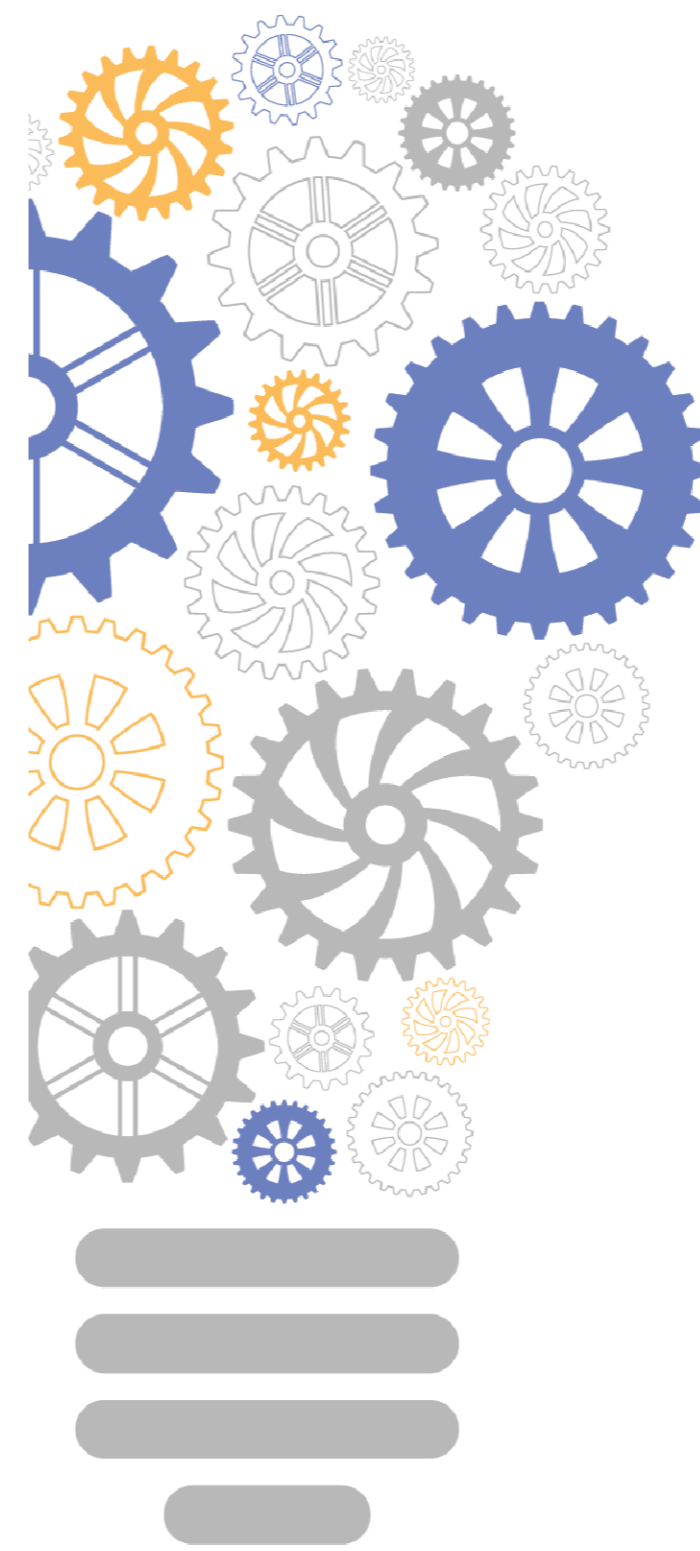श्रम एवं रोजगार मंत्रालय
GOVERNMENT OF INDIA
MINISTRY OF LABOUR &
EMPLOYMENT

CAPACITY
BUILDING
COMMISSION

MISSION
KARMAYOGI

Capacity Building
Commission

Ministry of Labour
and Employment

ANNUAL
CAPACITY
BUILDING
PLAN

JUNE 2022

CAPACITY
BUILDING
COMMISSION

Capacity Building Commission
20th, 21st & 22nd Floor,
Jawahar Vyapar Bhavan,
Tolstoy Road, New Delhi – 110001

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List of Abbreviations

Abbreviation	Full Form
ACBP	Annual Capacity Building Plan
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CLS	Chief Labour Service
CLC	Chief Labour Commissioner
CSCU	Cabinet Secretariat Coordination Unit
LRC	Labour Reforms Cell
M/D/O	Ministry/Department/Organisation
TNA	Training Needs Assessment
DOPT	Department of Personnel and Training
L&E	Labour and Employment
FAQs	Frequently Asked Questions
CGIT	Central Government Industrial Tribunal
FICCI	Federation of Indian Chambers of Commerce & Industry
NTA	National Training Academy
ZTI	Zonal Training Institute
GoI	Government of India
GST	Goods and Services Tax
HR	Human Resource
HO	Head Office
LSTI	Large Scale Training Interventions
DGMS	Directorate General of Mines Safety
LSI	Large Scale Interventions
IT	Information Technology
DGFASLI	Directorate General Factory Advice Service and Labour Institutes

List of Abbreviations

Abbreviation	Full Form
CLC	Chief Labour Commissioner
JS	Joint Secretary
EPFO	Employee Provident Fund Organization
MDO	Ministry/ Department/Organisation
MoF	Ministry of Finance
MoLE	Ministry of Labour and Employment
MoCA	Ministry of Civil Aviation
MoFPI	Ministry of Food Processing Industries
ESIC Act	Employee State Insurance Corporation Act
OLIC	Official Language Implementation Committee
PMHRC	Prime Minister's Public Human Resource Council
NITI Aayog	National Institution for Transforming India
NPCSCB	National Programme for Civil Services Capacity Building
VVGNLI	VV Giri National Labour Institute
RTI Act	Right to Information Act
SPV	Special Purpose Vehicle
DTNBWED	Dattopant Thengadi Workers Education Board
US	Under Secretary
PDNASS	Pandit Deendayal Upadhyay National Academy of Social Security
IPSHEM	Institute of Petroleum Safety, Health and Environment Management
ONGC	Oil and Natural Gas Corporation
WB	World Bank

1 EXECUTIVE SUMMARY

1.1. Context

The Union Government launched Mission Karmayogi[1], also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) (the "Programme"), in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on the philosophy of creating an ecosystem of "competency driven training and human resource management" by transitioning from a 'rules-based' system to a 'roles-based' system". Under this Programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and is currently conceptualizing and developing Capacity Building Plans (CBPs) for the identified pilot Ministries that includes the Ministry of Labour and Employment (MoL&E).

1.1.1. Annual Capacity Building Plan (ACBP)

The Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key strategic areas that require intervention within the MDO and provides a macro picture of year-wise capacity building initiatives that cater to those areas. The plan is **incremental** in nature in that it identifies a few focus areas that demand immediate attention and will gradually evolve over time into a full-fledged plan. The plan follows a **cyclical** process of preparation as it involves working in tandem with all departments, divisions and zonal/regional within the MDO. Usually, under the strategic direction of the leadership of the MDO, the plan is unfolded **phase-wise** wherein a few institutes/divisions are selected for capacity building in the first phase of the exercise.

[1] *Press Information Bureau, GoI link: https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1655663*

Incremental

The ACBP process is incremental in nature as the insights derived from one round of Capacity Needs Analysis (CNA) feeds into the other.

Features

Phases

Initiation

The Initiation process entails a deliberation on Vision and Mission of the Ministry and its link with existing and expected Capacity

Updation

The 3rd Phase of Capacity Building involves Updation of the programme wherein unique role-wise cover is provided in Capacity Analysis

ACBP

Institutionalisation (CBU)

A Capacity Building Unit (CBU) is formed to institutionalise Capacity Building within the Ministry to formulate baseline and streamline proficiency requirement

Cyclical

Phase-wise

The ACBP process is cyclical in nature as it focusses on inter-ministerial and intra ministerial capacity needs and accounts for the potential transfers within the ministry and allied institutions.

The ACBP process is phase-wise as it aims to cover key strategic intervention areas of the Ministry and gradually involves all M/D/Os and allied organisations within the Ministry to solve for their capacity needs

Source: CBC

1.2 ACBP for Ministry of Labour an Employment (MOL&E)

The ACBP preparation process of Ministry of Labour and Employment (hereby referred to as "The Ministry") began in month of November 2021 with a kick-off meeting held under the leadership of the Secretary, MOL&E. It was followed by several interactions with the leadership of the Ministry. Hon'ble Secretary, MOL&E furthered inclusion of four institutions other than the Labour Reform Cell (LRC), Office of Chief Labour Commissioner (CLC), Employee Provident Fund Organisation (EPFO), and Employee State Insurance Corporation (ESIC) taken

up in the first phase of Training Need Analysis (TNA). The key premise behind the strategy was to create capacity building at two internal divisions of the Ministry **(LRC, CLC)** that shall deal with execution of 4 new labour codes, and with two largest and specialised organisations of the Ministry **(the 'EPFO' and the 'ESIC')**. These two organisations house a staggering number of employees/officials and have significant number of public-facing roles within the Government. Institutions further included would cater to in-house training and capacity building initiatives and in turn add to their role of specialised training.

Data collection and collation exercises were initially targeted to prepare a baseline for training and capacity building at the institutional level. Primary surveys were carried out in a consultative mode and pre-set questionnaire format method. Consultations held were by way of interviews and workshops and across levels within the organisation, and as decided by the Head of the institution or department. These activities were held with organisations such as EPFO to gauge the extent of demand of various competency topics and to chart a unique,

role-wise matrix of roles and responsibilities of the officials within the role. This was followed by in-depth consultations with the leadership of the EPFO and ESIC divisions to cull out critical priority and long-term training interventions as well as non-training interventions. Within EPFO detailed consultations were carried out with zonal heads to measure competency requirements in field offices.

In LRC and CLC, detailed consultation sessions and competency tabulation exercises formed as the basis of year-wise training initiatives within the departments.

Post the first phase of the competency mapping exercise with the four divisions, Hon'ble Secretary, MOL&E identified Directorate General of Mines Safety (DGMS), Labour Bureau, Dattopant Thengadi Workers Education Board (DTNBWED) and the Directorate Factory Advise Service and Labour Institutes (DGFASLI) as insititutes and divisions that require capacity building. These departments are more "inward-looking" and operate in niche areas, and hence require capacity building interventions that result in better functioning and service of the entire Ministry.

At an **individual level,** for every unique role at the institution, the competency requirements were identified as (i) Domain competency which is related to knowledge and expertise related to the sector, division, and the respective focus areas, (ii) Behavioural competency which is related to behaviour and soft skills, and (iii) Functional competency include cross-cutting needs across MDOs which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise.

At an **organizational level**, the dimensions for capacity building are for non-training interventions like enhancements to technical systems, processes mapping and improvements, technology and data handling, resources and assets optimisation, personnel management, partnerships and stakeholder engagement methods, use and enhancement of digital tools especially for future, etc.

The Ministry envisages implementation of the annual CBP through its **Capacity building unit (CBU)** headed by a joint secretary (**see Annexure 5**). This unit shall be facilitated by the CBC towards monitoring and evaluation of the implementation exercise.

1.3 Quick Wins for Ministry of Labour and Employment (MOL&E)

The first round of Training Needs Analysis (TNA) exercise resulted in the identification of some 'quick wins' critical to Large Scale Interventions (LSI) on trainings that were dealt with on a priority basis. Trainings for LSIs were conducted at Pandit Deendayal Upadhyay National Academy for Social Security (PDNASS), National Training Academy (NTA) of ESIC and VV Giri National Labour Institute (VVGNLI). A total for **1720** participants participated in the training Interventions that took varied courses over a week in the **months of March and April 2022**. The feedback from the training interventions was unanimously positive, and there was a high demand to design other training interventions on a similar line.

The second round of TNA exercise was undertaken comprehensively through consultations and tabulation exercises with sub-divisional and zonal/regional office heads. These in-depth discussions led to the formulation of an annual training calendar that was more demand based. The insights from both the first and the second round of TNA exercises formed a basis for the annual training calendar. Furthermore, non-training interventions were also highlighted as part of a holistic capacity building plan and the calendar was signed off by the appropriate authorities within the Ministry.

1.4 Macro picture of Training Needs Analysis (TNA) exercise

Across the 8 institutions/divisions covered for the first iteration of Capacity building within the Ministry, TNA culled out depicts a very equitable division of number of **participants reflecting the size of division/training institution.** The training exercise also accounted for a **strategic selection of participants according to demand.** The following chart showcases the bifurcation of number of participants by each division.

Figure 2 : Division-wise distribution of potential number of participants

Total number of participants

LRC, 100 · CLC, 735 · DTNBWED, 824 · DGFASLI, 83 · DGMS, 2620 · Labour Bureau, 130 · ESIC, 9535 · EPFO, 15000

Legend: LRC, CLC, DTNBWED, DGFASLI, DGMS, EPFO, ESIC, Labour Bureau
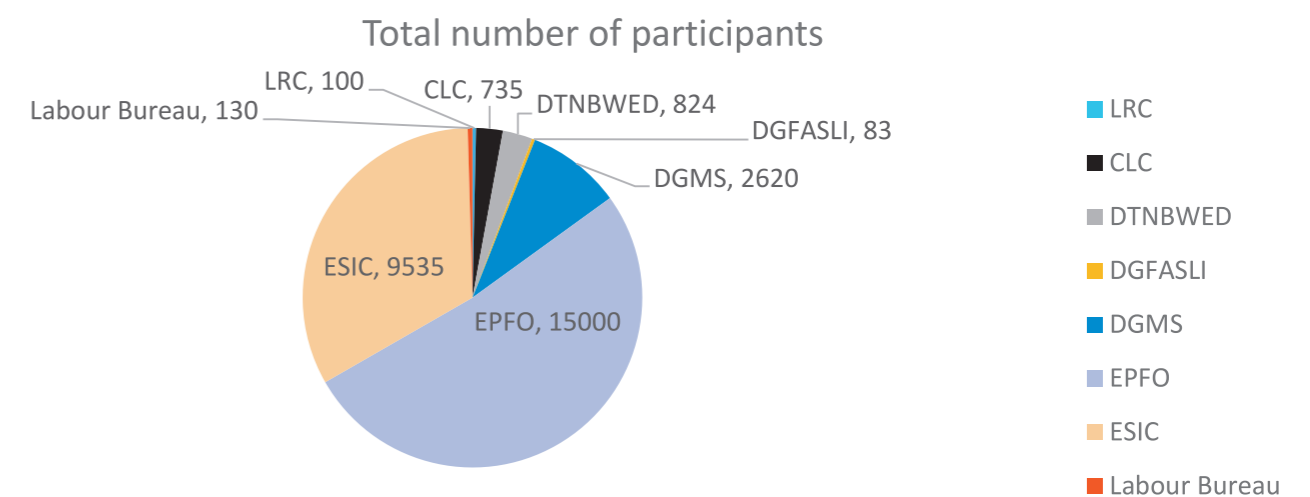
Source: CBC analysis based on consultations and questionnaire summation

The potential number of training man-days created from the exercise was also reflective of the size of the training institute/division.

The following chart depicts the potential number of training man-days that will be created for FY 2022-23

Figure 3: Division-wise distribution of potential number of man-days

Potential number of man-days

- LRC, 3800
- CLC, 3675
- DTNBWED, 2938
- Labour Bureau, 1235
- DGFASLI, 415
- DGMS, 10720
- ESIC, 25396
- EPFO, 83250

Legend:
- LRC
- CLC
- DTNBWED
- DGFASLI
- DGMS
- EPFO
- ESIC
- Labour Bureau
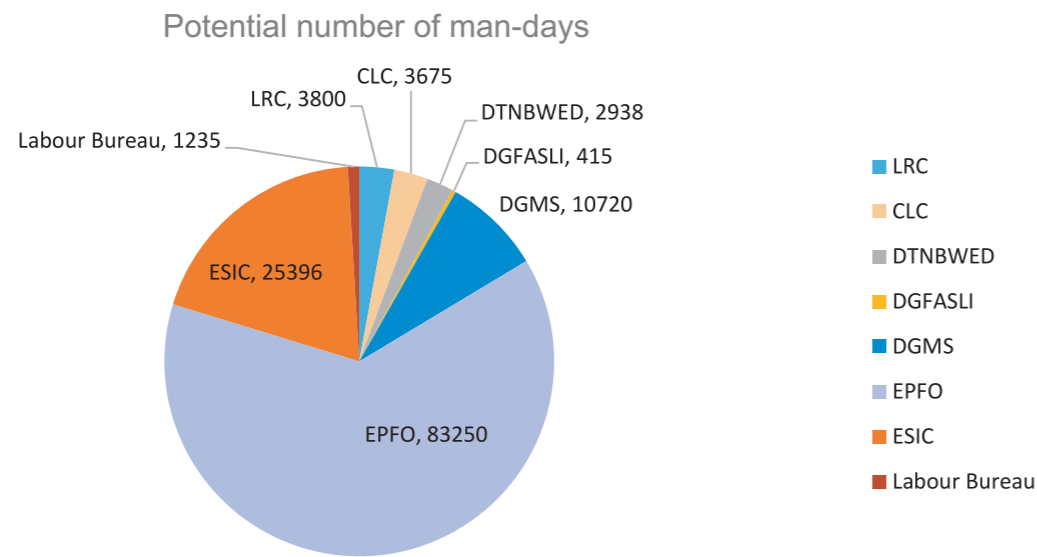
Source: CBC analysis based on consultations and questionnaire summation

The following table captures a macro picture of main interventions that were identified through the intensive CNA exercise completed with the Ministry.

Table 1.1.-Table capturing a high-level view of Training Needs Analysis (TNA)

Divisions	Key Training Interventions identified (Illustrative list) *	Key Non-Training Interventions identified (Illustrativelist) *	Annual Training Man-Days planned (2022-23)	Potential Number of Participants	Facilitators (Illustrative list) *		
					Domain	Functional	Behavioural
Employee Provident Fund Organization (EPFO)	• Role and Utility of Concurrent Audit • Transforming from Inspector to Facilitator • Quasi-Judicial proceedings: Conducting 7A and 14B cases. • Scrutiny of Balance sheet and Investment patterns • Benchmarking EPFO services to Banking Systems	• IT infrastructural upgrades • Process improvements and Automation backed processes • Rationalization of Reports • Repository of Vigilance Matters • Policy Changes • Set-up for a think-tank	83250	15000	PDNASS+ILO	PDNASS + Partners	PDNASS + Partners
Employee State Insurance Corporation (ESIC)	• Occupational Diseases • CCS Conduct Rules • Various types of Cancers: Prevention and Latest Update • Osteoporosis • Management Development Programme	• Resource Hiring and Allocation	25396	9535	• National Training Academy (NTA) • Zonal Training Institute (ZTI-West Zone) • Zonal Training Institute (ZTI-South Zone)	• National Training Academy (NTA) • Zonal Training Institute (ZTI-West Zone) • Zonal Training Institute (ZTI-South Zone)	• National Training Academy (NTA) • Zonal Training Institute (ZTI-West Zone) • Zonal Training Institute (ZTI-South Zone)
Directorate General of Mines Safety (DGMS)	• Specialized Training in Oil Mines • GeM: Procurement procedures and Methods • Exposure to International Standards and best practices in Mining • Oil Mines Regulations • Electrical Safety and Use of electrical equipment in hazardous areas	N/A	10720	2620	• IPSHEM • ONGC • ISM Dhanbad	VV Giri National Labour Institute (VVGNLI)	VV Giri National Labour Institute (VVGNLI)
Labour Reforms Cell (LRC)	• Knowledge of existing Labour Laws and 4 labour codes • Initiation of policy making and the successful execution of different programmes/policy • Knowledge of ILO conventions • d) Equity • e) Ethics	N/A	3800	100	• PDNASS • VVGNLI	ISTM	ISTM
Chief Labour Commissioner (CLC)	• General Labour Administration • Constitutional perspective on Labour • Industrial Relation Code • d) Provisions for Industrial Dispute Act • Techniques of Conciliation	N/A	3675	735	• VVGNLI • IIPA • Parliamentary Research and Training Institute for Democracies, Lok Sabha, Secretariat	VVGNLI IIPA	IIPA

							D) National Judicial Academy
Directorate Factory Advise Service and Labour Institutes (DGFASLI)	a) The Factories Act 1948, Model Factories Rules and State Rules b) Dock Workers (Safety, Health and Welfare) Act, 1986. c) Industrial Hygiene d) Construction Safety e) Industrial Medicine	N/A	415	83	a) Legal Experts at DGFASLI B) ILO c) OSHA USA	a) VVGNLI b) ISTM	IIMs B) NITIE
Labour Bureau	a) Training on Methodology of Index Number Compilation b) Analysis and decoding unit level data c) Training on Tabulation plans and Report Writing d) Training on Python/SPSS, R Studio e) Training on Development of Survey Designs	a) Establishment of Grievance Redressal cell B) System around regular internal review sessions c) IT Infrastructure improvement: Dedicated workstations, State-of-Art hardware, Data Analysis software	650	130	PDNASS VVGNLI	ISTM	ISTM
Dattopant Thengadi Workers Education	a) Supervise the content development process b) Strategic HR management to deliver the right competencies and workforce analytics c) Noting and Drafting d) Expertise in execution of new initiatives and office process.	N/A	2938	824	N/A	a) XLRI Jamshedpur & IIM Ahmedabad b) ISTM c) National Judicial Academy	a) Art of Living b) IIM-A
TOTAL			130844	29027			

Source: CBC compilation of representations by each institution

Total man-days expected under training in Year 1(FY 2022-23) across the 8 institutions/divisions of the Ministry are 130844 with a potential of training 29027 number of participants.

Broadly, based on the role-based assessment, the competency needs have been identified as follows across the MDO:

Division-wise distribution of Competencies
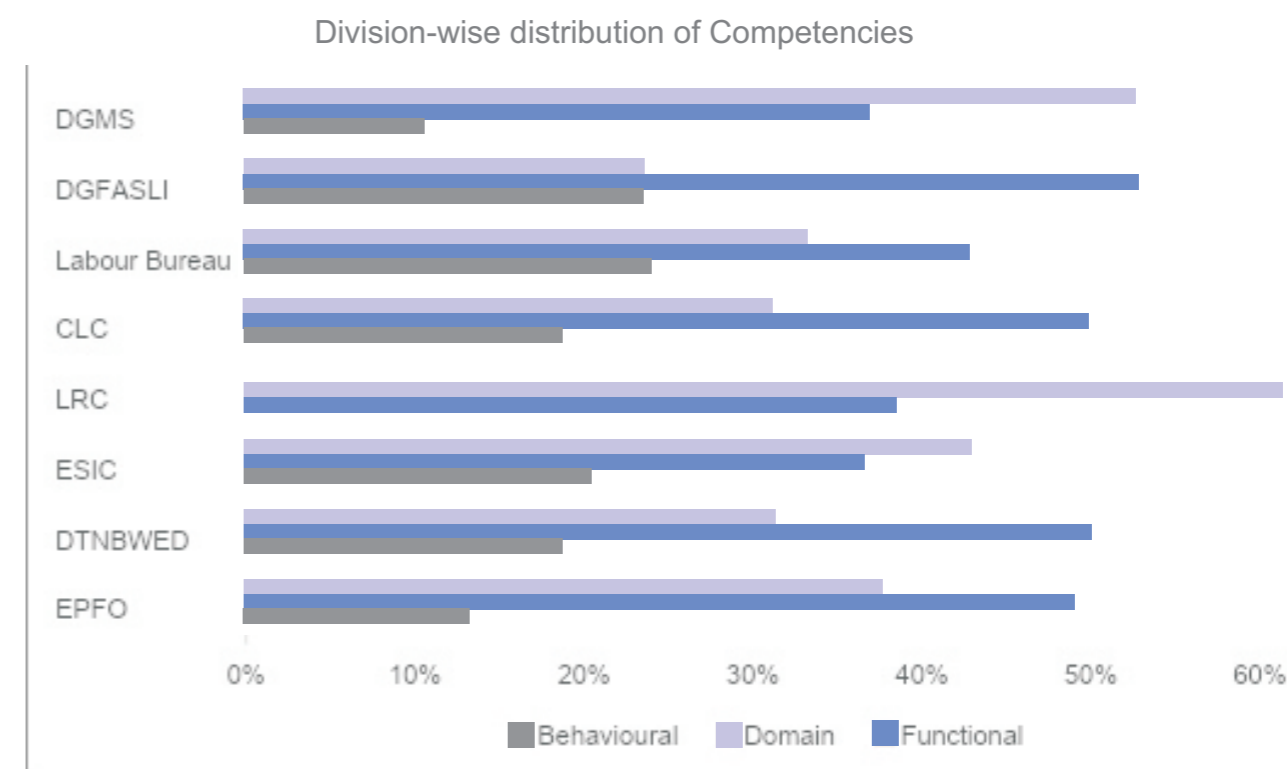
Source: CBC compilation of representations by each institution

Further, few key priority areas listed by the organisations are presented ahead. These priority areas are common competency topics that cut horizontally across divisions within the Ministry of Labour and Employment (MoLE). These topics helped divisions prioritize their capacity building programmes. While most of these topics revolve around operational/functional and behavioural competencies such as capability building on GFR Rules, GeM procurement, CCS Pension and Conduct Rules, Communication skills, Stress Management, Leadership skills, E-office, RTI Act, Data Analytics and Interpretation etc., some of the topics also come under the ambit of Domain competencies such as Acquaintance with 4 Labour Codes, Social Security (C-102) and Transforming from Inspector to facilitator etc. The following tables highlights the common competencies that came out of the TNA exercise in a structured fashion.

Table 1.2- Common Competency Topics that emerged from Capacity Needs Analysis (CNA)

Competency	Topics	CLC	EPFO	ESIC	DTNBWED	DGFASLI	DGMS	Labour Bureau	LRC
Domain	Transforming from Inspector to facilitator	✓	✓				✓		
	Social Security (C–102)– ILO	✓	✓	✓	✓	✓	✓	✓	✓
	Occupational Safety	✓		✓		✓			
	Quasi– Judicial Proceedings	✓	✓						✓
Functional	Acquaintance with 4 Labour codes & dispute resolution	✓						✓	✓
	International labour standards and codes	✓	✓			✓	✓	✓	✓
	Occupational disease			✓	✓	✓		✓	
	GeM Portal	✓	✓	✓	✓	✓	✓	✓	✓
	GFR	✓	✓	✓	✓	✓	✓	✓	
	FR/SR Rules	✓		✓	✓	✓	✓		
	Noting and Drafting	✓			✓		✓	✓	
	Parliamentary Matters				✓			✓	✓
	Data Analytics		✓		✓	✓	✓	✓	✓
	CCS Pension, Leave Rules	✓		✓	✓	✓	✓	✓	
Behavioural	Stress Management	✓	✓	✓	✓	✓		✓	✓
	Leadership Skills	✓			✓			✓	✓
	Communication Skills	✓	✓		✓	✓		✓	✓
	Time Management		✓					✓	
	Grievance Redressal Mechanism		✓						✓
	Training of Trainers			✓	✓	✓	✓	✓	✓

Source: CBC analysis based on consultations and questionnaire summation

At an individual level, a division wise snapshot of the training calendar is given below for each division along with the facilitators chosen to provide the training interventions and the man-hours created.

Table 1.3 – Snapshot of the Training Calendar (2022-23)

Competency	2nd Quarter (July 2022 – Sep 2022)			3rd Quarter (Oct 2022– Dec 2023)			4th Quarter (Jan 2023– Mar 2023)		
	#Of participants	#Of Man-days created	# Of Training Topics	#Of participants	#Of Man-days create	# Of Training Topics	#Of participants	#Of Man-days created	# Of Training Topics
CLC	35	175	7	350	1750	27	350	1750	27
EPFO	7140	19180	23	13180	34715	38	12075	29355	45
DTNBWED	205	1040	4	347	1264	6	272	634	3
DGFASLI	31	155	11	26	130	11	26	130	11
DGMS	940	3700	14	820	2020	12	740	1940	11
Labour Bureau	50	216	N/A	505	216	N/A	50	218	N/A
LRC	25	950	12	25	950	12	25	950	12
ESIC	3081	8653	49	2988	6264	42	2315	6060	41

Source: CBC comilation of representations by each institution

1.5 Conclusion

In the first iteration of the capacity building exercise many critical and long-term/futuristic competency topics were identified that needed attention and intervention. Although these competency topics were spread across Domain, Functional and Behavioural competencies, our macro picture analysis showed that the institutes and divisions were more aligned towards Domain competencies. Domain competency topics such as Occupation safety, ESIC Act, following best international practices in oil mining, Social Security Code (C–102), and Knowledge of 4 labour codes were few of the many intervention areas identified for the short term. Futuristic competency topics have also been identified from the exercise such as

establishment of and training on a unified data lake that cuts across the M/D/Os, attached offices and training institutions for data collection, analysis and extraction, state-of-the-art data analytics is also a competency topic that has been identified along this line, Benchmarking with international best practices in all dimensions of the labour sector has also been identified as a key strategic area, with the intent of making India a global leader in labour markets.

Accordingly, the CBP for the MoLE is prepared based on the requirements of domain, functional and behavioural competencies on an individual level as well and institutional and technological requirements at an organizational level, meeting the overall objectives of the Ministry.

2 Introduction to Mission Karmayogi

Mission Karmayogi was launched by the Union Cabinet in September 2021 It is a National Programme for Civil Services Capacity Building (NPCSCB) (the "Program"), which aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. The focus of NPCSCB is on promoting ease of living and ease of doing business, by considerably enhancing the citizen-government interface. The NPCSCB has laid the foundation for capacity building for future generations of the civil servants with key philosophy "to create an ecosystem of competency driven training and human resource management by transitioning from a 'rules-based' system to the 'roles-based' system".

NITI Aayog has also highlighted the need for reforms in training of personnel in its report "India@75". Additionally, the COVID 19 pandemic has underlined the need for the civil servants to be agile, capable of partnering with diverse stakeholders and to be up to date with new competencies.

The framework for implementation and monitoring of the Program would involve the Prime Minister's Public Human Resource Council (PMHRC) which is the apex body for the Program. Under the apex body, there will be a Cabinet Secretariat Coordination Unit (CSCU) that will monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing Capacity Building Plans (CBPs). A Capacity Building Commission (CBC) has been set up for functional supervision of training institutions and would facilitate in preparation of the annual CBPs and a Special Purpose Vehicle (SPV) has been set up for operating the digital assets created for NPCSCB on behalf of the Government of India (GOI).

Governance Performance Accountability

Prime Minister's HR Council

Cabinet Secretariat Coordination Unit

Capacity Building Commission

Special Purpose Vehicle (100% govt. owned)

Mission Karmayogi-National Programme for Civil Services Capacity Building

PM's HR Council (PMHRC) - Apex Body to provide strategic direction to capacity building reforms

Capacity Building Commission to harmonize training standards, create shared faculty & resources & supervise Central Training Institutions

Cabinet Secretariat Coordination Unit - to monitor progress and execution and oversee plans

SPV - to own and operate the online platform - iGOT Karmayogi and facilitate world class learning

Outlay of **Rs 510 Cr. Over 5 years**

The NPCSCB has six (6) key pillars namely: (1) Policy Framework; (2) Institutional Framework; (3) Competency Framework; (4) Digital Learning Framework; (5) Electronic Human Resource Management; and (6) Monitoring and Evaluation Framework, brief information on which is provided in Annex – 1.

To oversee the planning and implementation of the NPCSCB, the Capacity Building Commission (CBC) was constituted in April of 2021. The Commission plays a key role at helm of Mission Karmayogi and its interventions are designed with three lenses: First, alignment of department's goals with national priorities; Second, Citizen centric service delivery, and Third, enhancing capacity of civil servants on emerging technologies. The Commission is mandated to perform the following functions:
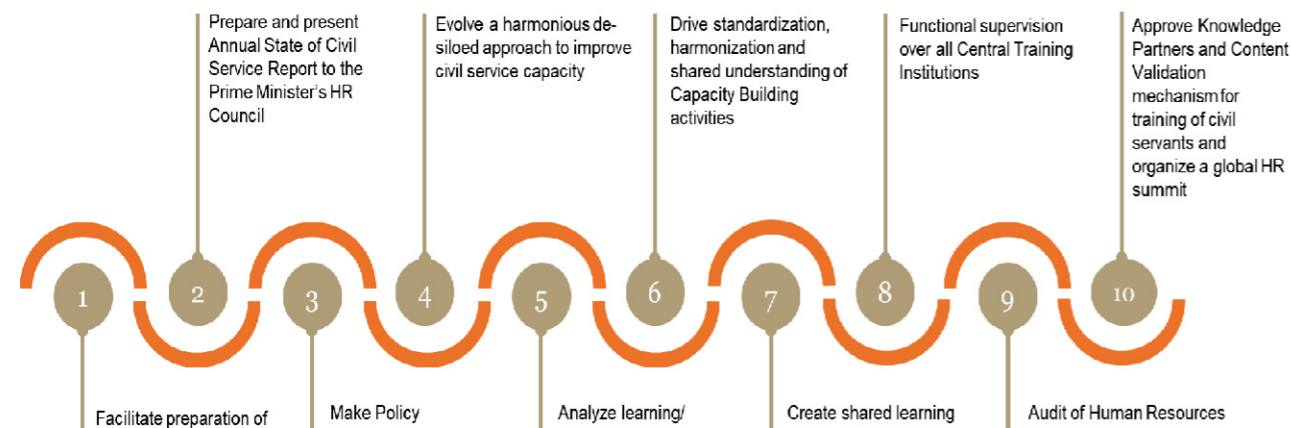
CBC is currently conceptualizing and developing ACBP for pilot Ministries including - Ministry of Civil Aviation (MoCA), Ministry of Food Processing Industries (MoFPI), Ministry of Defense (MoD), Ministry of Social Justice and Empowerment (MOSJ&E) and Department of Expenditure (DOE). As the first step, CBC has been interacting and working along with these Ministries to chart out their goals, identify their competency requirement and preparation of their CBP.

