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3rd January 2018

From

K. Padmakumar,
11-F, Samrudhi Thampurans,
Thampuranmukku,
Near General Hospital,
Trivandrum – 695035.

To

The Additional Chief Secretary to Government,
Industries & Commerce (H) Department,
Government of Kerala,
Government Secretariat,
Trivandrum.

Sir,

Sub: Reinstatement of K. Padmakumar as Secretary, Public Sector Restructuring & Internal Audit Board (RIAB) in service complying with the judgment of the Hon'ble High Court of Kerala in W.P (C) 23665 of 2017 dated 07.12. 2017

Ref: 1. Judgment of the Hon'ble High Court in W.P (C) 23665 of 2017 dated 7thDecember 2017 ordering my reinstatement in line with Exhibit P22 of the Writ Petition in my substantive post which is Secretary of RIAB (my parent organisation), by the Additional Chief Secretary (Industries & Commerce Department.

2. Government order (Rt) No. 1727 / 2017 / ID dated 28th December 2017 posting me as the Managing Director of Kerala Automobiles Ltd signed by Shri. R. Vijayakumar, Joint Secretary of Industries & Commerce Department in Government and received by Registered Post on 1st January 2018.

Kindly note that this submission has become necessary in the context of violation of the Judgment referred as (1) above while issuing posting orders referred as (2) above. **The below stated points explaining the lacunae in the posting order may kindly be seen to facilitate implementation of the the High Court Judgement referred to as (1) above.**

1. Paragraph 1 of the posting order referred as (2) above mentions about a communication viz., VIG - B2 / 537/2017 - VIG (i) dated 7th December 2017. This communication was not conveyed to the Hon'ble Court at the time of Final hearing **in W.P (C) 23665 of 2017 on 7th December**

2017, on which date the judgment was passed or even later. It is also brought to your kind notice that the orders of the Hon'ble Vigilance Court, Thrissur consequent to my arrest only states that I should not enter the premises of Malabar Cements Ltd without the previous permission from the Investigating Officer. There is no decision to post in a non-sensitive post in a district other than Palakkad and Alappuzha as cited in the aforesaid communication dated 7th December 2017 from Vigilance Department in Government. My unlawful arrest by the Palakkad Unit of VACB while holding additional charge of Managing Director of MCL from my substantive post as Secretary, RIAB was consequent to unlawful registration of 4 FIRs in rapid succession violating the Government decisions in Files viz., 11014/b1/2015/Vig and 1321/b1/2014/Vig which may kindly be perused along with 322/H1/2016/ ID to ascertain the facts. The raid conducted in my Office and residences did not reveal anything illegal. **A snap shot of the atrocities against me and the fallacies in the illegally registered 4 FIRs pertaining to Malabar Cements Ltd, against me, may kindly be seen in Annexure 1.**

Moreover, after I filed a report on irregularities in Kerala State Cashew Development Corporation (KSCDC), the Treasurer of the Kerala State Unit of the INTUC had filed a Quo-Warranto petition viz., W.P (C) 16846 of 2014 to oust me from the post of Secretary, RIAB citing that I am not qualified to hold the post. The President of the Kerala State Unit of INTUC was the Chairman of KSCDC. I challenged the Petition with facts of the matter. The Petitioner did not get favourable orders till now. This case is sub-judice. In the capacity of Secretary, RIAB, I had filed a report on the irregularities in SIDCO which is under Vigilance investigation. While holding full additional charge as the Managing Director of SIDCO from my substantive post in RIAB, I had cancelled unlawful contracts of more than Rs. 900 crores. While CBI investigation is going on in Malabar Cements Ltd and KSCDC, the Government had issued orders for facilitating CBI investigation in the allegations pertaining to SIDCO. Consequently, I am being chased for the past four years. Records are available as proof of this harassment.

The decision vide the Government order referred (2) above to shift me from my substantive post of Secretary, RIAB violating the Judgment of the Hon'ble High Court, based on the aforesaid communication from Vigilance Department in Government, is unlawful. I am now being harassed and punished again for discharging the duties as Secretary, RIAB and for ensuring transparency and growth of PSUs in which I was posted as the Managing Director on full additional charge from my substantive position as Secretary, RIAB. The Hon'ble High Court had even pointed out that though Suspension is not a punishment, prolonged suspension amounts to punishment.

