

DELHI DEVELOPMENT AUTHORITY  
(Personnel Department)  
Block-B, 3<sup>rd</sup> Floor, VikasSadan, INA, New Delhi

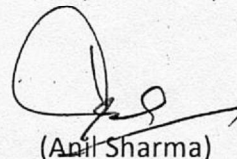
Circular No. 91/2020

A copy of the proposal on organizational restructuring of DDA was placed on DDA's website for appraisal of employees and submission of suggestions, if any, vide Circular No. 79/2020 dated 16.09.2020.

It was further notified vide Circular No. 81/2020 dated 25.09.2020 that any suggestion to the said proposal should be submitted by the employee to concerned HoD latest by 16.10.2020 and the HoD will examine and forward the same to this office along with his recommendations within a week's time thereafter. It was also made clear that the suggestions which are submitted directly to Personnel Department shall not be entertained.

It has been observed that despite clear instructions, some employees have addressed the suggestions to MoHUA/VC, DDA etc. All such employees are hereby informed that these suggestions will not be acted upon as these have not been addressed to concerned HOD.

This is issued with the approval of competent authority.



(Anil Sharma)

Director (Personnel)-1

To

1. All employees of DDA
2. All HoDs, DDA

No.F.4(02)2013/P&C(P)/Pt.IV/DDA/ 2624

Dated: 20/10/2020

Copy for kind information to:

1. PS to VC/FM/EM
2. PS to Member(Administration & Land Management)
3. PS to Pr. Commissioner(P)

Director (Personnel)-1

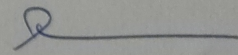
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Block-B, 3<sup>rd</sup> Floor, Vikas Sadan, INA, New Delhi

Circular No. 81/2020

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It is further notified that any suggestion to the said proposal should be submitted by the employee to concerned HoD latest by 16.10.2020. The HoD will examine and forward the same to this office along with his recommendations within a week's time thereafter.

The suggestions which are submitted directly to Personnel Department shall not be entertained.



(Rajiv Gandhi)

Commissioner (Personnel)

To

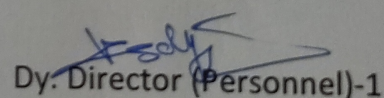
1. All employees of DDA
2. All HoDs, DDA

No.F.4(02)2013/P&C(P)/Pt.IV/DDA/ 2301

Dated: 25/09/2020

Copy for information to:

1. PS to VC/FM/EM
2. PS to Member(Administration & Land Management)
3. PS to Pr. Commissioner(P)



Dy. Director (Personnel)-1



DELHI DEVELOPMENT AUTHORITY  
(Personnel Department)  
Block-B, 3<sup>rd</sup> Floor, Vikas Sadan, INA, New Delhi


Circular No. 79/2020

It is notified for information of all concerned that on the basis of suggestions made by National Productivity Council (NPC) and after consulting the concerned HoDs in DDA, the department has formulated a proposal on organizational restructuring to arriving at a robust implementable organizational design, consistent with its present mandate and future challenges and achieving the objective of further strengthening DDA's performance so as to excel in all parameters and keep pace with the changing work culture. The said proposal has since been submitted to MoHUA with the approval of Hon'ble Lt. Governor.

The said proposal *inter alia* includes creation and abolition of posts in different cadres, creation of new cadres, change in the name of some cadres and also to amend the recruitment regulations of certain posts.

A copy of the above proposal is placed on DDA's website for appraisal of the employees and submission of suggestions, if any.

Encls.: As stated above

  
(Anil Sharma)  
Director (Personnel)-1

To

All employees of DDA

No.F.4(02)2013/P&C(P)/Pt.IV/DDA/2221

Dated: 16/09/2020

Copy for information to:

1. PS to VC/FM/EM
2. PS to Member(Administration & Land Management)
3. PS to Pr. Commissioner

  
Director (Personnel)-1



## Restructuring of Delhi Development Authority

### Background

DDA engaged the National Productivity Council, a Govt. body under Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Government of India vide Award Letter dated 16/04/2014 (**Annexure 1**) to suggest organisational restructuring with a view to arriving at a robust implementable organisational design for DDA which is consistent with its present mandate and future challenges and achieving the objective of further strengthening DDA's performance so as to excel in all parameters.

### 1.0 Objective of the Study

- (i) *To suggest optimal working pattern, de-layering of hierarchal levels, revised optimal sanctioned strength*
- (ii) *Sanctioned strength of various working units of DDA has not been revised for a long time. On one hand, the work load has reduced due to discontinuance of certain activities and on the other hand; new functions have been taken up.*
- (iii) *Non core activities /functions performed by DDA staff that can be considered for outsourcing which will reduce the costs.*
- (iv) *In order to have faster execution of bigger projects such as construction of housing pockets, DDA needs to change its role from execution to project facilitator and thus requires change in the working pattern.*

### 2.0 Terms of reference (TOR) of the study on Restructuring of DDA:

- *To analyse the present role of DDA and the expected role in line with Delhi Master Plan 2021.*
- *To study the processes used for implementing various schemes and identify process improvement opportunities such as computerisation, automation, outsourcing, multi-tasking, multi-skilling, etc.*
- *To assess the utility and relevance of various functions/activities and suggest effective alternatives.*
- *To analyse the present Organisation Structure at each departmental level and suggest changes in terms of merger, de-layering, etc.*
- *To suggest appropriate interventions for improving productivity and delivery of services.*
- *Phase 2 of the study is to provide the roadmap and milestones for implementation of the recommendation.*

### 3.0 Report on Restructuring

NPC submitted its first report on 31<sup>st</sup> October, 2014. The report was analyzed and it was observed that it was not implementable in the given shape and therefore, NPC was requested to (i) *revisit the report;* (ii) *do assessment of optimum level of manpower for carrying out existing functions in a computerized workflow environment and* (iii) *suggest necessary changes in the existing human resource (Personnel) policies needed for transformation of DDA into a To-be-IT and knowledge oriented organization in future.*

NPC submitted a final revised report on 04.01.2017 (**Annexure 2**). **The recommendations have been further analyzed in consultation with departmental heads keeping in view changing role of DDA as planner/regulator, rather than a builder, thereby strengthening its ability to adapt and respond to change.**

In the following sections, DDA proposes restructuring juxtaposed to the recommendations of the NPC report with focus on manpower-size and structural changes.



