



Annual Capacity Building Plan 2023-24

Mysore City Corporation, Govt. of Karnataka
Capacity Building Commission, Govt. of India

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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
CNA	Capacity Needs Assessment
DOPT	Department of Personnel and Training
GoI	Government of India
ULB	Urban Local Body
IT	Information Technology
NPCSCB	National Programme for Civil Services Capacity Building
PMHRC	Prime Minister's Public Human Resource Council
CSCU	Cabinet Secretariat Coordination Unit
HR	Human Resource
WTP	Water Treatment Plant
ESR	Elevated Surface Reservoir
GSR	Ground Surface Reservoir
O&M	Operations and Maintenance
MCC	Mysore City Corporation
STP	Sewage Treatment Plant
DPR	Detailed Project Report
MC	Municipal Commissioner
KMCA	Karnataka Municipal Corporation Act 1976
SBM	Swachh Bharat Mission
PMAY	Pradhan Mantri Awas Yojana
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
AIILSG	All India Institute of Local Self Government



Introduction to Mission Karmayogi

1. Introduction to Mission Karmayogi

Mission Karmayogi - National Program for Civil Services Capacity Building (NPCSCB) was launched in September, 2020 as one of the biggest reform initiatives in India aiming to upgrade the post recruitment training mechanism of the Government officers and employees at all levels.

The unparalleled contribution of government officials to an efficient functioning of government makes it essential to be equipped with the right attitudes, skills, and knowledge which is duly aligned to the vision of a New India. Mission Karmayogi refocuses its emphasis on India's civil service capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results.

A step towards improving the human resource management practices in the Government, the National program is guided by the below core principles which are applicable to all capacity building interventions:

1. **Transition from Rules Based to Roles Based Human Resource (HR) Management** – The focus is to allocate jobs to the civil servants based on their competencies. These competencies include behavioural attitudes, functional skills, and domain knowledge.
2. **An ecosystem of shared training landscape** – Surpassing complicated and fragmented bureaucracy, where officials work in silos and departmentalism often takes precedence over national aspirations and priorities i.e., Civil servants to adapt to an ecosystem of shared learning materials, institutions, training materials, training infrastructure etc.
3. **Citizen Centricity at the Core:** In addition to creating a competent workforce with the right Attitudes, Skills, and Knowledge (ASK), developing the behavioural competencies of the officials especially dealing with the public to promote an empathetic mindset, effective service delivery and address the citizen's grievances in an efficient manner.
4. **Continuous and lifelong learning opportunities:** equitable access to learning material across different levels of the Government, cutting across hierarchies and geographies.
5. **Shift to the 70-20-10 model:** Experiential learning - 70 percent of learning comes from on-the-job experiences and reflections, Relational learning - 20 percent of learning is derived from working with others, Informational learning - 10 percent of learning comes from formal instructor- led activities.
6. **Link goal setting, planning & and achievements:** align learning and capacity building with organisational goals and the career goals of individual officials.
7. **Establish unbiased systems of evaluation:** objective, fair, and independent assessments to determine performance.
8. **Shift the mind set of public officials toward training and capacity building** from a compliance driven approach to adopting a holistic culture for learning.



Approach & Methodology for Preparation of Annual Capacity Building Plan (ACBP)

2. Need for Annual Capacity Building Plan For Urban Local Bodies

India has been experiencing a rapid growth of population for a long time in history and much of it is becoming urban footed since 1980s. With around 49 crore population, India is second largest urban community in the world. Though our cities cover only 3% of the land but they contribute around 60% to the total national GDP. As per Niti Aygo's analysis, each percentage point increase in a district's urban population share is associated with a 2.7% increase in district GDP. Hence, managing Indian urban space has emerged as a key priority area for all the stakeholders, to make cities as engines of economic growth. The intent of the 74th Constitutional Amendment Act can be realized only through the implementation of certain governance, institutional, financial and administrative reforms, which will pave the way for enhancing service delivery and effective local governance. All of this will be realised with effective capacity building of the stakeholders involved in achieving the same. Local governments have to be enabled to respond to challenges faced in the wake of increasing impetus being given to the urban sector.

Since decades, service delivery has been a challenge for the Urban Local Bodies (ULBs), Parastatal Agencies and Urban Development Agencies. Various programmes have been initiated by the Government of India to improve the capacity building among the selected Urban Local Bodies (ULB). However, the approach of the same was driven by scheme specific compliances and parameters instead of holistic approach to institutional strengthening and skill development of the ULB staff. Following are some the reasons of weak implementation and delivery capacities of ULBs:

- Lack of Qualified Workforce
- Obsolete Technology/Challenges in technology adoption
- Role Specific Trainings/Induction programs are missing.
- Lack of capability at the local level – limited learning opportunities
- Supply driven approach delinked to the actual training needs
- Existing capacity building programs are episodic in nature.
- Majority of ULBs work in silos – disconnect with the other ULBs and wings of Governance.

Additionally, effective governance of cities is critical to sustainable development, as embodied in the Sustainable Development Goal (SDG 11)- Sustainable Cities and Communities. In building capacities for sustainable urbanization, the full potential of the ULBs and their employees needs to be explored as it shall promote an efficient and effective public service delivery.

In the light of this background, the Capacity Building is to provide support to the functional and administrative empowerment of ULBs. It seeks to support the Cities, and urban stakeholders to evolve suitable urban governance strategies, enhance institutional and human capacities and bring about good urban governance. Launched by the Union Cabinet in 2020, The National Programme for Civil Services Capacity Building, Mission Karmayogi refocuses the emphasis on India's civil service

capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results.

3. Our Approach and Methodology

Redefining the economics of skilling by using a demand-driven approach to identify the skills which are vital to carry out a function and develop ACBP for meeting that demand. This will guarantee the delivery of training that is suited for a particular position and is customized to fit their preferences.

Shift from supply to demand driven approach

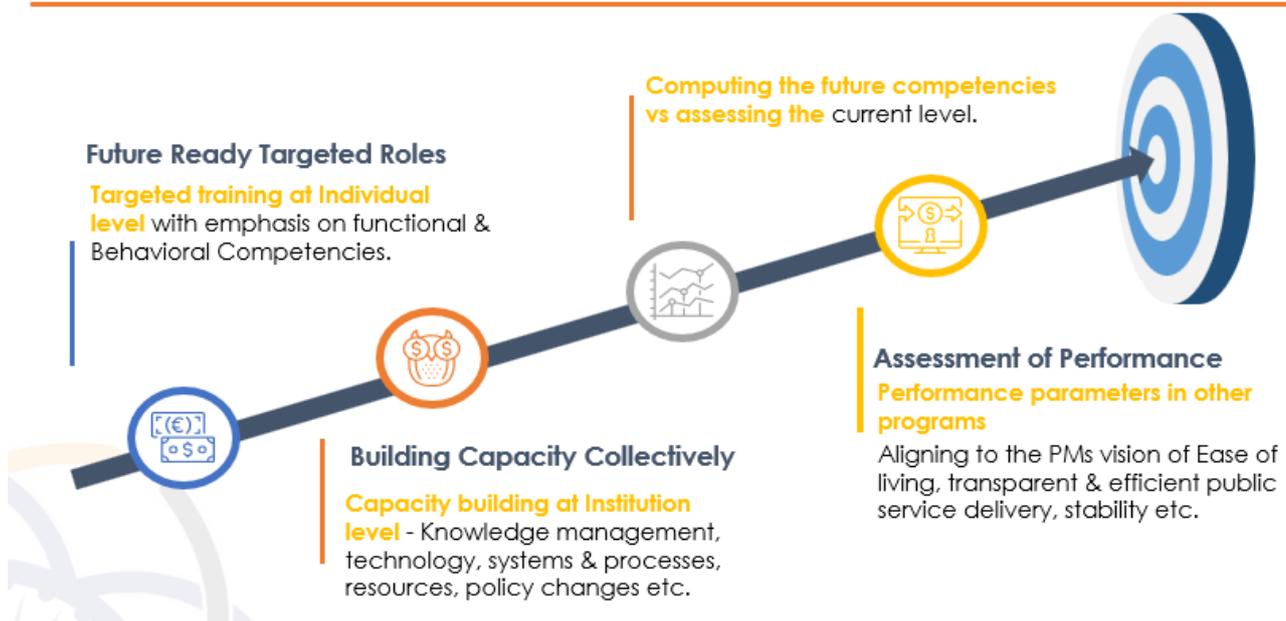


Figure 1 – Shift from Supply to Demand Driven Approach

Steps for creating an Annual Capacity Building Plan

Step 1 - Discussion with Municipal Commissioner

- ⇒ A consultative approach was taken to comprehend the ULB's vision and identify any discrepancies in building capacity. With the aid of a questionnaire, the big-picture vision was transformed into more specific, actionable training objectives for the ULB and its departments.

Step 2 - Creation of Capacity Building Units

- ⇒ Under the framework of Mission Karmayogi, each corporation created a CBU to drive all capacity building efforts at the department level. The key tasks of Capacity Building Units included:

- Conducted an organization wide HR Audit to map existing competency gaps. • Co-created, updated & implemented the CBPs for the corporation in collaboration with CBC.
- Validated and on boarded relevant content/capacity building products on iGOT in collaboration with CBC.
- Monitored and reported the progress of implementation of CBPs to CBC.
- Facilitated training & non-training interventions for organizational capacity building in partnership with experts.

Step 3 - Consultative Workshop with the Officials

- ⇒ A workshop was designed to gather the initial inputs for the Annual Capacity Building Plan (ACBP), which helped to identify the ULB officials' competency deficiencies. The ULB officials were asked to evaluate their duties in relation to the competencies required, which aided in drawing conclusions, i.e., an assessment of training needs.

Step 4 – Assess the Requirements & Develop ACBP

- ⇒ The ACBP was finalized, and a work schedule was created outlining the ULB's capacity-building objectives for the coming year. The plan went through a cycle of preparation since it required collaboration with every department inside the ULB. Typically, the strategy was implemented in phases under the strategic guidance of the ULB leadership wherein a small number of institutions or divisions were chosen for capacity building during the initial stage of the exercise.

