As is well known, considerations of scientific project management warrant decentralization of decision making process with a view to reducing the decision distance in which the decision making centres are brought in close proximity to operations where the problem arise so that the decisions can be taken promptly based on appreciation of ground realities.

Recommendations of Study Groups

A number of Committees/Study Groups, from time to time, have recommended re-organizing the top set up of CPWD into a Central Public Works Board so that both responsibility and authority vest within the Department. Following reports are relevant in the matter.

- (I) Economies in Construction Cost – Planning Commission (March 1968)
- (ii) Estimates Committee (8th Lok Sabha) - 33rd Report (1985-86)
- (iii) Working Group on “Improvement of Methodology and Technology of Construction” – Planning Commission (August 1990)
- (iv) Role of engineering personnel in Central Government I.I.T Delhi (Nov.1990) (Study sponsored by Fifth Central Pay Commission).
- (v) Ministry of Urban Development and Poverty Alleviation had appointed Management Development Institute (MDI), Gurgaon as its consultant



for carrying out a study of CPWD. The MDI submitted its report in October 1998, suggesting improvements in various areas of working in CPWD. One of the recommendations was for creation of a Board to manage the affairs of CPWD.

The rationale for recommending reconstituting CPWD management as **Central Public Works Board** was to increase organizational effectiveness and efficiency by providing it greater autonomy and flexibility in operations and a direct control on inputs. Acceptance of the recommendations of these bodies would go a long way in improving the working of CPWD.

It is understood that the recommendations made in the Report of the Working Group of Planning Commission (1990) were deliberated extensively in the Ministry, in consultation with the then DGW and the Ministry had agreed for CPWD to be re-structured as Central Public Works Board and had informed the planning Commission as well as Cabinet Secretariat accordingly mentioning that the exact format of the Board for the CPWD would be examined by the Ministry. However no progress could be made.

Recently, the Expenditure Reforms Commission, setup by the Government of India, has recommended that there is pressing requirement for re-organization of top set up of CPWD and has recommended that:

- i) DGW, CPWD should be delegated substantial powers in financial, administrative and personal matters.
- ii) One Financial Advisor in the rank of Joint Secretary to be put under DG (W). DG (W), with the assistance of ADGs' at the head quarters and Financial Advisor will decide most of the cases at his level.
- iii) For processing the matters quickly, all proposals should be put up by DGW to Secretary and works division in the ministry should be abolished.
- iv) With the increased delegation to DGW only a few cases like promotions to the level of ADGs and DG, transfers and postings of ADGs, their disciplinary and vigilance cases and all those cases where government approval is necessary would be processed in the Ministry.

The Secretary (UD), in a meeting held on 29-11-2001, minutes of which were issued vide A-16020/14/2001-Coord dated 04-12-2001 directed the CPWD to submit a proposal for reconstitution of CPWD into a Board. Accordingly a proposal was also submitted for consideration of the Ministry. However no progress could again be made.

It is, therefore, proposed that the Sixth CPC make recommendations for giving more autonomy to the Department in regard to its functioning and to facilitate its work, and recommend entrusting the management of the CPWD to a Central Public Works Board on the lines of P&T Board or Railway Board.

Suggested composition of the Board

The Central Public Works Board should, it is recommended, comprise of:

- | | | |
|-----|------------------------|-------------------------|
| i) | Secretary(UD) | Non functional Chairman |
| ii) | Director General Works | COO |



iii)	ADG(S&P)	Member
iv)	ADG(TD)	Member
v)	ADG(Training)	Member
vi)	ADG(Arch)	Member
vii)	AS(F)	Member Finance
viii)	DDG(W)	Member Secretary
ix)	ADG(in-charge of a Region)	Member – by rotation

That the Board should be headed by Director General of CPWD has been suggested by working group set up by planning commission in its report in 1990, Estimates Committee of 8th Lok Sabha and MDI. It is proposed that Secretary (UD) may be the Non Functional Chairman and DGW be the Chief Operating Officer.