### 3.1. Summary of major recommendations of NPC

The recommendations of the Report are broadly divided into four sections;

- (i) *Recommendations on strengthening of core functions considering the emerging urban planning principles and setting up of new functions in line with emerging trends followed by urban planning & development agencies globally and in line with the requirements for implementation of Master plan Delhi 2021;*
- (ii) *Recommendations on structural changes and manpower requirement for carrying out existing functions in a computerized workflow environment;*
- (iii) *Necessary changes in the existing human resource (Personnel) policies needed for transformation of DDA into a To-be-IT and knowledge oriented organization in future;*
- (iv) *Implementation*

### 4. Proposal by DDA

- (1) *In view of the restructuring and reorganization of activities/ functions detailed in para 5 & 6 below, following creation and abolition of posts is proposed:*

#### Group wise summary of Present and Proposed Sanctioned Strength

Sl. No.	Group	Existing Sanctioned Strength	Strength proposed	Creation (+)		Reduction (-)	Net Creation (+) / Reduction (-)
				New Posts	Additional posts in existing categories		
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)
1.	A	649	1392	13	756	-26	+743
2.	B	4123	2149	---	111	-2079	-1974
3.	C	8611	3319	---	174	-5466	-5292
<b>Total*</b>		<b>13383</b>	<b>6860</b>	<b>13</b>	<b>1041</b>	<b>-7571</b>	<b>-6523</b>

\* Post wise details in Annexure 3

- (2) *It is also proposed to hire services of the professional agency for 'Job Designing, Profiling and Description' of all positions as restructuring would involve the reassignment and alteration of duties to improve performance and incorporate new technologies. It would also be asked to recommend re-skilling/up-skilling/capacity building training programs for staff.*

- (3) *Proposed Implementation Strategy*

- *Computerization: Presently DDA is in the process of computerization of its work processes. The project will take 2 years to get implemented in a complete manner which will include implementation, testing, integration, training and change management. The next 2 years is a transition time for transformation of this organization to be IT Organization.*



- *Retirement: The average age of DDA employee is in the age bracket between 56 and 59. By the year 2020-21, 70% of the employees shall get retired. These employees would remain engaged in the routine activities as per existing work processes till their retirement.*
  - *Cadres especially Engineering and Ministerial in which reduction of post is proposed and the working staff strength is more than the proposed strength, the sanctioned strength will be fixed annually considering promotional avenues of feeder posts for existing employees, retirement of existing employees at the post and recruitment planning for new incumbents. Fresh intake of AEEs would be in 5-6 stages i.e. 20% of the proposed strength at a time and the process would be continued until the proposed sanctioned strength is achieved. Therefore, the reduction in sanctioned strength will happen gradually with retirement of existing staff leading to targeted strength over a period of time.*
  - *Recruitment rules would be framed/ amended to incorporate changes after approval of the restructuring proposal by the MoHUA, for example, framing of RRs for new posts in HR Cadre, Chief Finance Officer and Commissioner (Horticulture) and amendment of RRs as proposed in the restructuring proposal above.*
  - *Department wise distribution of manpower is shown in Annexure 4.*
- 

## 5. Restructuring – Major changes in the existing structure and man power size

### 5.1) Organizational Structure of DDA

- **Groups:** DDA has a functional structure in which groups are created based on common functions. Each group is headed by a Member or a Principal Commissioner.
- **Department:** A Group is divided into departments each of which is headed by a Commissioner or a Chief Engineer.
- **Circle:** The next level below department is a Circle. Each Circle is headed by a Superintending Engineer or a Director level officer.
- **Division/Branch:** The next level is Division/Branch. Each Division/Branch is headed by an Executive Engineer or a Deputy Director.
- **Section:** Section is the lowest functional unit which is headed by an Assistant Director or an Assistant Engineer.
- ✓ DDA consists of the following departments: (i) *Finance* ; (ii) *Engineering* ; (iii) *Planning*; (iv) *Architecture*; (v) *Landscape*; (vi) *Housing*; (vii) *Land Disposal*; (viii) *Land Management*; (ix) *Sports*; (x) *Personnel*; (xi) *Vigilance*
- ✓ For Finance Department, Finance Member also acts as a Head of the department.
- ✓ All departments of DDA have presence in head office but not all have presence in the field. The departments which have field presence are: (i) *Horticulture*; (ii) *Sports*; (iii) *Engineering*; (iv) *Land Management*.
- ✓ Field Divisions which are mainly manned by engineering staff are proposed to be designated as integrated Field Divisions. The objective is to establish a direct link between the Field Division and the Departments which do not have presence in field as it is observed that these departments are slow in responding to job or customer



demands on the field. This arrangement would enable these departments to have direct access to the integrated field divisions for issuing directions, obtain information and utilize resources available with the field divisions without having to navigate through the levels in the Engineering department.