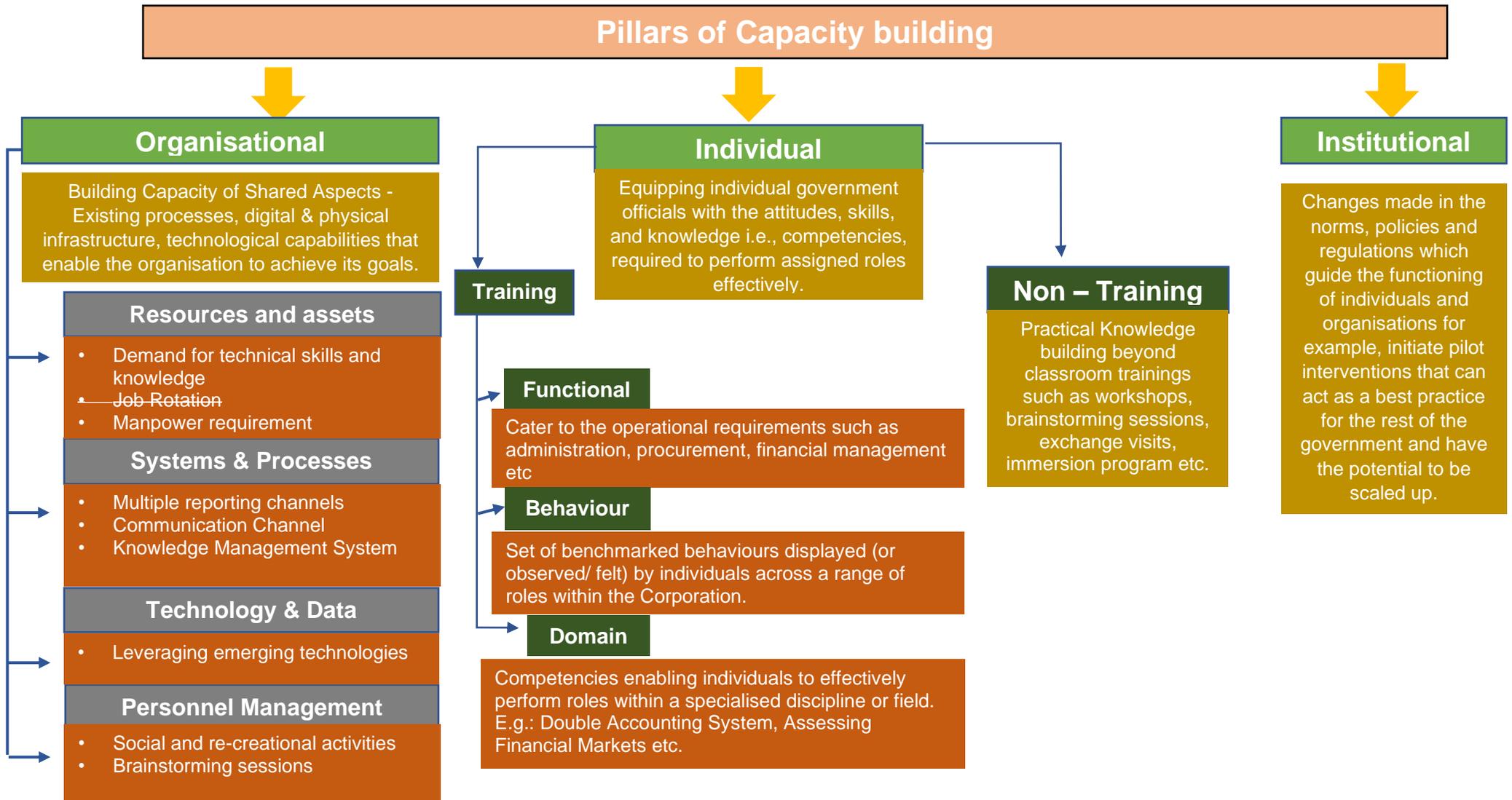
Step 5 – Creation of Training Calendar

- ⇒ A work plan outlining the ULB's capacity building objectives for the first year was produced to create a calendar for capacity building. The ULB decided which resources were necessary for each objective before deploying them to help build the capacity building calendar. The CBU oversaw creating this calendar and ensured that it was followed by all ULB departments.

Step 6 – Monitoring Capacity Building Efforts

- ⇒ Measuring the impact of results: CBU collaborated with the CBC to assess the efficacy of all capacity development initiatives. This entailed assessing how each intervention affected certain outcomes, including the ULB's overall success indicators, productivity, and service delivery quality.

Pillars of capacity Building



Methodology :-

01



**As – is
Analysis**

- Understanding the vision, mission, and goals of the Municipal Corporation, along with work allocation as per different divisions.
- Understanding the roles and responsibilities across all levels (spanning from Sr. Engineer, Chief Accountant to Junior Clerk) for their respective divisions/sections.

OUTCOME: Capacity Need Analysis matrix (division wise / hierarchy wise)

02



**Gap
Assessment**

- Gap assessment was conducted based on three pillars: Individual, Organizational, and Institutional based on consultations with various officers
- For Individual, competencies were mapped across: Domain competencies, Functional competencies, and Behavioural competencies

OUTCOME: Competency Gap = Capacity Need analysis – Competencies possessed

03



**Proposed
Interventions**

- Training interventions (Induction, Immersion, Exposure, Behavioural, Soft Skills), Upskilling, Technological interventions were included in the capacity building plan.
- Non-training interventions (Manpower improvement, Team-building exercises, Role-skill required efficiency match, etc.) were also a part of the plan to improve the ULB's capacity

OUTCOME: Training and non – training interventions

04



**Annual
Capacity
Building
Plan**

- Details of priority initiatives were given, such as identification of courses for improving individual competencies, along with a clear action plan stating stakeholders targeted and frequency.

OUTCOME: Annual Capacity Building Plan

Figure 3 – Approach and Methodology



Mysore City Corporation

4. Mysore City Corporation

A. Profile

Mysore city is very well known across the world for its magnificent architectural marvels and strong historic background. Commonly referred to as the 'City of Places', it is one of the most famous tourist places of India, attracting millions of tourists from across the world every year. There are some traditional industries like weaving, sandalwood carving, bronze work and the production of lime and salt in the city. Recently, the information technology industry has become a major employer in the city, and the city is now emerging as the second largest software exporter in the state of Karnataka.

Mysore city is located at 12.30°N and 76.65°E, at an average altitude of 770m above mean sea level. It is located at about 140km from Bangalore, the state capital. The city is well connected with adjoining states of Tamil Nadu and Kerala by road, rail, and air. The city is also the divisional headquarters for southern railway.

The population of Mysore city as per 2011 census is 9.95 lakhs. Its population density is 77 persons per hectare and density within the developed area is 97 PPH. The population has grown from 3.56 lakhs in 1971 to 9.95 lakhs in 2011.

Mysore City Corporation is responsible for the civic administration of the city, which is also the headquarters of the Mysore district and the Mysore division. It covers 9 zones, 66 wards and 66 blocks. The total geographical area of the district is 6,854 km² which ranks sixth position with respect to its size among the districts of Karnataka.

The corporation is headed by a mayor, who is assisted by commissioners and council members, and it oversees engineering works, health, sanitation, water supply, administration, and taxation etc. The corporation aims to improve the own source revenue from property taxation, water cess, solid waste management. In addition to this the corporation also has focused plans for developmental works like road widening, traffic junctions, open spaces, increasing drinking water supply network and sporting infrastructure.

Key Features about Mysore City

1. Ranked 9th in Swachh Sarvekshan Survey 2021.
2. 1st in the country to implement Facial recognition attendance system.
3. Mysore City Road Length – 175 Km
4. Properties in City Limit – 186880
5. Annual Budget of Mysore Municipal Corporation – 98768 Lakhs
6. Industrial Connections – 262
7. Sewage Treatment Plants – 4
8. Underground Drainage Length – 2420 Km

A. Economy and Education

Mysore has a vibrant economy. City Contributes to 42% of State Productivity. Its GSDP is 12.20 (in thousand crores). Tourism is one of the major sources of economy. Cities consist of skilled and semi-skilled workers. The literacy rate of Mysore City is 84.86% against Karnataka state literacy rate 74.36% which shows high percentage of literacy.

B. Civic Administration

Mysore City Corporation constitutes of Administration division to assist the commissioner in administrative operations. it comprises of Additional Commissioner, Deputy Commissioner (Administration), Deputy Commissioner (Development), Deputy Commissioner (Revenue), Joint Director Town Planning, Health Officer, Council Section, Public Relation Officer, Executive Engineers, Chief Accounts Officer, Zonal Commissioner, Development Officer, Assistant Executive Engineer, Assistant engineer, Junior engineer, Office Staff, Health Inspectors, Revenue Inspector, Loaders, Gardeners, pourkarmikas etc., are working in the Mysore City corporation for the betterment of the Mysore. Following details will help in understanding the organogram of the corporation.

I. Zonal Office: - Abiding to the constitution, the power has been decentralized by the Mysore City Corporation, to ensure the convenient service to the citizen the 9 Zonal offices has been established in the city. Zonal Commissioner is the Head of the Zonal office. Many powers of commissioners such as issuing Building license measuring up to 60'X40', Approving Katha, Issuing Trade License, Birth & Death certificate etc., has been handed over to the Assistant Commissioner so that citizens and common people can access the nearby zonal offices to get the facility and also daily basic civic amenities such as cleanliness, street light, Underground drainage system, Road Maintenance etc., in less time that will be maintained by the zonal offices which are available to all the citizens nearby.

II. Administration Department: Corporation officers/Employees service-related maintenance, for betterment of administration, payment of salary to maintain discipline in the system of administration, control of administration lies with administration division.

III. Engineering Department: The development works in the cities such as Roads, Drains, Underground drainage system (UGD), Water supply, Street light maintenance, park maintenance etc., is look after by engineering Department.

IV. Health Department - The cleanliness work in all 66 wards of Mysuru City Corporation is monitored completely by Health Department. The sanctioned strength of Corporation Health Officer 1 Post 7 Posts of environment engineers, technical assistants 2 (environment) 31 senior/juniors health inspectors, 43 sanitary Supervisors and 556 permanent pourkarmikas and 1584 outsource pourkarmikas are working efficiently for the cleanliness in the Mysore city. The team is working on Solid waste management, scientific waste disposal and to separate the dry and wet waste in the primary collection from the houses and use it for manure preparation in all 9 zones.

V. Revenue Department: - There are around 18,39,49 properties in the Mysore city and the target of Rs. 19,714.36 lakhs revenue has been fixed annually. To fix the property tax, collecting tax and to maintain the property belonging to Mysore City Corporation etc., and the consolidation of all the revenue collected is taken care by revenue section.

