

Chapter 7

Human Resource Management

Shortage of staff in various wings of DJB ranged from 16.35 *per cent* to 53.55 *per cent*. Sixty-five posts out of sanctioned 90 posts of Assistant Accounts Officers (AAO) were also lying vacant. DJB irregularly granted re-employment/extension as consultants to its officers after superannuation and in some cases, the engagement was continued beyond the age of 65 years. DJB made many contractual appointments on the ground of functional requirement, but in none of these cases, proposal was sent in advance with full justification to Finance Department as required. Audit further observed that DJB did not have a training policy and Training Needs Analysis (TNA), nor did it make the calendar of training programmes for its officials.

Effective human resource management (HRM) is essential for ensuring efficient functioning of an organisation. In case of DJB, HRM efficiency impinges upon production of potable water, providing reliable water supply and sewerage facility to the residents of Delhi. Regular and timely assessment of staff requirement, recruitment, training and transfer is a mandatory requirement for any healthy organisation including DJB.

7.1 Discrepancies in employee data

DJB started using an Integrated Financial Management Information System (IFMS) in August 2022 for payment of salary to regular employees. The regular staff strength as on 31 December 2022, as per information provided by various wings of DJB was 15,603¹. However, salary of only 12,546 regular employees was prepared through IFMS (December 2022).

Thus, there was a mismatch of 3,057 staff in IFMS figures and the figures of Persons in position maintained in different wings of DJB - a nearly 20 *per cent* mismatch between the online database and the manual data sets in each vertical of DJB.

As in virtually every area where data is concerned, DJB does not seem to have any coherent idea of the numbers involved nor any efforts at reconciliation are on record.

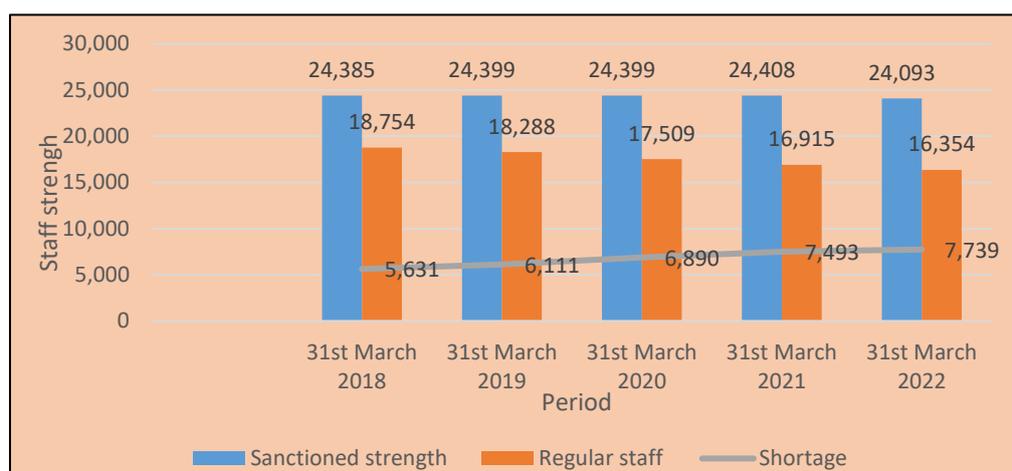
The matter was referred to the Government in July 2023, reply was awaited (April 2025).

7.2 Shortage of staff in DJB

As per information furnished by different wings of DJB, the sanctioned strength and actual strength of regular staff as at the end of March during the period 2018 to 2022 is detailed in **Chart 7.1**.

¹ 16,354 (as on March, 2022) – 753 (staff retired) +2 (fresh appointment during March, 2022 to December, 2022)

Chart 7.1: Staff position at the end of March during the period 2018-22



Source: Information furnished by DJB

It can be seen from **Chart 7.1** that during 2017-22, shortage of regular staff had continuously increased from 23.09 per cent (2017-18) to 32.12 (2021-22) per cent. To fill the gap in staff strength, DJB had engaged an average of 1,062 contractual staff in each category. Shortages in different cadre in the respective wings are discussed below:

- There were significant shortages of manpower in the cadres of Assistant Accounts Officer (72 per cent) and Sr. Assistant/Jr. Assistant (60 per cent) in the Distribution wing. To mitigate the shortfall in AAO cadre, eight persons were appointed on officiating arrangement who had, however, not passed the required qualifying examination.
- Similarly, 20 per cent shortage in the cadre of Executive Engineer (E&M) and 50 per cent shortage in Assistant Engineer (E&M) cadre in the Technical wing of DJB was noted.
- Similar shortage was also noticed in other cadres such as Security Guard (78 per cent), Assistant Chemist (72 per cent), Field Assistant (59 per cent) and Fitter (53 per cent) in the Bulk wing of DJB.

Increasing shortages of staff in each cadre indicate that DJB did not adopt any system of regular assessment of its requirement of staff, nor did it make any concrete effort to fill the posts through recruitment/deputation.

The matter was referred to the Government in July 2023, reply was awaited (April 2025). In the Exit Conference, DJB stated that it had asked DSSSB for fresh recruitment and was trying to fill the vacant posts through deputation basis.

Recommendation 13: The Government should take immediate action to address the serious shortage of staff in DJB.