This report provides a broad overview of the vision and the goals of MoL&E. It summarizes the competency requirements of the various divisions of the Ministry, and highlights some of the interventions that can be marshalled in short and medium term.

Figure 6: Mandate of CBC

1. Prepare and present Annual State of Civil Service Report to the Prime Minister's HR Council
2. Evolve a harmonious de-siloed approach to improve civil service capacity
3. Drive standardization, harmonization and shared understanding of Capacity Building activities
4. Functional supervision over all Central Training Institutions
5. Approve Knowledge Partners and Content Validation mechanism for training of civil servants and organize a global HR summit

Facilitate preparation of   Make Policy   Analyze learning/   Create shared learning   Audit of Human Resources

3 Approach & Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the Ministry of Labour and Employment and suggest improvement initiatives which shall assist Ministry in realizing its vision & goals in a streamlined manner.

These improvement initiatives would form part of the annual CBP. The plan would help in identification of the key challenges in next one (1) to three (3) years. This section covers the approach undertaken by the team to deliver the CBP.

As part of this study, the team has adopted an agile and consultative approach in defining the broad contours of the CBP. The key steps followed by the team are as follows:

Figure 7: Process of preparing MOL&E CBP

In the initial stage, secondary research was conducted to understand the Vision, Mission and Goals of the Ministry, subsequently, focused discussions were held with the Joint Secretaries (JS)/ heads of various divisions at the Ministry and its undertakings. The research and discussions assisted in understanding the vision and goals of the Ministry and understand the role of each division within the Ministry.

The current capability gaps (in terms of competency, institutional and technological)

were identified along with desired competencies for each division based on the self-assessment of the JS/ heads of divisions at the Ministry and its undertakings.

After assessing the gaps and competency requirements, appropriate initiatives for capacity building were identified along with their level complexity. Lastly, the elements of the ACBP were determined for strengthening the competencies of respective divisions in the Ministry.

The timeline of creating the CBP in the Ministry of Labour and Employment (MOL&E) is as follows:

Figure 8 Timeline of CBP preparation for MOL&E

Source: CBC consultation
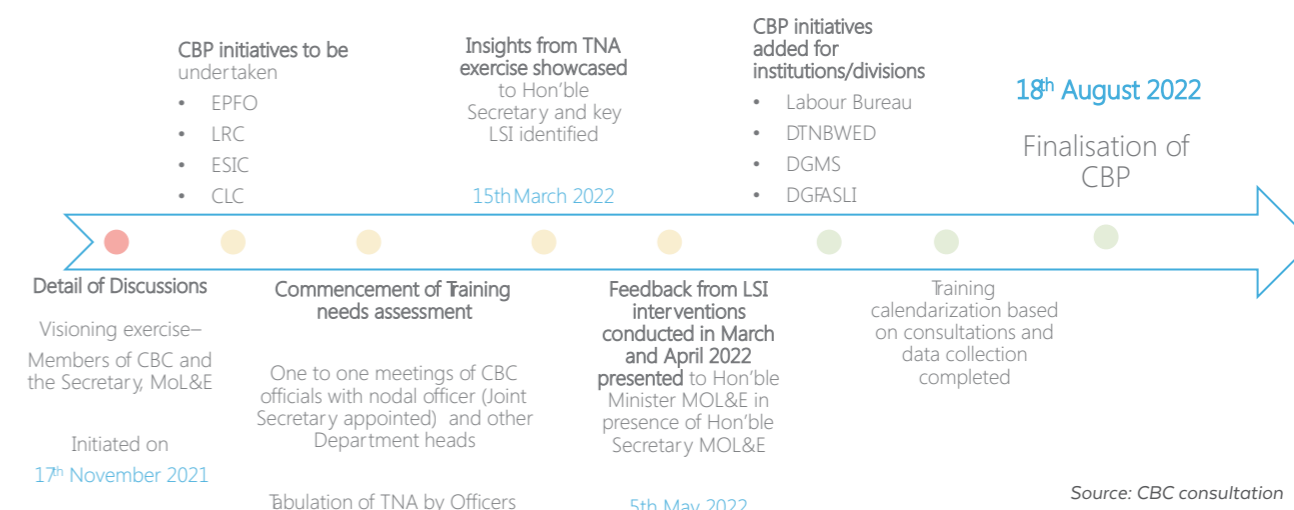
Based on the goal and focus areas of each division, competency needs of the Department have been identified. These competency requirement ranges from the art of drafting policy, sectoral knowledge to skills related to networking & negotiation and citizen-centric capabilities.

Figure 9 Steps undertaken in TNA
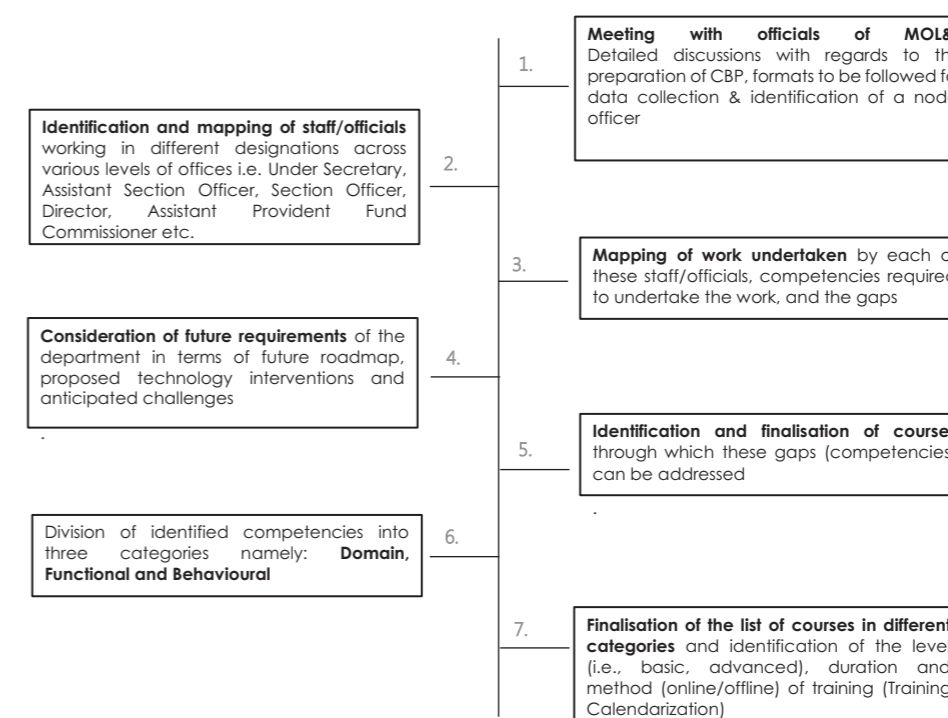
Source: CBC

Table 3.1 – Approach to define the broad contours of the CBP

Steps	Details
Step 1: Alignment of objective with the Ministry	Joint meeting was conducted with Secretary & the JS. In the meeting, the mandate & the objectives of the CBC were articulated. It was clarified that the framework of CBC is not limited to training, but also incorporates institutional and systemic capacity development. The expectations of Ministry were also identified from this meeting.
Step 2: Understanding the role & function of the Ministry	Following the above meeting, team conducted a thorough review of the following areas: ● Ministry's mandate, policies, roles, functions, recent developments and trendlines from Ministry's website, portals and documents, web search and study reports ● Ministry's key programs, priorities, strategic objectives and goals, emerging trends/ focus areas ● National priorities and how Ministry fulfils/ contributes to same
Step 3: Comprehend role & responsibility of each division/ division of the Ministry	The team then further identified the following activities for each division/unit headed by a JS/Additional Secretary (AS): ● Areas of responsibility of the division/unit ● Emerging trends, government priorities and Ministry's objectives that fell within purview of division/unit ● Specific schemes/programmes managed by division/unit
Step 4 – Consultation with the division head/JS	Multiple consultations were conducted with JS, division heads at the Ministry and its undertakings, to understand the following areas: ● Entire spectrum of roles and responsibilities, functions and activities undertaken by each unit and the priority and frequency of respective activities ● Interrelationships with other units within the Ministry and coordination/ cooperation with government agencies outside the Ministry and the larger set of stakeholders the unit engages with for each functional responsibility ● Current and emerging trends and future possibilities and how it could impact the role and functioning of the unit ● Understand the broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome Apart from getting a comprehensive understanding of the roles and responsibility of each division, consultations were held with the divisions to understand the: ● Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives ● Competency gaps as per the experience of the head of the division based on self–assessment ● Competency required to execute the critical functions of the division
Step 5 – Situational analysis and key findings	Based on the consultation with the key stakeholders, the team conducted preliminary competency mapping which highlighted competency gaps and skills required in the Ministry The team then identified the key interventions that the Ministry can undertake for the identified gaps which included training courses and other systemic / institutional interventions
Step 6 – Workshop on way forward	Workshops were conducted with relevant stakeholders to discuss key observations & findings, synergies, and commonalities. CBP was prepared based on these discussions.

Based on the above methodology of the study, the broad structure and overview of the following section of the report is provided below :

Table 3.2 – Scope coverage of the plan

Section	Scope Coverage in the Section
Section 1	Overview of the Ministry This section focuses on the Ministry's Vision, Mission and Goals. It includes various areas of responsibilities of the Ministry's' divisions.
Section 2	Roles & responsibilities of the divisions and requirements This section incorporates division specific mandates and the role these divisions (which includes divisions under the Ministry and its undertakings) play as part of the Ministry to achieve the same. This section also captures the competency, institutional and technological gaps as identified by the various divisions. The assessment of the requirements is based on the deep dive into the Roles and Responsibilities (R&R) of various divisions of the Ministry and its undertaking that have specific focus areas and defined goals that was derived through consultations with these divisions and assists in identification of the critical areas.
Section 3	Requirements of the divisions This section covers the areas of work responsibilities of the divisions and identification of various competencies required to deliver in a streamlined manner. It further categorizes the competencies into a framework as identified by the officials of the respective organization.
Section 4	Key Insights from CBC's TnA exercise This section highlights the insights generated from the Training Needs Analysis (TnA) exercise with regards to capacity building.
Section 5	Capacity Building Plan Initiatives required to address the identified competency gaps have been outlined in this section. Initiatives have been categorized as immediate priority, critical priority and long–term initiatives, depending upon the ease of implementation and dependencies. This section also provides the larger institutional and technological requirements that are common across all Ministries and can be studies further for more structured action.

4 Overview of the Ministry

This section elaborates on the vision and mission of the Ministry. It further describes the organizational structure of the Ministry and the various divisions and undertaking under it and their portfolio consisting of the various sub-sectors.

The Ministry of Labour & Employment, one of the oldest and important Ministries of the Government of India, is functioning to ensure improving life and dignity of labour force of the country by protecting and safeguarding the interest of workers, promotion of their welfare and providing social security to the labour force both in Organized and Unorganized Sector by enactment and implementation of various Labour Laws, which regulate the terms and conditions of service and employment of workers. The Ministry is responsible for providing decent working conditions and improved quality of life for workers, employment generation and simplification of Labour Laws for ease of doing business.

4.1.   Vision of the Ministry

Decent working conditions and improved quality of life of workers, ensuring India without Child Labour

and enhancing employability on a sustainable basis.

- The Ministry has achieved significant progress by making improvements in certain areas such as:

- To ease the process of compliance, the labour ministry has consolidated 29 central labour laws into four codes. the Code on Wages, 2019 on 8th August, 2019 and the Industrial Relations Code, 2020, the Code on Social Security, 2020 & the Occupational Safety, Health and Working Conditions Code, 2020 on 29th September, 2020.

- To provide old age protection and assure a minimum pension cover, the ministry has implemented Pradhan Mantri Shram Yogi Maan-dhan (PM-SYM), and National Pension Scheme for Traders, Shopkeeper and Self-Employed Persons

- To realize quality employability and extend the benefits of social security schemes, the ministry has launched the e-shram portal which is a unified repository of workers from the unorganized sector.

- To bring in transparency and accountability in the enforcement of labour laws and ease the complexity of compliance, the ministry has launched the "Shram Suvidha portal"

4.2.   Mission of the Ministry

Formulating and implementing Policies/Programmes/Schemes/Projects for providing Social Security and Welfare, regulating Conditions of Work, Occupational Health and Safety of Workers, eliminating child labour, promoting Harmonious Industrial Relations, ensuring Enforcement of Labour Laws and promoting Employment Services.

a) Enhancing welfare and social security provisions for unorganized sector workers.

b) Providing social security to organized sectors workers

c) Eliminating child labour

d) Promoting skill development

e) Strengthening employment services

f) Prevention and settlement of Industrial Disputes and strengthening Labour Laws enforcement machinery

g) Improving Safety conditions and safety of workers

4.3.   Organizational Structure of Ministry

The Ministry[2] comprises of thirteen divisions, for the administration of its overall objectives and functions. Each division manages a specific portfolio broadly covering general administration, human resource etc. The Ministry also has various entities under its purview that include Subordinate offices, Adjucating Bodies, Autonomous bodies, Societies / Associations, Public Sector Undertakings (PSUs) each of them having a specific role which are jointly / independently administered by the key divisions.

Figure 10- Organizational Structure of the entire Ministry
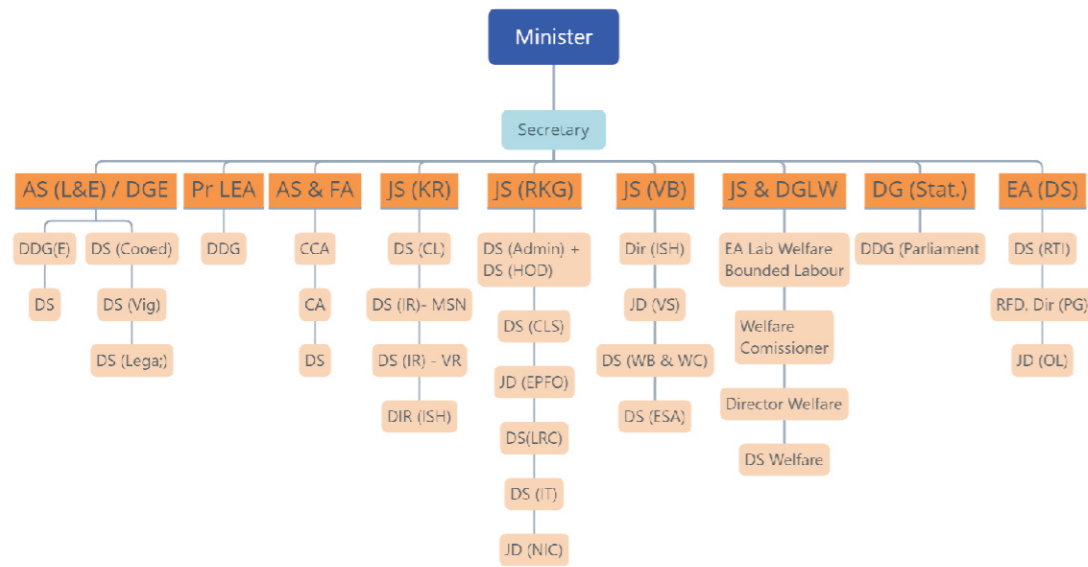
Source: MOL&E website

The first iteration of the Capacity Building plan covers 8 priority institutions/divisions out of all and focusses on capacity building interventions of the following.

Figure 11- Divisions covered in first iteration of ACBP exercise
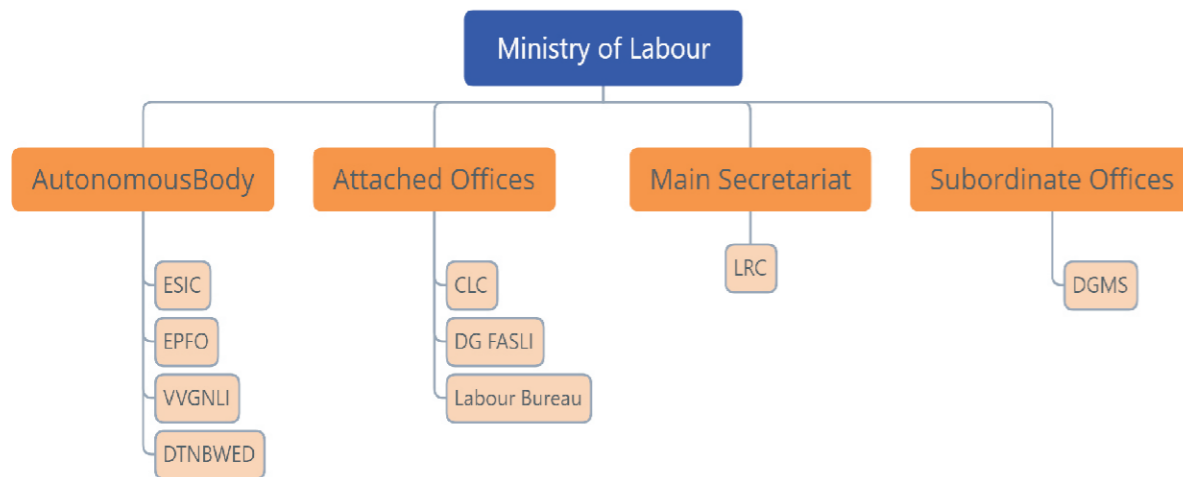
Source: CBC & Ministry consultations

[2] *Chart from MoL&E Website, GoI link: https://labour.gov.in/organization_chart*

The introduction of 4 new labour codes, the increasing importance of pension funds, and extensive hospital coverage, the aspiration of the Ministry to have a wide network comparable with state and private banks in the nation, and an a mission to become force majeure in Labour markets progressively in Asia Pacific and then on a global scale has propelled the Ministry to undertake capacity building eventually internally for the MDO and later for advocacy purposes to others.

The training calendar was extrapolated from the same vision and aspiration of the Ministry. Competency topics such as Transforming from an Inspector to facilitator, Occupation Disease coverage, Knowledge of 4 reformist labour codes, and understanding Labour rights dispute resolution etc. came from the same churing and brainstoring between CBC and the Ministry

5 Roles & Needs of the Ministry
/Institution/Department/Organisation

This section captures the roles and responsibilities of the various divisions and undertakings of the Ministry and also identifies the various requirements of these divisions / undertaking that are necessary for them in imparting their responsibilities and in line with the overall vision of the Ministry. This has been done predominantly based on the interactions undertaken with the Joint Secretaries/ heads of the respective divisions / departments of the undertakings of the Ministry and vigorous data collection informed CNA exercises.

During the consultations with the respective divisions and departments it was observed that

● Competency Requirements: With emerging technologies, new business models and disruptive forces, the nature of skills required to cater to the demanding needs of the labour market have evolved significantly over the years and it is important to ensure that the Ministry has such skills.

The requirements can be in the form of new skills requirements or upgradation of current skill levels in line with the emerging technologies

and global scenarios and these have been identified for each division / department.

In addition to this, there are requirements that are common across most of the divisions that contribute towards a better understanding of the division/department, the role of the individual, the tools for discharge of tasks, official procedures, rules, law and also soft skills. The specific content may vary from entity to entity, however, the need for capacity building in these areas are mostly common across all divisions/departments and have been mentioned subsequently in this section.

● Institutional Requirements: The various divisions and undertakings under the Ministry have an organization structure and institutional infrastructure that has evolved organically over the years. Therefore, there may be instances where are constraints, capacity or otherwise, to be able to meet the changing demands of the sector. Such requirements have been identified and addressed to

enable the Ministry to impart is responsibilities efficiently and effectively, in the following section.

In addition to the above, there are requirements in terms of training modules and tools that are common across all divisions / departments have also been identified and addressed in subsequent sections on competency mapping as well as capacity building plan.

Technological Requirements: With increasing complexity of the evolving labour market and the importance of social security and ease of business requirements, it is important that the divisions/departments of the Ministry have the necessary technological tools and techniques for its efficient functioning. Some of the basic tools and technology requirements are common across all divisions and departments.

The following figure gives a detailed description of the **covered** divisions in terms of their purpose and functioning

Figure 12 : Description of the covered divisions

Division	Description
ESIC	The ESIC is an autonomous organization responsible for implementation of the Employees State Insurance Act 1948, which provides for medical care and treatment to Insured Persons and their families
EPFO	EPFO is an autonomous organization responsible for administration of the Employees Provident Funds and Miscellaneous Provisions Act, 1952. The Schemes for Provident Fund, Family Pension and Deposit Linked Insurance are implemented by the Organization for the benefit of workers covered under the scheme
DGFASLI	The Directorate General Factory Advice Service & Labour Institutes (DGFASLI) Mumbai is an attached office of the Ministry of Labour & Employment. It functions as a technical arm of the Ministry in regard to matters concerned with safety, health and welfare of workers in factories and ports.
DGMS	Directorate General of Mines Safety (DGMS) is a regulatory agency under the Ministry of Labour and Employment in matters pertaining to occupational safety, health and welfare of persons employed in mines
Labour Bureau	responsible for collection, compilation and publication of labour statistics and other information relating to labour such as employment and unemployment, wages, earnings, industrial relations, working conditions etc
DTNBWED	Dattopant Thengade Workers Education Board is a registered society dealing with schemes for training of workers on trade unionism and in bringing about consciousness among workers about their rights, duties and responsibilities.
IRC	Labour reforms cell (LRC) is responsible for overseeing the Labour reforms especially pertaining to the integration of erstwhile 29 central labour laws in 4 labour codes.
CLC	The Office of Chief Labour Commissioner (CLC) is responsible for (a) prevention, investigation and settlement of industrial disputes in the central sphere; (b) enforcement of awards and settlements; (c) implementation of labour laws in industries CLC(C)

Key divisions of the Ministry

Source: CBC analysis

In the following sub-sections, we will cover roles and the aligned requirements of each division/institute in elaborate detail. The requirements are culled out from our consultations with the divisions/institutes we have covered in the first iteration, tabulation exercises and secondary research.

5.1. Employee Provident Fund Commission (EPFO)

Headed by Ms. Neelam Shami Rao (CPFC), The EPFO is an autonomous organization responsible for administration of the Employees Provident Funds and Miscellaneous Provisions Act, 1952. The Schemes for Provident Fund, Family Pension and Deposit Linked Insurance are implemented by the Organization for the benefit of workers covered under the scheme. The Organization is also responsible for administration of Employees Pension Scheme. It is one of the World's largest social security organizations in terms of clientele and the volume of financial transactions undertaken.

During the consultations held in the month of April and May 2022 respectively with divisions and zonal heads, key issues and needs highlighted have been compiled below. These needs were portrayed to be taken up progressively and can be monitored towards implementation separately by the Capacity building Unit (CBU) or as the organisation may deem fit.

Given ahead is the information with respect to each organisation covered during rounds of consultations and primary surveys.

Table 5.1 – Training and non- trainings needs identified at EPFO divisions and zones compiled in consultations with representative officers

Central Provident Fund Commissioner	Divisions	Vision/goal of the Organization	Role of the Organization
Ms. Neelam Shami Rao (CPFC)	Information Services	Increase capacity and accelerate the use of intelligence for evasion detection and coverage	• General management and administration of division • Extend universal coverage • Development of human resource /Skill development by providing regular trainings and capacity building programs including social security. • Vigilance/Security • Ensure seamless and uninterrupted service delivery to stakeholders • Meet evolving needs of comprehensive social security in a transparent, contactless, faceless and paperless manner. • Provide ease of living for members and pensioners, and ease of doing business for employers by leveraging Government of India's technology platforms for reaching out to millions.
	HR	Contribute to the growth of the division by supporting the employee base	
	Audit	Audit returns on the field to flag and mitigate risks and dependencies.	
	Concurrent Audit	Audit operations in real–time to take timely preventive measures and eliminate fraud incidents.	
	Finance	Leverage cutting edge technology to ease financial processes, operations and service delivery.	
	Compliance	Ensure compliance through the use of legislative measures	

Central Provident Fund Commissioner	Divisions	Vision/goal of the Organization	Role of the Organization
	Exemption	Monitor exemption implementation using state-of-the-art technology	
	Grievance Handling Division	Provide hypercare support to customers on online and offline channels	
	Pension Division	Handle pension operations and provide oversight on national and international pension schemes	

Source: CBC compilation, in consultation with representative officers forom various EPFO divisior, consulations facilitated by PDNASS officers

Capacity Building commission (CBC) conducted a comprehensive data collection exercise to gauge unique role wise competency requirements of the employees for the employees for the entire EPFO. The following charts highlight the main insights gathered from exercise from various angles.

Domain Competency needs

The figure depicts Top 10 domain competency requirements enlisted by EPFO employees.
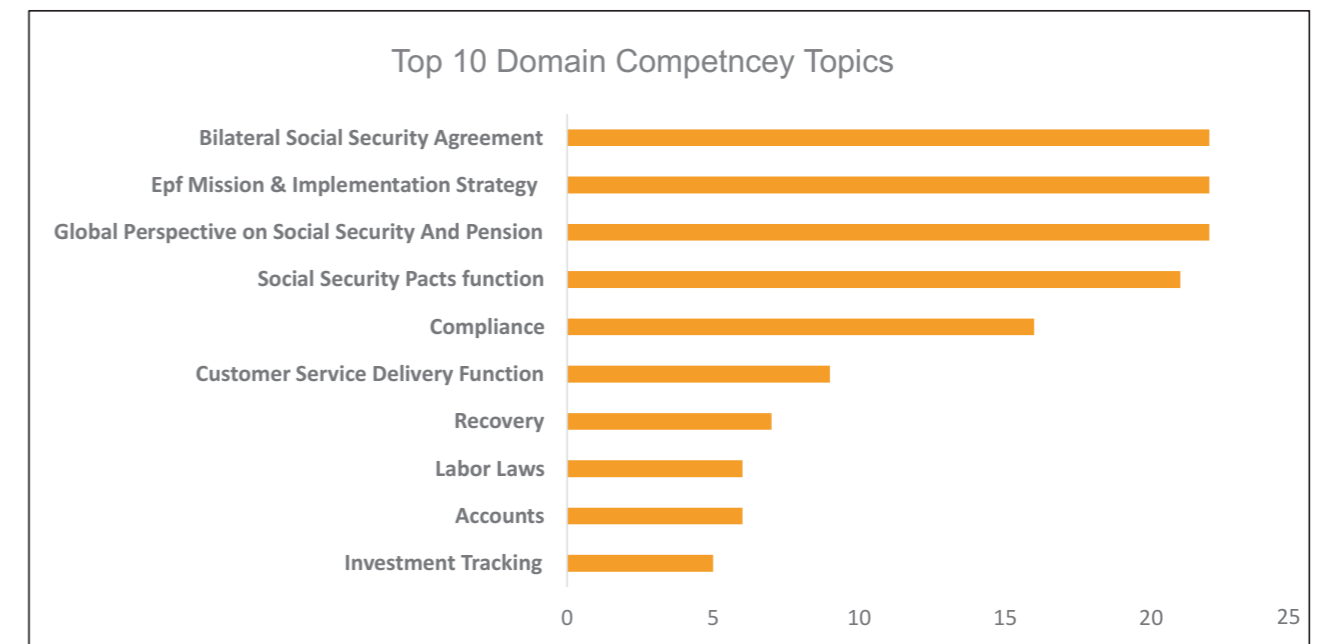
Figure 13 – Top 10 domain competency requirements of EPFO

Source: CBC's data collection excercise

Wide and specialised array of needs have been displayed in the domain areas, which need specialist, targeted and practice led training interventions. Accordingly, few training partners have been identified, besides strengthening internal resources of the MDO.

Functional Competency needs

Further, figure 12 below depicts Top 10 functional competency requirements enlisted by EPFO employees. Employees have reiterated the need to know and/or revise the know-how on the processes and rules and its systemic needs to enable it to be inter-institutional operable or transferable. Such competencies include knowledge of Government's procurement rules, processes, especially in a digital mode, service rules, legal challenges, institutional mechanism of induction for smooth transitioning to a newer role, etc.

Figure 14— Top 10 functional competency requirements of EPFO

Top 10 Functional Competency Topics
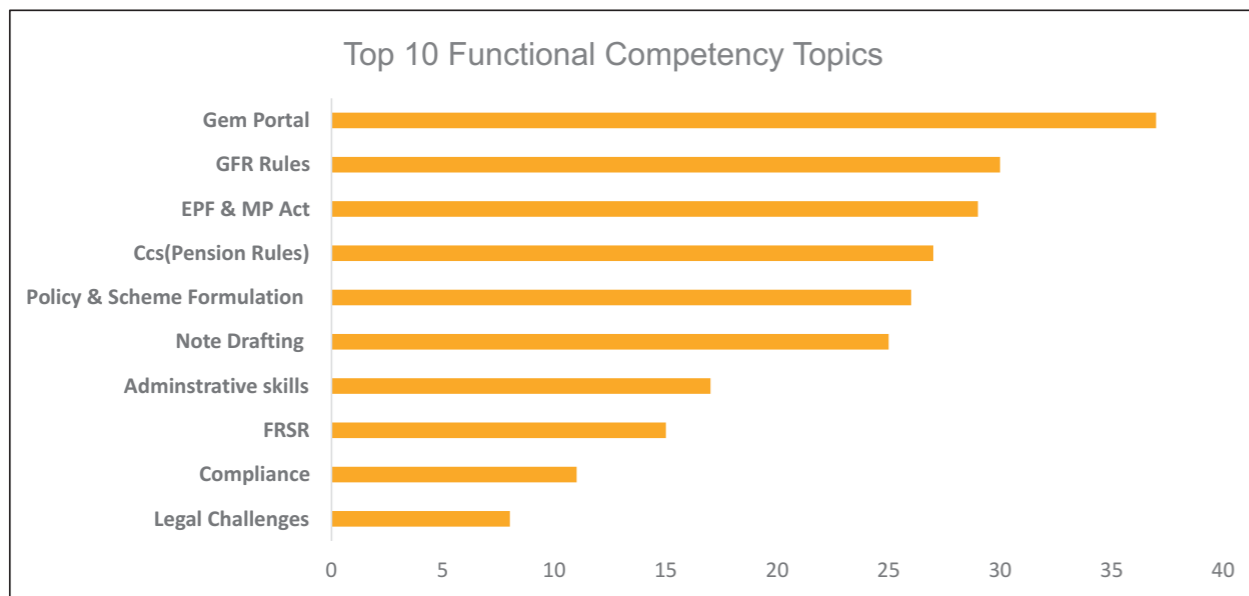
Source: CBC analysis

Behavioural Competency needs

The figure depicts Top 10 behavioural competency requirements enlisted by EPFO employees

Figure 15 – Top 10 behavioral competency requirements of EPFO

Top 10 Behavioral Competency Topics
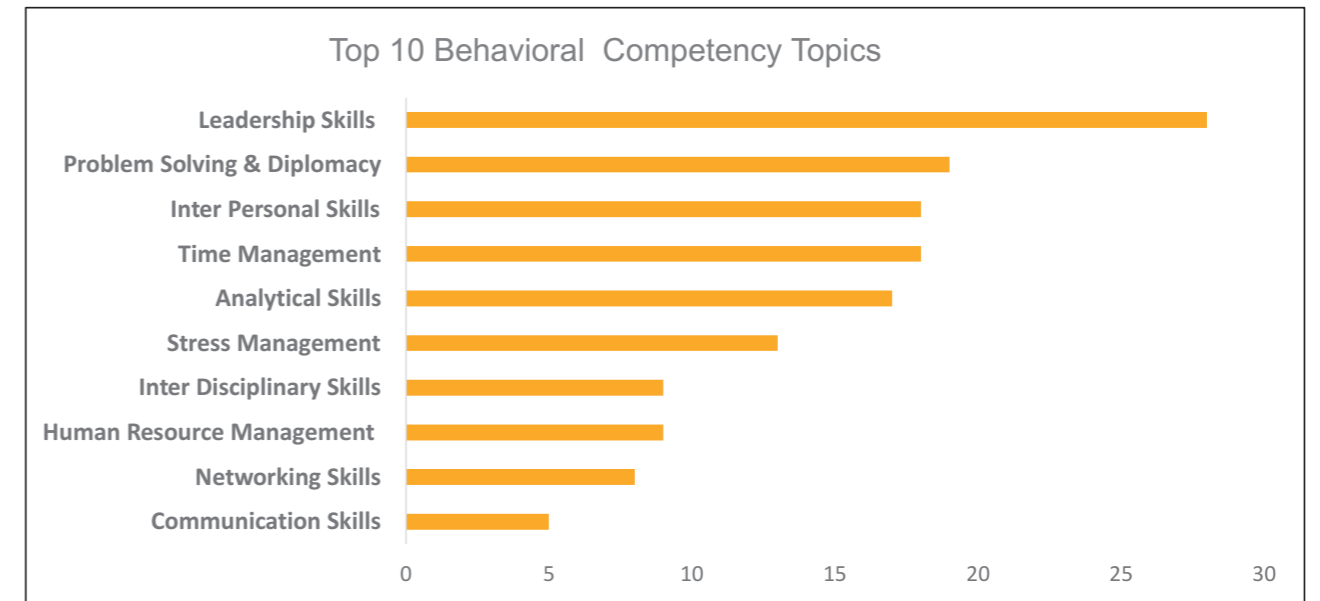
Source: CBC analysis

It is to be noted that the insights gained from the exercise played a pivotal role in providing the basis for annual year wise training initiatives. The other basis for the preparation of the training calendar were in depth consultations with Secretary, Joint Secretary, CPFC, officers of the division, division heads, and EPFO training institute director.

5.2. Directorate General of Mines Safety (DGMS)

Headed by Shri. Prabhat Kumar (Director General), Directorate General of Mines Safety (DGMS) is a regulatory agency under the Ministry of Labour and Employment in matters pertaining to occupational safety, health and welfare of persons employed in mines (Coal, Metalliferous and oil-mines). It is responsible for enforcement of the Mines act and rules and regulations framed thereunder.

