

MANAGEMENT OF INFRASTRUCTURE PROJECTS AT NADT

Modernization of ageing infrastructure at NADT – transformation into a state-of-the-art training facility of international standards - creation of other facilities - no time or cost overruns - result of excellent teamwork and participation.

The infrastructure facilities at NADT were set up in early 1980s and were designed to cater to the requirements of that time. Since then, there had been a tremendous change in the training methodology, a substantial increase in training duration, a significant rise in the number and the content of the courses (including courses for the international participants) and unprecedented jump in the magnitude of the training population. With the growth of the Academy into an institution of international repute, the inadequacy of the available infrastructural facilities, including classrooms, faculty rooms, storage space, library, auditorium, senior officers' accommodation, mess, etc., posed a severe constraint, and there was an imperative need to augment them.

2. Through persistent efforts, the Academy was able to obtain sanctions for a new Officer Trainees' Hostel, an Advanced Training Centre, a Senior Officers Hostel & an Officers' Mess. The National Buildings Construction Corporation Limited (NBCC) was chosen as the executing agency. However, implementation of the projects posed significant challenges including the need for constant liaison with NBCC as well as with Directorate of Infrastructure, ensuring timely release of funds, regular monitoring of quality and progress in completion of work, and avoiding cost and time overruns.

3. To successfully meet these challenges, a Projects Review Committee consisting of both officers of NADT and the officer trainees was constituted. The Committee held monthly review meetings with the execution team of NBCC. These review meetings served as an effective forum for tracking and reporting of progress of the project, problem-solving, risk management, and as a regular interface for communication. The actual progress of the project was regularly

monitored against planned progress on basis of PERT charts, etc. the problems faced by NBCC were discussed and reviewed with a view to finding solutions so as to ensure uninterrupted flow of work.

4. M/s NBCC was also requested to make ready a mock-up (model) room in the first project, i.e., New Officer Trainees' Hostel. The same was prepared and inspected by the Committee Members. This mock-up room gave the exact idea about the dimensions and layout of the Officer Trainees' Hostel rooms. This room was also shown to the senior officers and the suggestions received were carefully considered. Apart from the above, the officers and trainers visiting NADT were requested to visit the site and give their valuable feedback and suggestions for the consideration of the Committee.

5. The most innovative part was the inclusion of the officer trainees undergoing induction training in the Projects Review Committee. Their active participation with the aid of information technology and innovative design ideas proved very useful in finalizing designs (including that of furniture) for optimum utilization of space. It also gave them hands-on experience of project management which will doubtlessly be helpful to them in their careers.

6. Close monitoring, constant supervision and regular site visits resulted in completion of the first project, i.e., construction of new Hostel for the Officer Trainees, within the stipulated time avoiding cost and time overruns. This prestigious state-of-art building comprising 156 rooms, which has been named "Vikramshila", was inaugurated by the Chairman, CBDT, in January, 2012. The building is compliant with 3-star GRIHA (Green Rating for Integrated Habitat Assessment) norms developed by the Tata Energy Research Institute (TERI) jointly with the Ministry of New and Renewable Energy.

7. Successful completion of the Officer Trainees' hostel and other infrastructure projects which are still in the pipeline, comprising state-of-the-art buildings and modern audio visual teaching and training aids, will go very far in bolstering NADT's reputation as an emerging centre of excellence in the field of training.

Names of the Officers : G.G. Shukla, DG (Trg), NADT.
N. Sankaran, ADG-I, NADT.
R. Ravichandran, ADG-II, NADT.
Shekhar L. Gajbhiye, Joint Director (Admn)
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Rahul P.R., Officer Trainee-64th Batch of IRS.
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