2. Paragraph 2 of the Posting order referred (2) above ignores the meaning of the word “re-instate” and the contents of Exhibit P22 of my Writ Petition. As per the Judgement, my posting order is to facilitate “restoration to the former substantive position” and not elsewhere. The posting order is silent about the fact that my substantive post is as Secretary, RIAB and that I was suspended from this post. **The posting order does not also disclose that I am not part of the Government Service in Kerala (Secretariat or Various Departments) or a Managing Director appointed directly by the Government in PSUs.** Earlier a case challenging my posting in Malabar Cements Ltd was dismissed by the Hon’ble Vigilance Court, Thrissur only because I was holding this position on Full additional charge from my substantive post as Secretary, RIAB.

Kindly note that other officers named in the illegally registered FIRs have not even been suspended from their substantive posts and are continuing to discharge their duties in Malabar Cements, till date. It may also be noted that in the Judgement in WP (C) 35579 of 2016 dated 27th February 2017, the Hon’ble High Court had dismissed the plea to suspend the Officers with stringent remarks.

3. **Paragraph 3 of the Government Order referred (2) above states that the Judgment of the Hon’ble High Court in W.P (C) No. 23665 of 2017 has been complied. This is not correct.**

It is brought to your kind notice that Government order had issued G.O (P) 9/2017/VIG dated 29th March 2017 to prevent contradictions and decisions at inappropriate levels which led to erosion of centralised command and responsibility in VACB. **Vide Executive Directive No. P-01/2017 dated 6th December 2017 (just a day before the Judgement referred to as (1) above,** the Director VACB has ordered that officers accused as guilty by the informants need not be named in FIRs till investigation is complete. This practice is followed by the CBI. Though such actions will prevent victimisation and harassment of Officers till the real offenders are identified through a detailed investigation and filing of Charge sheet before the designated Court, **the unlawful actions against me are continuing even now.**

4. Regarding the apprehension on the sensitivity of my role in my substantive post, kindly note that RIAB has only the mandate of performing an advisory function and internal audits. RIAB has only a budget allocation just sufficient to meet the employee costs and administrative expenses. It is not mandatory that an advice sought for by the Government from RIAB may be implemented by the Government. Moreover, there is a full time Government appointed Chairman in RIAB from the professional domain to which Secretary, RIAB must report to. There is also a Governing Board for RIAB with senior officers from the Indian Administrative service as members. ***Let me gently remind, that I am the only employee on regular rolls with 24 years’***

experience in RIAB. I was trained in the UNDP Project on Public Sector Reforms in the Commonwealth Secretariat, London and by the Civil Services College, Sunningdale. **My Professional Credentials may kindly be seen in Annexure 2.** Other personnel working in RIAB are on **“an extended contract until further orders”**. I had cautioned against the illegal regularisation and continuance / elevation of certain personnel engaged just for short term works. **What has happened through the posting order referred (2) above violating the Judgement of the Hon’ble High Court referred (1) above is the ouster of the only employee with professional credentials who held the legitimate substantive post as Secretary, RIAB.**

On the other hand, the post of Managing Director of Kerala Automobiles Ltd is a sensitive post that involves managerial decisions and financial transactions involving huge sums of money. **Without completion of a fair investigation on the 4 illegally registered FIRs or its quashing by a designated court, I am not inclined to head a State PSU having routine commercial functions either on deputation or on additional charge. This posting order would perhaps trigger legal complications as those who were implicated through FIRs were denied the post of Managing Directors in PSUs because of having to take decisions in commercial transactions.**

After a logical conclusion on the FIRs registered against me and if at all the Government plans to entrust the role of Managing Director of a State PSU, I request that the Company may not be below the status of Malabar Cements Ltd going by the BPE classification in the State Public Sector. Or else, it will be a degradation and an indirect punishment for no fault from my side.