The organization has its headquarters at Dhanbad (Jharkhand) and is headed by Director-General of Mines Safety. At the headquarter, the Director-General is assisted by specialist staff-officers in mining, electrical and mechanical, occupational health, law, survey, statistics, administration and accounts disciplines. The headquarters has also a technical library and S&T laboratories as a back-up support to the organization.

Domain Competency needs

The figure depicts Domain competency requirements culled out by DGMS employees.

Figure 16 – Domain competency requirements of DGMS
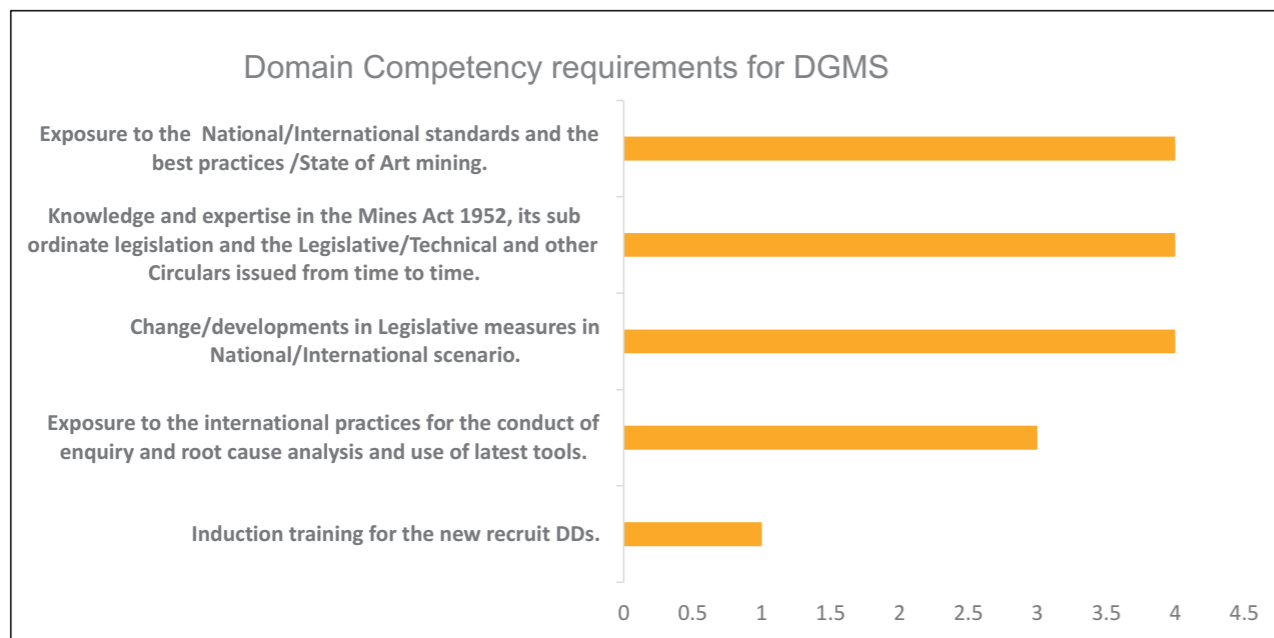
Functional Competency needs

The figure depicts functional competency requirements culled out by DGMS employees

Figure 17– Functional competency requirements of DGMS

Behavioural Competency needs

The figure depicts behavioural competency requirements enlisted by DGMS employees

Figure 18 – Behavioural competency requirements of DGMS
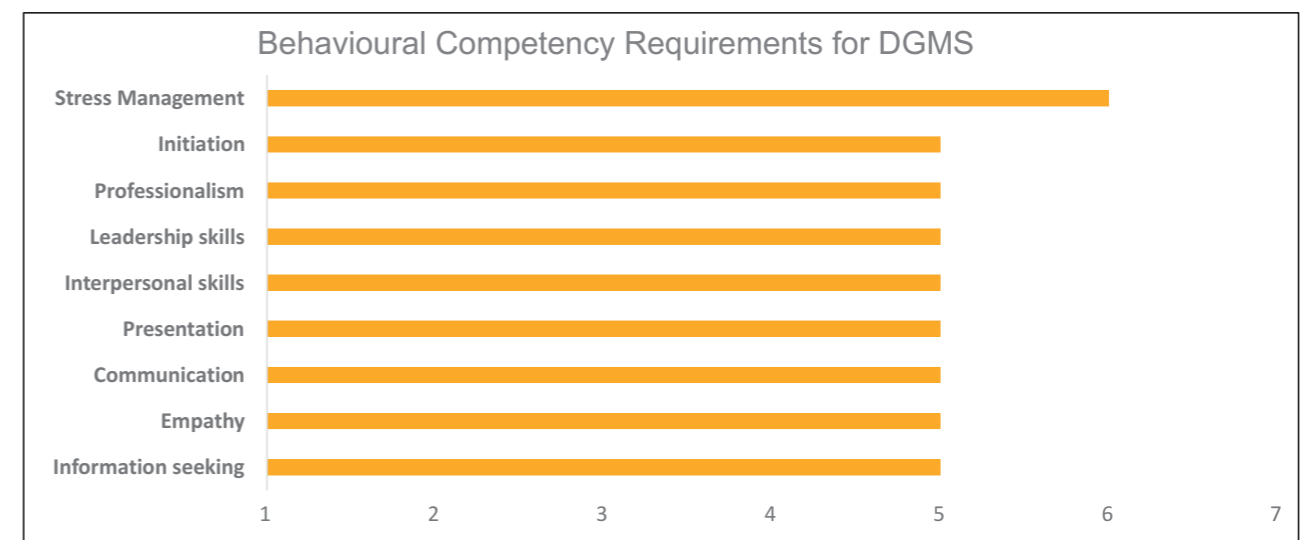
5.3. Directorate General Factory Advice Service & Labour Institutes (DGFASLI)

The Directorate General Factory Advice Service & Labour Institutes (DGFASLI) Mumbai is an attached office of the Ministry of Labour & Employment. It functions as a technical arm of the Ministry in regard to matters concerned with safety, health and welfare of workers in factories and ports. It assists the Central Government in formulation/review of policies and legislations on occupational safety and health in factories and ports, maintains liaison with Factory Inspectorates of States and Union Territories in regard to the implementation and enforcement of provisions of the Factories Act, 1948; renders advice on technical matters, enforces the Dock Workers (Safety Health & Welfare) Act, 1986; undertakes research in industrial safety, occupational health, industrial hygiene etc.; and provides training, mainly, in the field of industrial safety and health including one year Diploma Course in Industrial Safety, three-months Certificate Course in Industrial Health (Associate Fellow of Industrial Health -AFIH), One month Specialized Certificate Course in Safety and Health for Supervisory Personnel working in Hazardous Process Industries

DGFASLI is headed by Dr. R.K. Elangovan (Director General) and focuses on improving work methods and working conditions so as to enhance the safety, health and productivity of the industrial workers and in general, his quality of work life.

Domain Competency needs

The figure depicts Domain competency requirements culled out by DGFASLI employees.

Figure 19– Domain competency requirements of DGFASLI
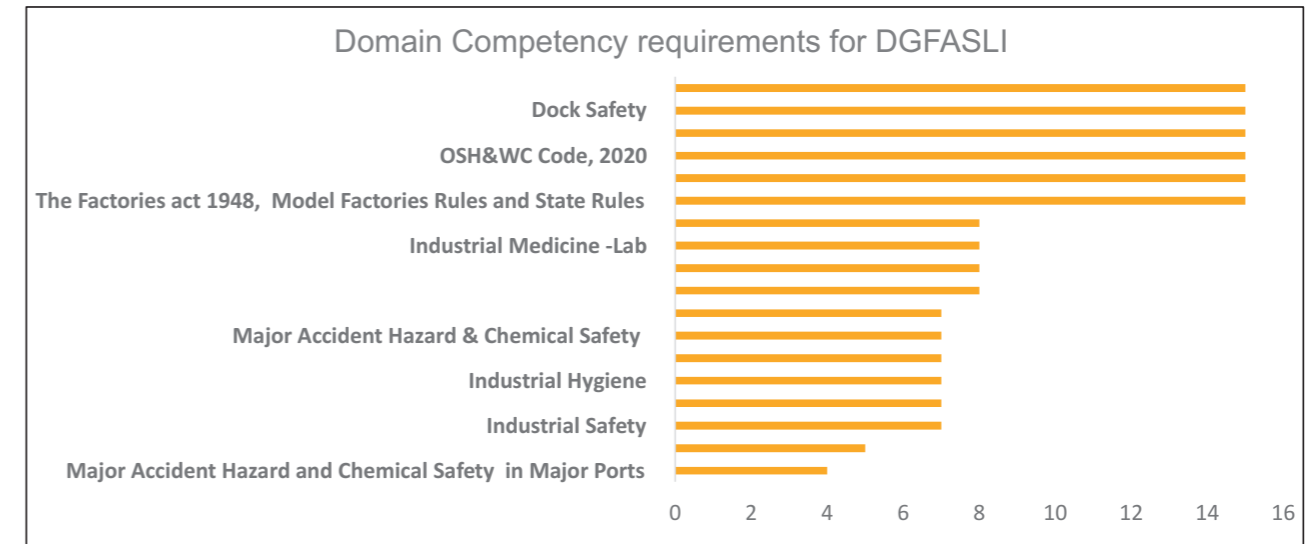
Functional Competency needs

The figure depicts functional competency requirements culled out by DGFASLI employees

Figure 20 – Functional competency requirements of DGFASLI

Behavioural Competency needs

The figure depicts behavioural competency requirements enlisted by DGFASLI employees

Figure 21 – Behavioural competency requirements of DGFASLI

Behavourial competency needs for DGFASLI

Competency	Value
Quick Decision Making	15
Training of the Trainers	15
Grievance Redressal Mechanism	15
Problem Solving and Diplomacy	15
Stress Management	15
Data Analytics/ Analytical Skills	15
Communication Skills	15

(x-axis: 0, 2, 4, 6, 8, 10, 12, 14, 16)

5.4. Labour Bureau

Labour Bureau, a premium organization in the field of Labour Statistics, established in 1920, is responsible for collection, compilation and publication of labour statistics and other information relating to labour such as employment and unemployment, wages, earnings, industrial relations, working conditions etc. It also compiles and publishes the Consumer Price Index Numbers for industrial and agricultural / rural workers.

It is an attached office under the Ministry of Labour and Employment and the data provided by the Bureau has immense utility in formulation of evidence-based policies and plans in the field of labour and employment.

Domain Competency needs

The figure depicts Domain competency requirements culled out by Labour Bureau employees.

Figure 22– Domain competency requirements of Labour Bureau

Domain Competency needs for Labour Bureau

| Competency	Value
Advanced training on MS Office (Advanced features of MS Word, MS Excel and MS Powerpoint)	5
Training on SPSS/ Python/ R Studio software and various other Statistical tools and techniques	5
Training on building Tabulation Plans & Report Writing	5
Exposure to state-of-the-art Sampling Techniques	5
Training on Data compilation & data processing	5
Training on development of Survey Designs	5
Analysis and decoding of unit level data	5
Comprehensive training on Labour Acts and Labour Codes	5
Training on Methodology of Index Number compilation	5

(x-axis: 0, 1, 2, 3, 4, 5, 6)

Functional Competency needs

The figure depicts functional competency requirements culled out by Labour Bureau employees

Figure 23 – Functional competency requirements of Labour Bureau

Functional Competency needs for Labour Bureau

Competency	Value
Specialilsed training on usage and role of GeM and PFMS alongwith hands-on experience	5
Training on CCS rules e.g. Pay Rule, Leaves, LTC etc	5
Training on usage of E – Office, Office Procedures, Noting, drafting, Handling Parliament questions, etc	5
Training on various administrative rules and regulations including vigilance, RTI, NPS, CGHS, handling CAT cases, etc	5
Training on Project Management in a survey oriented organisation	5
Training on budgeting and related documents	5
Training on GFR (General Financial Rules)	5

(x-axis: 0, 1, 2, 3, 4, 5, 6)

Behavioural Competency needs

The figure depicts behavioural competency requirements culled out by Labour Bureau employees

Figure 24 – Behavioural competency requirements of Labour Bureau

Behavourial competency needs for Labour Bureau

Category	Value
Gender Sensitization	7
emotional intelligence	7
Team building	7
Communication skills	7
Inter-personal skills	7
Specialised session regarding Training of Trainers with focus...	5
Time Management	7
Leadership skills	7
Stress Management	7

5.5. Employee State Insurance Corporation (ESIC)

The ESIC is an autonomous organization responsible for implementation of the Employees State Insurance Act 1948, which provides for medical care and treatment to Insured Persons and their families. Assistance is given in terms of benefits during sickness and maternity, compensation for employment related injury, pension for dependents on the death of workers due to employment related injury, etc.

ESIC is headed by the Shri. Mukhmeet S. Bhatia (Director General) and ensures protection of workers by providing financial aid to reimburse wage losses triggered by absenteeism due to certain medical conditions and injury.

Domain Competency needs

The figure depicts Domain competency requirements culled out by ESIC employees.
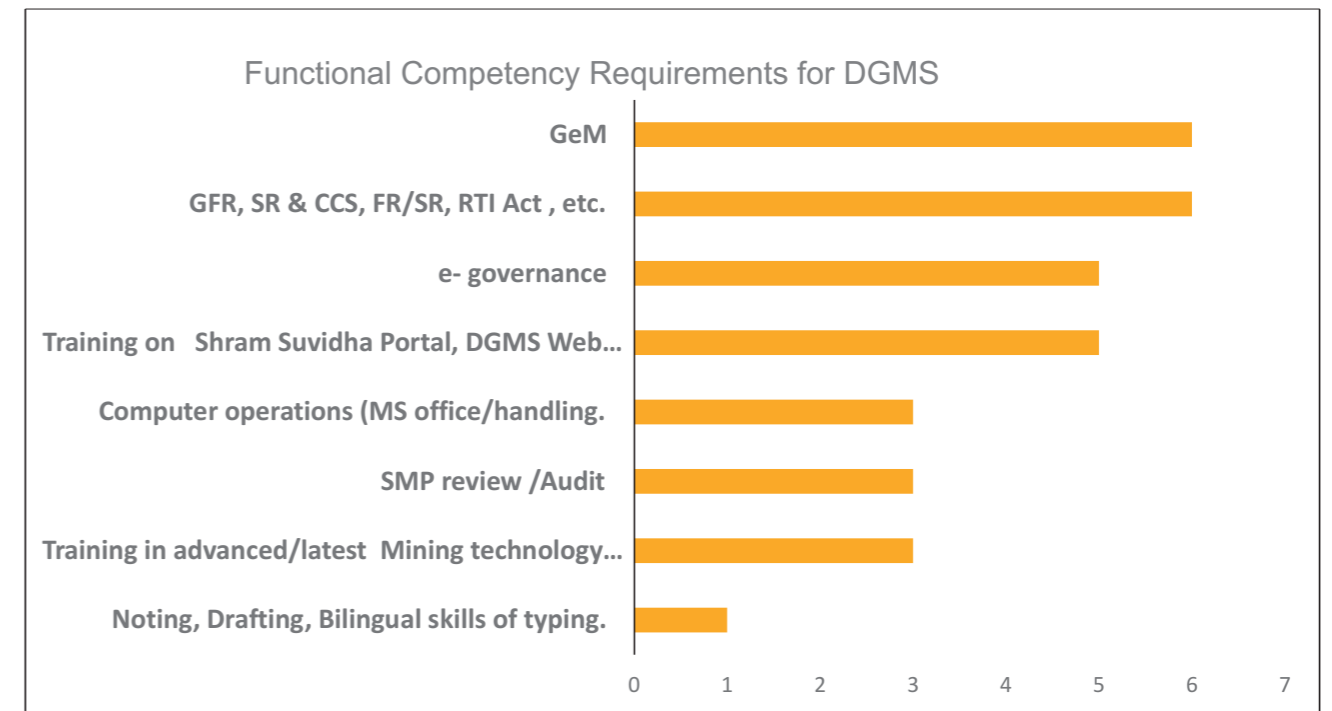
Figure 25 – Domain competency requirements of ESIC
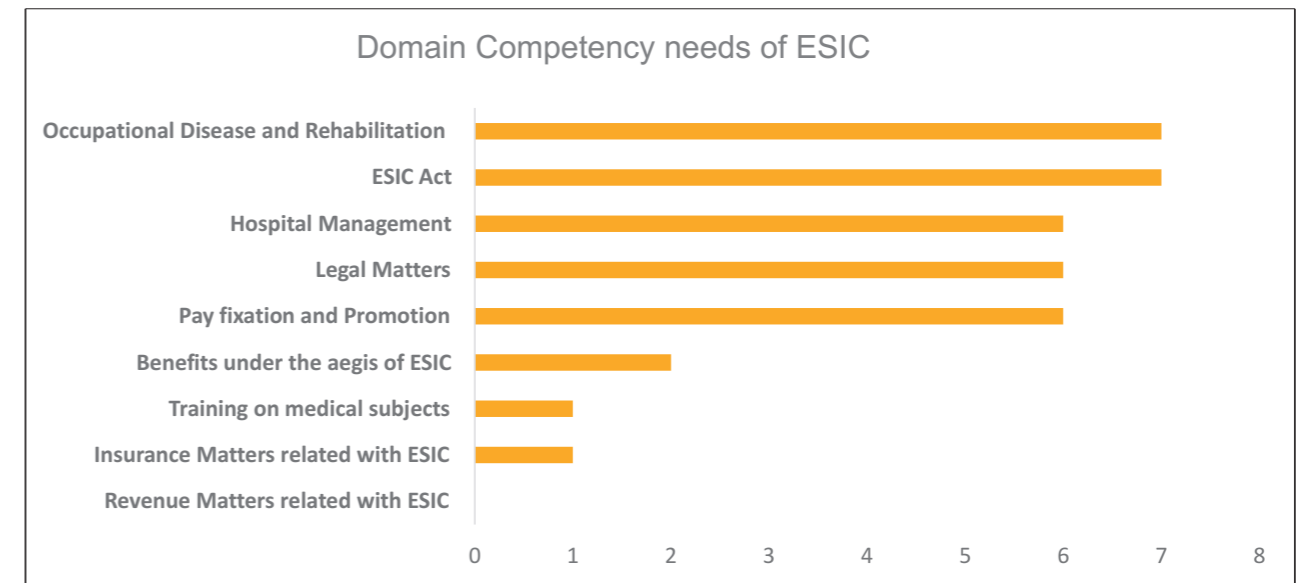
Domain Competency needs of ESIC

Category	Value
Occupational Disease and Rehabilitation	7
ESIC Act	7
Hospital Management	6
Legal Matters	6
Pay fixation and Promotion	6
Benefits under the aegis of ESIC	2
Training on medical subjects	1
Insurance Matters related with ESIC	1
Revenue Matters related with ESIC	0

Functional Competency needs

The figure depicts Domain competency requirements culled out by ESIC employees.

Figure 26 – Functional competency requirements of ESIC

Functional Comptency Demand of ESIC

Category	Value
Vigilance Matters, Enquiry and Report Submission	6
RTI Act	6
Parliamentry Matters	6
CCS Pension Rules	6
CCS Conduct Rules	6
FR/SR	6
GFR	6
IT	6
Purchase Procedure/GeM	6

Behavioural Competency needs

The figure depicts behavioural competency requirements culled out by ESIC employees

Figure 27 – Behavioural competency requirements of ESIC

Behavioural Competency needs for ESIC

Competency	Value
Grievance Redressal Mechanism	8
Stress Management	8
Communication skills	7
Management Development Programme and enhancing...	7
Leadership Skill	7
Quick Decision making	6
Problem Solving and Diplomacy	6
Data Analytics/ Analytical skills	6
Training of the Trainers	5

5.6. Dattopant Thengade Workers Education Board (DNTWBED)

Dattopant Thengade Workers Education Board is a registered society dealing with schemes for training of workers on trade unionism and in bringing about consciousness among workers about their rights, duties and responsibilities. The Board also undertakes programmes for rural workers education and functional adult education.

The Workers Education Scheme in India has been playing a very significant role in our national development; creating an enlightened and disciplined work force and bringing about desirable behavioral changes in the nation's workforce in the organized, unorganized and rural sectors. It gets grants-in-aid from the Ministry of Labour & Employment to operate its activities. The Scheme of Workers Education aims at achieving the objectives of creating and increasing awareness and educating the workforce for their effective participation in the socio-economic development of the country. To achieve these objectives, various training programmes are conducted by the Board for the workers of formal and informal sectors at national, regional and unit levels through a network of 50 Regional and 09 Sub-Regional Directorates spread all over the country and an apex Training Institute viz. Indian Institute of Workers Education (IIWE) at Mumbai.

While formulating its capacity building calendar the Workers education board has focused on capacity building of its administration at 3 levels:

- Capacity Building for Deputy Directors, Zonal Directors and Regional Directors
- Capacity Building for Education officers and Senior Education officers
- Capacity Building for Administrative staff

The annual capacity building plan for DTNWBED is shared in the annexure. The plan focusses on an all-round development of capacity from Domain, Functional and Behavioural lenses.

5.7. Office of Chief Labour Commissioner (CLC)

The Office of Chief Labour Commissioner (CLC) is responsible for (a) prevention, investigation and settlement of industrial disputes in the central sphere; (b) enforcement of awards and settlements; (c) implementation of labour laws in industries CLC(C) Ministry of Labour & Employment 17 and establishments in respect of which Central Government is the appropriate government; (d) verification of membership of Unions affiliated to the Central Organisations of workers for giving them representation in national and international conferences and committees; and (e) fixation and revision of dearness allowance component of minimum wages under the Minimum Wages Act, 1948 in the scheduled employments

The Organisation of Chief Labour Commissioner (Central) (CLC(C) is entrusted with the following functions.

- Prevention and settlement of industrial disputes through conciliation/mediation.
- Enforcement of Labour Laws and Rules made there under in Central Sphere.
- Quasi-Judicial functions
- Verification of Trade Union membership
- Miscellaneous Functions

Domain Competency needs

The figure depicts Domain competency requirements culled out by CLC officers.
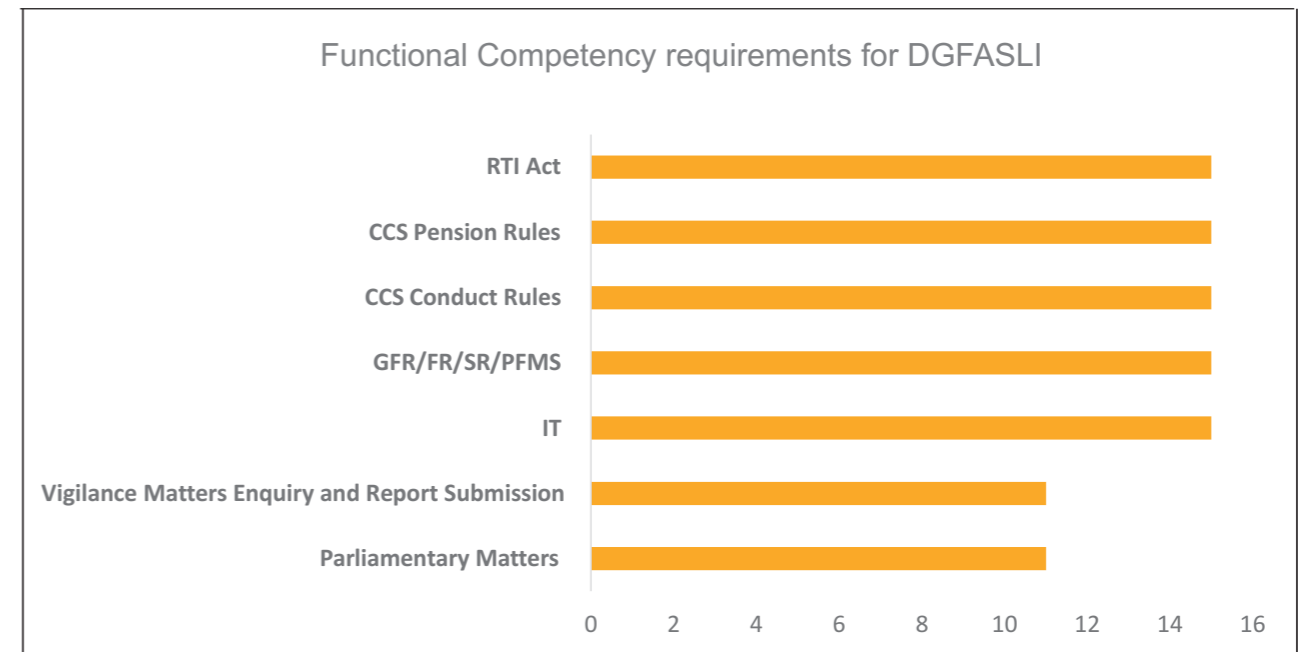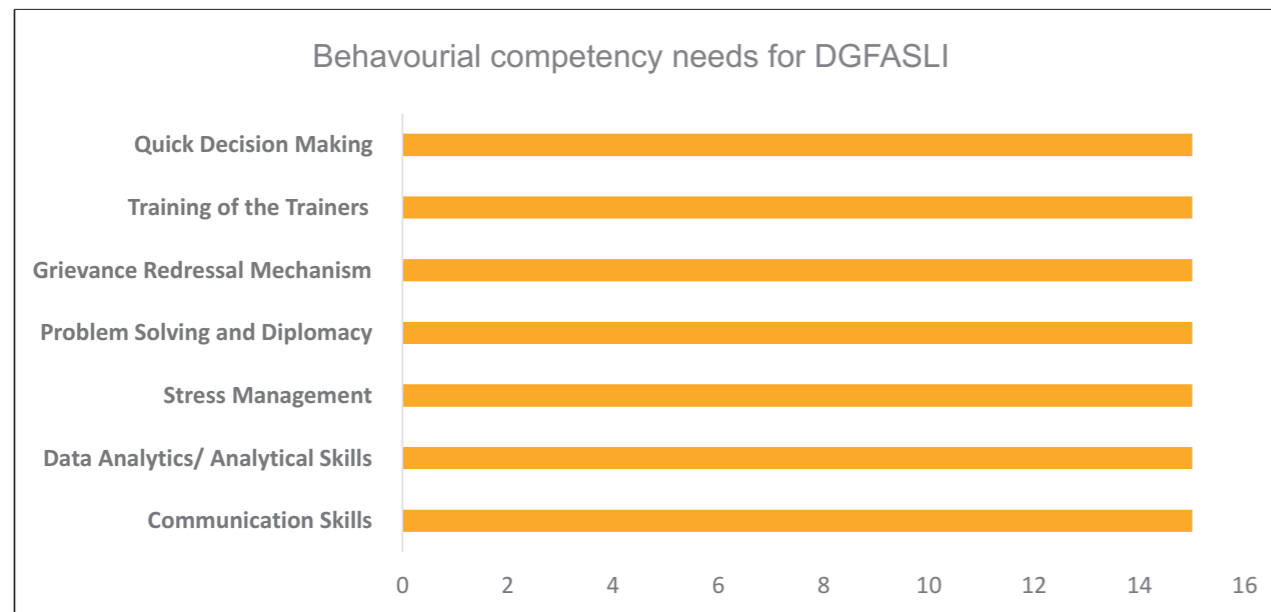
Figure 28 – Domain competency requirements of CLC

Domain Competency requirements of CLC

Training on Conducting Labour / Field Inspection
The code of Criminal Procedure, 1973
The Indian Penal Code, 1860
The Right to Information Act, 2005
The Equal Remuneration Act, 1976
The Building and Other Construction Workers(Regulation of...
The Payment of Bonus Act, 1965
The Industrial Employment (Standing Order) Act, 1946

The Maternity Benefit Act, 1961
The Payment of Wages Act,1936
The Minimum Wages Act, 1948
The Contract Labour (Regulation And Abolition)Act, 1970
The Payment Of Gratuity Act, 1972
Industrial Disputes Act, 1947
The Constitution of India

0 1 2 3 4
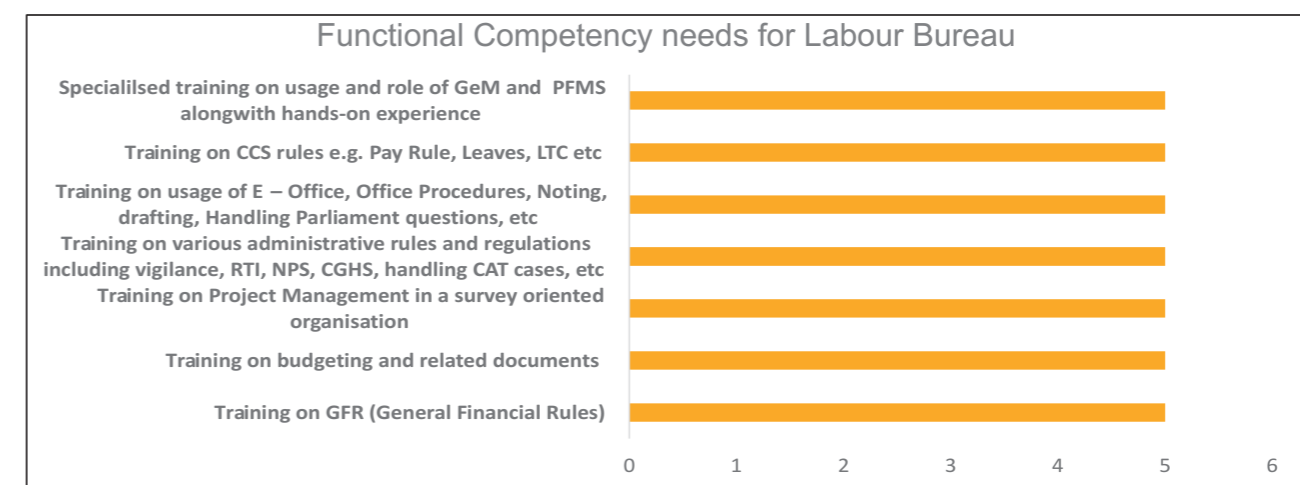
Functional Competency needs

The figure depicts Domain competency requirements culled out by CLC officers.