VI. Accounts Department: - Being financial advisor to Corporation Accounts Section Maintain its Accounts in Fund Based Double Entry Accrual Accounting System as per The Karnataka Municipalities Accounting and Budgeting Rules, 2006. It's the duty to look after financial management, which includes financial planning, financial control, and internal audit to ensure fiscal discipline.

VII. Town Planning Department: - For the planned development of the city the building license will be issued according to zonal regulations. Issuing of building completion report, demolition of illegal buildings etc., are the duties of this section.

VIII. Electrical Department: - There are around 60178 streetlights and 193 high most lights in the Mysuru city corporation limits. The maintenance of these lights and to make Mysore into a model solar city there are 5 Projects in the implementation stage.

C. Organogram

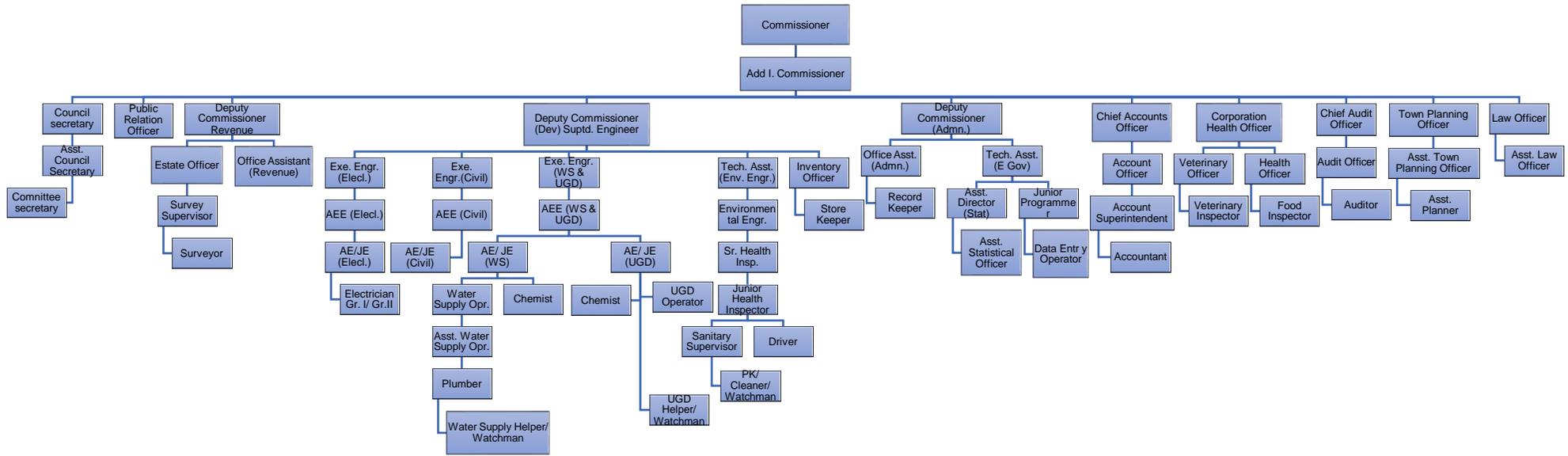


Figure 1: Organogram Mysore Municipal Corporation

D. Key Challenges Observed

I. Lack of behavioural Trainings

During the discussion it was observed that dealing with citizens is a big challenge across the staff groups. The MCC staff faces conflicts and behavioural issue with citizens in their day-to-day operations. In addition to this most of the employees expresses need of trainings on stress management, communication skills and motivational trainings amongst others.

II. Absence of Induction and Knowledge Transfer Training Modules

It has been observed that the new joiner across the departments struggles to familiarize themselves on workflows, functioning, org structures, processes and systems in a quick timeframe. It is extremely critical to introduce 'Induction Modules' for all new joiners that are specific to the needs of every department/wing/division providing a 360° view of the work and functions of the department and the corporation. Similarly, there is a need of Knowledge Transfer module for each role which can help in smooth transition of duties and responsibilities in case of transfers.

III. Lifestyle Struggles of Pourakarmikas

It has been observed that Pourakarmikas are struggling in their daily life because of alcoholism, lack of awareness about social benefit programs, poor financial planning etc. leading to absenteeism, lack of efficiency in work, internal and citizen conflicts. There is need to focused program on wellbeing of Pourakarmikas focusing on Job trainings, dealing with public, awareness campaigns to build trust and respect for pourakarmikas among citizens, government programs etc.

IV. Need of refresher courses on applicable Laws, Acts and Regulations

It has been noted that lots of employees of group A,B and C requested for refresher courses on Karnataka Municipal Corporation Act, Karnataka Municipal Accounting and Budgeting Rules, General Finance Rules, Karnataka Transparency in Public Procurement, GST, Income Tax Rules etc. to adapt recent changes in their functions.



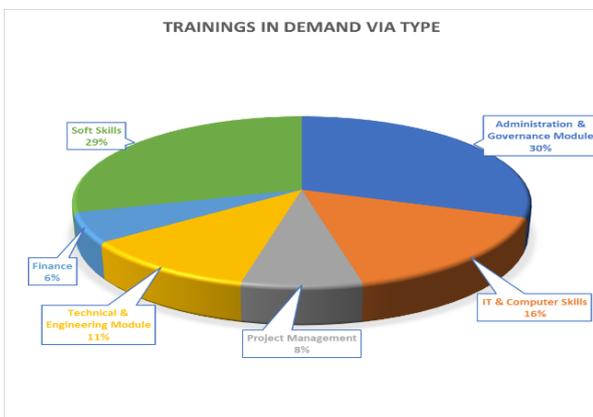
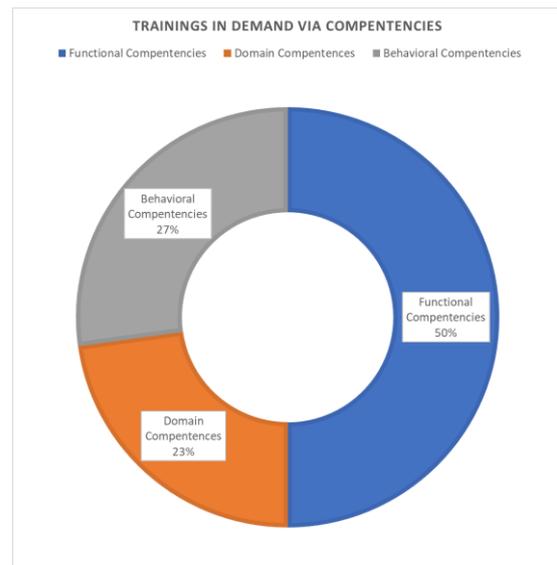
Key Observations & Analysis

5. Key Observations and Analysis

Mysore City Corporation have 3794 sanctioned strengths out of present working strength (March 23) is around 3800 including 2498 group D employees. We have considered sample set of 150 employees from A, B and C group at head office and approximately 150 employees at 5 zonal offices. In addition to this we have interacted with around 100 group D and Pourakarmikas staff during assessment.

We have performed surveys and assessments through 1 on 1 interviews, Focused Group Discussions and Department wise round table discussions. Their inputs and suggestions were recorded and analysed to identify key capacity augmentation areas. With respect to Individual Capacity Building, the identified trainings are grouped into six broad categories 1) Administration & Governance Module, 2) Technical & Engineering Module, 3) Project Management Module, 4) IT & Computer Skills Module, 5) Finance Module and 6) Soft/Behavioural Skills Module. In total 47 trainings have been identified in the exercise.

The identified universe of trainings for MCC, 50% of trainings comes under functional competencies category and rest of 50% is approximately equally divided between domain and behavioural competencies.



According to the studies and surveys conducted, the Administration & Governance Module and IT and computer Skills modules covers more than 60% of trainings. The trainings that belong to a specific domain are listed in the Self-Assessment of Capacity Section of this report.

During interviews of HoDs and focused group discussions the participants were asked to rate the below 4 parameters with respect to existing competencies of their department.

- ✓ Subject Knowledge
- ✓ Skills
- ✓ Tools/Technology
- ✓ Attitude and Behaviour

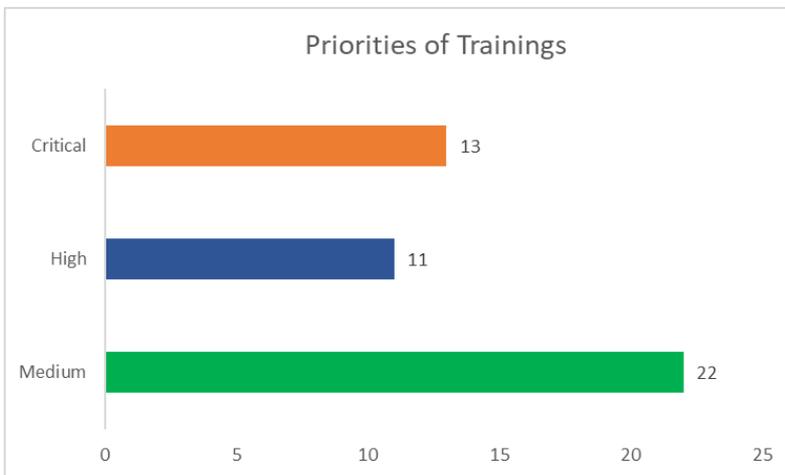
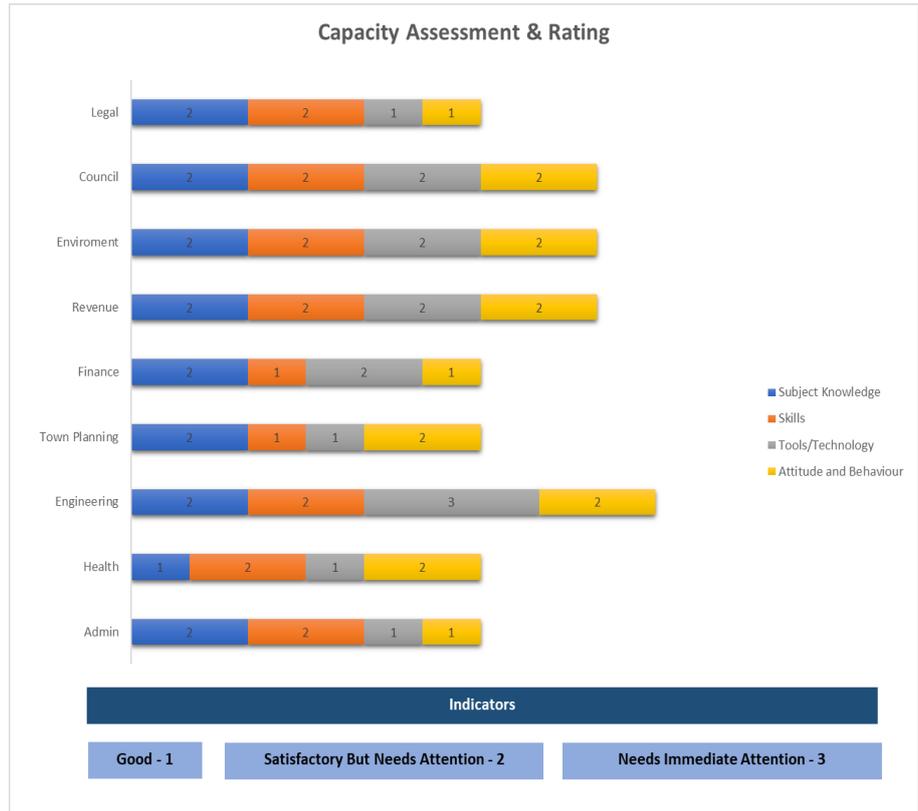
And ratings were

Good – 1

Satisfactory but needs attention – 2 and

#Needs immediate attention – 3.