5. The Posting order referred (2) above violating the Judgement of the Hon’ble High Court has been signed by a Joint Secretary to the Government just after the outer time limit stipulated in the judgement. In all probability and seeing the nature of the communication from the Vigilance Department viz., VIG - B2 /537/2017 - VIG (i) dated 7/12/2017 referred to as item no. (2) in the Government order related to my posting, the Learned Counsel of VACB might have given the Judgement to the Vigilance Department in Government and not to the Additional Chief Secretary (Industries & Commerce) who was the only Officer with the mandate of the Hon’ble Court to issue my posting orders in line with my Exhibit P22 application in the Writ Petition.

In the above context, I humbly bring to your kind notice the Judgement of the Hon’ble Supreme Court in Civil Appeal No. 5600 of 2006 in which it is observed that “.... We see no reason why the executive authorities will not comply with the orders of the Court”. “....The system functions on the mutual respect between the judiciary and the executive...”.

“.... it sometimes happens that senior official may not even know the order of the High Court...”. “....For example, if the High Court stays the order of the Collector of suspension..... certified copy of that order is left with the Clerk in the office of the Collector, it often happens that the Collector is not even aware of the order...”. Imbibing the spirit of this order that the Hon’ble Supreme Court had directed to communicate to all States in India, this request is submitted.

Considering the above submissions, I humbly request your good selves to review the posting order referred as (2) above and issue orders for my reinstatement as Secretary, RIAB in line with Exhibit P22 application urgently as cited in the Judgement of the Hon’ble High Court in WP (C) 23665 of 2017 on 7th December 2017. Kindly note that the time limit has already elapsed.

*If sensitivities are still involved in my work relating to Performance Analytics and Internal Audit in RIAB and as there is a Full Time Chairman to attend to these roles in RIAB, **I humbly request you to kindly reinstate me in my substantive post as Secretary, RIAB and change my job description.** My work may be limited to General administration within RIAB and Managing implementation of Development Projects of PSUs as the Chief Executive of the Kerala Industrial Revitalisation Fund Board (KIRFB), a statutory body of which Secretary RIAB holds Additional charge.*

Kindly note that posts were not created in KIRFB in 1999 to save administrative expenses. The Principal Secretary of Industries & Commerce Department in Government was the Chairman of KIRFB. Funds are to be sanctioned for project implementation by the Working Groups in Government OR Kerala Infrastructure Investment Fund Board (KIIFB), as the case may be. I would not have any role in Commercial transactions as KIRFB no longer manages money. Accounting of fund flow for projects is the responsibility of the respective companies.

My Oversight role in routine operations of companies would thus get changed to a Project Management function. The Judgement of the Hon’ble High Court will be complied with.

Thanking you

Yours faithfully

Sd/-

K. Padmakumar

Copy to: The Chief Secretary to Government, Government of Kerala.

Annexures: -

1. Note on the atrocities against me and the fallacies in the illegally registered 4 FIRs pertaining to Malabar Cements Ltd
2. My Professional Credentials.

**NOTE ON THE ATROCITIES AGAINST ME AND THE FALLACIES IN THE
ILLEGALLY REGISTERED 4 FIRs PERTAINING TO
MALABAR CEMENTS LTD**

1. Right from the QV stage itself there are **violations of Apex Court Judgements** by the Investigating Officer and his Team in the Palakkad Unit of VACB. The same ranges from not taking statements from me **as stipulated in Apex Court judgement in Lalithakumari (Supra) case**, suppression of **Government decisions on the QVs**, mis-representation to register 4 cases against me, **Fraud on Court as cited in Apex Court Judgement in N S.P. Chengalvaraya Naidu (Supra) case**, without impleading/arraying me as a respondent, thereby violating the Apex Court Judgement in **Divine Centre (Supra) case**, violation of **Apex Court Judgement in Arnesh Kumar (Supra) case** by arresting me and justifying the same violating the Interim Judgement of this Hon'ble Court in W.P (C) 27365 Of 2016 and violation of the High Court Judgement while issuing posting orders. Even now, despite directions by the Hon'ble Division Bench in W.A 1513 of 2016 on 27th September 2016, it is stated by the Investigating Team that the investigation is still going on. The fallacy behind the illegally registered FIRs are given below.
2. **In the statement filed by an Inspector (I.O) of the Palakkad Unit of VACB it is stated that VACB did not mis-represent before the Hon'ble High Court Single Bench. These are contradictory to the statements made by the Learned Public Prosecutor as recorded in Para 2, Para 3, Para 5 and the actions based on Para 12 of the Judgement in R.P. 560 of 2016 in W.P (C) 4932 of 2016.** Those mainly accused without any basis before the Hon'ble Single Bench in the averments on behalf of the I.O were the then Additional Chief Secretary (Home & Vigilance), the then Chairman of MCL and the then Directors of VACB. This is Fraud on Court and a grave instance of indiscipline to deflect a judgement to harm me.