Figure 29 – Functional competency requirements of CLC
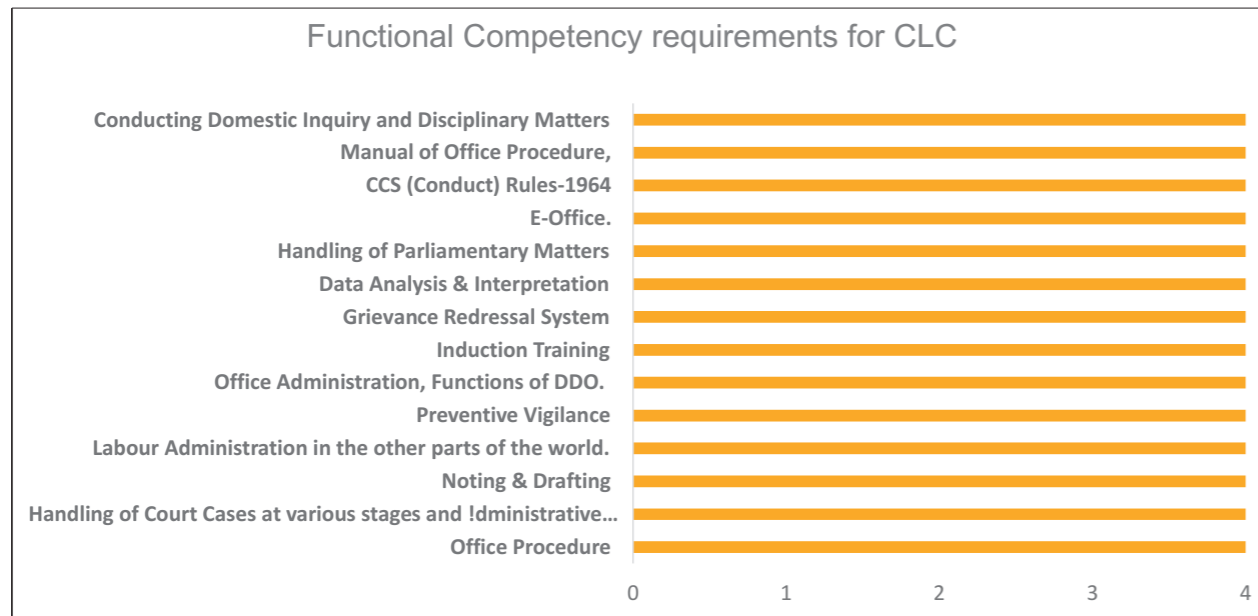
Functional Competency requirements for CLC

Conducting Domestic Inquiry and Disciplinary Matters
Manual of Office Procedure,
CCS (Conduct) Rules-1964
E-Office.
Handling of Parliamentary Matters
Data Analysis & Interpretation
Grievance Redressal System
Induction Training
Office Administration, Functions of DDO.
Preventive Vigilance
Labour Administration in the other parts of the world.
Noting & Drafting
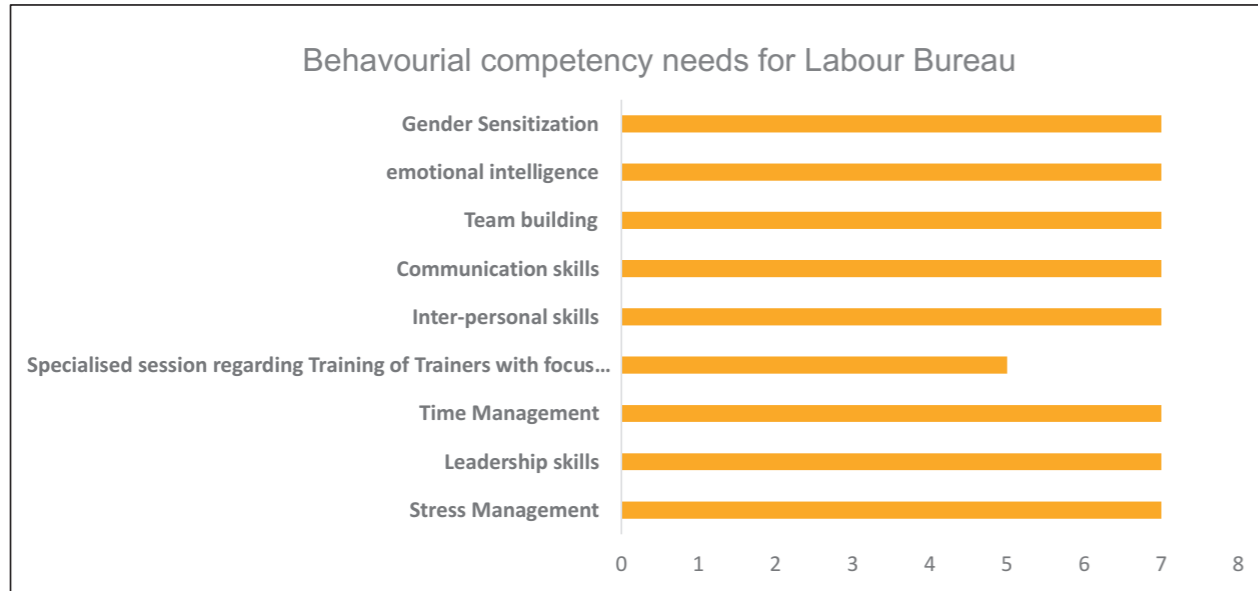Handling of Court Cases at various stages and !dministrative...
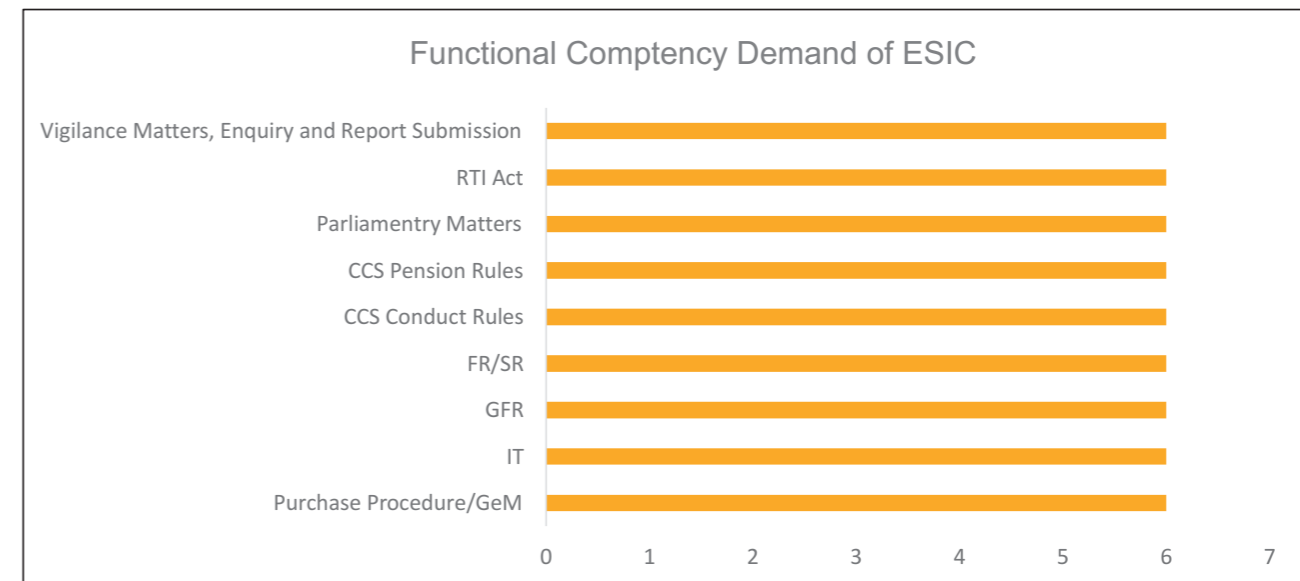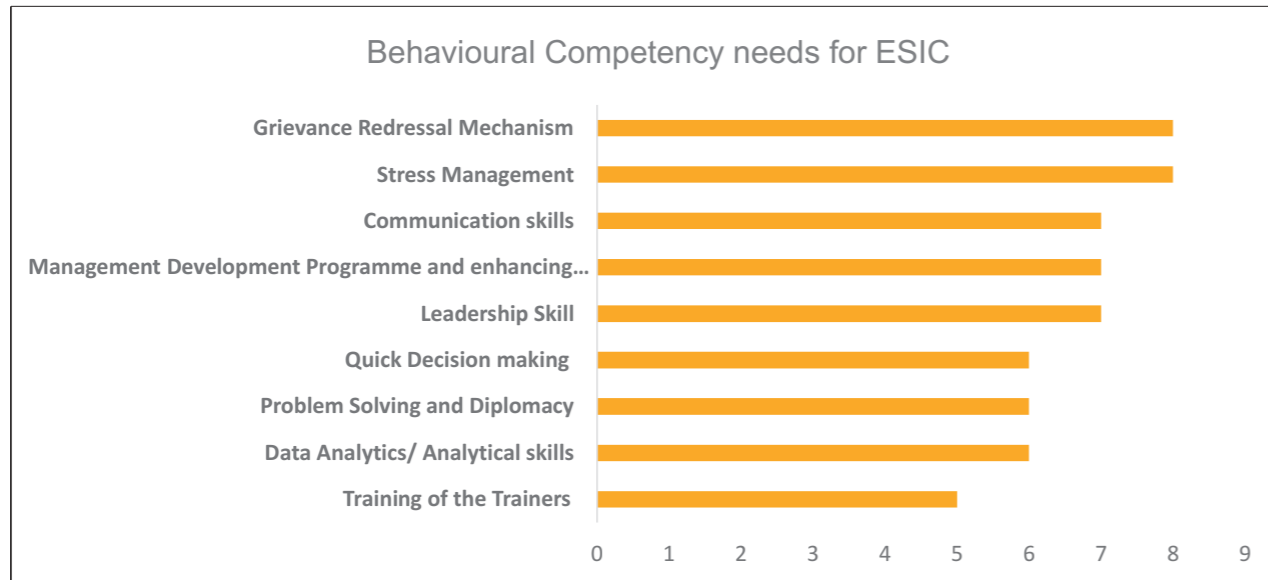Office Procedure

0 1 2 3 4

Behavioural Competency needs

The figure depicts behavioural competency requirements culled out by CLC officers.

Figure 30 – Behavioural competency requirements of CLC

Behavioural Competency Requirements of CLC

Communication Skills
Leadership Skills
Emotional Intelligence
Ethics
Stress Prevention
People / Mob Handling
Human Psychology & Behavioral Science
Soft Skill Development
Decision Making

0 1 2 3 4
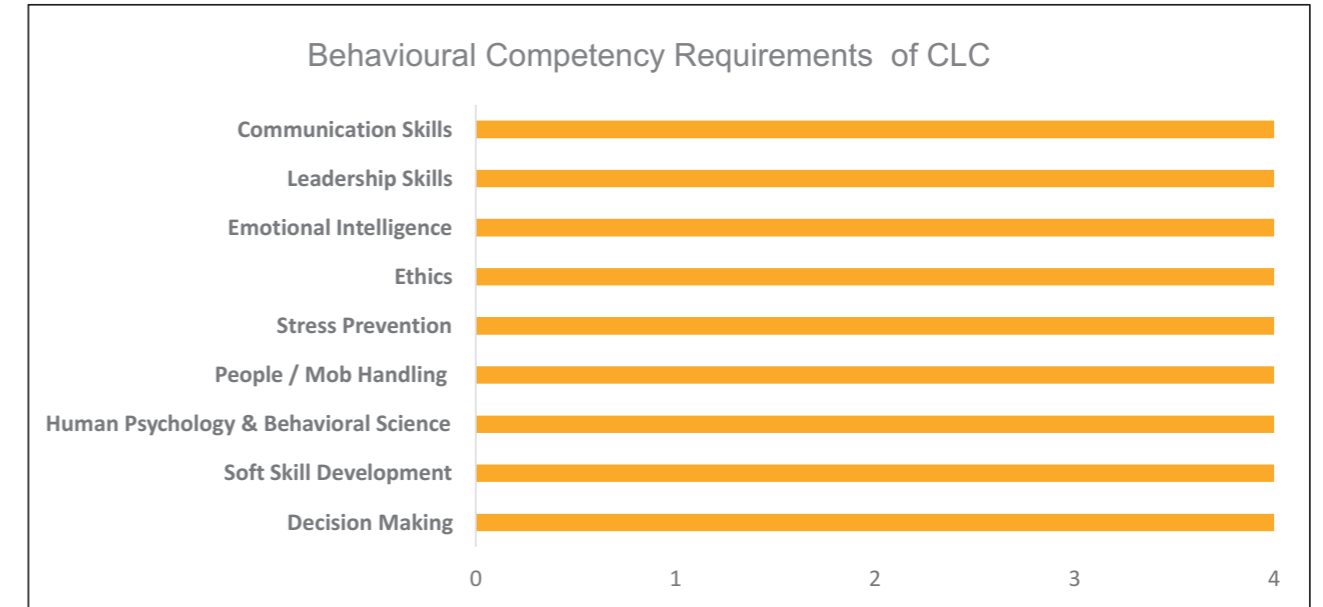
5.8. Labour Reforms Cell (LRC)

Labour reforms cell (LRC) is responsible for overseeing the Labour reforms especially pertaining to the integration of erstwhile 29 central labour laws into 4 labour codes.

Taking into consideration of the fact that the 29 Central Labour Laws have been codified into 4 labour Codes and these 29 Central Labour Laws are administered by different Sections of the Ministry, there is need for specialized training of Officers from the level of ASO upto Director who administer these 29 Central Labour Laws at present. There may be approximately total 80 – 100 Officers who may be involved in the administration of these 29 Central Labour Laws.

Domain Competency needs

The figure depicts Domain competency

requirements culled out by LRC officers.

Figure 31 – Domain competency requirements of LRC
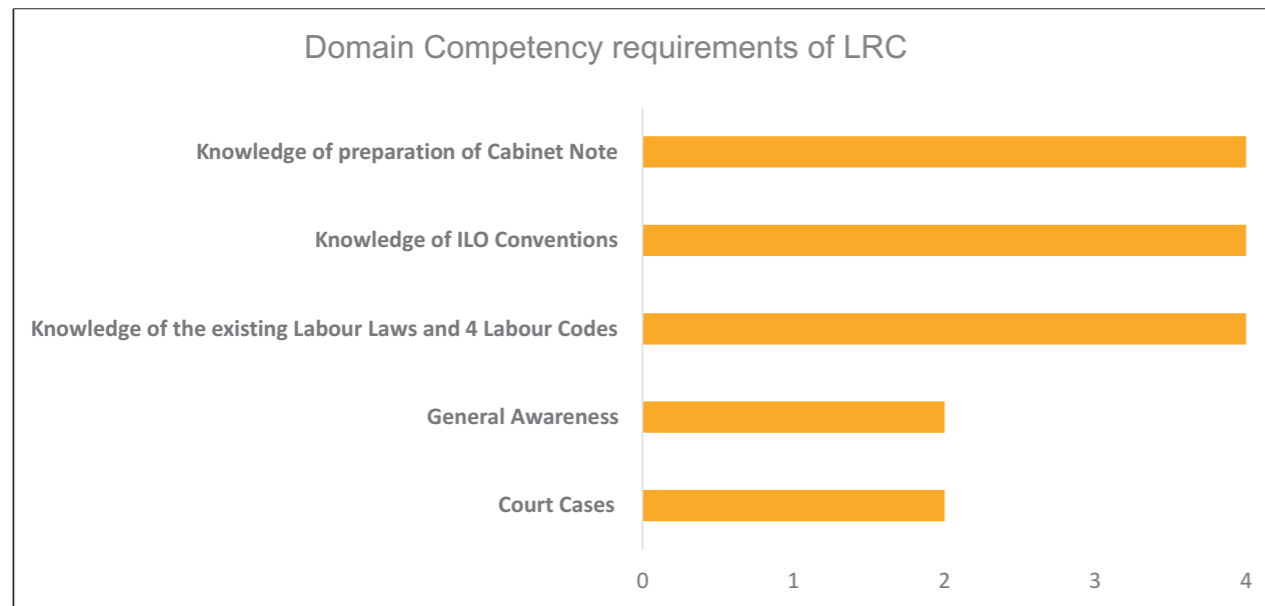
Domain Competency requirements of LRC

Behavioural Competency needs

The figure depicts behavioural

competency requirements culled out by LRC officers.

Figure 32 – Behavioural competency requirements of LRC

Behavioural Competency requirements of LRC
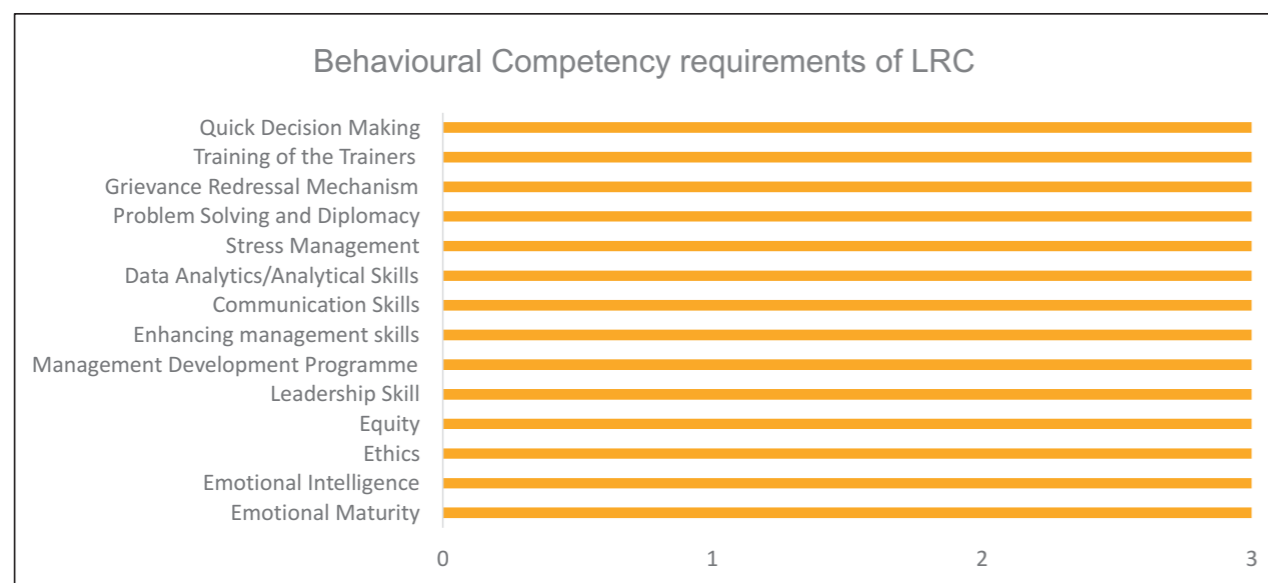
After multiple consultations with senior officers from LRC, Capacity Building Commission (CBC) and Labour reforms cell (LRC) agreed that functional competency skills do not apply for LRC.

5.9. Conclusion

The above figures are a compilation of baseline information for the initial phase and in the next years these are expected to be expanded for further specific and specialised needs based on 'individual' assessments.

6 Requirements of the divisions

This section provides the key work areas for the Ministry and the required competencies for efficient and smooth execution of all the areas of its work responsibility.

Competencies required at an individual level can be typically classified into three categories:

- **Domain competency:** This includes competencies required to build understanding and expertise related to the sector, division, and the respective focus areas

- **Functional competency:** This includes competencies related to the functional aspects of the division such as science of policy designing and implementation, project management, financial planning, etc. and most importantly, technological know-how

- **Behavioural competency:** Set of attitudinal or soft skills that are required

to enhance the performance of a given role(Communication, Interpersonal relationship, Confidence, Stress Management)

These competencies include combination of theoretical and practical knowledge, cognitive skills, adoption of technology and automation, values, and behavior to improve performance. Based on the goal and focus areas of each division, competency needs of the Ministry have been identified. These competency requirement ranges from the art of drafting policy, sectoral knowledge to skills related to networking & negotiation and customer-centric capabilities. The table below illustrates the competency requirement in different divisions of the Ministry. **The topics selected for illustration are based on extent of demand and commonality across divisions.**

Table 6.1 – Competency requirements of the Divisions

#	Areas of work responsibility		Competency Requirements
1)	Domain Competency	Employee Provident Fund Organization (EPFO)	• DOPT instructions: Basic overview of the various DOPT instructions, all Rule positions of Govt of India applicable to EPFO • Concurrent Audit: Role and utility of concurrent audit, Case studies in identifying frauds, data analysis for fraud detection and system errors • Outreach programmes for the employers of the newly covered establishments: Basic role and responsibility of employers, filing of returns, adherence to govt schemes, servicing of employees etc • Understanding the provisions governing surrender and cancelation of exemption: Process, rules and provisions, Case laws, Acceptance of past accumulation statements, and process of transfer of corpus. • Programme for the employers of the exempted establishment: Laws and guidelines of exemption, Ranking system, Online returns, Compliance audit, Investment of funds, Adherence to pattern of investment etc • Programme on International worker: Statutory provisions, key issues posing challenges in
			compliance in r/o IW, records and returns to be maintained/filed, role and duties of Employers in r/o International Workers • Social Security Code: Main features and its comparative analysis with the existing laws • Increasing the efficiency and effectiveness of legal division: • Understanding the Legal structures and environment, Representing EPFO before Consumer Forum and other courts, Drafting PWC and vetting of draft counter affidavit in various court matters, LIMBS Portal • Understanding the Pension system from across the globe: Evolution of Pension System as Social Security and the Best Practices in the field of Pension worldwide

#	Areas of work responsibility		Competency Requirements
		Employee State Insurance Corporation (ESIC)	• Occupational Disease related topics • Various types of Cancers : Prevention & latest update" • Contraceptive – latest update, Safe Abortion and MTP Act • National Disease Control Programme
		Chief Labour Commissioner	• The Building and Other Construction Workers (Regulation of Employment and Condition of Service) Act, 1996 • The Equal Remuneration Act, 1976 • The Constitution of India • The Maternity Benefit Act, 1961
		Labour Bureau	• Training on Methodology of Index Number compilation • Analysis and decoding of unit level data • Training on Data compilation & data processing • Training on building Tabulation Plans & Report Writing
		Dattopant Thengade Workers Education Board	• Modern Management Cocepts (Lean Organisation, Block Chain, Enterpenurship Development) • Training Module design & Content Development (Online & Offline Training) • Training Methodology and use of AV Aids. • Data Analysis & Planning of Work, Project Preparation & Evaluation
		Directorate General of Mines Safety	• Administration of the Mines Act 1952 and the sub ordinate legislation in Indian Mines.

#	Areas of work responsibility		Competency Requirements
			- Safety promotional measures (Health awareness/ Safety awareness programs, Occupational health survey/ Mock drills/workshops/seminars, etc). - Inspection of the Mines - Fixing of the norms and parameters for the Inspection of Mines and safety promotional measures (Health awareness/ Safety awareness programs, Occupational health survey/ Mock drills/workshops/seminars).
		Directorate General of Factory Advice Service and Labour Institute	- The Factories Act 1948, Factory Rules and State Rules - Dock Workers (Safety, Health and Welfare) Act, 1986 - Major Accident Hazard and Chemical Safety in Major Ports - Occupational Safety and Health Statistics - Staff Training and Productivity
		Labour Reform Cell	Knowledge of the existing Labour Laws and 4 Labour Codes. Theoretical knowledge of the existing Labour Laws vis-à-vis 4 Labour Codes and their usage.
2)	Behavioral competency	Employee Provident Fund Organization (EPFO)	Communicating for advocacy: How advocacy, marketing and promotion is undertaken for services, programmes and events targeting diverse clients and communities, Elements and importance of planning for advocacy and communication work, Identify advocacy issues, document them and engage the suitable audience in their work communication skills, understand the use and role of media
		Employee State Insurance Corporation (ESIC)	- Stress Management in Medical Professionals - Management Development Programme
		Chief Labour Commissioner	- Human Psychology & Behavioral - Leadership Skills - Communication Skills - Decision Making
		Labour Bureau	- Specialized session regarding Training of Trainers with focus on surveys and also giving effective presentations - Gender Sensitization

#	Areas of work responsibility		Competency Requirements
			Leadership skills, Inter–personal skills, Communication skills, working skill, team building, emotional intelligence, etc.
		Dattopant Thengade Workers Education Board	- Yoga & Meditation - Transformational Leadership by Inspiring Team for Initiatives - Work Ethics, Values & Ethos in Public Service - Emotional Intelligence and Organisational Development Tools
		Directorate General of Mines Safety	- Initiation. Information seeking, empathy, professionalism, Communication, Presentation, Interpersonal, Stress management and leadership skills. - Initiation. Information seeking, empathy, professionalism, Communication, Presentation, Interpersonal, Stress management and leadership skills.
		Directorate General of Factory Advice Service and Labour Institute	- Communication Skills - Data Analytics/ Analytical Skills - Stress Management - Training of the Trainers
		Labour Reform Cell	- Emotional Maturity – Restrains Emotional Impulses, Responds Calmly, Manages Stress Effectively, Calms Others During Periods of High Stress or Adversity, Maintains Effectiveness Despite Prolonged Stressors - Emotional Intelligence– To understand the situation and respond accordingly - Equity – Treats all citizens alike, ensures justice to all, with empathy for the weaker section
3)	Functional competency	Employee Provident Fund Organization (EPFO)	- Replacement and succession planning: In case of retirement, resignation, promotion etc. finding right replacements and transferring knowledge and expertise - Implementing NPS and understanding bottlenecks and compliance provisions - Replacement and succession planning: In case of retirement, resignation, promotion etc. finding right replacements and transferring knowledge and expertise - HR Management: Preparation of Recruitment Rules / Cadre Management, Time on Task study/ Adjudication / Dealing with legal issues in HR Matters

#	Areas of work responsibility	Competency Requirements
		• HR matter: General Principles/Guidelines for Direct Recruitment Examinations, Handling of 56J cases, seniority guidelines and other service issues, Preparation of DPC Papers, Grievance management on service matters • Understanding Compliance Management: MIS Data analysis, Intelligence, e-proceedings, conduct of inspections and documents to be verified during course of inspection, Filing of FIR/ prosecution cases, recovery procedures–current demand and arrear demand, handling 7A&14B inquiries, Preparation of 7A/14B orders
	Employee State Insurance Corporation (ESIC)	• CCS Conduct Rules, FRSR, Leave Rules, Procumbent, GeM, GST, Recruitment, Medical Vigilance etc • Organization Set up, ESI Benefits, Dhanwantri, RIT Act, Medical Certification, Rajbhasha Neeti etc • Various Benefits under the Schemes including Maternity /cash/ Medical/ Disablement Benefit/ Dependent, Revenue Provision, recovery provision, etc
	Chief Labour Commissioner	• Noting & Drafting • Handling of Court Cases at various stages and Administrative Matters • Office Procedure
	Labour Bureau	• Training on various administrative rules and regulations including vigilance, RTI, NPS, CGHS, handling CAT cases, etc. • Training on CCS rules e.g., Pay Rule, Leaves, LTC etc • Training on CCS rules e.g. Pay Rule, Leaves, LTC etc
	Dattopant Thengade Workers Education Board	• Public Grivance, PMPG Portal, Right To Information Act 2005, Parliament Questions, Social Media & Media Communication • Use of MIS, Bharat Portal, PFMS, NIC & Other e-Office Services • Use of ITES, Learning Management System, PFMS, GeM Portal, • Conducting Domestic Inquiry and Disciplinary Matters, Handling of Court Cases

#	Areas of work responsibility	Competency Requirements
	Directorate General of Mines Safety	• Office administration and Custodian of files • Prosecution of cases to the delinquents for the contravening the provisions of the statute • Fixing appointments in consultation with the HoD
	Directorate General of Factory Advice Service and Labour Institute	• GFR/FR/SR/PFMS • CCS Conduct Rules • Vigilance Matters Enquiry and Report Submission • Parliamentary Matters

Key needs stated across the MDO was with respect to the ministry specific induction program. The program aligns every employee with the MoL&E visions, outcomes and citizen centricity aspects besides specific division wise roles. Moreover, introduction of training policy in line with EPFO efforts towards earmarking a training budget and mandatory training man power, which officers can avail to accomplishes their needs across competencies is a huge leap forward in the domain of capacity building.

7 Key Insights from CBC's TNA Exercises

Various rounds of consultations with the leadership of the Ministry and CBC's intensive data collection exercise with the concerned divisions of the Ministry, led to development of annual training calendars for each division of the Ministry. These training calendars, unlike the calendars prepared earlier, are heavily demand based and more specific and detailed. Following are the key insights derived from calendar supported by analytics.

7.1 Ministerial-Level Insights

The Capacity Building Programme for the year 2022-23 entails a staggering 130844 planned Man-days of training. All the training programs are designed in a way that encourages cohesion of employees and officials of various divisions within the ministry. Amongst the **130844** training man-days generated, 34069 potential man-days are planned in 2nd quarter, 47409 in 3rd quarter, and 41037 man-days in the 4th quarter.

Training programmes were conducted in-house by training institutes such as PDNASS, VVGNLI, and DTNBWED, DGMS and DGFASLI and many training programmes were conducted by partner institutes such as ILO Turin, Judicial Academy etc. in various regions. Training programmes were conducted by external institutes such as Art of living.

Through consultations with several ministry officials and employees, CBC gauged that the demand for the two extremes of capacity building mode of delivery i.e., self-paced mode of learning and physical, classroom-based courses are extremely high.

7.2 Division-Level Insights

On a deep-dive, these insights are also drawn for each division under the Ministry. The training calendars devised for each division are extremely specific and cater to the demands of the senior leadership and employees within the division. Moreover, the training calendar also entails a list of workshops that will be held for non-training interventions such as IT infrastructural upgrades, Organisational restructuring, Policy changes, sophisticated toolkit for Data Analysis etc.

1) Employee Provident Fund Organisation (EPFO): EPFO has planned for 83k+ training man days distributed among 106 Domain, Functional and Behavioural competency topics to be covered. The demand for Domain competency topics seems to be the highest with 52 topics planned for the year, followed by 40 functional topics and 14 behavioural competency topics. Out of 106 competency topics, 60 will be delivered In-house and 46 by partner institutions.

2) Employee State Insurance Corporation (ESIC): ESIC focused on decentralization with respect to its training calendar, wherein a careful mapping of Zonal Training Institutes with local offices in the North, South, East and West Zones was carried out. The National Training Academy (NTA) will conduct training interventions for the head offices of ESIC. The Zonal Training Institute (West Zone) will conduct trainings on 26 competency topics, Zonal Training Institute (South Zone) will conduct trainings on 47 competency topics and the National Training Academy will conduct trainings on 69 competency topics.

3)Dattopant Thengade Workers Education Board: DTNBWED has segregated the its capacity building programme for its staff and its officers, and since it's a training institute itself, most of the trainings are imparted internally. For its officers DTNBWED, through a rigorous TNA, has identified 5 domain competency topics, 7 functional competency topics, and 4 behavioural competency topics. For its staff, DTNBWED 3 domain, functional and behavioural topics each.

4) Labour Bureau: Labour Bureau has selected 9 domain competencies, 7 functional/administrative competencies and 5 behavioural competencies topics to be covered

5) Directorate General of Factory Advice & Labour Institute (DGFASLI): DGFASLI has put emphasis on domain competency topics as out of 34 competency topics, 18 (53%) are domain, while the rest are functional and behavioural (18% each).

6) Directorate General of Mines Safety (DGMS): DGMS covers 780 participants across 15 major competency topics, with VVGNLI planning and conducting 87% of the trainings

7) Chief Labour Commissioner (CLC): CLC has covered a total of 48

competency topics out of which 13 are domain, 5 are functional, and 7 are behavioural.

8) Labour Reform Cell (LRC): As aforementioned, LRC classifies its functional competencies as domain competencies and therefore has listed

8 domain competencies and 5 behavioural competencies as its priority competency topics. The plan covers 175 participants.

8 Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of the Ministry. This section covers the elements of capacity building plan and initiatives, which can be considered for strengthening the various competencies of the divisions under the Ministry.

8.1. Capacity Building Initiatives

Based on the ease of implementation (ease of modifying existing programs to specific needs, cost and time requirements), stakeholder buy-in, etc., the competency related initiatives have been categorized into immediate

Figure 33 - Key considerations for identification of initiatives in short - medium term
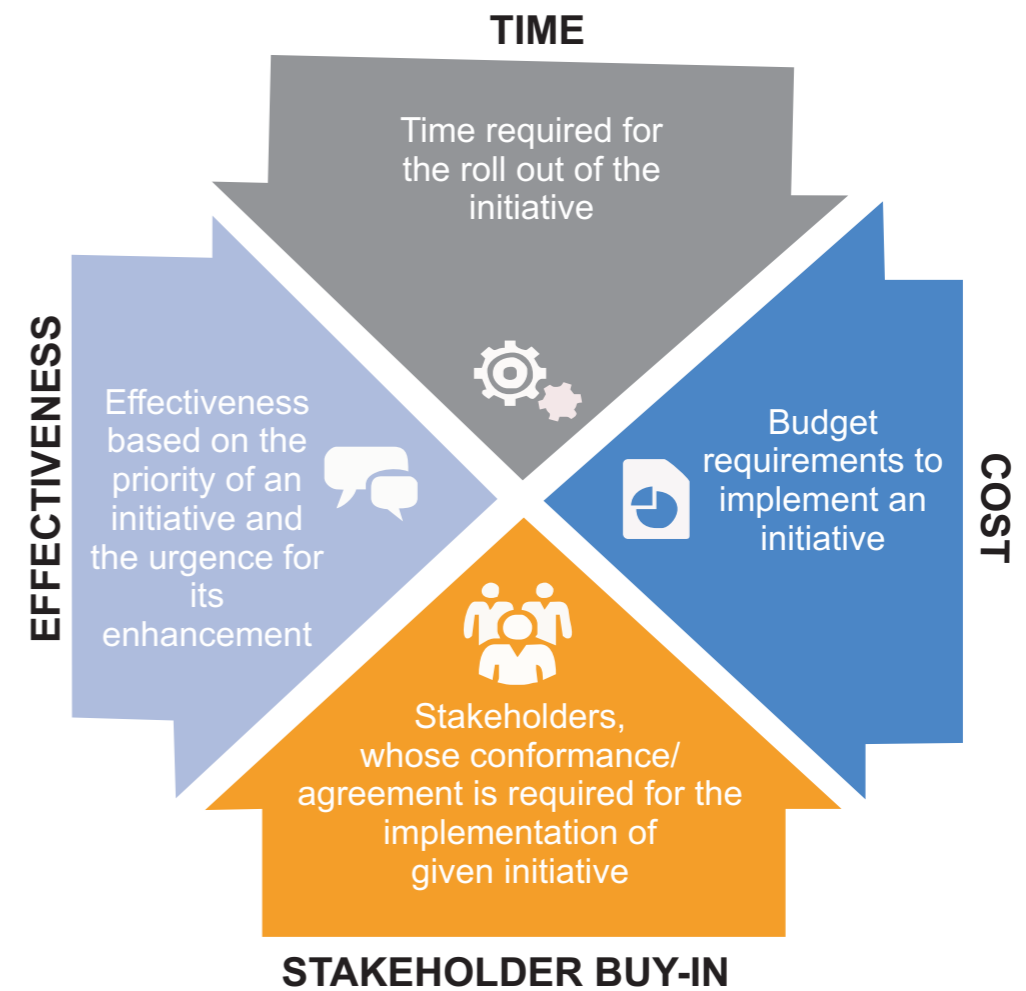
Immediate priority initiatives are those that can be implemented on an immediate basis for high impact and can resolve many key concerns without requiring enormous budget and planning. The critical initiatives are also very important to be undertaken that can be operationalized in a very short span of time to address the critical competency development / upgradation requirement on a priority.

With respect to the long-term capacity enhancement initiatives, these can be undertaken in the medium term based on the outcome of the in-depth study and assessment of larger institutional and technological issues that can be common across the Ministries. This assessment would need to be a continuous and iterative process and the initiatives recommended may be required to be updated / modified from time to time with customization at a division / department / specific level. The benefit of such capacity building planning is that it would build expertise in the divisions/departments and better align them with the organizational goals/ objectives.

However, based on the preliminary assessment, Government may undertake and implement the immediate priority initiatives, and

critical initiatives followed by long-term capacity enhancement initiatives.

Certain issues have been identified by the various Divisions and other undertakings of MoL&E that are common across the various other Ministries with whom consultations have been undertaken under the NPCSCB. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans.

8.1.1. Immediate Priority Training Initiatives

The Immediate priority initiatives have been identified in this section based on the domain, functional and behavioral competency requirements identified in section 4 and 5, along with the implementation strategy and these can be to be taken up on an urgent basis for high impact. These priority initiatives were identified in the discussions held with the Secretary (L&E)

1. Domain specific competencies development

Immersion programs that expose the staff to various divisions / departments of the Ministry and provides them a broad overview of the

work undertaken by each division along with providing them with new skills / upskilling with skills to be able to discharge their responsibilities efficiently in view of the changing business scenarios and technologies.