## 5.2) Engineering

- NPC has recommended that Engineering divisions be categorized into two viz Projects divisions and Maintenance/minor Works divisions and that Project divisions may take up works having cost above Rs 20 crores and maintenance divisions may take up works having cost below 20 crores. NPC has further recommended the following:
  - *For better co-ordination and faster execution of works, the existing **Central Design Organization (CDO)** is proposed to be decentralized. Post of Chief engineer (design) is proposed to be abolished. This post is proposed to be utilized in land pooling cell.*
  - *Each of the Chief Engineer (civil) zones is proposed to be assisted by EE(Design) and AEE(Design).*
  - *Design office may be headed by superintending Engineer (Design) who would provide guidance and technical support to design engineers working in the zone.*
- *NPC has recommended creation of Engineering Project Management Cell with the mandate – (i) Structure and implement various developmental projects utilizing innovative financing mechanisms including public-private partnerships. (ii) Monitoring project implementation to promote and facilitate PPP development within and assist various departments in preparing and executing high-quality PPP projects.*
- *NPC has also proposed staff for the cell viz. Project Monitoring Experts, PPP Experts, Urban Finance Experts, Urban Infrastructure Experts, Urban Engineering Experts and has proposed that the experts for the proposed new unit may be identified from amongst the existing DDA employees having relevant experience and exposure failing which the persons having relevant experience may be hired on short term contract or on deputation from globally reputed organizations / development authorities as experts.*

### 5.2(1) Actionable Items

- In agreement with the NPC's recommendations, DDA proposes a structure where larger projects receive more focused attention and Divisions handling them not burdened with other developmental works outside the project or smaller works. Such works should be handled by other Divisions in the zone looking after territorial jurisdiction activities. The Project Divisions and lower formations shall operate from site offices for better project maintaining. Accordingly, the zone wise manpower for Civil and Electrical is proposed as shown in **Annexure 5**.
- Decentralization of design with Executive Engineers design placed in civil zones and post of Chief Engineer (Design) is proposed to be utilized in Land Pooling.
- Integrated field units headed by Executive Engineer located in the field and accessible to public. These units will represent DDA in the field across NCT of Delhi. Revenue staff will also be posted with these units along with and ministerial. These units will carry out maintenance, demolition, handing over of physical possession of flats/land/plots and all other residual functions requiring field support.



- A total of 26 Project civil divisions each headed by SE (Civil) and 6 Project electrical divisions each headed by SE (Electrical).
- 58 civil maintenance divisions and 8 electrical maintenance divisions each headed by Executive engineer who would report to SE (Mtce.). Post of SE(HQ) and SE(Planning) be merged at Zonal level
- In view of the changing nature of work from execution to supervision and need for capacity building to have in-house expertise viz. Project Monitoring experts, PPP experts, Urban infrastructure experts, Urban Engineering experts for Project Management Cell, DDA proposes (a) **increase in the number of posts of Assistant Executive Engineers (Civil) and Assistant Executive Engineers (Electrical) with the provision of direct recruitment** against these posts for inducting graduate level engineers (B.Tech/BE); (b) **corresponding reduction in the post of Jr. Engineer(Civil) and Junior Engineer(Electrical/Mechanical).**
- Manpower size in Engineering Cadre is as proposed in column 6 and 7 below:

S No	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	EM	A	1	1	1	0
2)	Chief Engineer ( C )	A	9	9	9	1
3)	S.E. ( C )	A	40	46	43	4
4)	E-E. ( C )	A	145	137	150	11
5)	A.E.E.(C)	A	20	20	566	77
6)	Asstt. Engineer ( C )	B	646	587	141	0
7)	J.E.(C)	B	1036	467	250	9
8)	Chief Engineer(Elect)	A	1	2	1	0
9)	S.E. (Elect.)	A	5	7	8	0
10)	E.E. (Elect.)	A	22	22	25	2
11)	A.E.E. (Elect.)	A	3	2	113	14
12)	Asstt. Eng.(Elect)	B	100	100	28	0
13)	J.E.(E/M)	B	92	100	37	4
<b>Cadre Total</b>			<b>2120</b>	<b>1500</b>	<b>1372</b>	<b>122</b>

### 5.3) Planning & Architecture

- **NPC recommendations: strengthening of core functions:** introduction of GIS application system; Monitoring plan with measurable parameters/ indicators; Plan monitoring cell and has suggested potential new areas for DDA such as Urban Renewal, Smart City Transformation, Data Analytics and creation of new Units such as Urban Renewal Unit, Data Analytics Cell.

#### 5.3(1) Actionable Items

- In order to have better coordination and improved synergy, Architecture function is proposed to be merged with Planning department. This will help in better planning



and execution of plans at field level. The merged department would report to Vice Chairman.