In most of the cases the dominant rating was “Satisfactory but needs attention”



marked as medium, 11 high and 13 as critical.

To prioritize the training needs with respect to volume of requirements by the departments and individuals, we have categorized them in priority levels of critical, high, and medium except subjects related to finance and procurement since they cut across the sectors and sub departments. Out of 47 identified trainings, 22 are



Recommendations for Institutional and Organizational Capacity Building

6. Recommendations for Organizational and Institutional capacity Building

As mentioned earlier, Institutional and Organizational capacity building of municipal corporations refers to the process of enhancing their ability to perform their roles and responsibilities effectively and efficiently through strengthening Systems and Processes, Governance Structure, Resources and assets and service delivery mechanisms. Overall, institutional and Organization capacity building of any urban local bodies is a long-term process that requires sustained investment and commitment from various stakeholders. Following are a few recommendations emerge from observations noted during interactions with employees.

Recommendations	Need
Induction/Orientation Program for new joiners - "Know your corporation"	There is need of Induction programs (based on groups and departments) across the levels covering mandate of municipal corporation, organogram, roles and responsibility, in-house processes and systems, document management etc.
Knowledge Transfer Program	In order to strengthen the knowledge transfer from one individual to another in case of transfers/joining etc
Integrated project management and monitoring tool	Corporation needs an integrated online platform which covers all the stages of project starting from DPR, Procurement, and Project Planning, monitoring and supervision, validation, payments etc. to closing of the project.
Induction of new modules of report generation and integrated data entries	The existing e-office and other ERP type of systems need to be integrated with each department and options of registering respective online data sets and generation of pre-defined reports could be very helpful.
Effective regulatory/policy level document with clear directions on hierarchy with respect to managing open spaces and parks.	There are contradictions and conflicts between - MUDA zonal regulation and Open space and park regulation act of the state which need to be clarified and leading practices need to be added.
IT enabled system for tracking and monitoring of waste management vehicles	The current command and control centre can be upgraded to support tracking of waste management vehicles also.
Update and revise the internal Standard Operating Procedure of each department	Though the corporation have SoPs for each department however there is need of

Recommendations	Need
	upgradation due to inclusion of new tools and ongoing schemes.
Strategic Communication Policy (Citizens and Internal)	There is need of an overarching communication policy which can be referred as guideline for communicating with citizens, designing awareness campaigns, dealing with elected members/politicians etc.
Data Analytics of Urban Data	It is recommended that MCC could be provided a data analytics cell which can help different departments in getting insights and information arising from analysing respective data sets. This will be helpful in effective planning and channelizing efforts and resources optimally.
Focused Program for wellbeing of Pourakarmikas	There is need to focused program on wellbeing of Pourakarmikas focusing on Job trainings, dealing with public, awareness campaigns to build trust and respect for pourakarmikas among citizens, government programs etc.
Awareness program for managing personal financial, investment and retirement planning for of Pourakarmikas	It is recommended that, there should be an awareness program where periodical sessions can be organized to provide knowledge of personal finance planning, investment planning, insurance, available schemes for financial assistance etc. to pourakarmikas to improve their understanding of managing finances and improving their quality of life



Individual Capacity Building

7. Individual Capacity Building

a. Mapping of roles, responsibilities, competencies, and gaps

A comprehensive exercise was undertaken to map out the different designations, roles, competencies, and areas of improvement required for each department. This involved conducting interviews with employees to identify their needs and the competencies necessary for their job roles. Through this exercise, a deeper understanding of the skills and knowledge required for each department to function effectively was gained. This information has allowed for better alignment of training and development programs to meet the needs of employees, thereby enhancing their skills and abilities. Overall, the mapping exercise has been a valuable tool in ensuring that the right people with the right skills are in the right roles to achieve goals and objectives.

I. Urban Poverty Alleviation Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Additional Deputy Commissioner	Responsible for supervision of NULM scheme implementation and related grants. Nodal officer for Ashraya program, election related works. Supervision of files from Revenue, Birth and death, trade license, the prohibition of employment as manual scavengers and their rehabilitation, Quarters allocation for staff, LA questions and 1st applet authority of RTIs.	<ol style="list-style-type: none"> 1. Knowledge of all applicable laws, acts, regulations & guidelines. 2. Understanding of NULM, PMAY & other on-going schemes and guidelines. 3. Understanding of all the internal systems and processes for issuance of certificates, licenses etc. 4. Knowledge of RTI Act. 	<ol style="list-style-type: none"> 1. Refresher Course on Karnataka Municipal Corporation Act 1976 2. Course on Training on Public Procurement Systems 3. Course on Stress Management 4. Course on Leadership Skills 5. Leading construction technologies and tools

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ul style="list-style-type: none"> 5. Knowledge of e-office processes & systems 6. Strong Communication Skills 7. Analytical Skills 8. Leadership Skill 9. Communication Skills 10. Interpersonal Skills 11. Project Management 12. Financial Management 13. Legal Knowledge 	<ul style="list-style-type: none"> 6. Understanding of Sustainable Development Goals
<p>Nodal officer - Nulm</p>	<p>Responsible for creation and implementation of day-nulm related programs.</p>	<ul style="list-style-type: none"> 1. Understanding of NULM, PMAY & other on-going schemes and guidelines. 2. Strong Project Management Skills 	<ul style="list-style-type: none"> 1. Refresher Course on MS Office 2. Stress Management 3. Verbal and Non-Verbal Communication

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ol style="list-style-type: none"> 3. Communication & Interpersonal Skills. 4. Knowledge of office procedures, protocols and E-Office 5. Communication Skills 	<ol style="list-style-type: none"> 4. Course on e-Office Systems & Processes 5. Time Management
Officer Manager - UPA	Responsible for documentation and administrative procedures for creation of works under schemes, proposal for approval, after approval, implementation, execution and preparation of bills.	<ol style="list-style-type: none"> 1. Knowledge of ongoing schemes and guidelines. 2. Good knowledge of basic computer skills (Reporting, file management, presentation, data entry etc.) 3. Report writing & Document Management System 4. Knowledge of office procedures, protocols and E-Office 5. Communication Skills 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Stress Management 3. Verbal and Non-Verbal Communication 4. Course on e-Office Systems & Processes 5. Time Management 6. Public Dealing Skills
Office Assistant (Ashraya)	Implementation of Ashraya programs approved by govt by abiding the procedure and distribution ashraya homes to beneficiaries.	<ol style="list-style-type: none"> 1. MS-Office 2. Document Management System 3. Report writing 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ol style="list-style-type: none"> 4. E-Office 5. Communication Skills 	<ol style="list-style-type: none"> 3. Verbal and Non-Verbal Communication

II. Admin Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Deputy Commissioner Admin	Responsible for supervision of all administration related works, computer section, stores, staff attendance, legal issues, NPS and files related to outsourced employees and 1st applet authority of RTIs.	<ol style="list-style-type: none"> 1. Understanding of all applicable laws, acts, regulations & guidelines. 2. Understanding of all the internal systems & processes. 3. Knowledge of RTI Act. 4. Knowledge of e-office processes & systems 5. Strong Communication Skills 	<ol style="list-style-type: none"> 1. Refresher Course on Karnataka Municipal Corporation Act 1976 2. Training on Public Procurement Systems 3. Course on Stress Management 4. Leadership Skills 5. Understanding of Sustainable Development Goals

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Office Assistant (Establishment)	Maintenance and supervision of admin related issues of all staffs from reporting, attendance to relieving. Following up of C&R for seamless working of the office. Implementation of NPS.	<ol style="list-style-type: none"> 1. e-Office & system and processes 2. Document Management Systems 3. Knowledge of RTI and processes 4. MS Office 5. Strong Communication Skills 	<ol style="list-style-type: none"> 1. Refresher Course On MS Office 2. Course on e-Office Systems & Processes 3. Verbal and Non Verbal Communication
AEE vehicle	Maintenance of all vehicle owned by corporation including Abhaya, supervision of drivers, cleaners and security guards. Action regarding purchase of new vehicle and leased vehicle.	<ol style="list-style-type: none"> 1. Technical Knowledge of vehicle & garage maintenance 2. e-Office 3. Document Management Systems 4. Health and Safety Manuals 5. Financial Management & Budget Preparation 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Verbal and Non Verbal Communication 4. Training on operation and maintenance of vehicle fleet 5. Training on health and safety procedures
AEE horticulture	Maintenance of all parks and open spaces in all 65 wards, creation of works. Put-up files for approval of	<ol style="list-style-type: none"> 1. Technical Knowledge of horticulture domain 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
	tender. Bring in sponsors for maintenance of parks. Actions regarding usage of recycled water in parks. Plantation on road side in city limits.	<ol style="list-style-type: none"> 2. e-Office 3. Document Management Systems 4. Knowledge of Landscapes, Water Systems, Plantation etc. 5. Financial management & Budget Preparation 6. Knowledge of water harvesting 	<ol style="list-style-type: none"> 2. Course on e-Office Systems & Processes 3. Verbal and Non Verbal Communication 4. Training on leading practices in Horticulture
Office Assistant (Stores and Records)	Responsible to maintain stores. To procure, maintain and distribution of materials/goods required for seamless working of the office. To procure, maintain and distribution of diesel/petrol for corporation vehicles.	<ol style="list-style-type: none"> 1. Inventory Management 2. Procurement and Purchasing 3. Record-Keeping & Documentation 4. Communication Skills 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Verbal and Non Verbal Communication 4. Effective Document Management & Record Keeping 5. Stress Management 6. Training on ERP Systems