In the existing set up ADG (S&P) performs the Personnel management and ADG (TD) Technical Policy. ADG (Trg.) is performing the crucial function of Human Resource Development and ADG (Arch) looks after all issues relating to Architecture. All these ADGs would be made members of the Board.

The department is closely associated with Ministry in day to day functions as regard financial concurrence is concerned. The post of Chief Controller of Accounts, in the Ministry, it is recommended should be upgraded to the level of Addl. Secy. (Finance) and posted under DGW as Member(Finance) in the Board. Incidentally, long back the report on MIS for Ministry of Urban development – CPWD, which was approved by the Advisory Committee on Management Consultancy in Government headed by the Ministry of State for Finance, Government of India in 1979 recommended that Controller of Accounts, CPWD (now Chief Controller of Accounts) should be posted under the administrative control of DG (W), CPWD and should function as his Financial Advisor and Chief Accounts Officer. The posting of Additional Secy. (Finance) (on up-gradation of the post of CCA) in the proposed Board to function under the Chairman of the Board would be in line with this recommendation. One of the ADGs in-charge of the Regions would also be inducted as member of the Board by rotation.

All the above mentioned posts except Addl. Secy. (Finance) already exist and the expenditure on up-gradation of post of CCA to Addl. Secy. (Finance) would be more than set-off by savings due to abolition of posts dealing with Establishment/Budget/Finance matters related to CPWD in the Ministry. Setting up of Central Public Works Board would reduce the expenditure on the staff deployed in the Ministry as the same would not be required.

Advantages of constituting Central Public Works Board

The proposed Board would improve organizational effectiveness and obviate the avoidable duplication of functioning between DGW's office and Ministry particularly in regard to matters relating to Works, Establishment and Cadre Control and Budget and will provide the following advantages:

1. Fully professionalized management with a greater sense of participation, higher morale as well as sense of responsibility.



2. Delegation of all powers to the chief executive officer of an organization to enable him to work with full operational autonomy.
3. Involvement of all relevant disciplines.
4. Integrated structure with a balance of authority and accountability.
5. Broad based decision-making body with a direct stake in efficiency, effectiveness and speed of their decisions and actions. Reduced subjectivity and chances of error or delay in decision making.
6. Higher speed of decision-making that is necessary to deal in the complex and changing economic environment.

With the setting up the CPWD Board and DG (W) reporting directly to the UDM, the Works and Establishment Divisions in the Ministry headed by AS (W)/JS (W) would not be needed and can be abolished or the posts utilized by the MoUD for their increased workload particularly for JNNURM.

Role and functions of the Board

The Board would perform the following functions:

1. Manage the affairs of CPWD in totality
2. Provide leadership to the organization
3. Organize and restructure the department to improve efficiencies
4. Formulate perspective plan for the department
5. Review of operations
6. Develop personnel and administrative policies for the department
7. Review systems, procedures and methods for effective functioning
8. Ensure effective implementation of personal policies and plans for building CPWD as a learning organization.
9. Plan for growth and development of the department
10. Advise Chairman in effective execution of his role as the technical advisor to the Govt. of India.

Only the following cases, it is proposed, would be required to be submitted to the Hon'ble UDM for decision:

- a) Approval of appointment of Group A Officer
- b) Posting/transfer in the grade of ADG
- c) Approval of RR of Group A officers
- d) Approval of foreign assignment/Training to Group 'A' Officers.
- e) Delegation of enhanced powers to DGW
- f) Creation of new posts under Group A&B
- g) Up-gradation of posts to Group A or in Group 'A'
- h) Up-gradation of pay scale/grant of NFJAG to Group 'A' officers
- i) Imposition of penalty on Group 'A' officers
- j) Relaxation of ban on recruitment



- k) Relaxation on filling up of vacancies more than one year old even though these have been kept functional and operational by making dual charge arrangement.

The Sixth CPC is requested to examine this proposal and give its recommendations for the consideration of the Govt.

RECOMMENDATIONS FOR PAY-SCALES

Recommendation for grant of pay scales, to various grades of officers of CPWD, after taking into consideration various issues including the demands made by various service Associations, for consideration of the Sixth Central Pay Commission are indicated below in tabular form below.