- Merger will not have any impact on seniority of the officers of the Planning & the Architecture cadre. They will continue to have seniority in their respective cadres.
- Nomenclature of post of Commissioner Planning as Chief Planner.
- Nomenclature of post of Addl. Commissioner (Planning) as Addl. Chief Planner.
- Education qualification for the Planning posts – *Bachelors in Planning/Civil or Masters in Geography/Economics and Masters in Planning with specialization in Town/City/Regional/Housing/Transport/Environment/Urban Planning/ Infrastructure/ Industrial Area and Diploma/Certificate in GIS/Geo-informatics.*
- Direct recruitment posts at the level of Dy. Director(Planning) and A.D (Planning) should be split into two categories – candidates having post graduate qualification in Spatial Planning and candidates having post graduate qualification in Infrastructure (Services) Planning.
- RRs to be amended suitably.
- Proposed Staff Strength in Planning & Architecture is given in Column 6 and 7 below:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Commr.(Planning)  * Chief Planner	A	1	1	2	1
2)	Addl. Commr.(Planning)  *Addl. Chief Planner	A	4	6	6	2
3)	Director (Plg.)	A	14	18	18	4
4)	Dy. Director (Plg.)	A	30	34	34	8
5)	Asstt. Director(Plg)	A	42	68	75	16
6)	Planning Asstt.	B	52	34	60	8
<b>Cadre Total</b>			<b>143</b>	<b>161</b>	<b>195</b>	<b>39</b>
1)	Chief Architect	A	1	1	1	0
2)	Addl. Chief Architect	A	3	3	3	0
3)	Sr. Architect	A	6	6	6	1
4)	Architect (Dy Dir. Arch)	A	15	15	15	2
5)	Asstt Architect (AD Arch)	A	27	27	27	4
6)	Architectural Asstt.	B	20	20	20	0
<b>Cadre Total</b>			<b>72</b>	<b>72</b>	<b>72</b>	<b>7</b>

**5.4) Research (Data Analytics)**



- NPC has recommended strengthening of core functions: Introduction of Data Analytics and creation of new Units such as Urban Renewal Unit, Data Analytics Cell. NPC has further recommended :
  - Research Cadre to be made more specialized by including incumbents from urban economics and statistical background for data analytics
  - Field work related to research in planning department may be carried out through outsourcing and the manpower in this cadre to be responsible for advisory monitoring. Research Assistant having educational qualification in Economics/Statistics
  - Reduction in posts of Research Cadre.

#### 5.4(1) Actionable Items

- Nomenclature change of Research Cadre as *Data Analytics Cadre*.
- Creation of a Data Analytics Cell which will be manned by this cadre whose job description will involve (i) *developing an urban data platform for NCT Delhi; (ii) to facilitate critical decision support for complex urban planning and development issues as outlined within Master Plan; (iii) provide strategic inputs/technical assistance in the areas of urban planning, architecture & urban design, urban infrastructure, project structuring, project implementation etc.*
- Reduction in Staff Strength of this cadre as recommended by NPC.
- 50% of the post of the proposed data analytics cadre will be filled by deputation or via retainerhip Agreement.
- RRs to be suitably amended to incorporate qualification criteria required for recruitment of Data Analytics
- Proposed Staff Strength in Data Analytics Cadre is given in Column 6 and 7 below (The new nomenclature of the post is given in brackets):

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Sr. Research Officer (Sr. Data Analytics Officer)	A	2	1	1	0
2)	Research Officer (Data Analytics Officer)	A	5	2	3	0
3)	Research Assistant (Sr. Data Analyst)	B	8	6	6	0
4)	Sr. Stat. Asstt. (Jr. Data Analyst)	B	1	0	6	0
5)	Field Investigator	B	118	0	0	0
<b>Cadre Total</b>			<b>134</b>	<b>9</b>	<b>16</b>	<b>0</b>

#### 5.5) Survey (Survey & GIS)

- NPC has recommended strengthening of core functions: Introduction of GIS application system; Monitoring plan with measurable parameters/ indicators; Plan monitoring cell and has suggested potential new areas for DDA such as Urban Renewal, Smart City Transformation.



- NPC has recommended that Survey Cadre to be made more specialized by including advance techniques of surveying, knowledge of geographical information system, AutoCAD and Total Station Survey.

#### **5.5(1) Actionable Items**

- Nomenclature change of Survey Cadre as Survey & GIS Cadre.
- Reduction in Staff Strength of this cadre as recommended by NPC.
- RRs to be suitably amended to incorporate qualification criteria to cover GIS specialists.
- Proposed Staff Strength in Survey & GIS Cadre is given in Column 6 and 7 below:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Director (Survey & GIS)	A	1	1	1	0
2)	Dy. Dir.(Survey & GIS)	A	8	6	6	0
3)	Asstt. Director (Survey & GIS)	B	22	19	19	0
4)	Surveyor	C	66	20	20	0
<b>Cadre Total</b>			<b>97</b>	<b>46</b>	<b>46</b>	<b>0</b>

#### **5.6) Landscape (Landscape & Public Art)**

- Keeping in view the volume and quality of work performed by the department and importance of bio diversity park, Yamuna River Front Development, Natural Greens, etc for development of Delhi, NPC has recommended additional posts of Director and Deputy Directors (Landscape) for looking after special projects.
- Outsourcing of many other different set of skills for special Projects as and when required.
- Creating of panel of Agencies/Individuals who are experts in preparation of Landscape plans and form a set of guidelines and SOPs to monitor their work.

#### **5.6(1) Actionable Items**

- Nomenclature change of the cadre as Landscape & Public Art.
- Manpower size in the Landscape & Public Art Cadre is accordingly proposed below in column no. 6 and 7:



S No (1)	Category (2)	Group (3)	Present Sanctioned Strength (4)	Recommended by NPC (5)	Total Cadre Strength Proposed by DDA (including Land Pooling) (6)	Cadre Strength proposed for Land Pooling (7)
1)	Addl. Commr.LSA <i>Chief Landscape Architect</i>	A	1	1	1	0
2)	Director (LSA) <i>Director (Landscape &amp; Public Art)</i>	A	1	4	3	1
3)	Dy Director (LSA) <i>Dy. Director Landscape &amp; Public Art</i>	A	3	8	8	2
4)	AD (LSA) <i>Asstt. Director Landscape &amp; Public Art</i>	A	6	16	17	4
5)	Arch. Assistant	B	8	8	8	0
<b>Cadre Total</b>			<b>19</b>	<b>37</b>	<b>37</b>	<b>7</b>

#### 5.7) Horticulture

- NPC has recommended reduction in posts of mali
- Pump operation in Horticulture parks may also be outsourced.