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Office Assistant (Computer)	Responsible for maintenance of all the hardware of the corporation such as desktops, printers, UPS, walkie talkie, CC cameras, cartridges etc. and managing all the data entry operators.	<ol style="list-style-type: none"> 1. e-Office 2. Communication Skills 3. Document Management System 4. MS Office 	<ol style="list-style-type: none"> 1. Course on MS Office 1. Course on e-Office Systems & Processes 2. Verbal and Non Verbal Communication 3. Training on ERP System
Programmer	Responsible of all the software related works under corporation. Making reports, collecting data, implementing e-office and more.	<ol style="list-style-type: none"> 1. Programming languages & frameworks 2. Database Management 3. Data analysis & reporting 4. Communication Skills 5. e-Office 	<ol style="list-style-type: none"> 2. Course on MS Office 5. Course on e-Office Systems & Processes 3. Verbal and Non Verbal Communication 4. Training on ERP System 5. Refresher Course on HRMS Software 6. Website & App Development – Basic & Advance

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Law Officer	Responsible for all corporation related cases at local/district/high courts. Collection of required data from the responsible section, preparation of para-wise statements and submission of the same to advocates or govt. Providing legal opinion to any required situation in corporation. Drafting letters to responsible section regarding judgement received by the court.	<ol style="list-style-type: none"> 1. Legal Expertise - Knowledge of all applicable laws, acts and regulations 2. Case Management 3. Communication Skills 4. Analytical Skills 5. Negotiation Skills 6. Judgement & Decision Making 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Verbal and Non Verbal Communication 4. Negotiation & Persuasion Training

III. Engineering Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Superintending Engineer	Head of the technical wing of the corporation. Responsible to manage all work under Civil, water supply, UGD, electrical and horticulture section. Supervises admin approval, tendering process and quality of all works under	<ol style="list-style-type: none"> 1. Technical Knowledge of Civil / Electrical / Mechanical Engineering works 2. Program and Project Management 	<ol style="list-style-type: none"> 1. Verbal and Non Verbal Communication 2. Advanced Construction Technologies

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
	<p>the section. Supervision of various grants from the state govt and corporation. Purchasing and maintenance of corporation vehicles, disaster management, legal issues, RTI, C&D waste, and implementation of NPS for all staffs under engineering section and 1st applet authority of RTIs.</p>	<ol style="list-style-type: none"> 3. Knowledge of IS Codes, CPHEEO Manuals and Quality Control Standards 4. Budgeting and Financial Management 5. Project Designing / DPR Preparation 6. Public Procurement 7. Communication & Interpersonal Skills 8. Knowledge of procurement processes 	<ol style="list-style-type: none"> 3. Quality Control Testing Systems & Standards 4. AutoCAD – Basics 5. Public Procurement / GeM / eProcurement Refresher Course 6. Maintenance of Road Works 7. Disaster Management 8. Stress Management 9. Time Management 10. Waste Management Rule of Karnataka – Solid/Plastic/Water

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Executive engineer (Civil)	Supervision of all civil related works in 65 wards. Estimate evaluation, tender notification, inviting and evaluating authority. After approval of tender, work order to be issued, cross check the quality of work on field and submit bills. RTIs.	11. Technical Knowledge of Civil / Electrical / Mechanical Engineering works 12. Program and Project Management 13. Knowledge of IS Codes, CPHEEO Manuals and Quality Control Standards 14. Budgeting and Financial Management 15. Project Designing / DPR Preparation 16. Public Procurement 17. Communication & Interpersonal Skills 18. Knowledge of procurement processes 9. e-Office	1. AutoCAD - Basics 2. Construction material quality testing systems and processes 3. Project Planning and Management 4. Public Procurement / GeM / eProcurement Refresher Course 5. Maintenance of heritage structures. 6. Disaster management (mitigation and prevention-floods) 7. Leading practices on construction and maintenance of storm water drains

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<ul style="list-style-type: none"> 8. IS Codes construction standards SOR / Non-SOR items, PWD Codes 9. BIM systems and processes 10. Re-use and management of C&D waste 11. Operations and Maintenance of Civil Works 12. Stress Management 13. Verbal and Non Verbal Communication 14. Public Private Partnership
Executive engineer (Water supply and UGD)	Supervision of adequate water supply and working of machine-holes of all 65 wards. Estimate evaluation, tender notification, inviting and evaluating authority. After approval of tender, work order to be issued, cross check the quality of work on field and submit bills. Collection of water tax and	<ul style="list-style-type: none"> 1. Technical Knowledge of Civil / Electrical / Mechanical Engineering works 2. Program and Project Management 3. Knowledge of IS Codes, CPHEEO Manuals and Quality Control Standards 	<ul style="list-style-type: none"> 1. AutoCAD - Basics 2. Construction material quality testing systems and processes 3. Project Planning and Management

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
	<p>prorata. Supervision and maintenance of all headworks and STPs. RTIs.</p>	<ol style="list-style-type: none"> 4. Budgeting and Financial Management 5. Project Designing / DPR Preparation 6. Public Procurement 7. Communication & Interpersonal Skills 8. Knowledge of procurement processes 9. e-Office 10. GIS 11. Knowledge of Waste Management Practices (Solid & Liquid) 	<ol style="list-style-type: none"> 4. Public Procurement / GeM / eProcurement Refresher Course 5. Disaster management (mitigation and prevention-floods) 6. Leading practices on construction and maintenance of storm water drains 7. IS Codes construction standards SOR / Non-SOR items, PWD Codes 8. Re-use and management of C&D waste 9. Operations and Maintenance of Civil Works 10. Stress Management

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<ul style="list-style-type: none"> 11. Verbal and Non Verbal Communication 12. Preparation of DPR – Fundamentals 13. Refresher Course on GIS – Refresher & Advance 14. Public Private Partnership 15. Refresher Course on Health and Safety 16. Waste Management Rule of Karnataka – Solid/Plastic/Water 17. Latest Technologies of Sewage Treatment Plants & Processing

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Executive engineer (Electrical)	Supervision of street light maintenance and electrical related issues in all 65 wards. Tender notification, inviting and evaluating authority. After approval of tender, work order to be issued, cross check the quality of work on field and submit bills. Supervision of execution of LED street light work. Payment related to electrical bills to CESCO, digital advertisement boards and RTIs.	<ol style="list-style-type: none"> 1. Technical Knowledge of Electrical Engineering works 2. Program and Project Management 3. Knowledge of IS Codes and Quality Control Standards 4. Budgeting and Financial Management 5. Project Designing / DPR Preparation 6. Public Procurement 7. Communication & Interpersonal Skills 8. Knowledge of procurement processes 9. e-Office 	<ol style="list-style-type: none"> 1. Project Planning and Management 2. Public Procurement / GeM / eProcurement Refresher Course 3. Maintenance of electrical systems 4. Preparation of Detailed Project Report 5. Stress Management 6. Verbal and Non Verbal Communication 7. Public Private Partnership 8. Refresher Course on Health and Safety 9. Quality testing systems and processes for electrical works

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			10. Course on e-Office Systems & Processes
Development officer (Civil)	Responsible for supervision of estimate preparation, work execution, maintenance and bill preparation. Recommend permission to public regarding road cutting. Supervise the construction of buildings in zone limits as per building license issued, removal of debris in zone limits and more.	<ol style="list-style-type: none"> 1. Communication Skills (Kannada and English) 2. Dealing with public 3. Basic Civil Engineering Knowledge 4. Leadership Skills 	<ol style="list-style-type: none"> 1. AutoCAD - Basics 2. Course on Quantity Survey - Basics 3. Advance Construction methodologies refresher 4. Stress Management 5. Time Management 6. Project Management – Beginner and Advance

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			7. Green Buildings and Construction principles
Assistant executive engineer (Water supply and UGD)	Responsible for adequate water supply and working of machine-holes of all 65 wards. Creation of works. After approval of tender, cross check the quality of work on field during execution, guide AEs/JEs under them and submission of bills. Collection of water tax. Supervision and maintenance of headworks and STPs if any. Responsible to dispose RTI applications.	<ol style="list-style-type: none"> 1. Technical Knowledge of Civil / Underground Drainage & Water Supply works 2. Program and Project Management 3. Knowledge of IS Codes, CPHEEO Manuals and Quality Control Standards 4. Project Designing / DPR Preparation 5. Bid Process Management 6. Communication & Interpersonal Skills 7. Knowledge of SCADA Systems 8. e-Office 	<ol style="list-style-type: none"> 1. AutoCAD - Basics 2. Construction material quality testing systems and processes 3. Project Planning and Management 4. Leading practices on construction and maintenance of storm water drains 5. IS Codes construction standards SOR / Non-SOR items, PWD Codes 6. Re-use and management of C&D waste

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		9. GIS	7. Operations and Maintenance of Civil Works 8. Stress Management 9. Verbal and Non Verbal Communication 10. Preparation of DPR 11. Latest Technologies of Sewage Treatment Plants & Processing 12. Refresher on GIS – Basics & Advance 13. RTI Act Refresher 14. Operations and maintenance of STP / WTPs 15. SCADA Training
Assistant executive engineer (Electrical)	Responsible for street light maintenance and electrical related issues in all 65 wards. Creation of works. After approval of tender, cross	1. Technical Knowledge of Electrical Engineering works 2. Program and Project Management	1. Project Planning and Management

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
	check the quality of work on field during execution, guide AEs/JEs under them and submission of bills. Execution of LED street light work. Put-up files related to electricity bills. Responsible to dispose RTI applications.	<ol style="list-style-type: none"> 3. Knowledge of IS Codes and Quality Control Standards 4. Project Designing / DPR Preparation 5. Communication & Interpersonal Skills 6. Knowledge of procurement processes 7. Knowledge of Street Lighting Systems 	<ol style="list-style-type: none"> 2. Maintenance of electrical systems / street lights 3. Preparation of Detailed Project Report 4. Stress Management 5. Verbal and Non Verbal Communication 6. Quality testing systems and processes for electrical works 7. RTI Act
Assistant/Junior engineer (Civil)	Creation of adequate estimates. After approval of tender, responsible for execution work on field, recording of MBs and submission of bills. Road cutting files, construction of buildings in his/her wards, removal of debris. Responsible for providing data related to RTI applications and legal issues.	<ol style="list-style-type: none"> 1. AutoCAD and STAAD for design 2. Cost Estimation - basic computer knowledge of excel and word 3. Dealing with public 4. Communication and coordination with Contractors 5. Persuasion and Convincing Skills 	<ol style="list-style-type: none"> 1. AutoCAD - Basics 2. Course on Quantity Survey – Basics 3. Advance Construction methodologies 4. Verbal and Non Verbal Communication 5. Refresher course on MS Office

