

My dear colleagues

1. At the outset, on assuming the office of Director General CPWD, I convey my heartiest thanks and best wishes to entire CPWD fraternity. With utmost humbleness, I would attribute this accomplishment to the grace of God and well wishes of all of you.
2. To head an organization which has a proud legacy of 160 years is indeed a great privilege and an honour for me. I assure you that I shall discharge the responsibilities of the highest post of the Department to the best of my ability and capacity and it shall be my endeavor to ensure that all round growth of CPWD is given a further boost.
3. As we look back on the long journey of excellence of our Department, our hearts fill with pride. The stupendous growth achieved by the Department and the modern marvels that have been created and are being created all across the length and breadth of the country are the standing proof of our technical excellence, dedication and high caliber of our officers and staff.
4. Today CPWD is a total Service Provider, capable of giving single window service for all facets of built environment with complete accountability and responsibility. With a growing and very diverse list of 613 Departments under 52 Ministries that we are helping in creating assets, a growing workload and an order book of nearly Rs. 25000 crores, CPWD can proudly lay claim to being an organization of excellence.
5. Although there are a number of positive attributes of our Department but at the same time, we cannot gloss over the fact that CPWD at present is at cross roads, we have to cope with the present day challenges so as to remain relevant. The one time position of CPWD being the only Construction Agency for Central Government works does not exist anymore. With amendment in GFR provisions, a plethora of construction agencies has come up to compete with the CPWD. This coupled with scarce budget availability has created a peculiar situation not faced by the Department earlier.
6. It would be in the context to recall the address of Hon'ble President of India during CPWD Annual Day function on 12.7.2014. He emphasised that CPWD needs to evolve into 'a smarter, more dynamic and highly professional organization' by benchmarking itself with the best in the world. Hon'ble UDM also stressed that CPWD after the long and eventful journey of 160 years should

introspect for charting its way ahead. He stated that CPWD's objective should be 3 Cs (Conceptualise, Compete and Complete in time) through a strategy of 3 S (Skill, Scale and Speed). CPWD should adopt liberalization, privatization and globalization to increase its efficiency.

7. Hon'ble UDM also while addressing Senior Officers conference of CPWD on 9.9.2014 gave directives that there is need to improve the image of the department and to bring transparency and accountability in the working of CPWD. Secretary (UD) also has been emphasizing on reforms in the functioning of the CPWD so that it remains a vibrant, responsive and useful premier engineering organization.
8. Therefore immediate task before us is to improve the efficiency and the image of the Department. All necessary measures such as decentralization, functional autonomy and reducing decision making levels etc. so as to improve the effectiveness and efficiency are being taken in a time bound manner. Comments/suggestions in this regard have already been invited from each and every one in CPWD. It is however impressed upon that fast decision making is the key to get better results therefore I would urge all officers to work with passion and commitment and take quick and fast decisions so that the projects are completed on well in time and are translated into higher client satisfaction.
9. As you know, over the last 3 months, there have been outstanding initiatives of the new Government to boost development and improve the quality of life of the citizens of India. Infrastructure domains have been identified where focused efforts will be made for improvement. Roads, Railways, Inland waterways, Airports, smart city infrastructure, solar power, etc. have been identified as some of the thrust areas where special efforts will be made by the government. Needless to say, CPWD should play a pivotal role in the central government's prime developmental activities in the days to come. We have to get our self prepared to venture into above diverse activities over and above the spread of our usual working.
10. I am also aware that the performance of the Department can not improve unless each and every functionary in the Department feels adequately motivated and work with cohesiveness, team spirit, improved work culture and fraternity. For achieving such work culture, the conflicts of interests amongst various classes and cadres shall be sorted out by finding best possible solutions and by improving the career prospects of all categories of officers and staff at all levels. I shall pay special attention to it.

11. We have to strive for professional excellence, greater transparency and high ethical standards so that we are recognized as a efficient and helpful service organization manned by proficient functionaries who love to serve with attitude of service and dedication. Impetus is to be given on a transparent governance system so that stakeholders can assess the organization from what they experience and not from what the organization narrates about itself.
12. Improvement in the functioning of the Department shall be my one of the highest priority. I would request all officers and staff to become a part of the reform process by way of their participation and contribution. I would invite each and every one to send his/her valued inputs/ suggestions in this regard.
13. I would also impress upon all officers of CPWD to set well defined achievable goals and work in time bound manner to achieve our vision i.e. "Excellence in Public Works". These goals can be in the field of completion of the projects, e-governance of the CPWD, improvement in maintenance services, resolution of the problems of various cadres of CPWD, etc.
14. Each one of us owes a duty towards our Department. Let us serve it to the best of our ability with all our heart and soul. Let us resolve to work in cohesive and responsive way. The task before us is to continue the growth of the Department. 'Perform or perish' is the only mantra and we have no option but to strive together to bring our Department to a greater height. I am confident that with the combined efforts of officers and staff, we shall see a re-emerging CPWD with its benchmarked operations and organized human resource offering best of services to the stakeholders
15. In the end I would again convey my best wishes to entire CPWD fraternity and exhort them to strive even harder in the their endeavours.


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