The links between Shri. Jacob Thomas, the investigation team in the Palakkad Unit of VACB, Joy Kaitharath and those who are facing disciplinary action in MCL may be investigated to unearth the conspiracy against me.

3. **FIR VC 14 / 2016/ PKD** is against the legal opinion of VACB Head Quarters to the then Additional Chief Secretary (Home & Vigilance) that there is no cognizable Offence and consequent Government decisions in File No. 11014/b1/2015/Vig and File No. 1321/b1/2014/Vig. **It is stated in the legal opinion that the complaint by Joy Kaitharath was following a recovery notice sent to M/s. ARK Woods & Metals of Shri. V.M. Radhakrishnan.** Moreover, Cement despatches in Malabar Cements Ltd (MCL) are scheduled at Operational levels based in the priority of receipt of advance from dealers. Payment of Incentives

to dealers monthly are decided by the Head of Finance Department after Due Diligence by Finance Department of MCL. The proposals come to the Finance Department from the Marketing Department drawing data from computerised systems. I had no role in either routine despatch of Cement or any payment to the dealers.

The Minutes of 194th, 199th, 200th and 206th Board Meetings of MCL, the Minutes of the Pricing Committee and the financial statements for 2014-15 and 2015-16 are authentic records of Reforms in the Marketing function and its gains. The Reforms introduced with Empirical Pricing Methodologies, strategies to increase sales and reduce the Sales & distribution overheads were consequent to irregularities noted on the part of certain officers in undercutting prices, during 2013-14. The decisions in the 194th, 199th, 200th and 206th Board meetings resulted in the New Marketing Policy which was approved in the 213th Board Meeting. **Cumulative Profit during 2014-15 & 2015-16 is Rs. 58 crores as against the allegation of loss of Rs. 2.70 crores in the FIR.** The results from Reforms in the Marketing function has itself been around Rs. 16 crores.

Disciplinary actions were initiated against certain officers in the Marketing Department of MCL for defying the norms in 2013-14 and providing room for corruption to certain dealers. Now even the Board Approved Pricing policies are violated. After my ouster, the Company is made a huge loss of around Rs. 17 crores during the second half of 2016-17. The deteriorating quality of an excess stock of more than 55000 MT Clinker will push up losses manifold during the current year. The Company has lost its market share considerably and the implementation of the Government approved Bulk Cement Unit ProJet in Cochin Port Trust premises is delayed by more than one year. There are allegations in an unsuccessful sale of scarp. The value of assets of delinquent officers in the Company vis-à-vis their disclosed income may be investigated upon.

4. **FIR VC 15/2016/PKD** is challenging a board decision to use imported clinker during the replacement of KILN Shell in 2015-16. This resulted in a gain is Rs. 11 crores as against an allegation for loss of Rs. 5.50 crores. There is no Vigilance angle. The Board Approved Revenue Budget of 2015-16 is the key document to substantiate this operational decision.
5. **FIR VC 16/2016/PKD** is on a transaction with Kerala State Warehousing Corporation, which is a PSU, for using their godowns for stocking just 1% of cement produced during the tenure of the Petitioner. This collective Management decision do not have a Vigilance angle.
6. In **FIR VC 17/2016/PKD** the extra interest payment to the Government that too during the period of the previous Managing Director. The True Copy of the Extracts of the final report of the CAG

for the year ended 31st March 2015 (Commercial) – Transaction Audit observations on Malabar Cements Ltd, will explain this payment to the Government from another undertaking owned by the Government does not have a Vigilance angle.