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<ul style="list-style-type: none"> 6. Project Management 7. Green Buildings and Construction principles
Work Inspector	Assign works for de-silting and cleaning, and resolve complaints received from higher officers	<ul style="list-style-type: none"> 6. Knowledge of Grievance Redressal System 7. Knowledge of Testing and Quality Control Methods 8. Communication Skills (Kannada) 9. Documentation Management 	<ul style="list-style-type: none"> 1. Refresher course on MS Office 2. Verbal and Non Verbal Communication 3. Dealings with Public
Assistant/Junior Engineer (Water supply and UGD)	Responsible for adequate water supply and working of machine-holes in his/her wards. Creation of adequate estimates. After approval of tender, responsible for execution work on field, recording of MBs and submission of bills. Collection of water tax. Supervision and maintenance of headworks and STPs if any. Responsible for providing data related to RTI applications and legal issues.	<ul style="list-style-type: none"> 1. Technical Knowledge of Civil / Underground Drainage & Water Supply works 2. Knowledge of IS Codes, CPHEEO Manuals and Quality Control Standards 3. Project Designing / DPR Preparation 4. Quantity Survey & Estimations 	<ul style="list-style-type: none"> 1. AutoCAD - basics 2. Construction material quality testing systems and processes 3. Project Planning and Management 4. Public Procurement / GeM / eProcurement Refresher Course

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ul style="list-style-type: none"> 5. Communication & Interpersonal Skills 6. Knowledge of SCADA Systems 7. e-Office 8. GIS 9. Operation and Maintenance of STPs 	<ul style="list-style-type: none"> 5. Disaster management (mitigation and prevention-floods) 6. Leading practices on construction and maintenance of storm water drains 7. IS Codes construction standards SOR / Non-SOR items, PWD Codes 8. Stress Management 9. Verbal and Non Verbal Communication 10. Preparation of DPR 11. Project Management 8. Refresher course on MS Office 12. RTI Act

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			13. SCADA Trainings
Assistant/Junior engineer (Electrical)	Responsible for street light maintenance and electrical related issues in his/her wards. Creation of adequate estimates. After approval of tender, responsible for execution work on field, recording of MBs and submission of bills. Execution of LED street light work. Put-up files related to electricity bills. Responsible for providing data related to RTI applications and legal issues.	<ol style="list-style-type: none"> 1. Technical Knowledge of Electrical Engineering works 2. Program and Project Management 3. Knowledge of IS Codes and Quality Control Standards 4. Project Designing / DPR Preparation 5. Communication & Interpersonal Skills 6. Knowledge of procurement processes 7. Knowledge of Street Lighting Systems 	<ol style="list-style-type: none"> 1. Project Planning and Management 2. Maintenance of electrical systems / street lights 3. Preparation of Detailed Project Report 4. Stress Management 5. Verbal and Non Verbal Communication 6. Quality testing systems and processes for electrical works 7. RTI Act

IV. Revenue Department.

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Assistant Commissioners (Zonal commissioners)	Responsible to handle any grievances in zone limits, permission to public regarding road cutting for basic facilities, verification of birth and death certificates, supervision of all officers/staff in zone limits, providing basic facilities to the public, issuing trade and building license, issuing notice for violation of KMC acts, handling legal issues related to wards, supervision of property tax collection in their zone limits, maintaining cleanliness of wards with the help of health section, khatha transfers and RTIs.	<ol style="list-style-type: none"> 1. Knowledge of all applicable laws, acts, regulations & guidelines. 2. Understanding of Grievance Redressal System 3. Knowledge of RTI Act. 4. Knowledge of e-office processes & systems 5. Strong Communication Skills 6. Analytical Skills 7. Financial Management 8. MS Office 	<ol style="list-style-type: none"> 1. Verbal and Non Verbal Communication 2. Leading practices in property tax 3. Municipal Revenue Augmentation 4. Time Management 5. People Management 6. Refresher course on MS Office 7. Refresher course on applicable laws, acts, regulations & guidelines.

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		9. Inhouse Softwares like E-Janma, E-Aasti etc.	
Revenue Officers	Supervision of revenue inspectors regarding tax collection in their ward limits and meeting the tax demands set by higher officials timely. Khata tranfer. Updating and implementation of e-asthi. Election related works. Census related works and abiding any orders related to govt works.	<ol style="list-style-type: none"> 1. Knowledge of relevant laws and regulation related to Revenue. 2. Communication Skills 3. Proficiency in using Computer & relevant software 4. Analytical Skills 	<ol style="list-style-type: none"> 1. Verbal and Non Verbal Communication 2. Leading practices in property tax 3. Municipal Revenue Augmentation 4. Time Management 5. People Management 6. Refresher course on MS Office 7. Refresher course on applicable laws, acts, regulatiosn & guidelines. 8. GST Rules, Income Tax Rules, ESI / PF Acts

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Assistant Revenue Officers	Supervision of revenue inspectors regarding tax collection in their ward limits and meeting the tax demands set by higher officials timely. Khata transfer. Election related works. Census related works and abiding any orders related to govt works.	<ol style="list-style-type: none"> 1. Knowledge of relevant laws and regulation related to Revenue. 2. Communication Skills 3. Proficiency in using Computer & relevant software 4. Analytical Skills 	<ol style="list-style-type: none"> 1. Verbal and Non Verbal Communication 2. Leading practices in property tax 3. Municipal Revenue Augmentation 4. Time Management 5. People Management 6. Refresher course on MS Office 7. Refresher course on applicable laws, acts, regulations & guidelines. 8. GST Rules, Income Tax Rules, ESI / PF Acts

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Revenue Inspectors	Responsible for property tax collection in their ward limits and meeting the tax demands set by higher officials timely. Khata tranfer field verification. Election related works. Census related works and abiding any orders related to govt works.	<ol style="list-style-type: none"> 1. Knowledge of relevant laws and regulation related to Revenue. 2. Communication Skills 3. Proficiency in using Computer & relevant software 4. Analytical Skills 5. MS Office 6. e-Office 	<ol style="list-style-type: none"> 1. Verbal and Non Verbal Communication 2. Leading practices in property tax 3. Municipal Revenue Augmentation 4. Time Management 5. People Management 6. Refresher course on MS Office 7. Refresher course on applicable laws, acts, regulations & guidelines. 8. GST Rules, Income Tax Rules, ESI / PF Acts
Bill collectors	Responsible for property tax collection in their ward limits and meeting the tax demands set by higher officials timely.	<ol style="list-style-type: none"> 1. Knowledge of property law tax, regulations & procedures 2. Good knowledge of local area. 	<ol style="list-style-type: none"> 1. Verbal and Non Verbal Communication 2. Leading practices in property tax

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ul style="list-style-type: none"> 3. Ability to handle & resolve Complaints 4. Integrity & Honesty 5. MS Office 6. e-Office 	<ul style="list-style-type: none"> 3. Municipal Revenue Augmentation 4. Time Management 5. People Management 6. Refresher course on MS Office 7. Refresher course on applicable laws, acts, regulations & guidelines.

V. Council

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Council Secretary	Supervision of council section, initiation of council meetings by issuing notice, handling council and standing committee meetings, preparing thorough proceedings, collecting action taken reports by respective sections before next meetings. Conducting elections for various positions held by elected representatives like Mayor, dy. Mayor, standing committee chairpersons and members. 1st applet authority of RTIs.	<ol style="list-style-type: none"> 1. Knowledge of all applicable laws, acts, regulations & guidelines. 2. Understanding of Grievance Redressal System 3. Knowledge of RTI Act 4. Strong Communication Skills 5. MS Office 	<ol style="list-style-type: none"> 1. Refresher Course on Karnataka Municipal Corporation Act 1976 2. Course on e-Office Systems & Processes 3. Stress Management 4. Leadership Skills 5. People Management 6. Refresher Course on MS Office
Office Assistant	Assisting CS in all office works and meetings. Keeping files ready for upcoming meetings. Issuing notice, collecting reports before next meetings.	<ol style="list-style-type: none"> 1. e-Office 2. Communication Skills 3. Document Management Systems 4. MS Office 	<ol style="list-style-type: none"> 1. Course on e-Office Systems & Processes 2. Time Management 3. Document Management System 4. Refresher Course on MS Office
Office manager	Assisting CS and OA in all office works and meetings. Putt-up files ready for upcoming meetings.	<ol style="list-style-type: none"> 1. e-Office 2. Communication Skills 3. Document Management Systems 4. MS Office 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Stress Management 3. Verbal and Non Verbal Communication

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<ol style="list-style-type: none"> 4. Course on e-Office Systems & Processes 5. Time Management 6. Public Dealing Skills

VI. Accounts Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Chief Accounts Officer	Supervision of all files related to accounts in corporation, AG and CA audits, corporation financial status, budgeting and others.	<ol style="list-style-type: none"> 1. Knowledge of all applicable laws, acts, regulations & guidelines. 2. Double Entry System (FBAS) 3. IT e filing 4. GST e-filing 5. EPF, ESI< RTI Act 	<ol style="list-style-type: none"> 1. Municipal Finance 2. Income tax rules and e-filing 3. GST Rules 4. ESI and PF Act 5. Budgeting and Financial Management

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ol style="list-style-type: none"> 6. Karnataka financial code 7. Budgeting 8. Audits 	<ol style="list-style-type: none"> 6. Raising funds and investments 7. Double entry accounting system 8. Labour Act 9. Fund Based Accounting System
Account officer	Assisting CAO in all files related to accounts in corporation, AG and CA audits, corporation financial status, budgeting and others.	<ol style="list-style-type: none"> 1. Knowledge of all applicable laws, acts, regulations & guidelines 2. Double Entry System (FBAS) 3. IT e filing 4. GST e-filing 5. EPF, ESI< RTI Act 6. Karnataka financial code 7. Budgeting 8. Audits 	<ol style="list-style-type: none"> 1. Municipal Finance 2. Income tax rules and e-filing 3. GST Rules 4. ESI and PF Act 5. Budgeting and Financial Management 6. Raising funds and investments 7. Double entry accounting system 8. Labour Act

