

Namaskar

This is your CGDA once again.

Don't you think that DAD is going through important phase in its momentous journey? I would like you to believe that. Due to the change in the external environment of high end technology in the market, we are compelled to take initiatives to raise the level of efficiency and effectiveness in serving our clients. So is also the case in regard to the massive expansion of the mandate of the department in rendering the financial services. These developments necessitate paradigm shift in outlook and strategies. One of the concrete initiatives has been holding of synergy conferences with the services and allied organizations.

It is absolutely important to reflect on what are the likely future competences required by the department for effective discharge of its responsibilities in the next five to ten years. The role of being Financial advisors makes us to be part of the crucial decision making process at various stages. It is now essential that we become more and more familiar with the Executive thinking process and the technicalities of the proposals not as specialist but as layman to render better and effective services. The method of payments and accounting also need further technology up gradation. The need of the hour is designing and operating of systems for receiving and processing of E billings. Yes we have substantially automated payments and accounting but need stronger linking of these activities.

In the age of global information explosion, DAD cannot remain isolated from the happenings in the environment. We need to engage ourselves in managing these strong currents to our advantage. We need to project positive image of the department. We need to promote and propagate the activities and performances, including the achievements to the right target groups and those who are in authority. This essentially requires reaching out to our customers. The customer's perception has to be managed to build favourable image. Unfortunately, this aspect has not been given adequate attention. The recent synergy conferences with the services and other allied organizations by the Headquarters' Office is in the right direction. This has to be continued with better structural arrangement for more meaningful interactions. The same system should be put in place for field offices. Moreover, the mode of receiving, processing, and delivering or attending to complaints of various types needs to be strengthened so that the grievances of the customers (actual or perceived) are attended to with much more professionalism.

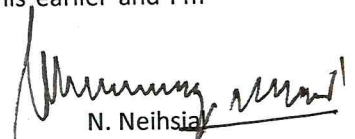
As highlighted in the previous message, the DAD should not look upon itself only as an agency of finance, accounts and audit. The role and contribution of the department has to be seen in much larger context. DAD is the indispensable partner in the defence management of the country. In this respect, being an instrument of accountability and transparency is very important. We call this "Internal Audit". As of today, massive changes are taking place in the management of the resources, in the form of financial delegations. Internal Audit appears to be taking a backseat in the minds of the people. This should not be allowed to happen. The auditor and as well as the auditee must ensure that limited resources are effectively managed. While this may be so, the auditor needs to sell itself to the management and make itself more acceptable for achieving the desired objective. An approach with modified perspective is the need of the hour. The challenge of the department is to reach out to the management from the lowest rank to the highest level in the Government of India so that the management is eagerly ever looking forward to the inputs from the internal audit for decision making and policy formulations.

The pressing needs of attending to the demands and expectations of one segment of our customers, i.e.: the pensioners, cannot be delayed, postponed, or ignored. The challenge of effectively managing of the processing of the pension claims, sanctioning, payment(disbursement), accounting, budgeting, and attending to their grievances is urgent and compelling. The department has to take direct responsibilities of all the above activities and perhaps, it does not have any other options. Delivery of services through other agencies has not helped the customers or the department.

Notwithstanding all the above, it is important to keep in mind the true nature of the functions of the department which will never change in spite of the interventions of the latest technology from time to time. If one belongs to finance and accounts department, the roles and responsibilities of the staff and officers would not substantially change. The manner in which the services are rendered may change but the nature itself will not change. As the department is delivering services throughout the country at the field level, the importance of the staff and officers at the first level of supervision cannot be entirely avoided. There will always be imperative need for competent, motivated and inspired staff and officers to ensure efficient and effective delivery of services through these field offices. Hence, the need of the hour is focused human resource development strategy. The role and responsibilities of Regional Training Centres and National Academy of Defence Financial Management will need greater sharpening so that they can effectively contribute towards this objective. This is particularly important in the context of huge shortage of man power in the department which cannot be sorted out within a short period of time.

To successfully meet the above various challenges, all the officers and staff of the department shall have to put their heads together. This would require cooperative efforts from every individual and well thought out strategies from the highest levels in the department for durable solutions to these persistent problems and challenges. We have done this earlier and I'm sure that we do not lack the determination and the capabilities to do so again.

Jai Hind.



N. Neihsia
CGDA
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