Cost of Coal came down during my tenure in MCL. Inferior quality coal for Rs. 5.50 crores was rejected and sent back. Penalties for Rs. 120 lakhs together with, deductions for moisture were charged on the private supplier contrary to the allegations. There are no adverse remarks from CAG in their final report. The Penalties were charged despite the Private Supplier Filing W.P (C) 20246 in 2012 which was disposed of by the Hon'ble High Court on 9th October 2014. **The penalties also included Rs. 12 lakhs suggested by the C&AG.** After my ouster, an order in File to purchase Coal at very low cost (after e-tendering) was cancelled and Coal was contracted at a price of around Rs. 2000/MT higher than what was decided in file by misinforming the Managing Director who was given charge only for a very short time and also the Board of Directors of MCL stating that the purchase is from the Public Sector. State Trading Corporation of the Government of India has only been an intermediary to purchase Coal from a Private trader at a very high cost.

In the FIR Viz., VC17/2016/PKD, the allegation of Rs. 14.49 crores on Fly Ash related subject, pertains to the period 2007-10. These incidents happened long before I was posted as the Managing Director of MCL on Full Additional Charge in October 2011 by the Government.

The charges on Fly Ash Contract that figures in **VC 17/2016/PKD**, is to be investigated along with **VC 13/2016/PKD** which is on the same matter. **Instead, I who had cancelled all the Contracts with M/s ARK Woods & Metals of Shri. V. M. Radhakrishnan by entering into Direct contract with TANGEDCO of TNEB, thereby reducing the costs by around Rs. 7 crores per year has been arrayed as an accused. I had also filed a recovery suit as O.S 26/2016 before the Hon'ble Tuticorin Court for recovering around Rs. 18.50 crores against the Private firm with Board and Government approval.**

In the case filed by one Riyas Kuttamassery viz., **W.P (C) 23563 of 2014**, wherein the Government is also a respondent, there is a reference to the C & AG Audit Report for the year ended 31st March 2010, on the loss suffered in the Fly Ash Contract with the private supplier during 2007-10. Two former Managing Directors, who served in the company during the period 2007-10, the present General Manager – in Charge in MCL and the then Head of Purchase Department were implicated earlier. A member of INTUC in MCL had filed a Crl.MP 10/2012 in the Hon'ble Vigilance Court, Thrissur, pursuant to which QV/5/2012 /PKD was carried out by the Palakkad unit of the 3rd respondent, the report of which was submitted before the Hon'ble Vigilance Court, Thrissur. The Hon'ble Vigilance Court had

closed the same by making stringent observations. Rias Kuttamassery had filed a PIL to stop operations of the Cherthala Unit which was reopened in 2016 after 7 years. The operations commenced after MCL won the case.

The irony is that the allegations in CMP 10/2012 pertaining to loss in the Fly Ash Contract with the firm belonging to Shri. V. M. Radhakrishnan during the 2007-10, which was investigated as QV 5/2012/PKD and closed by the Hon'ble Vigilance Court, Thrissur is now being levelled against me in VC 17/2016/PKD. I was not the Managing Director of MCL during that period.

7. The present General Manager- In -charge in MCL had shared his apprehension and anxiety over the issue citing unfortunate incidents in the past immediately after the illegal registration of FIRs and had requested by e-mail on 12th July 2016 for taking up the matter to prevent this kind of harassment. I had intimated this fear to Shri. Radhakrishnan Nair, Additional Private Secretary to the Hon'ble Minister (Industries) for an urgent intervention. The Government decision on the QVs could have been highlighted when the case was again taken up during July 2016 itself. During the investigations in the case pertaining to the unnatural death of Shri. Saseendran, former Company Secretary in MCL and his two sons, the CBI had questioned officers in the Palakkad Unit of VACB for not acting on a request to save him from threats to his job from the company. The silence of the aforesaid Additional Private Secretary to the Minister (Industries) is inspired by the fact that threats to Officers discharging their lawful duties honestly to destroy their career must be taken serious note of by the Regulators and Law Enforcement / Investigating agencies, to prevent catastrophes to officers at the receiving end like me and those named in the unlawfully registered FIRs.