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<ul style="list-style-type: none"> 9. Fund Based Accounting System 10. Refresher Course on MS Office 11. Karnataka Municipal Accounting & Budgeting Rules 2006 12. Project Finance & Financial Modelling
Account Superintendent	Check and put-up all billing of work-related files in corporation, AG and CA audits. Preparation of account statements, expenditure, balance for various grants to obtain clear picture of financial status, budgeting and others.	<ul style="list-style-type: none"> 1. Knowledge of all applicable laws, acts, regulations & guidelines. 2. Double Entry System (FBAS) 3. IT e filing 4. GST e-filing 5. EPF, ESI & RTI Act 6. Karnataka financial code 7. Budgeting 8. Audits 	<ul style="list-style-type: none"> 1. Municipal Finance 2. Income tax rules and e-filing 3. GST Rules 4. ESI and PF Act 5. Budgeting and Financial Management 6. Raising funds and investments 7. Double entry accounting system 8. Labour Act

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<ul style="list-style-type: none"> 9. Fund Based Accounting System 10. Refresher Course on MS Office 11. eProcurement System 12. Karnataka Municipal Accounting & Budgeting Rules 2006
Auditor	Check and put-up all files related to billing of under their limits.	<ul style="list-style-type: none"> 1. MS Office 2. Knowledge of internal processes & systems 3. Knowledge of auditing principles & processes 	<ul style="list-style-type: none"> 1. Refresher Course on MS Office 2. Internal Audits 3. Stress Management 4. Time Management 5. Karnataka Municipal Accounting & Budgeting Rules 2006

VII. Health Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Corporation Health Officer	Supervision of birth and death related files, trade license, the prohibition of employment as manual scavengers and their rehabilitation, RTIs, preventive measures for endemic and pandemic diseases. Pulse polio programs, public awareness programs and 1st applet authority of RTIs.	<ol style="list-style-type: none"> 1. Municipal bylaws 2. KMC Act 3. Plastic Waste Management Rules 4. SWC Rules 5. KMC Laws 6. Co-ordination with pollution control boards 7. MS Office 	<ol style="list-style-type: none"> 1. Rehabilitation training (drinking) health inspectors need training exposure with respect social aspects 2. E-Janma, E-Aasti training 3. Course on e-Office Systems & Processes 4. Effective Citizen Engagement 5. Verbal & Non Verbal Communication 6. Designing of Awareness Campaigns 7. Stress Management 8. Leading Waste Management Practices (Solid & Liquid)

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<p>9. People Management – Conflict Management</p>
<p>Health Officer</p>	<p>Supervision of birth and death related files, trade license, the prohibition of employment as manual scavengers and their rehabilitation, RTIs, preventive measures for endemic and pandemic diseases. Pulse polio programs, public awareness programs.</p>	<ol style="list-style-type: none"> 1. Knowledge of Public Health principles, practices and policies 2. Understanding of epidemiology & disease control 3. Strong Communication Skills 4. Ability to develop and implement public health programs & policies. 5. Ability to make informed decision based on sound scientific evidence & ethical considerations 	<ol style="list-style-type: none"> 1. Rehabilitation training (drinking) health inspectors need training exposure with respect social aspects 2. E-Janma, E-Aasti Training 3. Course on e-Office Systems & Processes 4. Effective Citizen Engagement 5. Verbal & Non Verbal Communication 6. Designing of Awareness Campaigns 7. Stress Management 8. Leading Waste Management Practices (Solid & Liquid) 9. People Management - Conflict Management

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<p>10. Environmental Protection Acts</p> <p>11. Leading survey techniques for tree census</p>
Assistant executive engineer (Environment)	Supervision of cleanliness of the city, compost units, landfill, Bio-mining, Legacy Waste Processing, UNIDO Projects, National Green tribunal (NGT) and PKs. Implementation of works related to swachh bharath and swachh survekshan, RTIs, Implementation of SWM rules 2016, SWM DPRs, Responsible for supervision of estimate preparation, work execution, maintenance and bill preparation for SWM related Works. Tender Work for SWM related works. Procurement and	<ol style="list-style-type: none"> 1. Environmental Engineering Knowledge 2. Project Management 3. Analytical thinking 4. Attention to Detail 5. Budgeting & Financial Management 6. Knowledge of SWM Rules 7. Knowledge of Composting and Landfill Technologies 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Fleet Management 3. People Management - Conflict Management 4. Public Private Partnerships 5. Course on GIS – Basic & Advance 6. Recycling and Reuse of Waste 7. Verbal and Non Verbal Communication 8. SCADA Training

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
	maintenance of SWM vehicles and machineries.	<ol style="list-style-type: none"> 8. Knowledge of Environmental Laws & Regulations 9. Procurement & Maintenance 	<ol style="list-style-type: none"> 9. eProcurement Systems / GeM 10. Women Empowerment & Self Help Groups 11. Environmental Protection Acts 12. Training on National Green Tribunal principles and processes
Environment engineers	Supervision of cleanliness of the city, compost units, landfill, Bio-mining, Legacy Waste Processing, UNIDO Projects, National Green tribunal (NGT) and PKs. Implementation of works related to swatch bharath and swatch survekshan, RTIs, Implementation of SWM rules 2016, SWM DPRs, estimate preparation, work execution, maintenance and bill preparation for SWM related Works, Trade licenses, Tender Work for SWM related works.	<ol style="list-style-type: none"> 1. Strong Knowledge of waste management principles, regulations & best practices 2. Ability to manage and supervise multiple projects 3. Effective Communication Skills 4. Proficiency in GIS and Waste Management Software 5. Knowledge of technical equipment & machinery used 	<ol style="list-style-type: none"> 1. Refresher Course on MS Office 2. Fleet Management 3. People Management - Conflict Management 4. Public Private Partnerships 5. Course on GIS – Basic & Advance 6. Recycling and Reuse of Waste

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
	Procurement and maintenance of SWM vehicles and machineries.	<ol style="list-style-type: none"> 6. Ability to conduct field inspections and assessments 7. Strong organizational skills 8. Knowledge of safety protocols 	<ol style="list-style-type: none"> 7. Verbal and Non Verbal Communication 8. SCADA 9. Training on National Green Tribunal principles and processes 10. eProcurement Systems / GeM 11. Women Empowerment & Self Help Groups 12. Environmental Protection Acts
Health Inspectors	Deployment and Supervision of sanitation workers at ward level, birth and death related work, Implementation SWM rules 2016 at fields, Trade License,	<ol style="list-style-type: none"> 1. Knowledge of sanitation, hygiene and waste management practices 2. Ability to communicate effectively with team 3. Basic computer skills for data entry 4. Knowledge of relevant laws, rules & regulations related to health & sanitation 	<ol style="list-style-type: none"> 1. Rehabilitation training(drinking) health inspectors need training exposure with respect social aspects 2. E-Janma, E-Aasti Training 3. Course on e-Office Systems & Processes 4. Effective Citizen Engagement

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ol style="list-style-type: none"> 5. First Aid & emergency response skills 6. Strong Communication Skills 7. Time Management 	<ol style="list-style-type: none"> 5. Verbal & Non Verbal Communication 6. Designing of Awareness Campaigns 7. Stress Management 8. Leading Waste Management Practices (Solid & Liquid) 9. People Management - Conflict Management 10. Environmental Protection Acts 11. Leading survey techniques for tree census
Sanitary Supervisors	Supervision of sanitation workers at ward level	<ol style="list-style-type: none"> 1. Knowledge of sanitation, hygiene and waste management practices 2. Ability to communicate to convey instructions and guidelines to workers 3. Basic computer skills for data entry 	<ol style="list-style-type: none"> 1. People Management - Conflict Management 2. Stress Management 3. Refresher Course on MS Office

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<ol style="list-style-type: none"> 4. Health & Safety 5. Verbal and Non Verbal Communication
Poura Karmikas	Sweeping of streets, garbage collection from door to door and drain cleaning	<ol style="list-style-type: none"> 1. Knowledge of cleaning and waste disposal techniques 2. Ability to operate cleaning tools and equipment 	<ol style="list-style-type: none"> 1. Cleaning & Waste Disposal Practices 2. Health & Safety Practices 3. Stress Management 4. Awareness about social benefit programs of Government

VIII. Town Planning Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Joint Director of Town Planning	Issuing building license and CRs under their bracket, building violation related issue and 1st applet authority of RTIs.	<ol style="list-style-type: none"> 1. Understanding of all applicable acts, laws, & guidelines related to master planning 	<ol style="list-style-type: none"> 1. Refresher course on Master Planning, Policies & Guidelines

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
		<ol style="list-style-type: none"> 2. Understanding of internal processes and systems for issuing licenses, plans, & responses to RTIS etc. 3. Understanding of Nirman 2 Software 4. Understanding of GIS Systems & Softwares 	<ol style="list-style-type: none"> 2. Communication with other departments – written communication 3. Training on GIS – Basic & Advance 4. Regular Trainings as soon as new procedures or new initiatives (ex-AMRUT) are introduced and are changes made in software/system. 5. Communication soft skills 6. Regular Trainings on Karnataka Municipal Corporation, 7. Karnataka Town and Country planning, Karnataka cinema rules. (Amendments to the same do not reach them officially but through personal means this delays their work.), 8. RTI act

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<p>9. Writing effective reports,</p> <p>10. Documentation(maintenance) to second division clerks (loss of time in finding the right file)</p>
<p>Assistant Director of Town Planning</p>	<p>Issuing building license and CRs under their zones, building violation related issue and responsible to dispose RTI applications.</p>	<ol style="list-style-type: none"> 1. Understanding of all applicable acts, laws, & guidelines related to master planning 2. Understanding of internal processes and systems for issuing licenses, plans, & responses to RTIS etc. 3. Understanding of Nirman 2 Software 4. Understanding of GIS Systems & Softwares 	<ol style="list-style-type: none"> 1. Training on Nirman software - hands on training (upgradation required) 2. Communication with other departments – written communication 3. Training on GIS – Basic & Advance 4. Regular Trainings as soon as new procedures or new initiatives (ex-AMRUT) are introduced and are changes made in software/system. 5. Communication soft skills - with public 6. Regular Trainings on Karnataka Municipal Corporation

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<p>7. Karnataka Town and Country planning, Karnataka cinema rules. (Amendments to the same do not reach them officially but through personal means this delays their work.),</p> <p>8. RTI act</p> <p>9. Writing effective reports,</p> <p>10. Documentation(maintenance) to second division clerks (loss of time in finding the right files)</p>
Town Planner	Responsible to put-up files regarding building license and CRs, building violation related issue and providing data related to RTI applications and legal issues.	<ol style="list-style-type: none"> 1. Knowledge of urban planning and Master planning rules and regulations, controlled area, industrial area, building bylaws etc. 2. Understanding of use of GIS in planning 3. Knowledge of processes of approvals, permissions, NoCs etc. 	<ol style="list-style-type: none"> 1. Training on GIS – Basic & Advance 2. Nirman Softwre 3. Verbal and Non Verbal Communication 4. Refresher course on all applicable acts, policies and guidelines 5. MS Office refresher course