##### 5.7(1) Actionable Items

- Creation of a new post of Commissioner (Horticulture) in Grade Pay of Rs. 8700/- with method of recruitment by promotion failing which by deputation/Direct recruitment.
- Keeping in view the NPC recommendations, manpower in Horticulture Cadre is proposed below in column no. 6 and 7:

S No. (1)	Category (2)	Group (3)	Present Sanctioned Strength (4)	Recommended by NPC (5)	Total Cadre Strength Proposed by DDA (including Land Pooling) (6)	Cadre Strength proposed for Land Pooling (7)
1)	Commissioner (Hort.)	A	0	0	1	0
2)	Director (Hort.)	A	2	2	3	1
3)	Dy Director (Hort.)	A	12	14	14	2
4)	Asstt. Director (Hort.)	B	55	42	42	4
5)	S.O. (Hort.)	B	187	139	139	0
6)	Garden Supervisor	C	216	112	112	0
7)	Sr. Mali	C	795	225	225	0
8)	Mali	C	796	300	300	0
<b>Cadre Total</b>			<b>2063</b>	<b>834</b>	<b>836</b>	<b>7</b>



### 5.8) Public Relations

- NPC has recommended that Public Relations Cell be headed by a Director (PR) who would report to Commissioner-cum-secretary.

#### 5.8(1) Actionable Items

- For career growth at the level of Director (PR) provision for in-situ upgradation to post of Commissioner (PR) be made.
- It is proposed to allocate one post of Deputy Director (PR) for Land Pooling.
- Manpower requirement in PR Cadre is proposed below keeping in view the NPC recommendations:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Comm(PR)	A	1	0	0	0
2)	Director(PR)	A	1	1	1	0
3)	Dy Director(PR)	A	1	3	3	1
<b>Cadre Total</b>			<b>3</b>	<b>4</b>	<b>4</b>	<b>1</b>

### 5.9) Finance & Accounts

- NPC has recommended that out of 6 posts of Director (Finance), 2 posts may be made exclusively for induction of experienced incumbents in the area such as Project Financing/Financing in PPP Models/Work Audit/Financial Control/ Fund Management and that these professionals may be inducted on deputation failing which on short term contract.

#### 5.9(1) Actionable Items

- Creation of a new post of an equivalent rank of Chief Accounts Officer. Nomenclature of the new post will be Chief Finance Officer in Grade Pay of Rs.8700/- with method of recruitment by promotion failing which by deputation.
- Manpower size of the Accounts cadre is proposed below in column 6 which is inclusive of requirement for Land Pooling department:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	FM	A	1	1	1	0
2)	Chief Accounts Officer/ Chief Finance Officer	A	1	2	2	1
3)	Financial Advisor (H)	A	1	1	1	0
4)	Director (Finance)	A	4	5	5	1
5)	Dy.C.A.O./Dy. FA (H)	A	20	17	17	2
6)	Sr A.O.	A	50	24	46	2
7)	AO	B	12	33	11	8
8)	AAO	B	166	123	123	8
<b>Cadre Total</b>			<b>255</b>	<b>206</b>	<b>206</b>	<b>22</b>



### 5.10) Systems

- NPC has recommended an E-governance Cell for assistance to Commissioner (Systems) for implementation of E-governance project.
- Hiring of IT Consultants from time to time for taking up specialized works such as preparing information security framework for DDA, internal audit of Information system, managing backend database, providing functional support for integration of various functional systems of DDA or for any other requirements.

#### 5.10(1) Actionable Items

- Increase in the cadre strength
- Amendment in RRs of Commissioner (Systems) – change in method of recruitment as “by direct recruitment/deputation failing which by promotion”.
- RRs will be suitably amended.
- Manpower size of the Systems Cadre is proposed below in column 6 which is inclusive of requirement for Land Pooling department :

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Commr.(Systems)	A	1	1	1	0
2)	Director (Sys)	A	1	2	3	1
3)	Dy. Director(Sys)	A	6	4	7	1
4)	Asstt. Director (Sys)	A	10	8	14	2
5)	Programmer	B	10	6	25	5
<b>Cadre Total</b>			<b>28</b>	<b>21</b>	<b>50</b>	<b>9</b>

### 5.11) Legal

#### 5.11(1) Actionable Items

- The posts of Chief Legal Advisor and Additional Chief Legal Advisor are in the same grade pay of Rs. 8700/- which is an anomaly.
- Change proposed in Grade Pay of the post of CLA from existing GP of Rs. 8700/- to Rs. 8900/-.
- RRs will be suitably amended.
- Manpower size of the Legal Cadre is proposed below in column 6 which is inclusive of requirement for Land Pooling department



S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	CLA	A	1	1	1	0
2)	Addl. CLA	A	1	1	1	0
3)	Dy. CLA	A	4	4	4	1
4)	Sr. Law Officer	A	13	13	13	4
5)	Jr. Law Officer	B	22	26	26	4
6)	Legal Asstt.	B	24	32	32	8
<b>Cadre Total</b>			<b>65</b>	<b>77</b>	<b>77</b>	<b>17</b>

#### **5.12) Revenue (Land Management)**

- NPC has recommended that Land Management Department be bifurcated into 2 parts, i.e., Land Acquisition Branch headed by Director (Land Acquisition) and Land Protection Branch headed by Director (Land Protection).
- Land Management Department may be renamed as Land Acquisition and Protection Department.