2. Functional competencies development

A formal upskilling process related to the functional aspects of the role such as stakeholder engagements that activity has multiple impacts hence very vital for the Ministry and to

ensure that the objectives are met. Upskilling on the administrative functions for each role

3. Behavioral competencies development

Training on ethics, work values, leadership and motivation

The table below provides the description of the various immediate priority initiatives along with the key target staff for these training with content and the implementation strategy

Table 8.1– List of Immediate priority initiatives to be undertaken on an immediate basis

Large Scale Training Intervention	Target Audience (Staff)	Training Facilitator	Audience Size (in terms of number of people)	Implementation Strategy
Social Security Code (C-102)	ESIC, EPFO, CLC	PDNASS	40	On the suggestion of Secretary (L&E), Pandit Deendayal Upadhyay National Academy for Social Security (PDNASS) conducted a programme on Social Security, ILO convention C-102.
Labour Reforms	LRC	VVGNLI	91	VV Giri. National Labour Institute conducted an online training programme on Labour Reforms. The programme aimed at enhancing the understanding of the participants on the process of labour reforms in India. It oriented the participants about the key

				features of various labour codes and its implementation. The programme was attended by 91 officials from Central Labour Service, State Labour Departments, HR Executives, Academicians and Research Scholars
Labour Codes	LRC, CLC, Ministry Staff	VVGNLI	N/A	VV Giri National Labour Institute conducted an Online capacity building programme on "New Labour Codes" for 2 sections of audience • Capacity Building for Ministry officials: The programme aimed at enhancing the understanding of all Ministry officials on various provisions of the "New Labour Codes". Shri Sunil Barthwal (Secretary, L&E) emphasized on the importance of all Labour Ministry officials understanding on the content of the Labour Codes. The programme was attended by 37 officials from different departments and organizations of the Ministry of Labour & Employment • Capacity building of HR Professionals: The programme aimed at enhancing the understanding of HR professionals on various provisions of the "New Labour Codes". Shri Sunil Barthwal (Secretary, L&E) emphasized on the importance of all HR professionals

				understanding on the content of the Labour Codes.
Well–Being program	Ministry Staff EPFO ESIC CLC LRC	Art of Living	N/A	Under the direction xxx (Fellow, Art of Living) the entire Ministry of Labour and Employment officials and employees underwent a Well–being and Stress Management programme.
Unified Social security portal, E-SHRAM portal	Ministry Staff EPFO	PDNASS	40 people	N/A
Occupational diseases	Ministry Staff	ESIC	N/A	N/A
Labour Rights & Dispute Resolution	CLC, EPFO, ESIC, LRC	VVGNLI, ILO Turin	N/A	Facilitated by VV Giri. National Labour Institute, the programme was inaugurated by Ms. Kalpana Rajsinghot, (Joint Secretary). Following outlines, the main implementation strategy for the programme. • The Online Capacity Building Programme aimed to acquaint the officials/participants with different dimensions of Labour laws/rights and the dispute resolution machinery available • To discuss the concepts of Labour rights in terms of gender, social security, employment and dispute resolution process • To familiarize the participants with different Labour rights enshrined in the Constitution of India, ILO Conventions/ Standard, Labour Laws etc (especially fundamental participants and right at work) • To acquaint with the institutions and the mechanism for protection and promotion of Labour rights in India and dispute resolution mechanism

8.1.2. Critical Initiatives

The critical initiatives, competency wise, for operationalization in a very short span of time have been identified in this section.

1. Domain specific competencies development

➢**Induction training programs** to provide new joiners (even if transferred within the same Ministry to a different section) with a broad overview of the work undertaken by each Unit/Section, and particular responsibilities to be undertaken

➢ **On-site training programs** to enable practical and on-ground understanding of technical matters/ latest developments in the concerned focus areas. For instance, organizing a workshop at employer premises for capacity building for HR professionals on the topic of Labour Codes and their implication.

However, it is important to note all the training programs need to be continually updated and kept abreast with the latest technology and best practices for which a systematic approach if required for the capacity augmentation of the institutions providing training as well. One such example is illustrated below in Box 1

Box 1: Capacity Augmentation for Employee Provident Fund Organization (EPFO)

Capacity Augmentation of EPFO

The Employee Provident Fund Organization (EPFO) has been envisioned to extend the Reach and Quality of publicly managed old-age income security programs through consistent and ever-improving standards of compliance and benefit delivery in a manner that wins the approval and confidence of members in our methods, fairness, honesty, and integrity, thereby contributing to the economic and social well-being of members.
Role of PDNASS in capacity building of EPFO
Realizing the vital role that training and development plays in the substance and growth of organizations, NATRSS was set up in 1990, by Employees" Provident Fund Organization. Ever since its inception, PDNASS has been emerging as a premier institution involved in training, research and consultancy in the social security sector. Along with Capacity Building Commission (CBC), Ms. Mridula Ghai (Director, PDNASS) was involved with senior officials and employees of EPFO to understand the current training and infrastructural needs and to design the interventions along the same.
In collaboration with CBC, PDNASS developed an annual training calendar which accounted for the demands of both EPFO head office and Regional/Zonal offices. The training calendar identified the common needs, defined the delivery channels (Online or offline), selected the knowledge partners responsible for facilitating the capacity building programme, and rolled out the timelines for each intervention. Moreover, PDNASS will conduct workshops with divisional heads to formulate a strategy around developing infrastructural and procedural capacity within EPFO.

As an illustrative example:
One of the major needs identified in consultations with CPFC, Senior officials from PDNASS, and Divisional heads is the need of Automation in every avenue of workflow and processes such as pension grants, claim settlement, grievance redressal, return filing, audit, concurrent audit, exemption claim cross checking etc. Lack of automation in these avenues overburdens officials and employees of the entire departments and disincentivizes them to think creatively and work towards establishing a global benchmark. PDNASS will conduct workshops around introducing automation and managing change brought in from the technology. In collaboration with respective division heads, it will also establish systemic changes around risk prevention, avoidance, and mitigation.

2. Functional competencies development

A formal upskilling process related to the functional aspects of the role such as administration, accounting, standard operating procedures, stakeholder management, legal aspects and communication management in order to increase the overall efficiency of the personnel to meet the objectives of the Ministry.

Box 2: Functional competencies identified in the office of Chief Labour Commissioner (CLC)

Capacity Building in Administrative procedures at CLC

Post in-depth discussions with Shri. SC. Joshi (Chief Labour Commissioner) and Shri R.G Meena (Deputy CLC), CBC identified various functional competencies on which officers of CLC demanded capacity building. Following is an illustrative list of the functional competencies identified in CLC.
- Capacity Building in handling office procedure
- Noting and Drafting
- Handling of Court Cases at various stages and administrative matters
- Preventive Vigilance
- Grievance Redressal System
- Data Analysis and Interpretation
- CCS (Conduct) Rules
- ILO & ILO conventions ratified in India
- GeM Portal

3. Behavioural competencies development:

Inculcate output-driven attitude in the employees. Work responsibilities linked to measurable goals for performance evaluation

Capacity Building on Stress Management
In recent past, employees within LRC, CLC and EPFO were diagnosed with heart attacks, depression and anxiety. Work overload and rigid processes are a major contributor to severe stress among officers and employees. Therefore, Stress Management is one the most demanded skill across all the divisions within the Ministry. On the recommendation of CBC, the Ministry identified Stress Management as a large-scale training intervention. Art of Living conducted programs on well-being and mediation, and the programs were a huge success. There are unanimous calls for designing similar interventions.

8.1.3. Common Competencies across divisions in the Ministry

Capacity Building Commission, conducted a comprehensive Training Needs Analysis (TNA) exercise with all the departments under the Ministry of Labour and Employment (MoLE). The data gathered from the TNA exercise was instrumental in providing insights around the demand side of Capacity Building in the entire Ministry. The insights also gave a pattern around the competency needs on an individual level and designation level for officers within the Ministry. Accordingly, training calendar content was prepared and prioritized by the leadership. Top 10 common competencies demanded across the Ministry are highlighted in the following figure.

Figure 34– List of Top 10 highest demand based common competencies

Top 10 Common Occuring Competencies
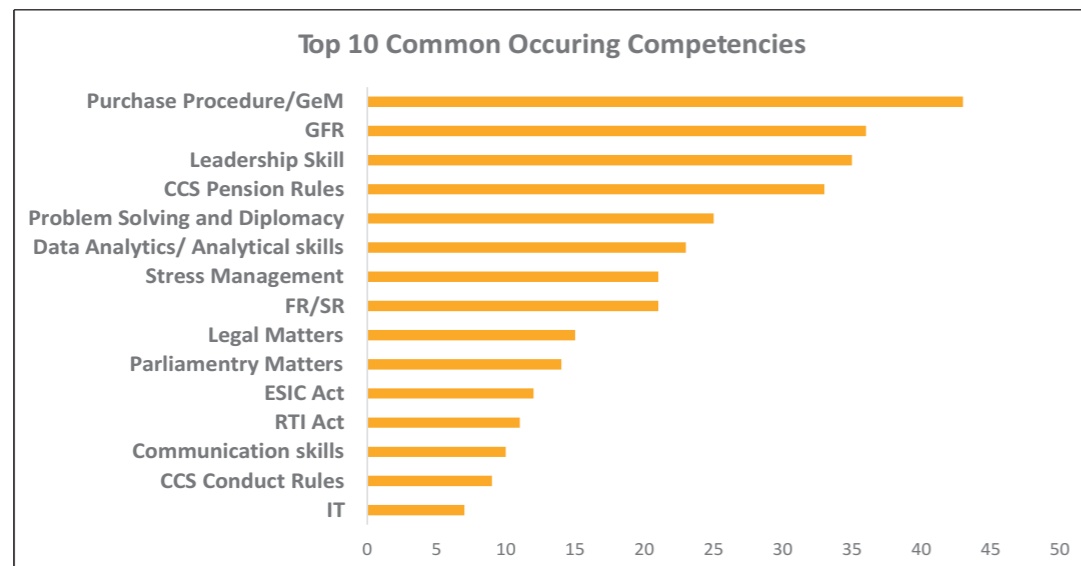
The following table outlines the common competencies topics across divisions in Ministry of Labour and Employment (MoLE) among Domain, Functional and Behavioural competencies. These topics have been considered while prioritizing the modules in capacity building programmes.

Table 8.2- List of common competencies found across divisions

Competency Topic	Domain	Functional	Behavioural
GeM Portal		✓	
GFR		✓	
CCS Rules (Pension, Leave, TA, Conduct Rules)		✓	
Noting and drafting		✓	
Knowledge of FRSR Rules		✓	
E- office: Usage, features and a monitoring tool		✓	
Data analytics	✓	✓	
Information and Communication Technology: Basic computer & digital skills	✓	✓	
RTI Act	✓		
Stress Management			✓
Communication Skills			✓
Problem Solving and Diplomacy			✓
Leadership Skills			✓
Legal Matters		✓	
Parliamentary Matters	✓	✓	
ESIC Act	✓		

Competency Topic	Domain	Functional	Behavioural
Transforming from Inspector to facilitator	✓		
Leveraging technology for better service delivery and compliance		✓	✓
Grievance Redressal Mechanism	✓		✓
Training of the Trainers			✓
Quasi-Judicial functions under various Labour Laws.	✓	✓	
Acquaintance with 4 Labour Codes	✓		
Social Security (C-102)	✓		
E-office		✓	
Ethics			✓
Shram Suvidha Portal		✓	
Emotional Intelligence			✓
Preventive Vigilance		✓	

8.1.4   Non- Training Interventions

Certain key issues that have been identified by the various Divisions and other undertakings of MoLE as well across the other Ministries with whom consultations have been undertaken under the NPCSCB. These issues are related to technology infrastructure, shortage of staff, lack of automation, limited development opportunities and the inter/intra ministerial coordination etc. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans.

Some such key issues requirements have been listed in the Table below with the recommended action that has been derived from the discussions with the diverse stakeholders. However, considering the nature of these issues, further in-depth study may be required to develop an implementation strategy for the same

Table 8.3 - List of issues requiring Institutional and Technological interventions

#	Institutional Issues and Technological Requirements	Gaps
1)	Automation in all avenues of operations service and delivery	The need for automation within processes is high, as ministry officials are overburdened with tasks that can easily be automated.
2)	Organizational Policy on Brainstorming	To create a conducive atmosphere for collaboration and creative thinking, the Ministry can create a policy on frequent brainstorming sessions, workshops and meet-ups.
3)	Unified Data Lake	Heavy inter-ministerial/departmental siloeization of divisions with the ministry in terms of data sharing and management.
4)	Advanced Software technology for process management and improvement	Need up upgraded and advanced software technology to eliminate all redundancies and dependencies. High demand for incorporation of new features within the existing software infrastructure.
5)	Grievance portal for officers and staff	A need for the portal that registers and monitors the grievances posted by Ministry officials and Staff. There should also be a

#	Institutional Issues and Technological Requirements	Gaps
		Grievance redressal mechanism for the concerned officials and employees of the Ministry.
6)	IT enabled formal mechanism of tracking issues from field offices for many divisions.	Currently the mechanism to track and respond to issues that come from local offices is via the e-mail channel of delivery. Most often, this channel of issue tracking and response is very flawed since e-mails are manual.
7)	Domain specific mapping of officers in the Division	In order to bring in efficiency and effectiveness withing officers there should be alignment of their domain competencies with the roles and functions they perform
8)	Rationalization of Reports	Reports coming from head offices must be rationalized and cleaned before percolating to the local offices.
9)	Introduction of a Think-tank to improve governance	In order to evolve thinking and bring in the best practices from around the country and the world, a think-tank specializing in labour issues must be created and put into effect for better policy, administration and governance.
10)	Repository of Vigilance Matters	All vigilance matters must be centrally stored in a repository to facilitate preventive measures.

Annexure 1
National Programme for Civil Services Capacity Building – Six Pillars

1.1. Policy Framework

A competency-based HR policy requires assignment of right person to the right role at the right time. NPCSCB aims to create a robust policy framework towards implementation of such an HR policy in the Government. The policy framework will also enable adoption of modern technological tools such as a digital platform, artificial Intelligence, machine learning and data analytics for monitoring and evaluation of the entire Programme especially quality of the learning content, assessment of user feedback and competency assessment.

Key principles of the proposed policy framework are:

To complement Physical Capacity Building with an Online Training framework

➢Focus on 'On-Site learning' to complement 'Off-Site learning' whereby the civil servant learns in her job environment and only higher order learning is delivered through training institutions

➢To create an ecosystem of shared training infrastructure including teaching material and personnel

➢To harmonize the functioning of all civil services training institutions (such as Central Training Institutions etc.) and enable them to partner with domestic and global institutions

➢To calibrate all civil service tasks to a Framework of Roles, Activities and Competencies including skills (hereinafter referred to as FRACs)

➢To partner with all content creators including in-house sources, as well as the private sector to build a content marketplace on iGOT-Karmayogi

➢To make available to all civil servants, agnostic to their geographical location and their position in the hierarchy, an opportunity to access training content in Hindi, English and other Indian languages.

➢To enable the individual learners to follow self-decided as well as mandated learning paths

➢ To make Mid-Career Training Programme (MCTP)mandatory for all services including horizontal and combined programs amongst services

1.2.   Institutional Framework

The NPCSCB will have the following institutional framework

I. Prime Minister's Public Human Resource Council (PMHRC) - A Council comprising of eminent public HR practitioners, thinkers, global thought leaders and representatives of the Indian political leadership under the Chair of the Prime Minister of India, is conceived to be the apex body for driving and providing strategic direction to civil services reforms and capacity building. It will identify areas for policy intervention and approve the National Capacity Building Plan.

Ii. Cabinet Secretariat Coordination Unit - A coordination unit under the Chairmanship of the Cabinet Secretary will monitor the implementation of the NPCSCB. It will align all stakeholders and provide mechanism for overseeing capacity building plans.

Iii. Civil Service Capacity Building Commission - The Civil Service Capacity Building Commission is at the heart of the NPCSCB. It will coordinate the preparation of annual capacity building plans, monitor, and evaluate their implementation and functionally supervise the training institutions (CIA's etc.) for the purpose of creation of shared resources ecosystem. The Secretariat of the Commission will be headed by an officer in the grade of Joint Secretary (Designated as Secretary to the Commission) to Government of India. The functions of Capacity Building Commission

The mandate of the Capacity Building Commission (CBC) is to:

➢ Facilitate preparation of Annual Capacity Building Plans of divisions, ministries and agencies

➢ Prepare and present Annual State of Civil Service Report to the Prime Minister's HR Council

➢ Make Policy recommendations to Department of Personnel & Training on personnel/ HR and Capacity Building

➢ Evolve a harmonious de-siloed approach to improve civil service capacity

➢ Analyze learning/ competency related data from iGOT-Karmayogi, online training platform

➢ Drive standardization, harmonization, and shared understanding of Capacity Building activities

➢ Create shared learning resources, including internal and external faculty and resource centers

➢ Functional supervision over all Central Training Institutions

➢ Audit of Human Resources in Government and outcomes of the Capacity Building efforts

➢ Approve Knowledge Partners and Content Validation mechanism for training of civil servants

iv. Special Purpose Vehicle (SPV)- A not-for-profit company, under the administrative control of DoPT will be incorporated as a 100% government owned entity for owning, managing, maintaining, and improving the digital assets, i.e., iGOT-Karmayogi- the digital/ e-learning platform, including the IPR of all software, content, process etc. on behalf of Government.

The SPV will have the responsibility to create and operationalize the content marketplace and continuously evaluate its utilization. The functions of the SPV are given in para 8.3.

V. A Programme Management Unit (PMU) is being set up in DoP&T to interface with support agencies. It will provide program management and support services to the division for rolling out and managing different aspects of NPCSCB.

1.3.   Competency Framework

The exercise for defining the Framework for Roles, Activities, and Competencies including skills (FRACs) will be carried out by each Ministry/Department/Organization of Union Government and integrated with the iGOT-Karmayogi Platform. FRACs exercise will define the roles, activities and competencies required at each position in the government Thereafter, work-allocation, notifications of vacancies etc. will be done through the iGOT- Karmayogi platform following the FRACs model. Further, content appropriate to the FRACs model will be provided by participating organizations on the 70:20:10 rule (an

indicative 70% training online, 20% on-the-job and 10% physical).

1.**4.** **Digital Learning Framework iGOT-Karmayogi (Integrated Government Online Training Platform)**

NPCSCB Digital learning framework consists of

➢An online learning platform, iGOT-Karmayogi, will be developed as an integral part of the Digital India stack for capacity building of all government employees. It will provide anytime-anywhere-any device learning to train about 2.0 crores users which was hitherto not achievable through traditional measures.

➢Content Curation: The platform is envisioned to evolve into a vibrant and world class marketplace for content modelled on FRACs, supported by a robust e-learning content industry. The content can be curated by individual government ministries or organizations in-house or through knowledge partners. Carefully crafted and vetted content from best-in-class institutions, universities, private content providers and individual resources will be made available as training

modules.

➢A Special Purpose Vehicle (SPV) in the form of a not-for-profit company will be incorporated as a 100% government owned entity for owning, managing, maintaining and improving the digital / e-learning platform, including the IPR of all software, content, process etc. on behalf of Government A mandatory subscription-based revenue model from all stakeholders has been designed to partly fund the program. DoP&T will fix and convey the annual subscription fee to all the Ministries and Organizations. For the year 2020-21, it is proposed to be a sum of Rs.431 per employee, which will be paid by the concerned ministry or department

1.**5.** **The electronic Human Resource Management System (eHRMS)**

To facilitate digital working environment in Central Government, an electronic Human Resources Management System (e-HRMS) has been introduced in all the Departments. This will help Government to digitally manage the service matters of officials leading to reduction in transaction time and cost, availability of digital records,

dashboards for MIS, real time monitoring of manpower deployment as well as serving as a productivity enhancement tool amongst others. The e-HRMS will be integrated with the iGOT-Karmayogi platform.

1.**6.** **The Monitoring and Evaluation Framework**

The performance of all users of the iGOT-Karmayogi platform will be monitored and evaluated on Key Performance Indicators (KPIs). This will include the individual learner, the supervisor, the organization, the peer group, the content provider, the content creator, and the technology service providers etc. A Dashboard and an Annual State of the Civil Services Report will capture the KPIs for all divisions, organizations and agencies of the government and document the outcomes of current initiatives, the targets against goals (including key KPIs from the iGOT-Karmayogi dashboard) along with the roadmap for future Public HR management and capacity building.

Annexure 2
Gaps identified, and capacity building initiatives for respective divisions / undertakings

Details of the competency gaps identified for

8 divisions of the Ministry are :

2.1. Labour Reforms Cell (LRC)

Table 0.1-Domain Roles and Functions tabulation of LRC

Designation, as applicable to your organization/division/wing...	ROLE/s	FUNCTION/s	COMPETENCY/s REQUIRED	GAPS thereof
Joint Secretary (JS)/ or as applicable to the Head	JS is a functionary, entrusted with the maximum measure of independent functioning and responsibility in respect of all business falling within his wing subject, to the general responsibility of the Secretary for the administration of the wing as a whole.	All business fall within his wing subject i.e. Codification of Labour Laws by simplifying, amalgamating and rationalizing the relevant provisions of the existing Central Labour Laws; Formulation of the Rules for the purpose of giving effect to the provisions of the Industrial Relations Code, 2020 and Model Standing Orders thereunder; Coordination with State/UT Governments on matters related to formulation of Rules in their respective sphere for the purpose of giving effect to the provisions of the four Labour Codes; Handling policy and administrative matters and administering all other functions as allocated to his wing. Most of administrative/other matters relating to his wings are handled and approved at his level as per the delegation of power. On important issues, approval of Secretary/Minister will be sought. All policy matters are initiated under his guidance.	To have knowledge of:- • Various Central Labour Laws including some of the State Labour Laws and Constitution of India. • Important rulings of the High Court and the Supreme Court. • Familiarity with Allocation of Business rules, Transaction of Business Rules and Handbook of Cabinet Note and all other Central Rules and regulations. • Various matters of national and international importance impacting different facets of governance in field of Labour. • Initiation of policy making and the successful execution of different programmes/policy. Leading consultations with the stakeholders within the Central Government and outside, consultations with the State Governments, inter-ministerial consultations and in many cases, appraisal of cases involving complicated matters in the field of labour.	No gap
Director (Dir)/ Deputy Secretary(DS) As applicable	Dir/DS holds charge of a Division and is responsible for the disposal of Government business dealt within the Division under his charge. He should, ordinarily be able to dispose of the majority of cases coming upto him on his own. But, he takes orders of the Joint Secretary /Secretary / Minister on important cases.	All business fall within his Division i.e. Codification of Labour Laws by simplifying, amalgamating and rationalizing the relevant provisions of the existing Central Labour Laws; Formulation of the Rules for the purpose of giving effect to the provisions of the Industrial Relations Code, 2020 and Model Standing Orders thereunder; Coordination with State/UT Governments on matters related to formulation of Rules in their respective sphere for the purpose of giving effect to the provisions of the four Labour Codes; Prepares the draft proposal on policy matters, preparation of Counter Affidavit, examination of court judgments/orders, dealing with Parliamentary	All business fall within his Division i.e. Codification of Labour Laws by simplifying, amalgamating and rationalizing the relevant provisions of the existing Central Labour Laws; Formulation of the Rules for the purpose of giving effect to the provisions of the Industrial Relations Code, 2020 and Model Standing Orders thereunder; Coordination with State/UT Governments on matters related to formulation of Rules in their respective sphere for the purpose of giving effect to the provisions of the four Labour Codes; Prepares the draft proposal on policy matters, preparation of Counter Affidavit, examination of court judgments/orders, dealing with Parliamentary matters, preparation of Cabinet Notes	There does not seem to be any gap.

Role	Role Description	Activities	Knowledge/Skills Required	Gap
		matters, preparation of Cabinet Notes and examining the inputs received from other Ministries, Disposal of RTI Appeals and public grievances, Noting & Drafting on important issues. On important issues, approval of JS/Secretary/Minister is sought.	and examining the inputs received from other Ministries, Disposal of RTI Appeals and public grievances, Noting & Drafting on important issues. On important issues, approval of JS/Secretary/Minister is sought.	
Under Secretary (US)/ as applicable	An Under Secretary is in charge of Section(s) and in respect thereto exercises control both in regard to the dispatch of business and maintenance of discipline. Work comes to him from the section(s) under his charge. He disposes of as many cases as possible at his own level but he takes the orders of Dir./DS or higher officers on important cases.	All business fall within his Section(s) i.e. Codification of Labour Laws by simplifying, amalgamating and rationalizing the relevant provisions of the existing Central Labour Laws; Formulation of the Rules for the purpose of giving effect to the provisions of the Industrial Relations Code, 2020 and Model Standing Orders thereunder; Coordination with State/UT Governments on matters related to formulation of Rules in their	To have knowledge of 4 Labour Codes, preparation of Cabinet Note, Manual of Office Procedure, Record Retention Schedule as Prescribed by D/o Administrative Reforms and Public Grievances, General Financial Rules, 2005, Central Civil Services (Classification, Control and Appeal) Rules, 1965, Central Civil Services (Temporary Service) Rules, 1965, Central Civil Services (Leave Travel Concession) Rules, 1988, Central Civil Services (Leave Rules) and various other rules and regulations. Preparation ● To initiate matters relating to subordinate legislation, Familiarity with RTI Act, 2005.	There does not seem to be any gap.

Role	Role Description	Activities	Knowledge/Skills Required	Gap
		respective sphere for the purpose of giving effect to the provisions of the four Labour Codes; preparation of parawise comments, examining Counter Affidavit and other misc applications, examination of court judgments/orders, dealing with Parliamentary matters, Preparation of Cabinet Notes and examining the inputs received from other Ministries, Disposal of RTI Application, Noting & Drafting, issue of letters. On important issues, approval of DS/Dir. Or higher authority.	Sufficient Knowledge of Section(s).	
Section Officer (SO)	Section, a depository of records/memory. He has general Duties, responsibilities relating to Dak, responsibilities relating to issue of draft and independent disposal of certain cases.	RTI matter, public grievances, etc. Codification of Labour Laws by simplifying, amalgamating and rationalizing the relevant provisions of the existing Central Labour Laws; Formulation of the Rules for	2005, Central Civil Services (Leave Rules), Central Civil Services (Conduct) Rules, 1964, Central Secretariat Service Rules, 2009, Central Civil Services (Classification, Control and Appeal) Rules, 1965.	There does not seem to be any gap.

		the purpose of giving effect to the provisions of the Industrial Relations Code, 2020 and Model Standing Orders thereunder; Coordination with State/UT Governments on matters related to formulation of Rules in their respective sphere for the purpose of giving effect to the provisions of the four Labour Codes; preparation of note and draft reply based on the issues involved, recording and weeding of files as per prescribed procedure, examination of files submitted by Dealing hands. Approval of US or higher authority is sought as per delegation of power. He should have sufficient Knowledge of Section.	The Officer is supposed to have:– · Organisation Awareness · Commitment to the Organisation; besides looking after Policy Implementation, Employee Management, conducting Office Procedure, etc.	
Asstt. Section Officer (ASO)	Asstt. Section Officer works under the orders and supervision of the Section Officer and is responsible for the work entrusted to	All business allocates to him. Codification of Labour Laws by simplifying, amalgamating and rationalizing	Knowledge, etc.	

	him. Where the line of action on a case is clear or the Branch Officer or higher officers have given clear instructions, he should put up a draft without much noting.	the relevant provisions of the existing Central Labour Laws; Formulation of the Rules for the purpose of giving effect to the provisions of the Industrial Relations Code, 2020 and Model Standing Orders thereunder; Coordination with State/UT Governments on matters related to formulation of Rules in their respective sphere for the purpose of giving effect to the provisions of the four Labour Codes; preparation of note and draft reply based on the issues involved, mmaintenance of files and records as per prescribed procedure. Further, while putting up office notes for consideration of higher authorities, keeping in view the following points:– (i) to see whether all facts open to check have been correctly stated; (ii) to point out any mistakes or incorrect statement of the facts; (iii) to draw attention, where		

		necessary, to precedents or Rules and Regulations on the subject; (iv) to put up the Guard file, if necessary, and supply other relevant facts and figures; (v) to bring out clearly the question under consideration and suggest a course of action wherever possible. He should have sufficient Knowledge of his allocated work.	

2.2 Chief Labour Commissioner (CLC)

Table 0.2 - Enlistment of Training needs for CLC

Designation, as applicable to your organization/division/wing …	ROLE/s	FUNCTION/s	COMPETENCY/s REQUIRED	GAPS thereof
Joint Secretary (JS)/ or as applicable to the Head Addl. CLC (C) and Dy. Director General, Labour Welfare	1. Enforcement of Labour Laws 2. Quasi-Judicial Authority Administrative	Overall supervision of all the Officers of 20 regions and l performs administrative and financial functions at CLC (C) Hqrs. Perform the duties of conciliation officer under ID Act. In Major Industrial Disputes effectively. To monitor the work of verification of membership of Trade Unions under Code of Discipline and General Verification. Perform the duty of Appellate Authority under Industrial Employment (Standing Orders) Act, 1946. Monitoring & updating of the Web-Portal, e-Governance.	1. Refresher training programme on various Labour Laws e.g. ID Act, 1947, BOCW (RE&CS) Act, CL (R&A) Act, MW Act, PW Act, IE (SO) Act, PB Act, TU Act, PG Act etc. 2. Refresher training programme on Conciliation 3. Refresher training programme on Civil Procedure Code, Criminal Procedure Code, various case Laws of High Courts and Supreme Court. 4. Refresher training programme on Shram Suvidha Portal and Samadhan Portal. 5. Art of conciliation. 6. Refresher training programme on Administrative matters.	May be improved

			7. Knowledge of IT–MS Office etc. and 8. Conducting of inquiries, disciplinary matters etc. Suggested Training Institutes 1. Administrative Training Academies including Lal Bahadur Shahtri National Academy of Administration. 2. National Judicial Academy 3. IIM Ahmedabad, Kolkata and Bangaluru 4. XLRI, Jamshedpur 5. ISB, Bangaluru 6. ITC–ILO Turin (Italy)	
Director (Dir)/ Deputy Secretary(DS) As applicable _____ Dy. Chief Labour Commissioner (C), Welfare Commissioner (C) and Labour Welfare Commissioner (C)	1. Enforcement of Labour Laws 2. Quasi–Judicial Authority 3. Administrative Management of Welfare Boards	**Dy. Chief Labour Commissioner (C)** Supervision of all the Officers and staff posted in the Region headed by him, the Dy. CLC(C) performs administrative duties as Head of Office and financial functions as DDO. Carry out detailed inspection of the office of each RLC(C) under him. He/she may carry out counter inspection of the office of ALCs(C) and LEOs(C) based on the inspections carried out by the RLC(C)s for ALCs(C) and ALCs(C) for LEOs, at random. Perform the duties of conciliation officer under ID Act. In Major Industrial Disputes effectively. Perform the duties as Authority under Rule 25(2) (v) (a) and (b) under Contract Labour (R&A) Central Rules,1971 and pass an order. Be personally responsible for the proper conduct of Trade Unions verification work under Code of Discipline and General Verification Perform the duties of Appellate Authority under the Payment of Gratuity Act, 1972 and pass the order. Perform the duty of Appellate Authority under Industrial Employment (Standing Orders) Act,1946. Dispose off all Appeals under Equal Remuneration Act, 1976 against the order of RLCs(C) (Independent) within a period of 04 months. Dispose off all	**Dy. Chief Labour Commissioner (C)** 1. Refresher training programme on various Labour Laws e.g. ID Act, 1947, BOCW (RE&CS) Act, CL (R&A) Act, MW Act, PW Act, IE (SO) Act, PB Act, TU Act, PG Act etc. 2. Refresher training programme on Conciliation 3. Refresher training programme on Civil Procedure Code, Criminal Procedure Code, various case Laws of High Courts and Supreme Court. 4. Refresher training programme on Shram Suvidha Portal and Samadhan Portal. 5. Art of conciliation. 6. Refresher training programme on Administrative matters. 7. Knowledge of IT–MS Office etc. and 8. Conducting of inquiries, disciplinary matters etc. **Welfare Commissioner (C)** 1. Refresher training programme on Building and other Constructions Workers Welfare Cess Act, 1996 and Cess Rules, 1998. 2. Refresher Training Programme on role of State. Govts. under ISMW (RE&CS) Act, 1979. 3. Management of various welfare schemes in operation under various welfare funds. 4. Management coordination with state Govts. regarding implementatio	May be improved

		Appeals of Registration under Building and Other Construction Workers (RE&CS) Act, 1996 against the order of RLCs(C). Dispose off all Appeals of Registration/License under Contract Labour (R&A) Act, 1970 against the order of RLCs(C). Dispose off all Appeals of Registration/License under Inter–State Migrant Workmen (RE&CS) Act, 1979 against the orders of RLCs(C). Monitoring & updating of the Web–Portal, e–Governance. Ensure timely submission of the Monthly Statement of Performance Reports, Citizen Charter Reports, RFD, Monthly Assessment Reports of the field officers and Court cases. Hold periodical meetings with State Labour Authorities, Employers, Associations/ Federations, Trade Unions/Federations regarding implementation of labour laws in the Region. Ensure up to date maintenance of	n of various provisions of Bonded Labour Act. Labour Welfare Commissioner (C) 1. Benefits available to contract labour under vaiours Labour Laws in its monitoring thereof. 2. Refresher training programme on Factories Act, 1948 with emphasis on hours of work, overtime, Health, Safety and Welfare provisions. 3. Refresher training programme on provisions regarding constitution of JCM and Works Committee, Welfare Committee, Safety Committee. Suggested Training Institutes 1. Administrative Training Academies including Lal Bahadur Shahtri National Academy of Administration. 2. National Judicial Academy 3. IIM Ahmedabad, Kolkata and Bangaluru	

		Administrative Registers and records required to be maintained by the field officers in the Region. Act as Appellate Authority under Right to Information Act, 2005. Welfare Commissioner (C) Coordinate with State Govts./UTs to oversea the implementation of unorganized workers Social Security Act, 2008. Monitoring of Building and other Constructions Workers Welfare Cess Act, 1996 and Cess Rules, 1998. To coordinate with State Govts. regarding that Constitution and Functioning of Vigilance Committee on Bonded Labour and release of contribution towards cost of survey, rehabilitation and awareness campaign. To coordinate with State Govts. about registration kiosks and other Welfare majors of Inter–State migrant workers. Implementation of various Welfare Schemes under different Labour Welfare Fund Acts. Labour Welfare Commissioner (C) To perform duties of principal adviser to the head of the establishment on Industrial Relations, Personal Management	4. XLRI, Jamshedpur 5. ISB, Bangaluru 6. ITC–ILO Turin (Italy)	

Designation	Role	Functions	Capacity Building / Training	Remarks
		and Labour Welfare functions. To ensure that benefits are provided to contract labour employed in the establishments through the contractors. To render guidance to DLWC © and ALWC © of the Establishment.		
Under Secretary (US)/ as applicable Regional Labour Commissioner (C), Dy. Welfare Commissioner (C) and Dy. Labour Welfare Commissioner (C)	1. Enforcement of Labour Laws 2. Quasi-Judicial Authority 3. Administrative Management of Welfare Boards	**Regional Labour Commissioner (C)** To assist the Dy. CLC(C) who is the Regional Head in administrative work as well as close supervision of field work of ALCs (C) & LEOs (C) placed under him, Regional Labour Commissioners (c) posted in the Regional office will perform following duties:– Carry out detailed inspection of the office of each Assistant Labour Commissioner (Central) and LEOs(C) placed under him. Perform the duties of conciliation officer under ID Act In all Industrial Disputes effectively. Perform the duty of certifying officer under Industrial Employment (Standing Orders) Act,1946. To perform the duty of Authority under Minimum Wages Act, 1948 in claim applications and pass orders. To perform the duty of Authority under Payment of Wages Act, 1936 in claim applications and pass orders. To perform the duties of Appellate Authority under Equal Remuneration Act, 1976. To perform duties of Registering officers under Building and Other Construction workers (RE&CS) Act, 1996. To issue Registration and Licence under Inter–State Migrant Workmen Act, 1979. To conduct Verification of trade Unions under code of discipline and general verification. To hear all Appeals under Rule 4 of the Railway Servants (Hour of Work & Period of Rest) Rules, 2005 and pass order. To hear applications under section 33(C)(1) of Industrial Disputes Act, 1947 and pass orders. To conduct accident enquiries under Building and Other	**Regional Labour Commissioner (C)** 1. Refresher training programme on various Labour Laws e.g. ID Act, 1947, BOCW (RE&CS) Act, CL (R&A) Act, MW Act, PW Act, IE (SO) Act, PB Act, TU Act, PG Act etc. 2. Refresher training programme on Conciliation 3. Refresher training programme on Civil Procedure Code, Criminal Procedure Code, various case Laws of High Courts and Supreme Court. 4. Refresher training programme on Shram Suvidha Portal and Samadhan Portal. 5. Art of conciliation. 6. Refresher training programme on Administrative matters. 7. Knowledge of IT–MS Office etc. and 8. Conducting of inquiries, disciplinary matters etc. **Dy. Welfare Commissioner (C)** 1. Refresher training programme on Building and other Constructions Workers Welfare Cess Act, 1996 and Cess Rules, 1998. 2. Refresher Training Programme on role of State. Govts. under ISMW (RE&CS) Act, 1979. 3. Management of various welfare schemes in operation under various welfare funds. 4. Management coordination with state Govts. regarding implementation of various provisions of Bonded Labour Act. **Dy. Labour Welfare Commissioner (C)** 1. Benefits available to contract labour under vaiours Labour Laws in its monitoring thereof. 2. Refresher training programme	May be improved

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Constructions Workers (RE&CS) Act, 1996.

