

Dear colleagues

On assuming the responsibility of Director General of Works of CPWD, I would first like to convey my best wishes to all of you. I come from a family which has served CPWD in different capacities in three generations. I therefore find it a great privilege to occupy the highest post of CPWD, which was my dream when I joined the Department in November 1973, nearly 36 years back. It is all due to the grace of God, blessings of my seniors & cooperation of my fellow colleagues and staff of CPWD.

2. We are all aware that our department has laudable contribution in developing infrastructure and built environment in the country and abroad and has proven superiority over other construction organisations in delivering technically sound and economic construction with public accountability. But in present scenario, there is an apparent trend of growing client dissatisfaction here and there. Therefore my main effort shall be aimed at improving the efficiency and image of the Department with a changed work culture so that capability of the department to participate actively in the National Development process in present time of liberalised economy is not constrained.

3. I am also aware that the performance of the Department can not improve unless officers of all services in the department at all levels are adequately motivated and they work with better cohesiveness, team spirit, work culture and fraternity. For achieving this goal, the conflicts of interests amongst various classes of employees need to be sorted out by finding best possible solutions and by making special efforts to improve the career prospects of all categories of officers and staff at all levels. I am quite confident that work culture of the Department shall be revamped in a short span of time with collective efforts of all.

4. Enshrining great trust in our department, Government of India has assigned the gigantic task of preparatory works of Common Wealth Games to us. It is certainly the time when we have to demonstrate our highest skills and commitments to complete all the projects related to Common Wealth Games well in time with our ancestral and in built in traditions.

5. Dissatisfaction of the residents of Government colonies with regard to maintenance services provided by us is a matter of great concern, which is deteriorating the image of our Department. It is beyond comprehension that despite full-fledged dedicated teams and sufficient empowerment, why we are not in a position to satisfy the residents. I would prefer to accord priority to address this problem and if required radical changes shall be implemented so as to give solace to the residents.

6. CPWD is moving forward in the field of construction by developing innovative techniques and State-of-the-Art Technologies. For efficient and prompt execution of work, important things are coordination and corporation amongst officers of the disciplines, be it civil, electrical, Architecture or Horticulture. I would impress upon all the officers to attach special importance to coordination and cooperation for better project management. Fast decision making is the key to success therefore I would urge all the officers to take quick and fast decisions so that there are no hindrances and works are completed well in time and are translated into higher client satisfaction.

7. In order to maintain our competitive strength, which lies in our financial prudence and total accountability in the works, I shall urge to actively engage ourselves in reform process-by way of injecting more transparency in the organization's functioning.

8. With my experience of more than three decades in department, I have found that due to the shadow of vigilance looming in the minds of the officers, they are not able to give their best to the Department. Though Vigilance function is the accepted need of all departments, it is found that many cases are of only minor/procedural nature. I would therefore like that vigilance cases are settled in a time bound manner so as to avoid hanging fire for years together leading to disgruntlement of large number of officers.

9. I would also like to revive the tradition of frequent senior officers meetings, technical board meetings to accelerate the process of interaction and to remove impediments in working . I would also introduce a system of appreciation for good work done in various fields and this appreciation shall be in the form of certificate of merits, medals etc. The publication of quarterly journal 'Nirman Bharti' has to be regular.

10. I would also make it clear that I treat all the officers and staff of CPWD as members of our very large family and whenever they are in difficulty, they are free to approach me and I will do whatever best is possible.

11. The task before us is by no means easy. 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. I am quite convinced that with the combined efforts of all the officers and staff we will achieve it. I am also quite confident that I will get all the cooperation from all the officers and staff of all disciplines and at all levels. Lastly I would call upon all the members of CPWD family to strive together to bring our department to greater heights.

With best wishes

**Bhishma Kumar Chugh**