7.3 Irregular re-employment after retirement

The conditions for re-employment of staff laid down by Finance Department (December 2015), GNCTD provide that engagement of a retired government

servant as consultant should be against a vacant sanctioned post and his services can be extended up to a maximum of five years up to the age of 65 years. DJB was required to forward proposals for appointment of consultant/extension to the Finance Department, GNCTD through Urban Development Department.

Audit observed that in five cases of appointment/extension of tenure of consultants, DJB did not obtain approval of the Finance Department. Out of these, one appointment was against a post which was not in the respective category/discipline. Further, in three cases, their tenure was extended beyond the age of 65 years and in two cases, even approval of the Board was taken after their engagement. Details are given in **Annexure 7.1**.

During the Exit Conference, DJB agreed with the audit observation and stated that the practice of engaging consultants beyond the age of 65 years has been discontinued.

7.4 Irregular appointments

Audit test checked records related to contractual appointments and found various irregularities as under:

7.4.1 Violation of the Eligibility criteria

(i) Eligibility for the post of Media Advisor and Chief Media Advisor included five years' /ten years' experience in handling digital media/stake holders. Audit observed that the person appointed as Media Advisor (January 2019) to the post had completed education only in 2014-15 but DJB accepted her claim of having six years' experience without any supporting documents. In the case of appointment of Chief media Advisor in January 2021, there was no certificate regarding the required work experience available on record. DJB stated that the Selection Committee verified the experience. However, no supporting document was provided with the reply.

(ii) A Technical Advisor and an Additional Private Secretary (both to the Chairperson) were appointed in August 2020 and January 2012, for which there were no sanctioned posts in DJB. Further, no selection process had been followed in these appointments. DJB stated that the appointment was made with the approval of Chairman DJB/Minister (Water) and later approval of the Board was also taken. The reply of DJB is not acceptable as no prior approval was obtained from Finance department of GNCTD.

(iii) Records relating to selection process in the appointment (October 2018) of Consultant (Hydraulic and Water Bodies) were not provided to Audit due to which eligibility of the appointee could not be verified. Audit further observed that the consultant was granted extension for three years (from October 2020 to October 2023) in one go and his remuneration was increased in the middle of the contract period against the extant rules/instructions. He was also provided with a government vehicle without entitlement.

DJB replied that the performance report of the consultant was outstanding,

based on which the term was extended for three years in one go. It also stated that the Board is competent as such there is no requirement to send the proposal to Finance Department.

The reply of DJB is not acceptable as the procedure prescribed was applicable to all appointments.

7.4.2 Irregular hiring of security guards, science graduates and data entry operators

As per Rule 49 (a) of Delegation of Financial Power Rules, 2015 (DFPRs), Principal Secretary/Secretary of the Administrative Department has full powers for administrative approval and expenditure sanction for engagement of security services with the approval of Finance Department at the first instance with reference to the number of persons to be engaged. Heads of the autonomous bodies have not been delegated any such powers.

Audit noticed that DJB had engaged security guards, science graduates and data entry operators as detailed in **Table 7.1** without adhering to the above provisions.

Table 7.1: Cases of engagement of staff in violation of extant instructions

Sl. No.	Post	Nos of persons engaged	Period of appointment
1.	Security Guards	503 710	1 July 2017 to 31 January 2020 1 February 2020 to 31 March 2023
2.	Science Graduates	87	June 2017 to 31 December 2021
3.	Data Entry Operators	230	April 2017 to March 2022

DJB had replied (July and September 2022) that these engagements were against functional requirements. The reply of DJB is untenable as DJB did not have any delegated powers to make contractual appointments without the approval of the competent authorities.

The matter was referred to the Government in July 2023, reply was awaited (April 2025).

7.5 Training

Training Need Analysis (TNA) is a systematic exercise of identifying the kind of training required and providing the details related to training implementation. Training assumes greater significance in the case of DJB because of frequent technological advancements in the sector.

Audit observed that DJB did not carry out Training Need Analysis (TNA) nor did it make a calendar of training programmes. Training programmes were simply awarded to two agencies on the basis of proposal submitted by them. DJB had incurred a total expenditure of ₹ 3.85 crore on 51 training programmes conducted within India during 2017-18 to 2022-23 (till June 2022). In the absence of TNA, Audit could not assess the utility of the trainings imparted.

In its reply (November 2022), DJB accepted that it has no training policy and

no training calendar is prepared and training programmes were awarded with approval of competent authorities. During Exit Conference, DJB assured to prepare training schedule in future and any future outsourcing of training activities would be done as per the provisions of GFRs.

The matter was referred to the Government in July 2023, reply was awaited (April 2025).

Recommendation 14: Government should ensure that DJB, being a service oriented as well as a highly technical organization, frames a training policy with a calendar of training programmes to update knowledge/skills of staff.

7.6 Implementation of transfer policy

DJB had framed transfer policy of officers/officials in August 2016, to avoid development of vested interests and to provide exposure to employees in working in different divisions/units for overall growth/knowledge of an employee. The policy of transfer/posting also provided that it may be dispensed with by CEO, DJB in the interest of efficiency and on other administrative grounds.

Audit observed that 139 officers/officials posted in different units of DJB, including Headquarters were not transferred for periods ranging from six years to 22 years.

DJB stated (September 2022) that the guidelines/procedure in this regard is being followed except in some cases due to administrative constraints, shortage of staff, specialised nature of job, etc. During Exit Conference, DJB further informed that it was working on transfer/posting and shortage of staff.

New Delhi
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