S. N	Name of the post	present pay scale	Proposed pay scale for (pre revised)	Remarks
1	DGW	26000 (Fixed)	30,000 (Fixed)	As COO of Board
2	ADG(W) Special	24050-26000	26000 (fixed)	As members of the proposed CPWD Board
3	ADG	22400-24500	22400-24500 & NFSG of Rs. 24050-26000	
4	Chief Engineer/Chief Architect/DDG(H)	18400-22400	18400-22400	
5	SE/Sr. Architect, Director of Horticulture	14300-18300	16400-20000	Equivalent to DIG in IPS/Brigadier or Conservator of forests in IFS.
6	Executive Engineer/ Architect (NFSG)	12000-16500	Presently 30% of Sr. duty posts are in this scale (NFSG). It is recommended that that 15% of total Sr. duty posts should be given pay-scale of Rs. 14300-18300; 50% of the total Sr. duty posts be placed in pay scale of Rs. 12000-16500 and remaining posts be in the pay scale of Rs. 10000-15200.	
6a	Executive Engineer/ Architect/Deputy Dir (Hort)	10000-15200		
7	Asstt. Executive Engineer/Dy. Architect	8000-13500	8000-13500	ASP/ADM
8	Asstt. Engineer/Asstt Director(Hort)/Technical Officers (in Arch. Wing)	6500-10500	7500-12000	5 th CPC had recommended grant of pay-scale of Rs. 7500-12000 to 50% of the posts of AEs. It is recommended that



				all the posts of AEs and equivalent in CPWD may be given this scale. Asst. Architects in CPWD are already placed in this scale.
9	Junior Engineers(C&E)/ Section Officer(Hort)/ Assistant(AD) in Architectural wing	5000-8000	6500-10500	The 3 year diploma in Civil/Elect. etc. should be treated as equivalent to graduation in science and they may be granted pre-revised pay scale of Rs. 6500-10500.
10	Chief Estimator	6500-10500	7500-12000	
11	Draftsman Grade-I	5500-9000	6500-10500	
12	Draftsman Grade-II	5000-8000	5500-9000	
13	Draftsman Grade-III	4000-6000	5000-8000	
14	Office Superintendent Grade-I &Grade-II	5500-9000 6500-10500	6500-10500	
15	Steno Grade-I	5500-9000	6500-10500	PS in Secretariat
16	Steno Grade-II	5000-8000	5500-9000	Grade C in CSS
17	Steno Grade-III	4000-6000	4500-7000	Grade D in CSS
18	Head Clerk	5000-8000	5500-9000	Asstt of CSS
19	UDC	4000-6000	4500-7000	UDC of CSS
20	LDC	3050-4590	4000-6000	LDC of CSS
21	Sr Hindi Translator	5500-9000	Scale recommended to be at par with employees in the Ministry doing similar work	SHT in Secretariat
22	Jr Hindi Translator	5000-8000		JHT in Secretariat
23	Asst Dir (OL)	6500-10500		
24	Tech Asstt	5500-9000	6500-10500	
25	Tech Operator	5000-8000	5500-9000	
26	Radio Mech cum Operator	4500-7000	5000-8000	
27	Asstt Radio Mech Operator	4000-6000	4500-7000	
28	Highly skilled	4000-6000	Running scale of Rs. 2550-75-3300-120-4500-175-8000	This will cover all Gr. D & C categories of workers etc. While placing the workers in the new scale due consideration will be
29	Ferro Printers	3200-4900		
30	Skilled	3050-4590		
31	Semi skilled	2650-4000		
32	Unskilled categories like Beldars etc.	2550-3200		



				given to their old scales.
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For categories not covered above replacement scales may be sanctioned.

RECOMMENDATIONS ON ALLOWANCES

Various Service Associations of CPWD have projected for grant of various types of allowances submitted to the CPC, as listed below, in memoranda submitted by them directly to the CPC.