#### **5.12(1) Actionable Items**

- LM is proposed to be headed by an IAS officer of AGMUT Cadre having experience of revenue matters (*Post of Commissioner exists in Ministerial Cadre*).
- Three new posts of Director (Revenue) out of which two posts will be filled by deputation from DAS/DANICS officers having experience of revenue matters and one post by promotion
- Creation of two *Zonal Revenue offices* headed by Directors (Revenue) in Land Pooling Deptt.
- Manpower size of the Revenue (Land Management) Cadre is proposed below in column 6 which is inclusive of requirement for Land Pooling department:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Director (Revenue)	A	0	2	3	2
2)	Dy. Dir.(Revenue)	A	3	6	8	4
3)	Tehsildar	B	27	15	20	6
4)	Naib Tehsildar	B	50	26	30	6
5)	Kanoogo	C	80	35	45	8
6)	Patwari	C	135	42	60	8
<b>Cadre Total</b>			<b>295</b>	<b>126</b>	<b>166</b>	<b>34</b>



### 5.13) Official Language

#### 5.13(1) Actionable Items

- Manpower size of the Official Language Cadre is proposed below in column 6:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Strength Proposed by DDA	Cadre by
(1)	(2)	(3)	(4)	(5)	(6)	
1)	Dy. Director (OL)	A	1	1	1	
2)	Assistant Director (OL)	A	3	6	6	
3)	Sr. Translator (OL)	B	6	12	12	
4)	Jr. Translator (OL)	C	14	14	14	
<b>Cadre Total</b>			<b>24</b>	<b>33</b>	<b>33</b>	

### 5.14) Security

- NPC has recommended that manning of Security Guards at non-critical positions maybe done through outsourcing
- Critical positions such as record rooms, stores, VC Office may be manned by on roll security guards.
- On roll security guards and outsourced security guards jointly may be utilized in land protection.

#### 5.14(1) Actionable Items

- Manpower size of the Security Cadre is proposed below in column 6

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Strength Proposed by DDA	Cadre
(1)	(2)	(3)	(4)	(5)	(6)	
1)	Chief Security Officer	A	1	1	1	
2)	Dy. Chief Security Officer	B	1	1	1	
3)	Security Officer	B	5	3	3	
4)	Asstt. Security Officer	C	21	12	12	
5)	Head Security Guard	C	37	96	96	
6)	Security Guards	C	1144	215	215	
<b>Cadre Total</b>			<b>1209</b>	<b>328</b>	<b>328</b>	

### 5.15) Ministerial

- NPC has recommended major reduction in Ministerial Cadre which is based on the assumption that the activities where this manpower is generally engaged will get automated after computerization.
- 1 post of Director drawn from ministerial cadre specifically for sports function.



### 5.15(1) Actionable Items

- 1 post of Commissioner (LM) will be filled by an IAS officer of AGMUT Cadre having experience of revenue matters.
- 1 post of Commissioner (Ministerial) will be exclusively allocated for administration of affairs of Sports Department
- Allocation of remaining five posts of Commissioner (Ministerial) would be one each for Land Disposal, Housing, Personnel, Commissioner-cum-Secretary and Land Pooling.
- RRs to be suitably amended.
- Manpower size of the Ministerial cadre is proposed below in column 6 which is inclusive of requirement for Land Pooling department:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Commissioner	A	6	7	7	1
2)	Director (Mini)*	A	16	18	15	2
3)	Dy. Director(Mini)*	A	65	52	44	4
4)	Asst. Director (Mini)*	B	265	189	168	12
5)	Assistant Section Officer	B	712	509	509	15
6)	SSA	C	1253	468	468	25
7)	JSA	C	1101	538	538	34
<b>Cadre Total</b>			<b>3418</b>	<b>1781</b>	<b>1749</b>	<b>93</b>

*\*3 posts of Director, 9 posts of Dy. Director and 22 posts of Assistant Director are drawn from Ministerial Cadre and merged with Welfare cadre to form HR Cadre.*

### 5.16) HR Cadre

#### Restructuring of Personnel Department

In the existing structure of Personnel Department dealing with all human resource related matters, the hierarchy and allocation of manpower is as under:

- Department is headed by Commissioner (Personnel)
- Three Directors (Ministerial) are reporting to Commissioner (Personnel)
- All branches of Personnel Department are reporting to either Director (Personnel) – I or Director (Personnel)II except Training Cell which is reporting to Director (Training).
- All branches are headed by Dy. Director (Ministerial) level officer and are manned by ministerial cadre employees i.e. Assistant Director(Ministerial), Assistant Section Officer, Sr. Secretariat Assistant and Jr. Secretariat Assistant.
- Ministerial cadre manpower is rotated across departments of DDA as per the transfer policy.