To perform the office work as Branch Officer of the Administration, financial & Vigilance Sections in the Regional HQ, dealing with service matters including salaries of the officers & staff; Daily Diaries, Tour Programmes, T.A. Bills and Monthly Assessments Reports of the field Officers.

To hear and decide all Application(s) under Rule 61 (4) of the Industrial Disputes (Central) Rules, 1957.

Act as Public Grievance Officer in the Regional HQ.
Act as CPIO relating to the information pertaining to his jurisdiction under Right to Information Act, 2005.

Dy. Welfare Commissioner (C)

To assist and guide State Govts. in identifying common service centers (CSC) and assist their capacity building besides other issues relating to CSC.

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on Factories Act, 1948 with emphasis on hours of work, overtime, Health, Safety and Welfare provisions.
3. Refresher training programme on provisions regarding constitution of JCM and Works Committee, Welfare Committee, Safety Committee.

Suggested Training Institutes

1. Administrative Training Academies including Lal Bahadur Shahtri National Academy of Administration.
2. National Judicial Academy
3. IIM Ahmedabad, Kolkata and Bangaluru
4. XLRI, Jamshedpur
5. ISB, Bangaluru
6. ITC–ILO Turin (Italy)

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To monitor that campaigns as mandated under BOCW Welfare Act are conducted to ensure that the state boards implemented all the mandated schemes.

To ensure and coordinate with State Govts. that vigilance committees on bonded labour are constituted and functional.

To coordinate with State Govts. about registration kiosks and other Welfare majors of Inter–State migrant workers.

Implementation of various Welfare Schemes under different Labour Welfare Fund Acts.

Dy. Labour Welfare Commissioner (C)

To perform duties of principal adviser to the head of the establishment on Industrial Relations, Personal Management and Labour Welfare functions.

To conduct inspection under CPWD Contractors Labour Regulations by the officers posted in the CPWD.

To render guidance to ALWC © of the Establishment.

To assist the management in accident prevention,

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		supervision of safety of education, investigation on accident, workman's compensation etc. To Advise the management on provisions of welfare facilities. To exercise supervision over the functioning of Joint Consultation Machinery, Works Committee, Welfare Committee or other bipartite forums constituted for securing welfare of employees. To undertake propaganda against drinking of alcohol and use of drugs and assist in organisation of de-addition services for drugs and alcohol where necessary. To advise and assist the works committee in promoting majors for incurring and preserving amity and good relations between the employer and the workman. To assist in the conduct of elections of works committee.		

Annexure 3
Training requirements/ Calendars for all Divisions

3.1 Labour Reform Cell (LRC)

TRAINING MODULES in respect of Officials who are associated with work related to 4

Labour Codes (or 29 Central Labour Laws) UNDER CAPACITY BUILDING PLAN

Table 0.3 - Training Calender of LRC

Name of Components	Competency	Officer's Level	Identify Gaps	Duration of Training	Institution / s	Institution / s
Knowledge of the existing Labour Laws and 4 Labour Codes – Theoretical knowledge of the existing Labour Laws vis-à-vis 4 Labour Codes and their usage.	A	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	In-depth knowledge required	6 Days (Off-Line or Online as per suitability)	VVGNLI for the Code on Wages, IR Code and OSH Code and PDUNASS for the Code on Social Security	25 (In Each Batch)
Initiation of policy making and the successful execution of different programmes/policy.	A	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	In-depth knowledge required	6 Days (Off-Line or Online as per suitability)	The Indian Institute of Public Administratio n (IIPA), Delhi	25 (In Each Batch)
Manual of Parliamentary Procedures, Rules of Procedure and Conduct of Business in the Rajya Sabha and Lok Sabha.	A	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	In-depth knowledge required	6 Days (Off-Line or Online as per suitability)	Parliamentary Research and Training Institute for Democracies, Lok Sabha Secretariat, Delhi	25 (In Each Batch)

Name of Components	Competency	Officer's Level	Identify Gaps	Duration of Training	Institution / s	Institution / s
Knowledge of ILO Conventions – Theoretical knowledge of Knowledge of ILO Conventions and their usage while dealing with various matters	A	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	In-depth knowledge required	6 Days (Off-Line or Online as per suitability)	VVGNLI-Noida in collaboration with I.L.O. & International Training Centre of I.L.O., Turin	25 (In Each Batch)
Court Cases – Processes involved at various stages of Court Cases and how to deal with it Important rulings of the High Court and the Supreme Court in the field on Labour	A	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	In-depth knowledge required	6 Days (Off-Line or Online as per suitability)	The Delhi Judicial Academy	25 (In Each Batch)
General Awareness – Knowledge regarding various initiatives being taken by Government	A	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	In-depth knowledge required	2 Days (Off-Line or Online) On Every 6 months basis	The Indian Institute of Public Administration (IIPA), Delhi	25 (In Each Batch)
BEHAVIOURIAL/ ATTITUDINAL – Emotional Maturity – Restrains Emotional Impulses, Responds Calmly, Manages Stress Effectively, Calms Others During Periods of High Stress or Adversity, Maintains Effectiveness Despite Prolonged Stressors	A	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	In-depth knowledge required	6 Days (Off-Line or Online as per suitability)	The Indian Institute of Public Administration (IIPA), Delhi	25 (In Each Batch)

Emotional Intelligence- To understand the situation and respond accordingly Ethics - Demonstrates integrity, transparency, openness and fairness Equity - Treats all citizens alike, ensures justice to all, with empathy for the weaker section Other Skills – Leadership Skill, Management Development Programme and enhancing management skills, Communication Skills, Data Analytics/Analytical Skills, Stress Management, Problem Solving and Diplomacy, Grievasnce Redressal Mechanism, Training of the Trainers, Quick Decision Making						

Note :- The number of participants may vary either on the upside or down side.

Taking into consideration of the fact that the 29 Central Labour Laws have been codified into 4 labour Codes and these 29 Central Labour Laws are administered by different Sections of the Ministry, there is need for specialized training of Officers from the level of ASO upto Director who administer these 29 Central Labour Laws at present. There may be approximately total 80 – 100 Officers who may be involved in the administration of these 29 Central Labour Laws. All these Officers may be considered for the above-specialized training.

3.2 Office of Chief Labour Commissioner
Table 0.4 - Training Calender of CLC

TRAINING MODULES IN CLC(C) ORGANIZATION UNDER CAPACITY BUILDING PLAN						
Name of Components	Competency	Officer's Level	Identify Gaps	Duration of Training	Institution / s	No. of Participants
Enforcement of Labour Laws as Facilitator –cum–Inspector, Legal provisions, Evidence Collection, CRPC to Conduct Court Cases, Four New Labour Codes, Shram Suvidha Portal, Art of Living.	A	LEO (C) & JTS Officers of Central Labour Service (C.L.S.)	Inadequate knowledge	6 Days (Off–Line)	VVGNLI	35 (In Each Batch)
Techniques of Conciliation, Drafting of Settlement, Drafting of Failure of Conciliation, Introduction to Four New Labour Codes, Relevant provisions of Industrial Disputes Act, 1947, Industrial Employment (Standing Order) Act, 1946. (To be organized in to four batches for the officers of north , south, east and west zones)	A & B	JTS STS JAG Officers of Central Labour Service (C.L.S.)	Inadequate Knowledge	6 Days (Off–Line)	XLRI– Jamshedpur. VVGNLI– Noida in collaboration with I.L.O. & International Training Centre of I.L.O., Turin	35 (In Each Batch)
Quasi–Judicial functions under various Labour Laws. (To be organized in to batches for the officers of North, South, East and West Zones)	A & B	JTS STS JAG Officers of Central Labour Service (C.L.S.)	Inadequate Knowledge	6 Days (Off–Line)	Judicial Academy– Chandigarh, Bengaluru, Chennai and National Judicial Academy– Bhopal.	35 (In Each Batch) (Participants will be divided on the basis of Four Zones)
Labour Administration, Facilitation–cum–Inspection and Conciliation (To be organized in to batches for the Officers of North , South, East and West Zones)	A	JTS STS JAG Officers of Central Labour Service (C.L.S.)	Inadequate Knowledge	6 Days (Off–Line)	Indian Institute of Management (IIM)–Ahmedabad. IIM–Bengaluru, IIM– Calcutta, IIM– Shillong	35 (In Each Batch) (Participants will be divided on the basis of Four Zones)
General Administration, Establishment Rules, FR/SR, Right To Information Act, 2005, CCS(Conduct) Rule–1964, Noting & Drafting, Preventive Vigilance, Functions of DDO,	B & C	LEO (C) JTS STS JAG Officers of Central Labour Service (C.L.S.)	Inadequate Knowledge	6 Days (Off–Line)	I.S.T.M.–Delhi	35 (In Each Batch)

3.3 Directorate General of Factory Advice Service and Labour Institute
Table 0.5 - Training Calender of DGFASLI

Sl No	Type	Domain Name	Competency	Number of days of Training	Training Providers	
					International	National
1	Domain	The Factories act 1948, Model Factories Rules and State Rules	A	2 days (2days by National Institutes)	––	Legal Experts and DGFASLI
			B	4 days (4 days by National Institutes)		
			C	5 days (5 days by National Institutes)		
2	Domain	Dock Workers (Safety Health and Welfare) Act, 1986	A	2 days (2 days by National Institutes)	––	Legal Experts and DGFASLI
			B	4 days (4 days by National Institutes)		
			C	5 days (5 days by National Institutes)		
3	Domain	OSH&WC Code, 2020	A	2 days (2 day by National Institutes)	––	Legal Experts and DGFASLI
			B	4 days (4 days by National Institutes)		
			C	5 days (5 days by National Institutes)		
4	Domain	Factory Advice Service	A	2 days (2days by National Institutes)	––	DGFASLI
			B	3 days (3 days by National Institutes)		
			C	5 days (5 days by National Institutes)		
5	Domain	Dock Safety	A	3 days (2 days by International Institutes + 1day by National Institutes)	ILO OSHA – USA HSE – UK DGUV, Germany Singapore Australia	DGFASLI
			B	4 days (2 days by International Institutes + 2 days by National Institutes)		
			C	5 days (3 days by International Institutes + 2 days by National Institutes)		
6	Domain	Major Accident Hazard and Chemical Safety in Major Ports	A	3 days (2 days by International Institutes + 1day by National Institutes)	OSHA – USA HSE – UK	DGFASLI NIDM DMI, Bhopal
			B	4 days (2 days by International Institutes + 2 days by National Institutes)		
			C	5 days (3 days by International Institutes+ 2 days by National Institutes)		
7	Domain	Occupational Safety and Health	A	1 days (1 day by National Institutes)	––	Indian Statistical Institute (ISI), Kolkata ISTM

No	Type	Domain	Level	Days	International Institutes	National Institutes
		Statistics	B	2 days (2 days by National Institutes)		
			C	3 days (3 days by National Institutes)		
8	Domain	Industrial Safety	A	3 days (2 days by International Institutes + 1day by National Institutes)	ILO OSHA – USA HSE – UK DGUV, Germany	IIT's and DGFASLI
			B	4 days (2 days by International Institutes + 2 days by National Institutes)		
			C	5 days (3 days by International Institutes + 2 days by National Institutes)		
9	Domain	Construction Safety	A	3 days (2 days by International Institutes + 1day by National Institutes)	ILO OSHA – USA HSE – UK DGUV, Germany Singapore	DGFASLI, NICMAR and IIT's
			B	4 days (2 days by International Institutes + 2 days by National Institutes)		
			C	5 days (3 days by International Institutes + 2 days by National Institutes)		
10	Domain	Industrial Hygiene	A	3 days (2 days by International Institutes + 1day by National Institutes)	ILO OSHA – USA HSE – UK DGUV, Germany Singapore	DGFASLI, NICMAR and IIT's
			B	4 days (2 days by International Institutes + 2 days by National Institutes)		
			C	5 days (3 days by International Institutes + 2 days by National Institutes)		
11	Domain	Industrial Medicine	A	2 days (1 days by International Institutes + 1day by National Institutes)	ILO	DGFASLI IAOH NIOH IIPH
			B	3 days (1 days by International Institutes + 2 days by National Institutes)		
			C	5 days (5 days by National Institutes)		

No	Type	Domain	Level	Days	International Institutes	National Institutes
12	Domain	Staff Training & Productivity	A	2 days (1 days by International Institutes + 1day by National Institutes)	ILO	IIT NPC DGFASLI
			B	4 days (2 days by International Institutes + 2 days by National Institutes)		
			C	5 days (2 days by International Institutes + 3 days by National Institutes)		
13	Domain	Major Accident Hazard & Chemical Safety	A	3 days (2 days by International Institutes + 1day by National Institutes)	ILO OSHA – USA HSE – UK	NIDM Institutes under CSIR DGFASLI
			B	4 days (2 days by International Institutes + 2 days by National Institutes)		
			C	5 days (2 days by International Institutes + 3 days by National Institutes)		
14	Domain	Work Environmental Engineering	A	2 days (1 day by International Institutes + 1day by National Institutes)	ILO OSHA - USA HSE – UK	DGFASLI
			B	2 days (1 day by International Institutes + 1 day by National Institutes)		
			C	3 days (1days by International Institutes + 2 days by National Institutes)		
15	Domain	Respiratory Equipment Testing (RETL) and Non – Respiratory Testing (NRTL)- Laboratory	A	2 days (1 days by International Institutes + 1day by National Institutes)	OSHA - USA HSE – UK DGUV, Germany	BIS, Govt. Laboratories and DGFASLI
			B	3 days (1 day by International Institutes + 2 days by National Institutes)		
			C	4 days (2 days by International Institutes + 2 days by National Institutes)		
16	Domain	Industrial Hygiene- Lab	A	2 days (1 days by International Institutes + 1day by National Institutes)	OSHA - USA HSE – UK Central Industrial Hygiene Association(CIHA)	Govt. Laboratories and DGFASLI
			B	3 days (1 day by International Institutes + 2 days by National Institutes)		

Table 0.6 - Training Calender of DGMS

		C	4 days (2 days by International Institutes + 2 days by National Institutes)		
17	Domain	Industrial Medicine- Lab	A	2 days (1 days by International Institutes + 1day by National Institutes)	OSHA - USA HSE – UK DGUV, Germany
			B	3 days (1 day by International Institutes + 2 days by National Institutes)	IAOH, IIPH, NIOH DGFASLI
			C	4 days (2 days by International Institutes + 2 days by National Institutes)	
18	Domain	Occupational Safety Health working conditions Centre	A	2 days (1 days by International Institutes + 1day by National Institutes)	OSHA - USA HSE – UK DGUV, Germany DGFASLI
			B	3 days (1 day by International Institutes + 2 days by National Institutes)	
			C	4 days (2 days by International Institutes + 2 days by National Institutes)	
19	Functional	IT	A/B/C	5 days	National Institutes
20	Functional	GFR/FR/SR/PFMS			VVGNLI, ISTM
21	functional	CCS Conduct Rules			
22	Functional	CCS Pension Rules			
23	Functional	Parliamentary Matters			
24	Functional	RTI Act			
25	Functional	Vigilance Matters Enquiry and Report Submission			
26	Behavioural	Communication Skills	A/B/C	5 days	National Institute
27	Behavioural	Data Analytics/ Analytical Skills			IIM's, NITIE, Mumbai
28	Behavioural	Stress Management			
29	Behavioural	Problem Solving and Diplomacy			
30	Behavioural	Grievance Redressal Mechanism			
31	Behavioural	Training of the Trainers			
32	Behavioural	Quick Decision Making			

S.. No.	Name	No. of participants	duration	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total participants	Remarks
1	Induction training for newly recruited Dy. Directors (Domain, Functional, Advance mining and soft skills)	40	4 weeks			■	■									40	HQ, DGMS, ISM, & VVGNLI. **Annexure-I**
2	Specialized training in Oil Mines	20	10 days	■				■			■			■		80	IPSHEM, ONGC **Annexure-II**
3	Exposure to the International standards and the best practices /State of Art mining	20	2 weeks														Exploring option in consultation with CBC, VVGNLI, SIMTARS, ISM etc. including the Inspectorate of the Foreign countries.
4	Exposure to the international practices for the conduct of enquiry and root cause analysis and use of latest tools	20	2 weeks														
5	Exposure to the International practices of Review/Audit of SMP	20	2 weeks														
6	Soft Skills (Behavioral/attitudinal)	20	5 days				■		■		■		■			80	VVGNLI
7	GeM: Procurements procedures and methods.	20	1 day				■		■		■			■		80	VVGNLI/External Expert. (Online/Offline.)
8	DGMS(SS Portal, DGMS Portal- permission, accident, statistics, Returns etc.). /modify as per needs.	20	3 days				■		■			■				80	DGMS SOMA section and M/s Uneecops,. Dates will be finalised at later date. (Online/Offline mode)
9	General Financial Rules:	20	1 day					■		■			■			60	Dates will be finalized in consultation with VVGNLI/DGMS, Admin (Online/Offline mode)
10	RTI ACT	20	1 day					■			■			■		60	Dates will be finalized in consultation with VVGNLI/DGMS, DMRS (Online/Offline mode)
11	Legal procedures/Court cases	20	1 day													60	Dates will be finalised in consultation

No.	Component	No.	Duration	Calendar	Target	Remarks
						with VVGNLI/ DGMS. SLO
12	SR & CCS, FR/SR, , etc.	20	1 day		60	Dates will be finalised in consultation with VVGNLI/DGMS ,Admin
13	Computer operations (MS office/handling.	20	1 day		60	Dates will be finalised in consultation with VVGNLI
14	Noting, Drafting, and presenting, Bilingual skills of typing.	20	1 day		60	Dates will be finalised in consultation with VVGNLI
15	e- governance	20	1 day		60	Dates will be finalised in consultation with VVGNLI

3.5 Dattopant Thengadi National Board For Workers Education
Table 0.7 - Training Calender of DTNBWED

TRAINING MODULES FOR OFFICERS OF DTNBWED UNDER CAPACITY BUILDING PLAN						
Name of Components	Competency	Officer's Level	Identify Gaps	Duration of Training	Institution / s	No. of Participants
Administrative & Managerial Effectiveness Data Analysis & Planning of Work, Project Preparation & Evaluation	A	Dy Director Zonal Director Regional Director	Inadequate Knowledge	5 DAYS (Off Line)	XLRI- Jamshedpur & IIM Ahmedabad IIM Kolkata	25 (Batch)
Administrative & Managerial Effectiveness Data Analysis & Planning of Work, Project Preparation & Evaluation	B	Education Officer & Sr Education Officer	Inadequate Knowledge	2 DAYS (Off Line)	XLRI- Jamshedpur & IIM Ahmedabad IIM Kolkata	30 (3 Batch)
Training Module design & Content Development (Online & Offline Training) Training Methodology and use of AV Aids.	A	Education Officer & Sr Education Officer	Inadequate Knowledge	5 days (Off Line)	IIM Ahmedabad IIM Shilong ISTD	30 (3 Batch
Modern Management Cocepts (Lean Organisation, Block Chain, Enterpenurship Development) Business Communication & Organising Workshops & Promotional Activities	A	Education Officer & Sr Education Officer	Lack of Knowledge	5 days (Off Line)	IIM Ahmedabad IIM Shilong ISTD	30 (3 Batchs)
Business Communication & Organising Workshops & Promotional Activities Liasioning with Public Enterprises	C	Dy Director Zonal Director Regional Director	Lack of Knowledge	2 days (Off Line)	IIM Ahmedabad IIM Shilong ISTD	25 in One Batch
General Administration, Establishment Rules, FR/SR, Right To Information Act, 2005, CCS(Conduct) Rule-1964, Noting & Drafting, Preventive Vigilance, Functions of DDO	A	Dy Director Zonal Director Regional Director AO/ Asst Directors	Inadequate Knowledge	5 Days (Off-Line)	I.S.T.M.-Delhi	27 In one Batch
General Administration, Establishment Rules, FR/SR, Right To Information Act, 2005, CCS(Conduct) Rule-1964, Noting & Drafting, Preventive Vigilance, Functions of DDO,	C	Education Officer & Sr Education Officer	Lack of Knowledge	2 Days (Off-Line)	I.S.T.M.-Delhi	30 (3 Batchs)
Conducting Domestic Inquiry and Disciplinary Matters, Handling of Court Cases	A	Dy Director Zonal Director Regional Director AO/Asst Directors	Inadequate Knowledge	2 Days (Off-Line)	National Judicial Academy	27 In one Batch
Use of ITES, Learning Management System, PFMS, GeM Portal, MIS, Bharat Portal, PFMS, NIC & Other e-Office Services	A	Dy Director Zonal Director Regional Director AO/Asst Directors	Inadequate Knowledge	2 Days (Off-Line)	I.S.T.M.-Delhi	27 In one Batch
Emotional Intelligence, Transformational Leadership, Yoga & Art of Living	A	Dy Director Zonal Director Regional Director Education Officer & Sr Education Officer AO/AD	Inadequate Knowledge	5 Days (Residential)	Art of Living	25 (4 Batches)
General Administration, Establishment Rules, FR/SR, Right To Information Act, 2005, CCS(Conduct) Rule-1964, Noting & Drafting,	A	Steno/Sr Clerk /UDC/LDC	Inadequate Knowledge	5 DAYS (Off Line)	I.S.T.M.-Delhi	25 (6 Batch)

Use of ITES, PFMS, GeM Portal, MIS, Bharat Portal, PFMS, NIC & Other e-Office Services	A	Steno/Sr Clerk/ UDC/LDC	Inadequate Knowledge	5 DAYS (Off Line)	IIWE	25 (6 Batch)	
Work Ethics, Values & Ethos in Public Service,Taking Initiatives, Creativity for Problem Solving.	B	Steno/Sr Clerk/ UDC/LDC	Inadequate Knowledge	5 DAYS (Off Line)	IIWE VVGNLI	25 (6 Batch)	

3.6. Employee State Insurance Corporation
Table 0.8 - Training Calender of ESIC

S. No.	Name of Training Programme/Course	Main topics to be covered	Target Group	No. of Days	Month (Tentative)	No. of Participa nts	Organized by
1.	Offline Training on "Occupational Disease" under Capacity Building Programme	Occupational Disease related topics	Doctors of Southern Region and ODC Centre of ESIC	3	23-25/5/22	25-30	NTA
2.	Capacity Building Programme of Mandatory Training for the promotion to the post of PS/ PPS.	About ESIC, Working of government office system, Office Procedures,File Indexing System and noting tips, Drafting skills for various types of official communication, Work ethics and culture, Check on delays – Managing time, Service Rules, Disciplinary Rules, Introduction to e-Office, Strategy and technique of effective office management, Interpersonal skills / relations, Communication Skills, Managing stress and work life balance, Leadership skills, team work and collaboration, Knowing yourself (emotional intelligence), Overview of MS Office, etc.	PS/PPS	10	30-5-22 to 10-6-22 (finalized with V V GNLI)	69	NTA
3.	11th PCE Examination	Paper- I, II, III Paper I ESI Act, Local Office, Accounts Manual, Medical Manual, Recovery Manual, Drafting & Office Procedure. Paper II (A) FR & SR, Pension Rules, Conduct Rules and GFR Paper II (B) Book Keeping & Double Entry System Paper III (A) Administrative Law Paper III (B) General Principal of Management	Newly recruited SSOs	2	June ,22	477	NTA
4. *	Capacity Building Programme of Mandatory Training for DD's to the post of Sr. DD	Administration, Vigilance and Service Rules, Finance and Accounts, Insurance, Benefit, Management/Soft Skill, IT, E Office etc.	DD's	12	June, 22	155	NTA

No.	Training	Content	Target Group	Count	Month	Participants	Agency
5.	Offline Training on "Administrative Issues" (Batch I)	CCS Conduct Rules, FRSR, Leave Rules, Procubment, GeM, GST, Recruitment, Medical Vigilance etc.	Deans/ Medical Superintendents/ DMS/ Store Incharges of ESIC	3	June,22	30-35	NTA
6.	Offline Training on " Ayush, Yoga & Meditation"	" Ayush, Yoga & Meditation" in NTA	Doctors of ESIC Hospitals/ Disp/ Medical Colleges	2	June,22	30-35	NTA
7.	Online Training on "Functioning of UTI Module for SST Bills"	UTI Module	Administrators of ESIC Hospitals & rep. of empanelled hospitals of UP Region	2	June,22	100	NTA
8.	Online Training on "Functioning of UTI Module for SST Bills	UTI Module	Administrators of ESI Hospitals & rep. of empanelled hospitals of West Bengal	1	June,22	100	NTA
9.	Online Training on "Functioning of UTI Module for SST Bills"	UTI Module	Administrators of ESI Hospitals & rep. of empanelled hospitals of North East Region	1	June,22	100	NTA
10.	Online Training by CPWD in Profile of Divisional Accountants	GFR Provisions, Public Accounts System, ESI ACT, pay fixation, FR/SR, GFR, etc	Various Cadres	10	July, 22	250-300	NTA (Online)
11. *	Capacity Building Programme of Mandatory Training for promotion to the post of IC	Management Development Programme, etc.	AC/IC	5	July, 22	5-10	NTA
12.	Capacity Building Programme of Mandatory Training for promotion to the post of Assistant Engineer(Electrical)	Work procedure, Estimating and costing, Information Technology Rudiments of Contract Management, Planning , Installation, Operation and maintenance of Electrical and Mechanical equipments, etc.	Junior Engineer(Electrical)	10	July, 22	9	NTA
13.	Capacity Building Programme of Mandatory Training for promotion to the post of AE (Civil)	Work procedure, Estimating and costing, Information Technology,Rudiments of Contract Management, Planning and Technical control of Hospital, Educational, Administrative & Residential Buildings , etc.	Junior Engineer(Civil)	10	July, 22	33	NTA
24.	Online Training on "Alzheimer & Dementia"	"Alzheimer & Dementia"	Doctors of ESIC/ESIS	1	Aug',22	100	NTA
25.	Online Training on "duties & responsibilities of Medical Referee/IMPs – brief review "	"duties & responsibilities of Medical Referee/IMPs – brief review "	Medical Referees/IMPs	1	Aug',22	100	NTA
26.	Capacity Building Programme on Preventive Vigilance and disciplinary proceedings, prevention of Sexual Harassment	Duties of IO/PO, Common mistakes, Human behavior, Vigilance Matters, Enquiry and Report Submission , gender sensitisation, etc.	AD/DD	5	Sep', 22	40-50	NTA
27.	Online training on 'Right to Information' (BATCH-II)	RTI Act, 2005, Amendments, Behavior ,Soft Skills ,Stress Management , CCS Conduct Rules etc.	CPIOs/APIOs	2	Sep', 22	40-50	NTA (Online)
28.	Capacity Building Programme of Mandatory Training for promotion to the post of JD(OL)	Official Language Policy and its Schemes etc.	JD(OL) (Spell 2)	06	Sep',22	3	NTA
29.	Offline Training on "Induction Training for newly recruited Doctors" (Batch I)	Organization Set up, ESI Benefits, Dhanwantri, RIT Act, Medical Certification, Rajbhasha Neeti etc.	Professors/ Specialists/ Medical Officers	3	Sep',22	30-35	NTA
30.	Offline Training on " National Disease Control Programme"	" National Disease Control Programme"	Doctors of ESI Hospitals/Disp/ .Medical Colleges	2	Sep',22	30-35	NTA
31.	Online Training on "Hepatitis & Liver Failure"	"Hepatitis & Liver Failure"	Doctors of ESIC/ESIS	1	Sep',22	100	NTA
32.	Online Training on "Renal Disease & Dialysis Management"	"Renal Disease & Dialysis Management "	Doctors of ESIC/ESIS	1	Sep'22	100	NTA
33.	Capacity Building Programme of Mandatory Training for promotion to the post of AD(OL)	Official Language Policy and its Schemes, etc.	AD(OL) (Spell 2)	08	Oct',22	13	NTA

No.	Programme	Topics	Target Group	Days	Month	Participants	Institution
34.	Capacity Building Programme on Refresher Course on Benefits & Revenue (BATCH-I)	Various Benefits under the Schemes including Maternity /cash/ Medical/ Disablement Benefit/ Dependent, Revenue Provision, recovery provision, etc.	AD/DD	5	Oct',22	40-50	NTA
35.	Offline Training on "Occupational Disease" under Capacity Building Programme	Occupational Disease related topics	Doctors of Western Regions and ODC Centre of ESIC	3	Oct',22	25-30	NTA
36.	Offline Training on " Disaster Management"	Disaster Management	Doctors of ESIC Hospitals/Disp/. Medical Colleges	2	Oct',22	30-35	NTA
37.	Online Training on "Functioning of UTI Module for SST Bills	UTI Module	Administrators of ESI Hospitals & rep. of empaneled hospitals of Delhi/NCR	1	Oct',22	100	NTA
38.	Online Training on "Bio Medical Waste & Hand Hygiene"	"Bio Medical Waste & Hand Hygiene"	Doctors of ESIC/ESIS	1	Oct',22	100	NTA
39.	Offline Training on "Administrative Issues" (BATCH-III)	CCS Conduct Rules, FRSR, Leave Rules, Procumbent, GeM, GST, Recruitment, Medical Vigilance etc	Deans/Medical Superintendents/DMS /Store Inchargs	3	Nov',22	30-35	NTA
40.	Offline Training on "Emergency Care, BLS & CPR"	"Emergency Care, BLS & CPR"	Doctors of ESI Hospitals/Disp/ .Medical Colleges	2	Nov',22	30-35	NTA
41.	Online Training on "APAR & Annual Property Return"	"APAR & Annual Property Return"	Doctors of ESI Hospitals/Disp./ Medical Colleges	1	Nov',22	100	NTA
42.	Online Training on " Common Geriatric Problems and their Management"	"Common Geriatric Problems and their Management"	Doctors of ESIC/ESIS	1	Nov',22	100	NTA
43.	Online Capacity Building Programme on APAR Writing	APAR writing and its timelines, SPARROW, etc.	AD/DD	1	Nov',22	40-50	NTA (Online)
44.	Capacity Building Programme on Finance and Audit	Finance and Audit in ESIC.	ADF/DDF	3	Nov',22	40-50	NTA