- Central Duty Allowance
- Extra duty allowance/spl. Pay
- Design/Planning Allowance
- Project Allowance
- Risk/Hazard Allowance
- Life Insurance Cover
- Uniform Allowance
- Cash Handling Allowance
- Conveyance Maintenance Allowance
- Care taker Allowance
- Night Duty Allowance
- Field duty Allowance
- Store handling Allowance
- Dual charge Allowance
- Non Practicing Allowance
- Special education Allowance
- Training Allowance
- Entertainment Allowance
- Telephone Allowance
- Higher qualification pay
- Washing Allowance
- Shift duty Allowance
- Patient care Allowance
- Head Quarter Allowance

These memoranda have been examined in CPWD and following allowances are recommended for being considered to be sanctioned for CPWD officers

- A. Reimbursement of membership of technical/professional bodies
- B. Conveyance Allowance including cost of maintenance of conveyance
- C. Design/Planning Allowance
- D. Non practicing Allowance
- E. Telephone Allowance
- F. Life Insurance Cover for officers posted in Hard Area.
- G. Project Allowance
- H. Accommodation

CPC is requested to sanction, for officers of CPWD, allowances as proposed below:



A. Reimbursement of membership of Technical Body:

- i) Officers of the rank of JEs'/AEs'/AEEs' or other equivalent technical officers in CPWD should be allowed to maintain membership of at least one national level professional technical body such as the Institution of Engineers, the Indian Road Congress or the Indian Building Congress etc. For this they may be allowed reimbursement of the membership charges etc. paid by them to the professional body.
- ii) Technical officers of the rank of EE and above of CPWD may be permitted to hold membership of two professional bodies of national stature in India and one international body. They may be allowed reimbursement of actual expenditure incurred in maintaining the membership of these bodies.

B. Conveyance Allowance:

CPWD officers are required to travel extensively for carrying out inspection and or performing other functions. It is proposed that special traveling allowance to the officers may be granted as indicated below:

- i) Reimbursement of charges of petrol/diesel up to a ceiling of 100 liters per month for personal cars/four wheelers and 40 liters for two wheelers in Group 'A' Cities;
- ii) Reimbursement of charges of petrol/diesel up to a ceiling of 75 liters per month for cars/four wheelers and 30 liters for scooter in Group B, C and other cities and areas.

Besides above reimbursement officer may be granted an allowance for maintaining personal vehicles as indicated below:

- i) Rs 800/- per month for maintaining a motor cycle/scooter for officers of the rank of JE/AE/AEE or equivalent
- ii) Rs 1500/- per month for maintaining a personal four wheeler or officers of the rank of EE and above

C. Design/Planning Allowance:

Planning and design allowance has always been admissible to officers of CPWD and it is recommended that this should be suitably enhanced and given to all officers to permit officers, who are involved in carrying out planning of structural design of a project.

It is proposed that the planning/design allowance should be admissible to all officers who are actually involved in the job of planning (including designing of services etc.) and structural design. This may be granted as per scale indicated below:

Name of Post	Planning/Design Work
Junior Engineer	
Assistant Engineer	
Assistant Executive Engineer	20% of Basic Pay for planning plus 25% of basic pay for structural design work.
Executive Engineer	
Superintending Engineer	



Chief Engineer

(Recommendation for enhanced allowance for structural designers is made as design engineers are in scarcity and is a highly professional job. Without this it is apprehended that engineers may not want to specialize in this area.)

D. Non Practicing Allowance:

Doctors and Engineers are professionals in their field. Govt. doctors who are not carrying out private practicing are eligible for non practicing allowance. Now with the rising demand of engineers in the open market they can also do private practice in fields such as doing structural designs, making estimates, arbitration, consultancy, valuation, inspection of works after normal working hours etc. The engineers, therefore, should be allowed to do private practice or in the absence of the same, it is proposed NPA should be paid to the Engineers as is being given to doctors @ 30% of the basic pay.