- Posting of officers and employees in Personnel Department is generally for three years

**NPC Recommendations:**

- Presently, the entire staff in the Personnel Department is manned by ministerial and welfare cadre employees and NPC has proposed the manpower as shown in the table below

S.No.	Designation	Classification of Post	Proposed by NPC
	<b>Ministerial</b>		
3	Commissioner	A	1
4	Director (MINI)	A	3
5	Dy. Director(MINI)	A	8
6	Asst. Director (MINI)	B	21
7	ASO	B	76
8	SSA	C	20
9	JSA	C	20
	<b>Total</b>		<b>149</b>

S.No.	Designation	Classification of Post	Proposed by NPC
	<b>Personnel/Welfare</b>		
1	Protocol Officer	A	1
2	Asstt. Protocol Officer	B	2
3	Sr. Welfare Inspector	B	11
4	Welfare Inspector	B	15
	<b>Total</b>		<b>29</b>

- Reduction in staff strength of Personnel Department in view of computerisation
- HR Professional in Training Institute.
- Assessment of training needs of every cadre
- Hiring of Experts to design and develop training module.
- Re-skilling upgradation, performance management system such as Balance score card, KRA/KPI systems for monitoring performance

**5.16(1) Actionable Items**

- Manpower size recommended by NPC for the Personnel Department is agreeable;
- Creation of a specialized HR Cadre is proposed to address the necessary changes required in the existing human resource policies needed for transformation of DDA into a To-be-IT and knowledge oriented organization in future;
- It is proposed to split the ministerial cadre into two and merge the delineated ministerial posts of Director, Dy. Director and Assistant Director already allocated for Personnel Department with that of welfare cadre to form a specialized HR cadre.
- The proposed HR Cadre will have a cadre specific hierarchy and career progression starting from the level of Welfare Officer -> Sr. Welfare Officer -> Assistant Director (HR) up to the rank of Director (HR).



- HR professionals with MBA (HR) or Post Graduate Degree in HR and corporate experience would be inducted at the level of Assistant Director.
- Personnel branches would continue to be manned by ministerial cadre manpower at the level of Assistant Section Officers and below who will remain the part of ministerial cadre and would have a tenured posting in the Personnel department.
- HR cadre officers would be rotated within the Personnel Department.
- Assistant Director (HR) will be a lateral entry in the HR Cadre having MBA (HR) or Post Graduate Degree in HR with career progression in the HR Cadre up to Director (HR) level.
- Welfare Officer will be a direct entry level in the HR Cadre with career progression in the HR Cadre to Senior Welfare Officer and will get merged at Dy Director (HR) level.
- Method of recruitment to the post of Dy. Director (HR) and Director (HR) would be promotion failing which by deputation failing which by transfer from Ministerial cadre;
- Method of recruitment of Welfare officer will be 80% by direct recruitment and 20% by Limited Departmental Competitive Examination from Ministerial Cadre employees having PG Diploma in Labour and Social Welfare/HR/Industrial Relations/Personnel Management etc.
- Recruitment Rules will be accordingly framed/amended;
- In the proposed scenario, the following manpower is proposed for the specialized HR Cadre (23 posts are proposed for Asst. Director (HR) and 5 posts are proposed for Sr. Welfare Officer) :

S.No.	Designation	Classification of Post	Proposed Strength
	<b>HR</b>		
1	Director (HR) <i>Rs. 15600-39100/- + GP Rs. 7600/-</i>	A	3
2	Dy. Director(HR) <i>Rs. 15600-39100/- + GP Rs. 6600/-</i>	A	10
3	Asst. Director (HR)/Sr. Welfare Officer <i>Rs. 9300-34800/- + GP Rs. 4800/-</i>	B	29 (24+5)
4	Welfare Officer <i>Rs. 9300-34800/- + GP Rs. 4600/-</i>	B	15
	<b>Total</b>		<b>57</b>

#### 5.17 Training Setup at HRD Institute, Vasant Kunj and dedicated manpower for the institute

Employee training is an integral part of DDA's present and future plans for success. Training Department is responsible for planning and preparation for all training needs, setting goals, preparing training schedule, study materials, space, and people.



At present, Training Department of DDA is functioning from Vikas Sadan and almost all workplace trainings are being conducted at third floor 'C' Block, Vikas Sadan. It has been observed that the present set up for training is not large enough to conduct effective workplace trainings. To run an effective training session that accomplishes training goals in an enjoyable and engaging way for everyone involved, it has been decided to fully utilize the HRD Institute, Vasant Kunj for all internal training programmes (residential and day long trainings).

For the purpose, a dedicated Cell is also proposed which will be manned by staff comprising of:

1. Principal, HRD Institute (Dy. Director level) 01
2. Manager, HRD Institute(Asstt. Director level) 01

The Cell will function from the HRD premises and the staff will be responsible for all activities relating to conduct of trainings at the premises viz. looking after the academic, non-academic, extra-curricular inputs, lodging and fooding arrangements for the faculties and participants and coordination with all relevant stakeholders.

#### **5.18) Stenographic**

- NPC has envisaged substantial impact on Stenographic cadre because of induction of computer-savvy staff and has recommended manpower based on the volume of high transactions for each level of officer.

#### **5.18(1) Actionable Items**

- Nomenclature change of the post of Sr. Stenographer and Jr. Stenographer as *Executive Assistant and Jr. Assistant respectively*.
- Amendments in RRs of these posts to provide for mandatory computer skills.
- Manpower size of the Stenographic cadre is proposed below in column 6 which is inclusive of requirement for Land Pooling department:

Sl. No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Cadre Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	PPS	A	0	8	8	1
2)	PS	B	121	137	137	16
3)	PA/Steno Gr. C <i>Executive Assistant</i>	B	274	149	149	22
4)	Steno Gr. D <i>Jr. Assistant</i>	C	153	196	196	27
<b>Cadre Total</b>			<b>548</b>	<b>490</b>	<b>490</b>	<b>66</b>



### 5.19) Miscellaneous Isolated Cadres

#### 5.19(1) Actionable Items

- Manpower size of the Misc. cadre is proposed below in column 6 which is inclusive of requirement for Land Pooling department:

S No.	Category	Group	Present Sanctioned Strength	Recommended by NPC	Total Strength Proposed by DDA (including Land Pooling)	Cadre Strength proposed for Land Pooling
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1)	Press Manager	B	1	1	0	0
2)	Fire Officer	B	1	1	1	0
3)	Asstt. Librarian/Officer	B	2	1	1	0
4)	Staff Car Driver	C	246	37	50	4
5)	Dispatch Rider	C	20	18	10	1
6)	MTS (erstwhile Peon/Khallasi/ Coolie)	C	1731	847	847	40
<b>Cadre Total</b>			<b>2001</b>	<b>905</b>	<b>909</b>	<b>45</b>

### 5.20) Sports Cadre

- NPC has recommended manpower for 18 existing sports complexes of DDA.
- Recommended manpower size of 241 comprising Sports, Accounts, Engineering (Civil & Elect.) and Horticulture cadre employees.

#### 5.20(1) Actionable Items

- The NPC Report was prepared on the basis of the existing sports facilities as at that point of time there was no decision to construct newer facilities. DDA has decided to construct 7 more Sports Complexes as Centres of Excellence (4 at Dwarka, 2 at Rohini and 1 at Narela), 1 Golf Course at Dwarka and 1 Stadium at Dwarka and at least 10 Mini-Sports Complexes, increased manpower is proposed in the sports department.
- Presently, there are 17 Sports Complexes and Golf Courses. 9 more Sports Complexes and Golf Courses are proposed. Hence, 26 posts of Managers (Group-B) are proposed, i.e., 1 for each sports complex.
- Each Sports Complex/Golf Course requires 2 Assistant Managers (Group-B), i.e., one for each shift. For existing 17 Sports Complexes and Golf Courses and proposed 9 Sports Complexes and Golf Courses, a total number of 52 Assistant Managers are required. Besides, each Mini-Sports Complex also requires 1 Assistant Manager. Hence, total sanctioned strength of 62 Assistant Managers are proposed.
- Each Sports Complex/Golf Course requires a total of 4 Games Supervisors (Group-C), i.e., 2 for each shift. For a total of 17 existing Sports Complexes and Golf Courses, a total of 68 Games Supervisors are required and for 9 proposed Sports Complexes/Golf Courses 36 Games Supervisors are required, i.e., a total of 104 Games Supervisors. For each of the 10 Mini-Sports Complexes also 2 Games Supervisors are required, i.e., 20 nos. for Mini-Sports Complexes. Hence, the total number of Games Supervisors proposed is 124.
- Posts of Game Attendants are proposed to be abolished.



- Presently, the posts of Managers, Assistant Managers, Game Supervisor and Game Attendant is filled by employees drawn from Ministerial and other cadre.
- 212 regular posts in Sports Cadre are proposed which will be filled by direct recruitment by professionals.
- RRs to be suitably amended after consultation with Ministry of Sports.
- Manpower size of the Sports Cadre is proposed below in column 6:

S No.	Category	Group	Present Sanctioned Strength (ex cadre)	Recommended by NPC	Total Cadre Strength Proposed by DDA
(1)	(2)	(3)	(4)	(5)	(6)
1)	Manager	B	13	12	26
2)	Asst. Manager	B	26	27	62
3)	Game Supervisor	C	52	20	124
4)	Game Attndt.	C	104	53	0
<b>Cadre Total</b>			<b>195</b>	<b>112</b>	<b>212</b>

## 6. Other Recommendations

### 6.1 Actionable Items

- 6.1(1) In view of recommendations of NPC, the following cadres are proposed to be abolished. The average age of the present manpower working against these posts is in the bracket of (57-59 years). They will not be retrenched and these employees will be engaged in carrying out the routine activities as per existing work processes till their retirement:

<b>Posts proposed to be abolished</b>				
Sl. No.	Designation	Group	Existing Level of Pay	Staff Strength proposed to be abolished
1.	Comm(PR)	A	Rs. 37400-67000/- + GP Rs. 8700/-	1
2.	Librarian	A	Rs. 15600-39100/- + GP Rs. 6600/-	1
3.	Field Investigator	B	Rs. 9300-34800/- + GP Rs. 4200/-	118
4.	Press Manager	B	Rs. 9300-34800/- + GP Rs. 4600/-	1
5.	Game Attndt.	C	Rs. 5200-20200/- + GP Rs. 1800/-	104
6.	Lift Operator	C	Rs. 5200-20200/- + GP Rs. 1900/-	12
7.	Sr. Lift Operator	C	Rs. 5200-20200/- + GP Rs. 2400/-	14
8.	Assistant Sanitary Inspector	C	Rs. 5200-20200/- + GP Rs. 1900/-	16
9.	Sanitary Inspector	C	Rs. 5200-20200/- + GP Rs. 2400/-	6
10.	Telephone Operator	C	Rs. 5200-20200/- + GP Rs. 1900/-	4
11.	Sr. Telephone Operator	C	Rs. 5200-20200/- + GP Rs. 2400/-	1
12.	Pump Operator	C	Rs. 5200-20200/- + GP Rs. 1900/-	606
	<b>Total</b>			<b>884</b>



7. **Financial Implications** –The financial implication on account of new posts, additions/reductions in the existing posts is as under:

Group	Net Addition/Reduction in employee strength	Net Financial implication – Addition/Reduction expenses (Rs. In crores p.a.)
A	743	57.39
B	-1974	-107.15
C	-5292	-141.36
	<b>Net Impact(Reduction in expenses)</b>	<b>-191.12(approx.)</b>