No.	Programme	Topics	Target Group	Days	Month	Participants	Institution
45.	Offline Training on "Induction Training for newly recruited Doctors" (BATCH-II)	Organization Set up, ESI Benefits, Dhanwantri, RIT Act, Medical Certification, Rajbhasha Neeti etc	Professors/ Specialists/ Medical Officers	3	Dec',22	30-35	NTA
46.	Offline Training on " National Disease Control Programmes, Communicable and non communicable "	" National Disease Control Programmes, Communicable and non-communicable "	Doctors of ESI Hospitals/Disp/. Medical Colleges	2	Dec',22	30-35	NTA
47.	Online Training on "Bone Cancers and Pain Management"	"Bone Cancers and Pain Management"	Doctors of ESIC/ESIS	1	Dec',22	100	NTA
48.	Online Training on "Dental Hygiene and Common Dental Problems & their Management"	"Dental Hygiene and Common Dental Problems & their Management"	Doctors of ESIC/ESIS	1	Dec',22	100	NTA
49.	Capacity Building Programme on Right to Information for Appellate Authorities/ CPIOs/ PG Officers	RTI Court cases, Rulings of CIC, PG cases, etc.	AA/ PG officers	5	Dec',22	40-50	NTA
50.	Capacity Building Programme on Refresher Course on Benefits & Revenue (BATCH-II)	Various Benefits under the Schemes including Maternity /cash/ Medical/ Disablement Benefit/ Dependent, Revenue Provision, recovery provision, etc.	AD/DD	5	Dec',22	40-50	NTA
51.	Online Capacity Building Programme on Sexual Harassment at Workplace	Rights / Legal topics, Prevention CCS Conduct Rules, Behavior , Soft Skills ,Stress Management etc.	AD/DD	2	Jan',23	40-50	NTA(On l
52.	Capacity Building Programme on GST/ e-Procurement (BATCH-I)	GeM , GST, e-Procurement, Good practices, Financial Audit angles in purchases, Common irregularities noted in procurement in ESIC, etc.	AD/DD	5	Jan',23	40-50	NTA
53.	Offline Training on "Administrative Issues" (BATCH-IV)	CCS Conduct Rules, FRSR, Leave Rules, Procumbent, GeM, GST, Recruitment, Medical Vigilance etc	Deans/Medical Superintendents/D MS /Store Inchargs	3	Jan',23	30-35	NTA

No.	Programme	Content	Target	Col5	Month	Participants	Type
54.	Offline Training on " Good Clinical Practices, BMW, Hand Hygiene "	" Good Clinical Practices, BMW, Hand Hygiene "	Doctors of ESI Hospitals/Disp/. Medical Colleges	2	Jan',23	30-35	NTA
55.	Online Training on "Role of MRD & Management in Hospitals"	"Role of MRD & Management in Hospitals	Doctors of ESI Hospitals/Disp./ Medical Colleges	1	Jan',23	100	NTA
56.	Online Training on "Hypertension CVA and its management. Role of Physiotherapy in CVA Management"	"Hypertension CVA and its management. Role of Physiotherapy in CVA Management"	Doctors of ESIC/ESIS	1	Jan',23	100	NTA
57.	Capacity Building Programme on Reservation in Services for SC/ST/OBC	Reservation Roster, CCS Conduct Rules , CCS Pension Rules, FR/SR, GFR, Staff Rules, संघ क राजभाषा नीत , etc.	AD/DD	5	Jan',23	40-50	NTA
58.	Capacity Building Programme on Workshop on Financial Management	GFR, Delegation of Powers, SOP Audit, CCS Conduct Rules , CCS Pension Rules, FR/SR, GFR, Pay fixation & promotion, etc.	AD/DD	5	Feb',23	40-50	NTA
59.	Offline Training on "Occupational Disease" under Capacity Building Programme	Occupational Disease related topics	Doctors of Eastern Regions and ODC Centre of ESIC	3	Feb',23	25-30	NTA
60.	Offline Training on " Benefits under ESIC, how to handle Legal Matters etc"	" Benefits, Legal Matters etc"	Doctors of ESIC Hospitals/Disp/. Medical Colleges	2	Feb',23	30-35	NTA
61.	Online training on "PUO, Diagnostic Approach and Management"	"PUO, Diagnostic Approach and Management"	Doctors of ESIC/ESIS	1	Feb',23	100	NTA
62.	Online Training on "Latest Immunization Schedule"	Immunization Schedule	Doctors of ESIC/ESIS	1	Feb',23	100	NTA
63.	Capacity Building Programme on GST/ e-Procurement (BATCH-II)	GeM , GST, e-Procurement, Good practices, Financial Audit angles in purchases, Common irregularities noted in procurement in ESIC, etc.	AD/DD	5	Feb',23	40-50	NTA
64.	Capacity Building Programme on Workshop on Recovery for DDs	Revenue, Recovery,Coverage Accounting in ESIC Preparation & execution of Budget Office Procedure General Financial Rules Public Procurement(tendering), etc.	DD	5	Mar',23	40-50	NTA
65.	Hindi Training Programme	संघ क राजभाषा नीत देवनागर क वै तनका और वतनी का मनकरण , राजभाषा संबंधी ववभभ न सभमतयांऔर संसदय राजभाषा सभमत , साधारण ट पणणयांिथा वाकयांश अनुवाद कला: कुछ ववचार ववभभ न कार के मसौदा लेखन िथा प चार, सूचना ौ योगगक मट द, etc.	JHT/SHT/ADs/DDs	2	Mar',23	40-50	NTA (Online)
66.	Offline Training on "Induction Training for newly recruited Doctors" (Batch III)	Organization Set up, ESI Benefits, Dhanwantri, RIT Act, Medical Certification, Rajbhasha Neeti etc	Professors/ Specialists/ Medical Officers	3	Mar',23	30-35	NTA
67.	Offline Training on "Common Gynecology Problems, PCOD, Infertility"	Common Gynecology Problems, PCOD, Infertility	Doctors of ESI Hospitals/Disp/. Medical Colleges	2	Mar',23	30-35	NTA
68.	Online Training on "Prevention of Cancer and treatment-latest update"	"Prevention of Cancer and treatment-latest update"	Doctors of ESIC/ESIS	1	Mar',23	100	NTA
69.	Online Training on " Stress Management in Medical Professionals"	" Stress Management in Medical Professionals"	Doctors of ESIC/ESIS	1	Mar',23	100	NTA
1	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting Soft Skill etc.	Newly recruited UDCs of South Zone.	5	July-2022	30-40	ZTI (S
2	Online Capacity Building Digital Literacy Training Programme	IT Literacy, Microsoft Applications, E-office etc.	MTS/LDC/Nursing Orderlies/Other Lower level paramedical staff of South & East Zone.	1	July-2022	100-200	ZTI (S

#	Programme	Topics	Target	Days	Month	Participants	Venue
3	Capacity Building Refresher Training Programme	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting Soft Skill etc.	LDCs /UDCs /Assistants /SSOs of South Zone	5	July-2022	30-40	ZTI (
4	Capacity Building Training Programme for Paramedical Staff	Introduction to ESI Act, Revenue, Benefits, FR & SR, Noting-Drafting Conduct Rules etc.	Nursing/Pa ramedical Staff of East Zone.	3	July-2022	30-40	ZTI (S
5	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting Soft Skill etc.	Newly recruited UDCs of East Zone.	5	Aug-2022	30-40	ZT
6	Online Capacity Building Digital Literacy Training Programme	IT Literacy, Microsoft Applications, E-office etc.	MTS/LDC/Nursing Orderlies/L ower level paramedica l staff of South & East Zone.	1	Aug-2022	100-200	ZTI (S
7	Capacity Building Refresher Training Programme for SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM, Soft Skill etc.	SSOs of South Zone.	3	Aug-2022	30-40	ZT
8	Capacity Building Workshop on Basic Life Support & Soft Skills	Behavioral Techniques, Effective Service Delivery, Basic Life Support Techniques, Overview of ESI Act & Administration, Digital Literacy etc.	Nursing/Pa ramedical Staff of East Zone.	3	Aug-2022	30-40	ZT
9	Webinar on RTI Act 2005	Overview of RTI Act-2005	LDCs / UDCs/ Assistants/ SSOs/ Nursing & Paramedical Staff of South & East Zone.	1	Aug-2022	100-200	ZT
10	Capacity Building Training Programme on Revenue & Benefit	ESI Act, Revenue, Recovery, Benefits etc.	LDCs/UDCs Assistants/ SSOs of South Zone.	3	Aug-2022	30-40	ZT
11	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting Soft Skill etc.	Newly recruited UDCs of South Zone.	5	Sep-2022	30-40	ZTI (S
12	Online Capacity Building Digital Literacy Training Programme	IT Literacy, Microsoft Applications, E-office etc.	MTS/LDC/Nursing Orderlies/L ower level paramedica l staff of South & East Zone.	1	Sep-2022	100-200	ZTI (S
13	Capacity Building Refresher Training Programme for SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM, Soft Skill etc.	SSOs of East Zone.	3	Sep-2022	30-40	ZTI (S

#	Programme	Topics	Target	Days	Month	Participants	Venue
14	Capacity Building Training Programme for Paramedical Staff	Introduction to ESI Act, Revenue, Benefits, FR & SR, Noting-Drafting, Conduct Rules etc.	Nursing/Pa ramedical Staff of East Zone	3	Sep-2022	30-40	ZT
15	Webinar on Gender Sensitization	Gender Issues at Work Place, Overview of Sexual Harassment Act-2013 etc.	LDCs / UDCs/ Assistants/ SSOs/ Nursing & Paramedical Staff of South & East Zone.	1	Sep-2022	100-200	ZT
16	Capacity Building Training Programme on GST/e Procurement/GFR-2017	Goods & Service Tax, Purchase Procedure, Provisions of GFR-2017 etc.	Dealing Assistants dealing with similar matters of East Zone.	3	Sep-2022	30-40	ZT
17	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting, Soft Skill etc.	Newly recruited UDCs of East Zone.	5	Oct-2022	30-40	ZT
18	Online Capacity Building Digital Literacy Training Programme	IT Literacy, Microsoft Applications, E-office etc.	MTS/LDC/Nursing Orderlies/L ower level paramedica l staff of South & East Zone.	1	Oct-2022	100-200	ZT
19	Capacity Building Training Programme on Revenue & Benefits	ESI Act, Revenue, Recovery, Benefits etc.	LDCs/UDCs Assistants/ SSOs of East Zone.	3	Oct-2022	30-40	ZT
20	Capacity Building Workshop on Basic Life Support & Soft Skills	Behavioral Techniques, Effective Service Delivery, Basic Life Support Techniques, Overview of ESI Act & Administration, Digital Literacy etc.	Nursing/Pa ramedical Staff of South Zone.	3	Oct-2022	30-40	ZT
21	Webinar on Leave Rules	Overview of Leave Rules	LDCs / UDCs/ Assistants/ SSOs/ Nursing & Paramedical Staff of South & East Zone.	1	Oct-2022	100-200	ZT
22	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting, Soft Skill etc.	Newly recruited UDCs of South & East Zone.	5	Nov-2022	30-40	ZTI (S
23	Online Capacity Building Digital Literacy Training Programme	IT Literacy, Microsoft Applications, E-office etc.	MTS/LDC/Nursing Orderlies/L ower level paramedica l staff of South & East Zone.	1	Nov-2022	100-200	ZTI (S
24	Capacity Building Training Programme on GST/e Procurement/GFR-2017	Goods & Service Tax, Purchase Procedure, Provisions of GFR-2017 etc.	Dealing Assistants dealing with similar matters of South Zone.	3	Nov-2022	30-40	ZTI (S

No.	Programme	Content	Target	Days	Month	Participants	Institute
25	Capacity Building Training Programme for Paramedical Staff	Introduction to ESI Act, Revenue, Benefits, FR & SR, Noting-Drafting, Conduct Rules etc.	Nursing/Paramedical Staff of East Zone.	3	Nov-2022	30-40	ZTI (S
26	Webinar on Time Management & Stress Management	Time Management Challenges, Handling Stress at workplace etc.	LDCs / UDCs/ Assistants/ SSOs/ Nursing & Paramedical Staff of South & East Zone.	1	Nov-2022	100-200	ZTI (SZ
27	Capacity Building Workshop on Recruitment Rules, DPC, Rosters & Reservation in Services	Recruitment Rules, Preparation of Rosters, Departmental Promotion Committee, Reservation to Different Categories etc.	Dealing Assistants dealing with similar matters of East Zone	3	Nov-2022	30-40	ZTI (SZ)
28	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting, Soft Skill etc.	Newly recruited UDCs of East Zone.	5	Dec-2022	30-40	ZTI (SZ
29	Online Capacity Building Digital Literacy Training Programme	IT Literacy, Microsoft Applications, E-office etc.	MTS/LDC/Nursing Orderlies/Lower level paramedical staff of South & East Zone.	1	Dec-2022	100-200	ZTI (SZ
30	Capacity Building Workshop on Recruitment Rules, DPC, Rosters & Reservation in Services	Recruitment Rules, Preparation of Rosters, Departmental Promotion Committee, Reservation to Different Categories etc.	Dealing Assistants dealing with similar matters of South Zone.	3	Dec-2022	30-40	ZTI (SZ
31	Capacity Building Workshop on Basic Life Support & Soft Skills	Behavioral Techniques, Effective Service Delivery, Basic Life Support Techniques, Overview of ESI Act & Administration, Digital Literacy etc.	Nursing/Paramedical Staff of East Zone.	3	Dec-2022	30-40	ZTI (SZ
32	Webinar on Post-Covid Workplace Behavior	Post Covid Challenges, Covid appropriate behavior at Workplace, Precautions etc.	LDCs / UDCs/ Assistants/ SSOs/ Nursing & Paramedical Staff of South & East Zone.	1	Dec-2022	100-200	ZTI (SZ
33	Capacity Building Workshop on Audit, Accounting, Budgeting & Financial Management	Overview of GFR-2017, Delegation of Financial Power, Budgeting & Accounting Methods and Policies, Fixed Assets & Depreciation, Internal & External Audit etc.	Dealing with similar matters South Zone.	3	Dec-2022	30-40	ZTI (SZ
34	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Noting Drafting, Soft Skill etc.	Newly recruited UDCs South Zone.	5	Jan-2023	30-40	ZTI (SZ
35	Workshop on Retirement Planning	Key Concerns in Retirement, Financial Planning Tips, Adapting to Changes in Retirement,	Retiring Group 'C' officials South Zone.	3	Jan-2023	30-40	ZTI (SZ

No.	Programme	Content	Target	Days	Month	Participants	Institute
		Health Issues in Retirement etc.					
36	Capacity Building Training Programme on Office Procedure & Noting-Drafting	FR-SR, Office Procedure, Noting Drafting, Conduct Rules etc.	LDCs / UDCs/ Assistants/ SSOs East Zone.	3	Jan-2023	30-40	ZTI (SZ
37	Capacity Building Training Programme on Revenue & Benefits	ESI Act, Revenue, Benefits etc.	LDCs/UDCs Assistants/ SSOs South Zone.	3	Jan-2023	30-40	ZTI (SZ
38	Online Capacity Building Workshop on Official Language (Rajbhasha)	Provisions of Official Language (Rajbhasha), Hindi Report, Rajbhasha Schemes etc.	LDCs / UDCs/ Assistants/ SSOs/ Nursing & Paramedical Staff South & East Zone.	1	Jan-2023	100-200	ZTI (SZ
39	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Soft Skill etc.	Newly recruited UDCs of East Zone.	5	Feb-2023	30-40	ZTI (SZ
40	Capacity Building Training Programme on Office Procedure & Noting-Drafting	FR-SR, Office Procedure, Noting Drafting, Conduct Rules etc.	LDCs / UDCs/ Assistants/ SSOs of South Zone.	3	Feb-2023	30-40	ZTI (SZ
41	Capacity Building Workshop on Audit, Accounting, Budgeting & Financial Management	Overview of GFR-2017, Delegation of Financial Power, Budgeting & Accounting Methods and Policies, Fixed Assets & Depreciation, Internal & External Audit etc.	Dealing with similar matters of East Zone.	3	Feb-2023	30-40	ZTI (SZ
42	Capacity Building Training Programme for Paramedical Staff	Introduction to ESI Act, Revenue, Benefits, FR & SR, Conduct Rules etc.	Nursing/Paramedical Staff of South Zone.	3	Feb-2023	30-40	ZTI (SZ
43	Induction Training for newly recruited UDCs	Revenue, Benefits, Administration, Finance & Accounts, Soft Skill etc.	Newly recruited UDCs of South Zone.	5	Mar-2023	30-40	ZTI (SZ
44	Capacity Building Workshop on Basic Life Support & Soft Skills	Behavioral Techniques, Effective Service Delivery, Basic Life Support Techniques, Overview of ESI Act & Administration, Digital Literacy etc.	Nursing/Paramedical Staff of South Zone.	3	Mar-2023	30-40	ZTI (SZ
45	Capacity Building Refresher Training Programme	Revenue, Benefits, Administration, Finance & Accounts, Soft Skill etc.	LDCs /UDCs/Assistants/SSOs of East Zone.	5	Mar-2023	30-40	ZTI (SZ
46	Online Capacity Building Digital Literacy Training Programme	IT Literacy, Microsoft Applications, E-office etc.	MTS/LDC/Nursing Orderlies/Lower level paramedical staff of South & East Zone.	1	Mar-2023	100-200	ZTI (SZ

No.	Programme	Topics	Target Group	Days	Month	Participants	Institute
47	Workshop on Retirement Planning	Key Concerns in Retirement, Financial Planning Tips, Adapting to Changes in Retirement, Health Issues in Retirement etc.	Retiring Group 'C' officials of East Zone.	3	Mar-2023	30-40	ZTI (SZ
1	Capacity Building Refresher training for SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM,E-office, ERP Module, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, Soft Skill etc.	SSOs/BMs/Supdts posted in West Zone	5	June'2022	40-50	ZTI(WZ)
2	Capacity Building Refresher training for SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM,E-office, ERP Module, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, Soft Skill etc.	SSOs/BMs/Supdts posted in North Zone	5	July'2022	40-50	ZTI(WZ)
3	Induction Training for newly joined UDCs	Revenue, Benefits, Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	New UDCs joined in West Zone	5	July'2022	30	ZTI(WZ)
4	Soft Skill Training for Paramedical Staff	Etiquette, Hygiene, Leadership, Motivation & Communication Skills, CCS Conduct Rules, FRSR, Leave Rule , etc	Paramedical Staff posted in ESIC Hospitals of West Zone	3	July'2022	30	ZTI(WZ)
5	Induction Training for newly joined UDCs	Revenue, Benefits, Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	New UDC joined in North Zone	5	Aug'2022	30	ZTI(WZ)
6	Induction Training for newly joined MTS	Revenue, Benefits, Office procedures, C CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule,IT literacy, Microsoft applications, E-office, ERP Module, Soft Skill etc.	New MTS joined in West Zone	5	Aug'2022	30	ZTI(WZ)
7	Induction Training for newly joined MTS	Revenue, Benefits, Office procedures, C CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule,IT literacy, Microsoft applications, E-office, ERP Module, Soft Skill etc.	New MTS joined in North Zone	5	Aug'2022	30	ZTI(WZ)
8	Capacity Building Refresher Training Programme for Assts/UDCs/LDCs	Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	Assts/UDCs/LDCs posted in West Zone	5	Sep'2022	30	ZTI(WZ)
9	Capacity Building Refresher Training Programme for Assts/UDCs/LDCs	Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	Assts/UDCs/LDCs posted in North Zone	5	Sep'2022	30	ZTI(WZ)
10	Soft Skill Training for Paramedical Staff	Etiquette, Hygiene, Leadership, Motivation & Communication Skills, CCS Conduct Rules, FRSR, Leave Rule , etc	Paramedical Staff posted in ESIC Hospitals of North Zone	3	Sep'2022	30	ZTI(WZ)
11	Capacity Building Digital literacy and refresher Training programme for MTS	Office Procedure, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule , E-office, ERP Module, Soft Skill etc.	MTS posted in West Zone	4	Oct'2022	30	ZTI(WZ)
12	Capacity Building Digital literacy and refresher Training programme for MTS	Office Procedure, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule , E-office, ERP Module, Soft Skill etc.	MTS posted in North Zone	4	Oct'2022	30	ZTI(WZ)
13	Capacity Building Refresher training for SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM,E-office, ERP Module, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, Soft Skill etc.	SSOs/BMs/Supdts posted in West Zone	5	Oct'2022	40-50	ZTI(WZ)
14	Capacity Building Refresher training for SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM,E-office, ERP Module, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, Soft Skill etc.	SSOs/BMs/Supdts posted in North Zone	5	Nov'2022	40-50	ZTI(WZ)
15	Induction Training for newly joined UDCs	Revenue, Benefits, Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	New UDCs joined in West Zone	5	Nov'2022	30	ZTI(WZ)
16	Induction Training for newly joined UDCs	Revenue, Benefits, Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	New UDC joined in North Zone	5	Dec'2022	30	ZTI(WZ)
17	Induction Training for newly joined MTS	Revenue, Benefits, Office procedures, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule,IT literacy, Microsoft applications, E-office, ERP Module, Soft Skill etc.	New MTS joined in West Zone	5	Dec'2022	30	ZTI(WZ)
18	Induction Training for newly joined MTS	Revenue, Benefits, Office procedures, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule,IT literacy, Microsoft applications, E-office, ERP Module, Soft Skill etc.	New MTS joined in North Zone	5	Dec'2022	30	ZTI(WZ)
19	TDS on Income Tax and GST for BMs/ Supdts	Revenue, Benefits, Administration, Finance & Accounts, Soft Skill ,Income Tax and GST Important Provisions, Rate of Tax, Compliance Chart, Penalties & Late Filing Fees, Prosecution & Current Scenario (Due dates, compliance, relaxations, assessment procedures etc.), LTC rules, TA/DA Rules, Cash Book Verification, Audit	Supdts/Branch Managers posted in West Zone	5	Jan'2023	30	ZTI(WZ)

20	TDS on Income Tax and GST for BMs/ Supdts	Revenue, Benefits, Administration, Finance & Accounts, Soft Skill ,Income Tax and GST Important Provisions, Rate of Tax, Compliance Chart, Penalties & Late Filing Fees, Prosecution & Current Scenario (Due dates, compliance, relaxations, assessment procedures etc.), LTC rules, TA/DA Rules, Cash Book Verification, Audit	Supdts/Branch Managers posted in North Zone	5	Jan'2023	30	ZTI(WZ)
21	Capacity Building Refresher Training Programme for Assts/UDCs/LDCs	Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	Assts/UDCs/LDCs posted in West Zone	5	Jan'2023	30	ZTI(WZ)
22	Capacity Building Refresher Training Programme for Assts/UDCs/LDCs	Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	Assts/UDCs /LDCs posted in North Zone	5	Feb'2023	30	ZTI(WZ)
23	Capacity Building Digital literacy and refresher Training programme for MTS	Office Procedure, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule , E-office, ERP Module, Soft Skill etc.	MTS posted in West Zone	4	Feb'2023	30	ZTI(WZ)
24	Capacity Building Digital literacy and refresher Training programme for MTS	Office Procedure, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule , E-office, ERP Module, Soft Skill etc.	MTS posted in North Zone	4	Feb'2023	30	ZTI(WZ)
25	Capacity Building Refresher training for SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM,E-office, ERP Module, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, Soft Skill etc.	SSOs/BMs/Supdts posted in posted in West Zone	5	Mar'2023	40-50	ZTI(WZ)
26	Capacity Building Refresher training SSOs	Revenue, Benefits, Administration, Finance & Accounts, Audit, Vigilance, GFR, E-Procurement, GeM,E-office, ERP Module, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, Soft Skill etc.	SSOs/BMs/Supdts posted in North Zone	5	Mar'2023	40-50	ZTI(WZ)

3.7 Employee Provident Fund Organisation
Table 0.9 - Training Calender of EPFO

Sl No	Type of Training	Institution category	Category of Trainees	Mode of delivery	Name of Programme	Duration of training (days)	No. of Participant	Number of training	Total training mandays
1	Behavioural	Partner	AB	Online	Communication in the times of social media	2	70	10	1400
2	Behavioural	Partner	AB	Physical	Communicating for advocacy: How advocacy, marketing and promotion is undertaken for services, programmes and events targeting diverse clients and communities, Elements and importance of planning for advocacy and communication work, Identify advocacy issues, document them and engage the suitable audience in their work communication skills, understand the use and role of media	3	35	10	1050
3	Behavioural	Inhouse	ABC	Physical	Customer Service Skills: developing and promoting right values, attitudes, and empathy, developing gender sensitivity & sensibility, sensitivity in behaving with the public., emphasis on ease of doing business, soft skills/ communication Skills	3	35	10	1050
4	Behavioural	Partner	ABC	Physical	Response during an emergency	1	35	15	525
5	Behavioural	Partner	ABC	Physical	Yoga and meditation	3	35	20	2100
6	Behavioural	Partner	ABC	Physical	Well-being	2	35	15	1050
7	Behavioural	Inhouse	ABC	Physical	Time management for increased efficiency	2	35	10	700
8	Behavioural	Inhouse	ABC	Physical	Developing hobbies as a destress strategy	2	35	10	700
9	Behavioural	Partner	ABC	Physical	Stress management and work life balance	2	35	15	1050
10	Behavioural	Inhouse	A	Physical	Out bound programme: Team building	5	30	2	300
11	Behavioural	Inhouse	A	Physical	Out bound programme Strategy retreat	5	30	2	300
12	Behavioural	Partner	ABC	Physical	Ethics and values in Governance	2	35	10	700
13	Behavioural	Partner	ABC	Physical	Communication & Interpersonal Skills	2	35	15	1050
14	Domain	Inhouse	ABC	Physical	DOPT instructions: Basic overview of the various DOPT instructions, all Rule positions of Govt of India applicable to EPFO	3	35	5	525
15	Domain	Inhouse	ABC	Physical	Concurrent Audit: Role and utility of concurrent audit, Case studies in identifying frauds, data analysis for fraud detection and system errors.	3	35	10	1050
16	Domain	Inhouse	AB	Physical	Strategies for focused and meaningful concurrent audit	2	35	10	700
17	Domain	Inhouse	B	Physical	Transforming from Inspector to facilitator: Legal provisions including trust rules, evidence collection, CrPC to conduct court cases, Shram Suvidha Portal.	3	35	12	1260
18	Domain	Inhouse	AB	Physical	Gathering intelligence to increase coverage and detect evasion: Data sourcing from outside agencies, Data Analyzing to understand extent of evasion, Case studies in extending coverage, global best practices	3	35	10	1050
19	Domain	Inhouse	AB	Physical	Quasi- judicial Proceedings: Conducting 7A & 14B cases, procedural laws, CrPC, CPC	3	35	10	1050
20	Domain	Inhouse	External Stakeholders	Online	Outreach programmes for the employers of the newly covered establishments: Basic role and responsibility of employers, filing of returns, adherence to govt schemes, servicing of employees etc	1	300	9	2700
21	Domain	Inhouse	ABC	Physical	Handling public grievances efficiently: Use of IT tools	2	35	10	700
22	Domain	Inhouse	ABC	Online	Data analytics for improved monitoring of exempted establishments: Laws and guidelines of exemption, Dashboards, Ranking system, Online returns, Compliance audit	2	70	5	700
23	Domain	Inhouse	AB	Physical	Best practices in running of an Exempted trust: Scrutiny of balance sheet and Investment patterns.	2	35	5	350

Sl No	Type of Training	Institution category	Category of Trainees	Mode of delivery	Name of Programme	Duration of training (days)	No. of Participant	Number of training	Total training mandays
24	Domain	Inhouse	AB	Physical	Understanding the provisions governing surrender and cancelation of exemption: Process, rules and provisions, Case laws, Acceptance of past accumulation statements, and process of transfer of corpus.	2	35	5	350
25	Domain	Inhouse	ABC	Physical	Exemption management: Tracking of online returns, examination of exemption grant/cancellation/ surrender proposals	4	35	10	1400
26	Domain	Inhouse	External Stakeholders	Physical	Programme for the employers of the exempted establishment: Laws and guidelines of exemption, Ranking system, Online returns, Compliance audit, Investment of funds, Adherence to pattern of investment etc	1	70	5	350
27	Domain	Partner	A	Physical	Benchmarking EPFO services to Banking Systems: Customer handling, Payments, Reporting, Integration with Government Schemes	3	35	1	105
28	Domain	Inhouse	ABC	Online	International Workers: Social security Agreement and provisions regarding international workers	2	70	10	1400
29	Domain	Inhouse	External Stakeholders	Online	Programme on International worker: Statutory provisions, key issues posing challenges in compliance in r/o IW, records and returns to be maintained/filed, role and duties of Employers in r/o International Workers	1	100	5	500
30	Domain	Partner	AB	Physical	Strategy of maximization of investment returns: Understanding asset class, global benchmarking	5	20	2	200
31	Domain	Partner	ABC	Online	Basic course on cyber security and detecting cyber frauds	2	70	10	1400
32	Domain	Partner	ABC	Physical	Intermediate course on cyber security and detecting cyber frauds	3	35	5	525
33	Domain	Partner	ABC	Physical	Advanced course on cyber security and detecting cyber frauds	3	35	5	525
34	Domain	Inhouse	AB	Online	Leveraging technology for better service delivery and compliance	2	70	10	1400
35	Domain	Inhouse	ABC	Physical	EPF Scheme and major provisions of EPF & MP Act and related case laws	5	35	10	1750
36	Domain	Inhouse	ABC	Physical	EPS Scheme and major provisions of EPF & MP Act and related case laws	5	35	10	1750
37	Domain	Inhouse	ABC	Physical	EDLI Scheme and major provisions of EPF & MP Act and related case laws	5	35	10	1750
38	Domain	Inhouse	ABC	Online	Social Security Code : Main features and its comparative analysis with the existing laws	2	70	10	1400
39	Domain	Partner	ABC	Physical	Increasing the efficiency and effectiveness of legal division: Understanding the Legal structures and environment, Representing EPFO before Consumer Forum and other courts, Drafting PWC and vetting of draft counter affidavit in various court matters, LIMBS Portal	3	35	10	1050
40	Domain	Inhouse	AB	Physical	Relevance of Insolvency and Bankruptcy Code, companies act, NCLAT, IT Act, GST etc for EPFO	2	35	5	350
41	Domain	Partner	A	Physical	Basics of Actuarial Science and Actuarial Report analysis/ examination (Para 32 of EPS-95)	10	15	1	150
42	Domain	Partner	AB	Physical	Understanding the Pension system from across the globe: Evolution of Pension System as Social Security and the Best Practices in the field of Pension worldwide	3	35	5	525
43	Domain	Inhouse	BC	Physical	Processing of Pension & EDLI Claims: Claim forms processing & disbursement of pension (including DLC, Reconciliation etc.)	3	35	8	840
44	Domain	Inhouse	ABC	Physical	Calculation of Pension and EDLI benefits	2	35	10	700

Sl No	Type of Training	Institution category	Category of Trainees	Mode of delivery	Name of Programme	Duration of training (days)	No. of Participant	Number of training	Total training mandays
45	Domain	Partner	A	Online	Overview of Major Social Protection Systems: Analysis of the design, financial planning and governance of national social protection systems. Comparison of popular global systems and relevance to India.	5	50	2	500
46	Domain	Partner	A	Online	Good practices in International Social Security Systems and how to leverage them: How to improve administrative and operational capacities, and the efficient and effective delivery of programmes.	5	50	2	500
47	Domain	Partner	A	Online	Best practices in Administrative Solutions for Coverage Extension, ISSA Guidelines: Formulating a strategic coverage extension plan, Leveraging partners in administering the scheme, Establishing adequate ICT capacity etc	5	50	1	250
48	Domain	Partner	A	Online	Best practices on Error, Evasion and Fraud in Social Security Systems, ISSA guideline: Framework adapted to address error, evasion and fraud, Measuring the potential impact of error, evasion and fraud, Develop a culture and techniques for internal control etc	5	50	1	250
49	Domain	Partner	A	Online	Best practices on Service Quality, ISSA guideline: Service quality principles and practice, Support capacity building to provide and improve service quality, Provide soft standards on service quality etc.	5	50	1	250
50	Domain	Partner	A	Online	Understanding Social Security Systems: Case study of the systems in developed, Nordic and successful experiments in the developing world. ILO conventions related to Social Security.	5	50	1	250
51	Domain	Inhouse	A	Physical	Change management in the context of social security code	2	35	1	70
52	Domain	Inhouse	BC	Physical	Prevention and early detection of frauds	2	35	8	560
53	Domain	Inhouse	AB	Physical	Understanding frauds in EPFO through case studies and patterns	2	35	5	350
54	Domain	Inhouse	External Stakeholders	Physical	Programme for the Central Board of Trustees: Main Provisions of the EPF & MP Act and Schemes, Service standards, Organizational setup, Delegation of powers, Compliance needs etc	1	45	1	45
55	Domain	Inhouse	Deputation	Physical	Orientation programme for the officials on deputation: Organizational setup, Key provisions of the EPF & MP Act and Schemes, Service standards, Delegation of powers, Familiarization with the Application software etc	2	20	5	200
56	Functional	Partner	ABC	Physical	Workshop on Raj Bhasha related provisions & capabilities to type in Devanagari script	2	35	5	350
57	Functional	Partner	ABC	Physical	Moving from rule to role based administration: Establishment Rules, FR/SR, CCS(Conduct) Rule-1964	5	35	10	1750
58	Functional	Partner	ABC	Physical	CCS rules Pension, Leave, TA rules	3	35	10	1050
59	Functional	Partner	BC	Physical	Implementing NPS and understanding bottlenecks and compliance provisions	2	35	4	280
60	Functional	Inhouse	AB	Physical	Cadre building and management: Recruitment rules and DPC etc	2	35	5	350
61	Functional	Inhouse	AB	Physical	Replacement and succession planning: In case of retirement, resignation, promotion etc. finding right replacements and transferring knowledge and expertise	2	35	10	700
62	Functional	Inhouse	C	Online	File management: Record Keeping and Retrieval technics	2	70	15	2100
63	Functional	Partner	C	Physical	Noting and drafting	3	35	8	840