MY PROFESSIONAL CREDENTIALS

Personal Information

Name	:	K. Padmakumar
Date of Birth	:	16 th June 1964
Residential Address	:	11F, Samrudhi Thampurans, Thampuranmukku, Trivandrum - 695035 Kerala, India
Permanent Address	:	Sree Rekha, Temple Junction, Sasthamangalam, Trivandrum - 695 010
Languages Known	:	English, Hindi and Malayalam
Marital Status	:	Married
No. of Dependants	:	No Issues
Nationality	:	India
Passport Details	:	Holder of Indian Passport No. B300502
Driving License	:	Holds an Indian Light Motor Vehicle Licence
Mobile	:	+91 - 98950 55535
E-Mail	:	<u>padmariab@gmail.com</u>

Substantive Post

- Substantive Post is the Secretary of the Public-Sector Restructuring & Internal Audit Board (RIAB) a premier monitoring agency of a State Government for 18 years. As a Principal Executive 'Point of contact' for around 45 companies that employ around 40000 personnel and is accountable for ensuring that appropriate business strategies are in place and are acted upon according to the priorities and policies of the Government.

Also held the following positions as full Additional Charge

- Served as the Managing Director of Malabar Cements Ltd, an integrated cement manufacturing company with a turnover of INR 450 crores, Net profit of INR 40 crores and Net worth more than 10 times the Share Capital. During a five-year tenure, the company earned a profit of INR 190 crores from operations (before tax and prior period expenses). Managed a comprehensive Corporate Governance Reform Programme and Supply Chain logistics that handles around 4000 MT of bulk material per day through and Road involving 1000 factory personnel and supplier / dealer networks. Conceived a INR 160 crores Port based Bulk Cement and Allied Materials Handling unit.

- Associate National Project Co-ordinator of the UNDP Project on Public Sector Reforms
- Chief Executive of Kerala Industrial Revitalisation Fund Board - An SPV set up for managing the transition phase of Public Sector Reforms that included One Time Settlements, Closure of unviable units after effecting Retirement Schemes, Transfer of Assets for Development purposes
- Project Management Specialist, Tsunami Emergency Assistance Project (TEAP) funded by Asian Development Bank (ADB).
- Managing Director of Kerala Small Industries Development Corporation during September 2015 to June 2016. Was posted to study and cancel illegal contracts when malpractices were spotted.

Short term Professional Engagements

- Member in consultative meetings of the OECD and the Commonwealth Secretariat on Corporate Governance of SOEs
- Director / Observer in various Public-Sector Enterprises under the State Government.
- Convenor - Departmental Committee (Industries) for implementing a Modernising Government Programme funded by the Government of Netherlands.
- Convenor - Social Safety Net Programme (SSNP) Steering Committee & Committee of Secretaries that advises the Council of Ministers on Public Sector Management / Reform Policies.
- Member of the Committee constituted for Rejuvenation of Cashew Sector.
- Served as the representative of India in a Programme on 'Impact of Corporate Governance on Productivity' at Seoul Republic of Korea, Asian Productivity Organisation, Tokyo in 2003.
- Acted as the International Resource Person for Corporate Governance Week at Bangladesh Enterprise Institute, Dhaka in 2008.
- Delivered speeches at various International Conferences on Public Sector Enterprises and Corporate Governance.
- Offered consultation on preparation of Corporate Governance Codes for State Owned Enterprises at OECD Conference, Paris in 2008.
- Served as a member of OECD Network on Public Sector Units
- Served as the Associate National Project Co-ordinator of the UNDP Project on Public Sector Reforms implemented by the Government of India; worked with Commonwealth Secretariat.
- Served as the Chairman of the Indo-American Chamber of Commerce, Kerala Branch
- Functioned as the member of:
 - Commonwealth Association for Corporate Governance, New Zealand.
 - Involved in International Workshops conducted at Colombo, Christchurch, Mauritius in 2002, 2003 and 2004 respectively.
 - Various Expert Committees & Task Forces constituted by the Government & State Planning Board, Kerala.

Areas of Expertise

Strategic Planning & Implementation

- Conceptualising strategies & policies for Enterprise development and management to Projects related to comprehensive enterprise specific Restructuring Programmes.
- Structuring the reform projects in coordination with National Banks and International Donors like ADB, etc.
- Designing of IT based Integrated Planning & Performance Management Systems (including overseas projects)
- Handling legal aspects & negotiations with financial institutions and Central Trade Unions during the implementation; carrying out legal due diligence on behalf of various organisation.