E. Telephone Allowance:

Due to nature of duties performed by the CPWD Engineers, they have to be in regular touch with their superiors, subordinates, agencies and the clients. It is proposed that telephone/mobile telephone, along with internet connectivity be permitted to all CPWD engineers etc. at the rates indicated below:

- DGW @ Rs. 5000/- per month
- ADG/CE @ Rs. 4000 per month
- SE/EE @ Rs. 3000 per month
- AE/JE @ Rs. 2000 per month

This should be reviewed periodically and adjusted as per requirements. STD facility to officers whose jurisdiction spreads beyond one town/coty should also be permitted.

F. Life Insurance Cover

Engineers working on multi-storied building projects, bridges, flyovers, border areas, terrorist/naxalite affected areas etc. are working at great risk of life. It is proposed that a life insurance cover of Rs. 10 lakhs to Group 'B' & 'C' Engineers and Rs. 15 lakhs to Group 'A' Engineers be provided. These should be provided to all officers working in hard areas. This should also be provided to all officers working on high risk projects.

G. Project Allowance:

The Engineers working in big projects are required to work under very peculiar conditions. In view of large scale mechanization the work on projects continues round the clock and there is no regular timing and engineers have to be always available. To compensate the engineers for their extra efforts, it is proposed that a project allowance @ 15% of basic pay for the field engineers may be granted on all major projects.

Accommodation for CPWD officers:



All officers of CPWD up to the rank of JEs are posted to stations within their Regions and all other senior officers have an all India transfer liability. As per policy guidelines an officer is transferred from a station/unit on completion of 3-4 years. As per CVC guidelines transfers from all sensitive postings are made between 2-3 years. In Metropolitan cities an officer normally gets two postings at the same station but in other stations transfer from a unit, under CVC guidelines, also involves transfer from the station however the stay granted is 3-4 years.

All officers working in state PWDs are transferred within the state boundaries and in fact officers of even the All India Services operate within a particular state or get posted to the central Government offices in the capital.

Till recently transfers were not much of a burden because school and college admissions were easy to get. In view of increasing difficulty in getting admissions and many requirements of domicile by some states the officers of CPWD are being subject to great mental tension on transfers because of disruption of the education of their children and difficulties in finding accommodation.

Further the officers of the department have to wait, along with officers all other departments, to get government accommodation. Frequent transfers force people to leave the accommodation allotted. For those living in hired private residences the situation is still worse because they have to pay the highest prevailing market rent when they seek accommodation at a new station. This makes hiring private residences unaffordable.

Because of frequent transfers the officers are also not able to fulfill domicile requirements which could make their wards eligible for admissions in institutions of higher learning.

All the reasons enumerated above result in resistance being offered by officers when they are transferred. In case the two problems i.e. of accommodation and education for children could be resolved then the officers would happily move to new stations and perform to their best abilities.

To give relief to staff of CPWD in this regard following is submitted for consideration of the committee:

1. CPWD officers having all India transfer liability should also be eligible for tenure pool houses.
2. Where possible or viable pool accommodation for CPWD staff should be provided.
3. Attached to post houses should be provided to officers posted in maintenance units

CPWD officers may be allowed to choose a station of their choice where they could base their family and retain accommodation while going out on transfers.



All other allowances such as HRA, CCA, TA, children education allowance, deputation allowance, washing allowance, uniform allowance, transfer grant & package allowance etc. which for CPWD officers and staff are eligible should be same as such allowances are considered and sanctioned for all other Central Govt. Officers.

CONCLUSION

India is poised on a thresh hold and is ready to move into double digit growth rate. Only constraint is the availability of infrastructure. **Engineers and Architects working in organizations like the CPWD have the capability and the potential to transform the dreams of millions of Indians to reality provided a suitable enabling environment is created.**

We are sure that while deciding upon the pay, allowances and perks to be given to these professionals the fact that today the demand for trained and experienced professionals is very high in the private sector will be kept in view and true worth of professionals will be recognized and duly rewarded.

The Sixth CPC, we are of the view, has the authority to make **path breaking recommendations which can transform the way the Government works and transacts business. We are sure that the just aspirations of the officers and staff of CPWD will be appreciated and suitable recommendations will be made by the Commission.**