Sl No	Type of Training	Institution category	Category of Trainees	Mode of delivery	Name of Programme	Duration of training (days)	No. of Participant	Number of training	Total training mandays
64	Functional	Inhouse	AB	Physical	HR Management: Preparation of Recruitment Rules / Cadre Management, Time on Task study/ Adjudication / Dealing with legal issues in HR Matters	5	35	5	875
65	Functional	Partner	A	Physical	HR matter: General Principles/Guidelines for Direct Recruitment Examinations, Handling of 56J cases, seniority guidelines and other service issues, Preparation of DPC Papers, Grievance management on service matters	3	35	2	210
66	Functional	Inhouse	AB	Online	Income Tax Act, TDS, and GST related provision and its interface with EPFO	2	70	10	1400
67	Functional	Inhouse	ABC	Online	E- office: Usage, features and a monitoring tool	2	70	10	1400
68	Functional	Inhouse	C	Physical	Skill Development for MTAs/MTSs & Drivers	2	35	8	560
69	Functional	Partner	ABC	Physical	Skill development PS/PA & Steno, Secretarial Staff	2	35	5	350
70	Functional	Inhouse	ABC	Physical	Retirement planning	2	35	10	700
71	Functional	Inhouse	A	Physical	Understanding Compliance Management: MIS Data analysis, Intelligence, e-proceedings, conduct of inspections and documents to be verified during course of inspection, Filing of FIR/ prosecution cases, recovery procedures-current demand and arrear demand, handling 7A&14B inquiries, Preparation of 7A/14B orders	5	35	2	350
72	Functional	Inhouse	ABC	Physical	Practical sessions on the functioning of Accounts section: Claims settlement process and other transactions on application software	3	35	8	840
73	Functional	Partner	A	Physical	Financial Management for an efficient organization: Theories and practice of prudent financial management skills, global best practices	4	35	2	280
74	Functional	Partner	ABC	Online	Double entry system and automated balance sheets	2	70	10	1400
75	Functional	Partner	ABC	Physical	Data analytics I, interpreting and improving dashboards: Making the reports more meaningful, Data Visualization, Reporting & Publishing Tools	5	35	10	1750
76	Functional	Partner	AB	Physical	Data analytics II, interpreting and improving dashboards: Making the reports more meaningful, Data Visualization, Reporting & Publishing Tools	5	35	10	1750
77	Functional	Partner	BC	Online	Information and Communication Technology: Basic computer & digital skills	2	70	12	1680
78	Functional	Partner	AB	Online	Information and Communication Technology: Intermediate computer & digital skills	3	70	10	2100
79	Functional	Partner	ABC	Online	Microsoft office tools-WORD/EXCEL/POWER POINT/ACCESS	5	100	10	5000
80	Functional	Partner	AB	Physical	Labour Laws: Understanding of the Labour laws which has interface with the working of EPFO	3	35	10	1050
81	Functional	Inhouse	AB	Physical	Special focus on third party information and non-disclosure under RTI Act:	2	35	10	700
82	Functional	Partner	AB	Physical	Case laws on RTI Act	2	35	5	350
83	Functional	Partner	BC	Physical	Framing of replies under RTI Act	2	35	8	560
84	Functional	Inhouse	A	Physical	General concepts of Vigilance Administration -Preventive and Punitive aspects, Role of CVC	3	35	2	210

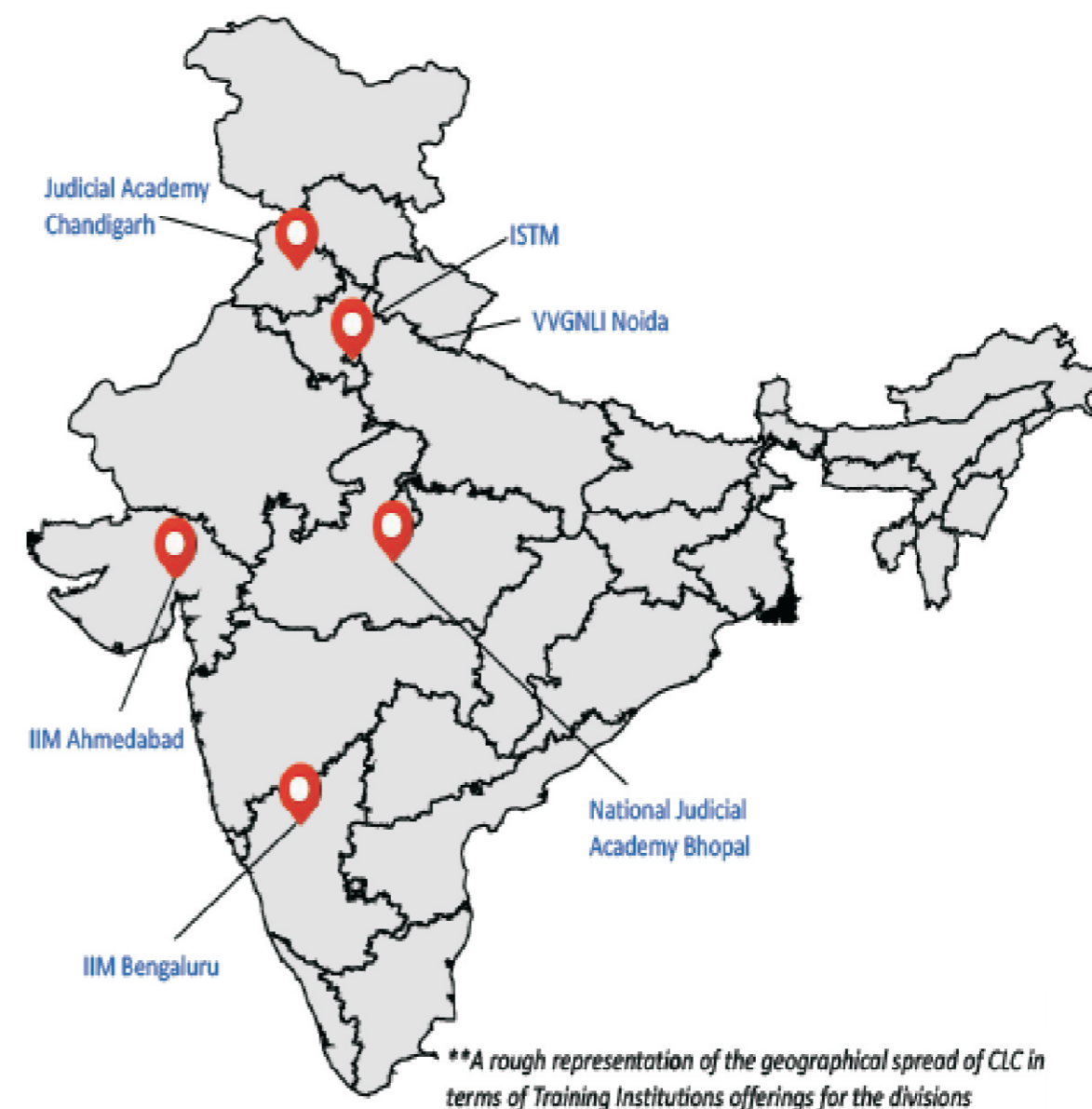| Sl No	Type of Training	Institution category	Category of Trainees	Mode of delivery	Name of Programme	Duration of training (days)	No. of Participant	Number of training	Total training mandays
85	Functional	Inhouse	ABC	Physical	Basic tenants of administrative vigilance: Preventive vigilance, Complaint Handling, conduct of disciplinary proceedings, Departmental inquiries, Conducting preventive vigilance inspections and surprise checks	3	35	5	525
86	Functional	Inhouse	A	Physical	Advanced course on Vigilance and forensics	3	35	1	105
87	Functional	Partner	ABC	Physical	Conduct rules and their implications: Do's and Dont's	2	35	10	700
88	Functional	Partner	A	Online	International Perspective on Punitive, Preventive, and Participative Vigilance: legal and regulatory framework for corruption detection, prevention and investigation existing in the country and also in some select countries	3	70	1	210
89	Functional	Partner	A	Online	Building Expert Systems: five stage cycle involved in building an expert system, help build expert systems in different domains in EPFO	3	35	1	105
90	Behavioural	Inhouse	AB	Physical	Workshop on Effective communication and advocacy strategy	7	35	1	245
91	Domain	Inhouse	AB	Physical	Workshop on automation of HR functions	7	35	1	245
92	Domain	Inhouse	ABC	Physical	Workshop on grievance portal for the officials of the organisation	7	35	1	245
93	Domain	Inhouse	ABC	Physical	Workshop on Enhancing the efficiency of Grievance redressal Management of EPFO	7	35	1	245
94	Domain	Inhouse	BC	Physical	Workshop on reducing return and rejection ratio	7	35	4	980
95	Domain	Inhouse	BC	Physical	Workshop on preparation of balance sheet and reconciliation of accounts	2	35	8	560
96	Domain	Inhouse	AB	Physical	Workshop on streamlining service delivery (Finance)	7	35	1	245
97	Domain	Inhouse	AB	Physical	Workshop on streamlining processing of settlements of claims (Accounts & Finance)	7	35	1	245
98	Domain	Inhouse	AB	Physical	Workshop on understanding the new financial assets for maximizing returns: (Investment)	7	35	1	245
99	Domain	Inhouse	AB	Physical	Workshop on rationalization of dashboards (IS)	7	35	1	245
100	Domain	Inhouse	ABC	Physical	Workshop on understanding the process of calculation of different kinds of pension claims using case studies	7	35	5	1225
101	Functional	Partner	ABC	Physical	Workshop on tendering for goods and services: GFR Rules, RFP preparation, Expression of Interest (EOI), evaluating terms and conditions for tender.	2	35	5	350
102	Functional	Partner	ABC	Physical	Workshop on using Gem under different rule provisions: Handling purchases through GEM	2	70	5	700
103	Functional	Partner	B	Physical	Workshop on reservation rosters: it's impact on promotions and recruitment	2	35	4	280
104	Functional	Partner	A	Online	Workshop on data structuring and negotiating agreements with other agencies on data sharing	1	70	1	70
105	Functional	Inhouse	AB	Physical	Workshop on disciplinary proceedings and Vigilance procedures	2	35	5	350
106	Functional	Inhouse	AB	Physical	Workshop on drafting minutes, action taken reports and agenda items: Agenda Items/Minutes/Reports of various Boards / Committees	7	35	2	490
									83250

Annexure 4

Geographical spread of Training Institutions

The following snippets contain a representative geographical spread of the facilitating in-house, external and partner training institutions that have been proposed or are currently facilitating trainings interventions on the competency gaps identified.

4.1.Office of Chief Labour Commissioner

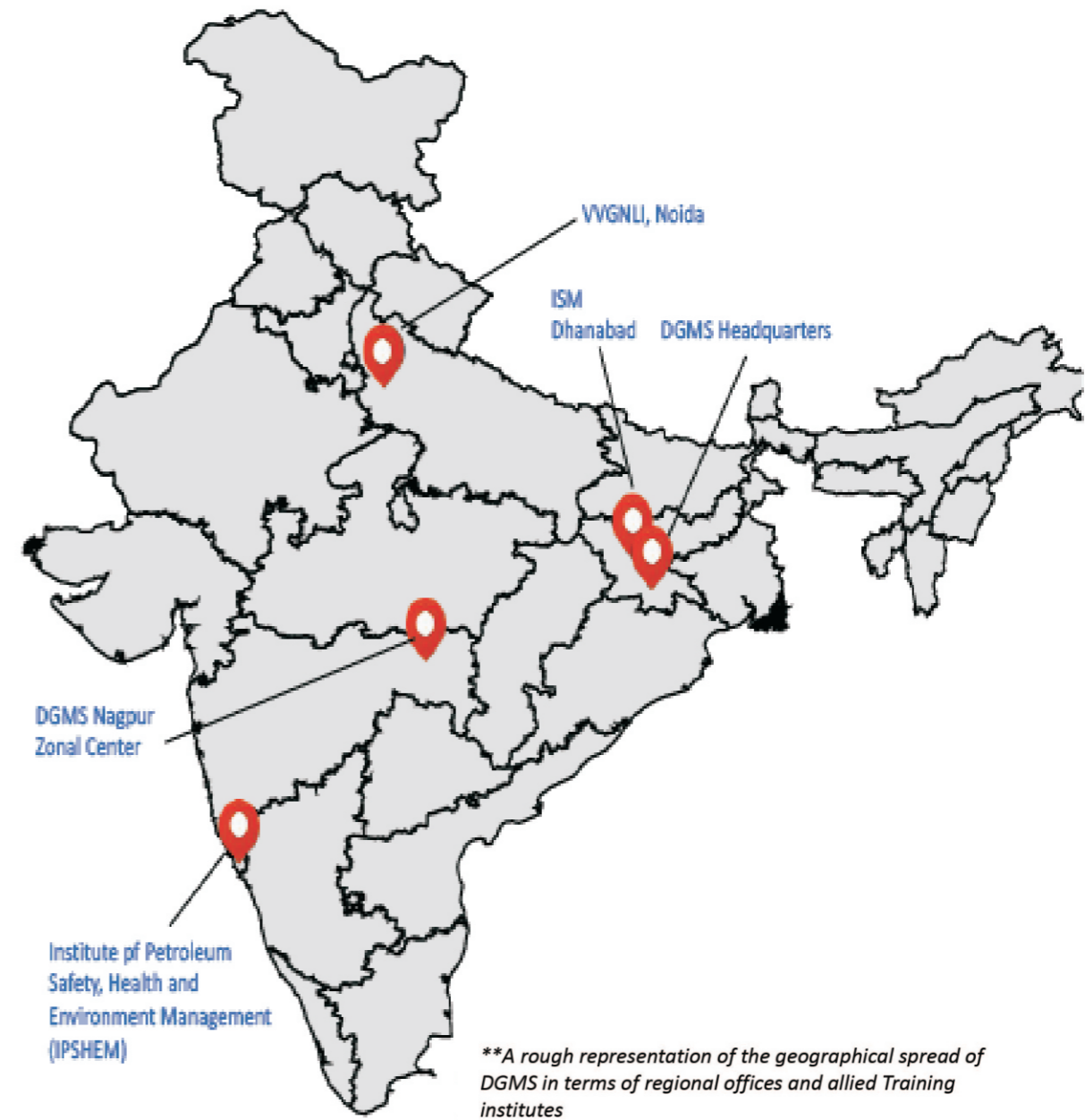| CLC			
Types of Training (Sample)	**Mode of Delivery**	**Roles Served**	**Facilitators**
Labour Administration	Offline	Officers of Central Labour Services (CLS)	IIM Ahmedabad/ IIM Bengaluru
Facilitation-Cum-Inspection and Conciliation	Offline	LEO & JTS	VVGNLI - Noida
Quasi Judicial Functions under Labour laws	Offline	JTS STS JAG	National Judicial Academy Bhopal/Judicial Academy Chandigarh
General Administration, Establishment	Offline	JTS STS JAG	ISTM
Techniques of Conciliation, Drafting of Settlement, Introduction to four labour codes	Offline	JTS STS JAG Officers of Central Labour Services	VVGNLI – Noida/ ILO Turin

Judicial Academy Chandigarh

ISTM

VVGNLI Noida

IIM Ahmedabad

National Judicial Academy Bhopal

IIM Bengaluru

**A rough representation of the geographical spread of CLC in terms of Training Institutions offerings for the divisions*

4.2.Directorate General of Factory Advice Service and Labour Institutes

DGFASLI			
Types of Training (Sample)	**Mode of Delivery**	**Roles Served**	**Facilitators**
Construction Safety	Offline	Director Deputy Director(DD) Assistant Director(AD) Additional Assistant Director (AAD)	DGFASLI, NICMAR and IIT's / ILO OSHA – USA HSE – UK
Dock Workers (Safety and Welfare) Act, 1986	Offline	Director Deputy Director (DD) Assistant Director (AD) Additional Assistant Director (AAD)	Legal Experts And DGFASLI
The Factories Act, 1948	Offline	Director Deputy Director (DD) Assistant Director (AD) Additional Assistant Director (AAD)	Legal Experts and DGFASLI
Vigilance Matters Enquiry and report submission	Offline	Head Clerk Section Officer (SO) Assistant Section Officer (ASO)	ISTM
Occupational Safety and Health Statitics	Offline	Senior Statistical Officer(SSO) Senior Scientific Assistant(SSA)	Indian Statistical Institute (ISI) Kolkata

ISTM

Regional Institute Faridabad

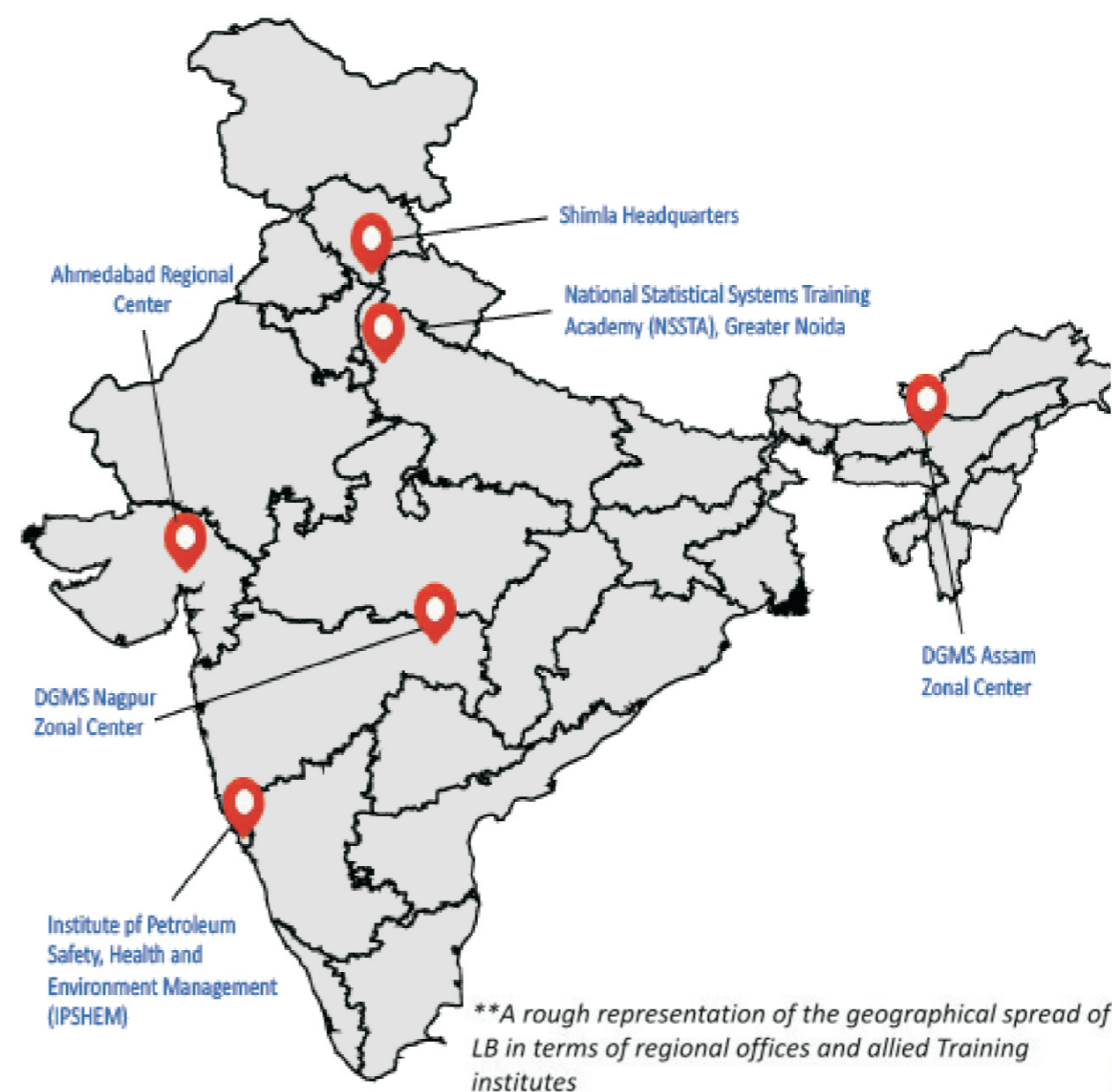ISI Kolkata

Central Labour Institute, Mumbai

National Institute of Construction Management and Research (NICMAR)

**A rough representation of the geographical spread of DGFASLI in terms of regional offices and Central Labour Institute

4.3.Directorate General of Mines Safety

DGMS			
Types of Training (Sample)	**Mode of Delivery**	**Roles Served**	**Facilitators**
Induction Training for newly trained Dy. Directors (Domain, Functional and Advance Mining Skills)	Offline	Deputy Director(DD)	DGMS Headquarters, VVGNLI
Specialized training in Oil Mines	Offline	Deputy Director (DD) Assistant Director (AD) SLO/LO	IPSHEM
Exposure to the international standards and best practices/State of Art Mining	Offline	Deputy Director (DD) Assistant Director (AD) SLO/LO	ISM etc.
Soft Skills	Offline	Deputy Director General(DDG) Director	VVGNLI
DGMS(SS Portal, DGMS-permission, accident, statistics, returns etc.)	Online/Offline	Administrative officer Office Superintendent	DGMS SOMA section and M/s Uneecops

VVGNLI, Noida

ISM Dhanabad   DGMS Headquarters

DGMS Nagpur Zonal Center

Institute pf Petroleum Safety, Health and Environment Management (IPSHEM)

**A rough representation of the geographical spread of DGMS in terms of regional offices and allied Training institutes

4.4. Labour Bureau

Labour Bureau			
Types of Training (Sample)	**Mode of Delivery**	**Roles Served**	**Facilitators**
Training on methodology followed for collection and compilation of Employment Surveys.	Offline	Investigator Grade – II Investigator Grade – I	National Statistical Systems Training Academy (NSSTA)
Understanding Ourselves – A SWOT Analysis	Offline	Deputy Director (DD) Under Secretary (US) Assistant Director (AD)	VVGNLI
Legal Procedures / Dealing Court Cases/ All Legal Matters	Offline	Deputy Director (DD) Under Secretary (US) Assistant Director (AD)	VVGNLI
Training on building Tabulation Plans & Report Writing	Online/Offline	Investigator Grade – II Investigator Grade – I	National Statistical Systems Training Academy (NSSTA)

Shimla Headquarters

Ahmedabad Regional Center

National Statistical Systems Training Academy (NSSTA), Greater Noida

DGMS Assam Zonal Center

DGMS Nagpur Zonal Center

Institute pf Petroleum Safety, Health and Environment Management (IPSHEM)

**A rough representation of the geographical spread of LB in terms of regional offices and allied Training institutes

4.5. Dattopant Thenagde Workers Education Board and Development

DTNBWED			
Types of Training (Sample)	**Mode of Delivery**	**Roles Served**	**Facilitators**
Administrative & Managerial Effectiveness Data Analysis & Planning of Work, Project Preparation & Evaluation	Offline	Deputy Director(DD) Zonal Director (ZD) Regional Director (RD)	XLRI Jamshepur And IIM-A
Training Module design & Content Development (Online & Offline Training) Training Methodology and use of AV Aids.	Offline	Deputy Director (DD) Assistant Director (AD) SLO/LO	IPSHEM
Exposure to the international standards and best practices/State of Art Mining	Offline	Education Officer & Senior Education Officer	IIM-A/ IIM Shillong
Soft Skills	Offline	Deputy Director General(DDG) Director	VVGNLI
Business Communication Organising Workshops & Promotional Activities Liasioning with Public Enterprises	Online/Offline	Deputy Director(DD) Zonal Director (ZD) Regional Director (RD)	Indian Society for Training and Development (ISTD)

Indian Society for Training and Development (ISTD)

VVGNLI, Noida

IIM - Ahmedabad

IIM Kolkata

Indian Institute of Workers Education, Mumbai

IIM - Bengaluru

**A rough representation of the geographical spread of DTNBWED in terms of regional offices and allied Training institutes
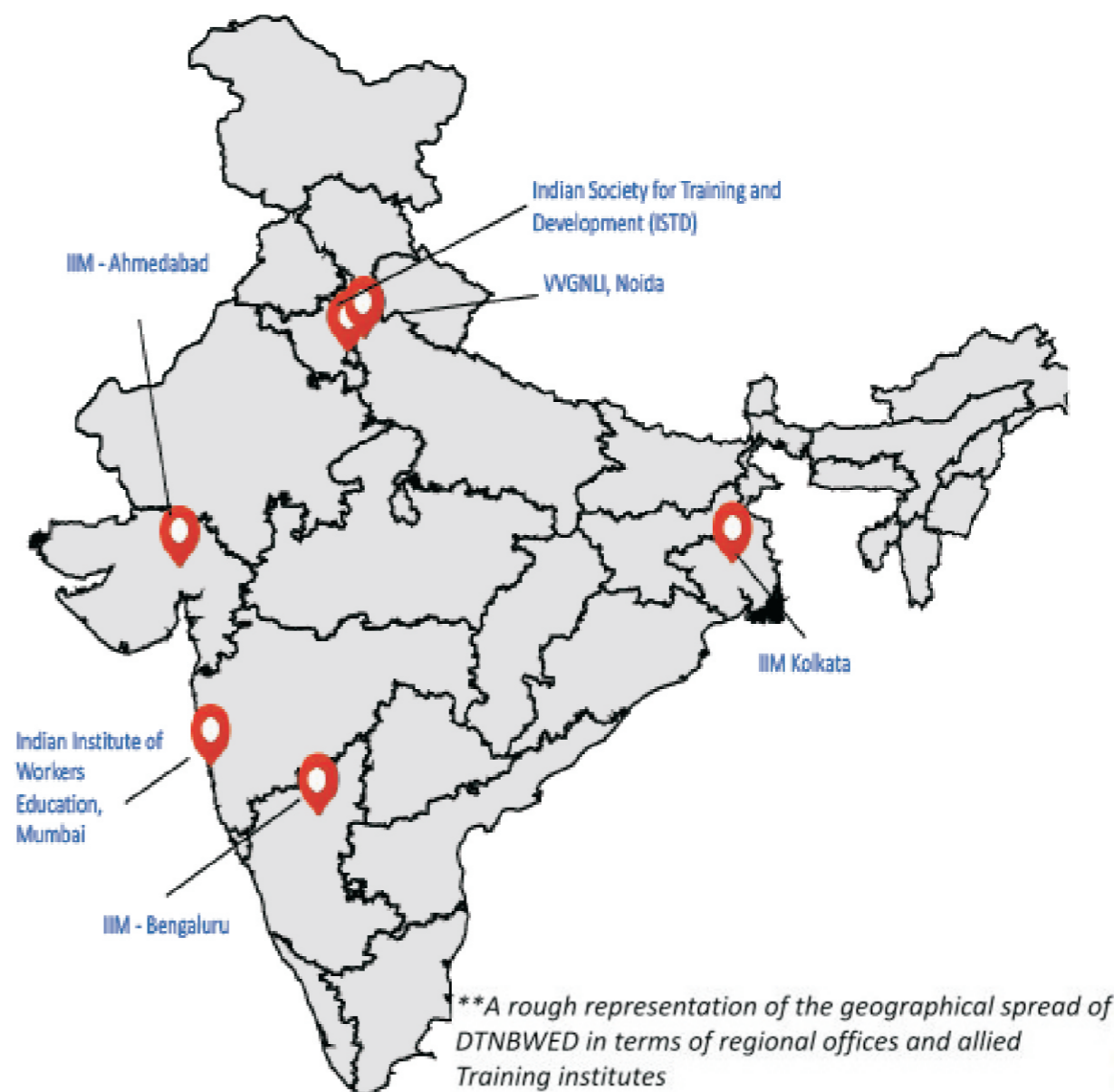
4.6.Employee State Insurance Corporation

ESIC			
Types of Training (Sample)	**Mode of Delivery**	**Roles Served**	**Facilitators**
Capacity Building Training Programme on Revenue & Benefits	Offline	LDCs/UDCs Assistants/ SSOs of South Zone.	Zonal Training Institute South Zone
Revenue, Benefits, Administration, Finance & Accounts, CCS (Conduct) Rule, CCS (Leave) Rule, FR/SR, Staff Rule, E-office, ERP Module, Soft Skill etc.	Offline	New UDCs joined in West Zone	Zonal Training Institute West Zone
Exposure to the international standards and best practices/State of Art Mining	Offline	New UDCs joined in West Zone	Zonal Training Institute West Zone
Legal Matters, CCS (Conduct) Rules, CCS (Leave) Rules, LTC, E-Office etc.	Offline	Deputy Director(DD) Assistant Director (AD)	National Training Academy

National Training Academy (NTA)

Zonal Training Institute West Zone, Mumbai

Zonal Training Institute South Zone, Bengaluru

**A rough representation of the geographical spread of ESIC in terms of regional offices and allied Training institutes
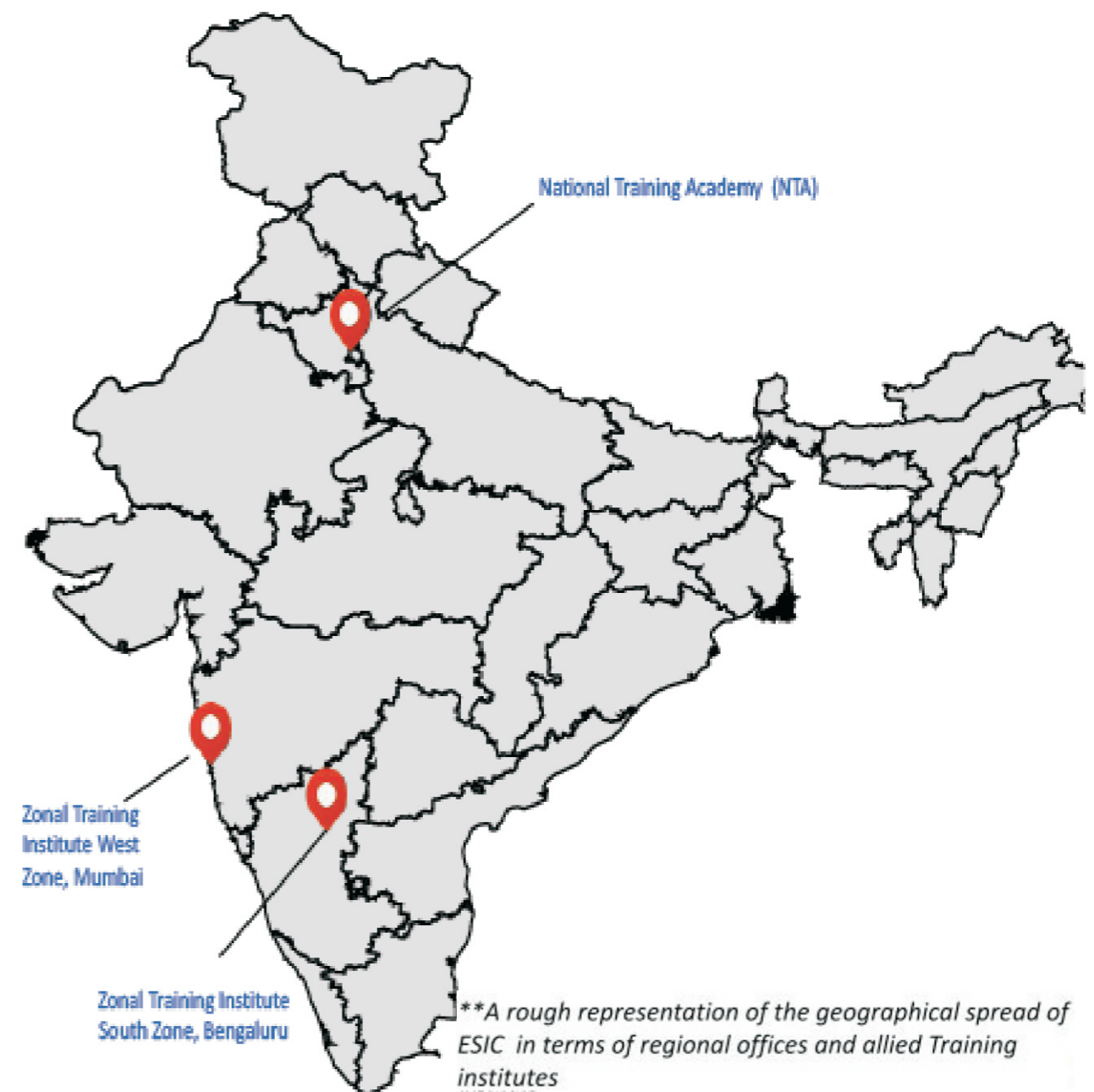
4.7.Employee Provident Fund Organisation

EPFO		
Types of Training (Sample)	**Mode of Delivery**	**Facilitators**
Quasi- judicial Proceedings: Conducting 7A & 14B cases, procedural laws, CrPC, CPC	Offline	Pandit Deendayal Upadhayay National Academy for Social Security (PDUNASS)
Best practices in running of an Exempted trust: Scrutiny of balance sheet and Investment patterns.	Offline	Pandit Deendayal Upadhayay National Academy for Social Security
Strategy of maximization of investment returns: Understanding asset class, global	Offline	Partner Institute (TBD)

Pandit Deendayal Upadhayay National Academy for Social Security (PDUNASS)

**A rough representation of the geographical spread of EPFO in terms of regional offices and allied Training institutes

4.8.Labour Reform Cell

LRC			
Types of Training (Sample)	**Mode of Delivery**	**Roles Served**	**Facilitators**
Knowledge of the existing Labour Laws and 4 Labour Codes & Theoretical knowledge of the existing Labour Laws vis-à-vis 4 Labour Codes and their usage.	Offline	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	VVGNLI for the Code on Wages, IR Code and OSH Code And PDUNASS for the Code on Social Security
Manual of Parliamentary Procedures, Rules of Procedure and Conduct of Business in the Rajya Sabha and Lok Sabha.	Offline	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	Parliamentary Research and Training Institute for Democracies, Lok Sabha Secretariat, Delhi
Ethics – Demonstrates integrity, transparency, openness and fairness	Offline	Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director	The Indian Institute of Public Administration (IIPA), Delhi

IIPA

VVGNLI, Noida

**A rough representation of the geographical spread of LRC in terms of regional offices and allied Training institutes

Annexure 5

Capacity Building Unit
(CBU) constitution letter