Management Audits & Performance Management

- Analysing the strengths and weaknesses of an organisation's internal control, keeping in view, the governance, risks and opportunities for improvement for achieving the organisational goals.
- Overseeing proper risks management functions for identifying risks & effectuating proper control system to manage public funds in an effective & efficient manner.
- Performed Information Systems Audit for Power Sector
- Coordination with the Board & Senior Management to ensure implementation of proper internal control systems.
- Macro level fund management ensuring proper use of 200M USD on behalf of the Government
- Carried out the systems studies for the implementation of ERPs
- Popularisation of SAP / ORACLE based Business Intelligence Systems and performance Analytics
- Brought in high level of transparency in procurement Systems

Project Management

- Assessing techno-commercial viability of the projects for Industrial development, etc. and preparing RFQ & RFP documents and conducting bid process management, etc.
- Has experience in ensuring sufficient human, financial, technological, and material resources are available to carry out large development projects.
- Monitoring project progress in coordination with Government Agencies & Project Partners; mapping business requirements, conducting profitability analysis of projects and rendering sustained advisory services.
- Spearheading business process re-engineering initiatives; conducting benchmarking study and using various business tools to assist the critical decision-making process.

- Demonstrated ability to work in a multitasked and fast-paced environment. Strong exposure in conducting research and writing articles & publications.

Human Resource Development

- Developing & integrating new workers, retaining current workers and attracting highly skilled workers to work for the organisation.
- Conceptualising & developing training & development initiatives for improved productivity, building capability and quality enhancement.
- Mentored a core team of professionals for framing and implementing the Public-Sector Reform / Performance Management Initiatives and Electronic Governance of Parastatals.
- Trained and accredited around 100 Company Directors

Publications

- Prepared & presented a paper on 'Expert Systems: Applicability in Business Decisions' at a National Seminar on Software Engineering organised by IEEE.
- Paper on "Improving the quality of Enterprise Governance through Business Analytics" presented in an International Conference on SOE Reforms held at Trivandrum in 2010.
- Co-authored the following papers:
 1. Co-authored Paper on 'Public Enterprise Reforms' published in Commonwealth Public Administration Reform in 2004. (Along with (Late) Mr. Michael Gillibrand, Former Special Advisor, Commonwealth Secretariat, London)
 2. Paper on "Innovations in Entrepreneurship and Small Business Development Training" presented at an International Conference held by EDII and published by the FNF. (co-authored with Dr. M. Sivaraman)
 3. Paper on "Developing Entrepreneurial Industrialists - An Alternate Approach" published in the 'Productivity' published by the National Productivity Council. (co-authored with Dr. Thomas T Thomas)
 4. Paper on "SOE Governance: International Trends and Uniqueness of Kerala Experiences presented in an International Conference on SOE Reforms held at Trivandrum in 2010. (co-authored with Dr. YRK Reddy).
 5. Paper on "Systems approach for Integrated Care of the Aged" presented in an International Conference on Elderly care in Trivandrum in 2014. (Co-authored with Sr. Tessin Mynatty, SABS).

Education & Other Academic Credentials

- **B.Tech. (Mechanical Engineering)** from the College of Engineering, Trivandrum, University of Kerala in 1986. Secured first class.
- **Master's Degree in Futures Studies (M.Phil.)** from the Department of Computer Science, Faculty of Applied Sciences, University of Kerala in 1992. Secured A Grade with distinction and has been the topper. [Modules – Management, Systems Engineering Methodologies, Research, Modelling, Design of Decision Support / Business Intelligence Systems and Technology Assessment]
- **Fellowship Training** under UNDP Project IND/96/004 from Commonwealth Secretariat, London (Governance & Institution Development Division – GIDD) in 2001. Gained international (Europe & Africa) exposure on Enterprise Reform Policies, Project Appraisal & Structuring, Public- Private Partnerships, Competitiveness Policy and SME development.
- **Short term International Training** on Strategic Management, Performance Benchmarking, Performance Contracts / MoUs at Civil Service College, Sunning dale, United Kingdom under the UNDP Project.
- **Company Director Course** specialising in Corporate Governance best practices) from Commonwealth Association for Corporate Governance, New Zealand in 2002.

Sd/-
K. Padmakumar