IX. E-Governance Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
Senior Programmer, E- Governance AEE, E-Governance	Maintenance of Karnataka Municipal data Society	<ol style="list-style-type: none"> 1. System Security 2. Coding Languages 3. Hardware and Software Knowledge 4. IT infrastructure Knowledge 5. Server maintenance 	<ol style="list-style-type: none"> 1. Cyber security (handling virus and hacking), 2. Training on servers (networking)(centralizing to enable ease of access of files), 3. Training on latest MS office versions (still using old versions), 4. Training on implementation of e-office from scratch. 5. Stress Management 6. Time Management 7. Training on adopting new technologies in communication

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Area of Improvement / Capacity Needs
			<p>(walkie-talkie)</p> <p>8. Training on procurement of services using GeM</p> <p>9. Trainings on e-filing</p> <p>10. SCADA Training</p> <p>11. PHP programming (for websites - for App development),</p> <p>12. Training on policies related to e-governance, property tax, water tax and trade license are using private servers and software, training on linking them with govt. servers or maintaining these servers</p>

b. Identified Training Universe

#	Topics, Themes, Areas identified for Capacity Augmentation of Mysore Municipal Corporation	Admin	Town Planning	e-Governance	Engineering	Environment & Health	Finance	Council	Revenue	Priority Level
FUNCTIONAL COMPETENCIES	Administration and Governance Module									
	Karnataka Municipal Corporation Act 1976	HOD, ADC, DC(A), AC, Est Manager & Caseworkers	JDTP, ADTP, TP, AE, Caseworkers	HOD, SP, Caseworkers	HODs, EE, DO/AEE, AEs, JE's, Caseworkers	HODs, HO, AEE, Env't.Eng., HI, Caseworkers	HOD, SP - AC, AO-AC, Caseworkers	HOD, Manager, Com Sec, Caseworkers,	HOD, RO, ARO, RI, BC, Caseworkers	Medium
	Karnataka Municipal Accounting and Budgeting Rules 2006					HODs, AEE, Env't.Eng.	SP-AC,AO-AC, Aud	Office Manager	RO, ARO, RI, BC	Medium
	Waste Management Rule of Karnataka - Solid/Plastic/Water				HODs, EE (WS/UGD), AEE, AEs, JEs	HODs, AEE, Env't.Eng., HI				Medium
	Understanding of Sustainable Development Goals	HOD, AC	TP, AE	HOD, SP	HODs, EE, DO/AEE, AEs, JE's	AEE, Env't.Eng.,	HOD, SP - AC, AO-AC	HOD	RO, ARO	Medium
	Understanding of Environment Protection Act					AEE, Env't.Eng.,				Medium
	Understanding of National Green Tribunal					HODs, AEE, Env't.Eng.				Medium
	Public Procurement through GeM portal			SP	EE, DO/AEE	AEE, Env't.Eng.		HOD, Manager	RO, ARO	High
	E-Procurement Systems and Process				EE, DO/AEE, AEs, JE's	AEE, Env't.Eng.	SP-AC,AO-AC	Manager, Caseworkers		High
	RTI Act and Rules	HOD, ADC, DC(A), AC, Est Manager & Caseworkers	JDTP, ADTP, TP, AE, Caseworkers	HOD, SP, Caseworkers	HODs, EE, DO/AEE, AEs, JE's, Caseworkers	HODs, HO, AEE, Env't.Eng., HI, Caseworkers	HOD, SP - AC, AO-AC, Caseworkers	HOD, Manager, Com Sec, Caseworkers	HOD, RO, ARO, RI, BC, Caseworkers	High
	IT and Computer Skills									
	MS Office - Refresher & Advance	HOD, ADC, DC(A), AC, Est, Caseworkers	ADTP, TP, AE, Caseworkers	HOD, SP, DEO, Caseworkers	HODs, EE, DO/AEE, AEs, JE's, Caseworkers	HODs, HO, AEE, Env't.Eng., HI, Caseworkers	HOD, SP - AC, AO-AC, Caseworkers	HOD, Manager, Com Sec, Caseworkers	HOD, RO, ARO, RI, BC, Caseworkers	High
	Computer Aided Design - Refresher & Advance		ADTP, TP, AE		AEs, JE's	AEE, Env't.Eng.,				Medium
	Geographical Information System - Refresher & Advance, Google Sketchup				DO/AEE, AEs, JE's	HODs, AEE, Env't.Eng.			RO, ARO, RI, BC	High
	Website and App development - Basic & Advance			SP						Medium
	Corporation/state specific tool - Nirman 2/KSPCB tool/CPCB tool/E-janma	AC	ADTP, TP, AE						ARO, RI	High
	Cyber Security - Basic & Advance			SP						Medium
	Cloud Computing - Basic & Advance			SP						Medium

	e-Office	HOD, ADC, DC(A), Est Manager & Caseworkers	Caseworkers	HOD , SP, DEO, Caseworkers	HODs, EE, DO/AEE, AEs, JE's, Caseworkers	HODs, HO, AEE, Evt.Eng., HI, Caseworkers	HOD, SP - AC, AO-AC, Caseworkers	HOD, Manager, Com Sec, Caseworkers	HOD, RO, ARO, RI, BC, Caseworkers	High
DOMAIN COMPETENCIES	Technical and Engineering Module									
	Latest Technologies of solid waste management processing					HODs, AEE, Evt.Eng.				Medium
	Latest Technologies of Sewerage Treatment Plants & Processing				EE (WS/UGD), AEE, AEs, JE's	AEE, Evt.Eng.				Medium
	CPEEHO Manual				EE (WS/UGD), AEE, AEs, JE's	AEE, Evt.Eng.				Medium
	Planning, networking, and operation of storm water drains		ADTP, TP, AE		EE (civil), AEE, AEs, JE's	AEE, Evt.Eng.				Medium
	Maintenance of civil works - Potholes				EE (civil), AEE, AEs, JE's	AEE, Evt.Eng.				Medium
	Disaster Management	AC			HODs, EE, DO/AEE, AEs, JEs	HODs, AEE, Evt.Eng.		HOD, Manager, Com Sec, Caseworkers	RO, ARO	Medium
	Advance Construction Methodologies, Design (Global Best Practices)				HODs, EE, DO/AEE, AEs, JEs	AEE, Evt.Eng.				Medium
	Refresher and Advance course on SCADA systems				EE (WS/UGD), AEE, AEs, JE's	AEE, Evt.Eng.				Medium
	Quality Control Testing, Systems and Standards - Refresher & Advance				EE (WS/UGD), AEE, AEs, JE's	AEE, Evt.Eng.				Medium
	Building Information Modelling		TP		HODs, EE, DO/AEE, AEs, JEs					Medium
	Preparation of Detailed Project Report	AC			EE, DO/AEE, AEs, JEs	AEE, Evt.Eng.				High
	Re - Use and Management of C & D Waste				EE (civil), AEE, AEs, JE's	AEE, Evt.Eng.				High
	Maintenance of electrical works and systems				EE (Electrical), AEE, AEs, JE's					High
	Finance									
	Public Private Partnerships	AC			EE, DO/AEE, AEs, JE's	HODs, HO, AEE, Evt.Eng., HI			AC-6, DO-6	Medium
	GST Rules					HODs, HO, AEE, Evt.Eng., HI	SP-AC,AO-AC	Manager		Medium
Leading Practices in property Taxation								RO, ARO, RI, BC, , Caseworkers	Medium	
Income Tax Rules & e-filing	HOD, ADC, DC(A), AC, Est Manager & Caseworkers	JDTP, ADTP, TP, AE	HOD , SP, DEO	HODs, EE, DO/AEE, AEs, JE's	HODs, HO, AEE, Evt.Eng., HI	SP-AC,AO-AC	HOD, Manager, Com Sec, Caseworkers	HOD, RO, ARO, RI, BC	High	

	ESI and PF Act	HOD, ADC, DC(A), Est Manager & Caseworkers			EE-WS/UGD	HODs, HO, AEE, Evt.Eng., HI	SP-AC,AO-AC	Manager, Caseworkers		High
	Refresher course on double accounting	AC					HOD, SP - AC, AO-AC		RO, ARO	Medium
	Raising Funds and Investments by Municipal corporations	AC				HODs, AEE, Evt.Eng., HI	SP-AC,AO-AC		RO, ARO	Medium
	Project Finance & Financial Modelling				EE, DO/AEE, AEs, JE's	HO, AEE				High
	Municipal Revenue Augmentation	HOD & AC			EE, DO/AEE, AEs	HODs, AEE, Evt.Eng.	SP - AC, AO- AC			Medium
BEHAVIORAL COMPETENCIES	Soft Skills									
	Inter-personal & Public dealing skills	HOD, ADC, DC(A), Est Manager & Caseworkers	JDTP, ADTP, TP, AE	HOD, SP, DEO	HODs, EE, DO/AEE, AEs, JE's	HODs, HO, AEE, Evt.Eng., HI	HOD, SP - AC, AO-AC	HOD, Manager, Com Sec, Caseworkers	HOD, RO, ARO, RI, BC	Medium
	Effective communication skills (Writing & Speaking)	AC, Est Manager & Caseworkers	ADTP, TP, AE, Caseworkers		EE, DO/AEE, AEs, JE's, Caseworkers	AEE, Evt.Eng., HI, Caseworkers	SP - AC, AO- AC, Caseworkers	Manager, Com Sec, Caseworkers	RO, ARO, RI, BC, Caseworkers	High
	Dealing with Citizens (Communication , Negotiation and conflict management)	AC, Est Manager & Caseworkers	ADTP, TP, AE		EE, DO/AEE, AEs, JE's, Caseworkers	AEE, Evt.Eng., HI, Caseworkers	SP - AC, AO- AC, Caseworkers	Manager, Com Sec, Caseworkers	RO, ARO, RI, BC, Caseworkers	High
	Language Proficiency	AC, Est Manager & Caseworkers	ADTP, TP, AE, Caseworkers		EE, DO/AEE, AEs, JE's, Caseworkers	AEE, Evt.Eng., HI, Caseworkers	SP - AC, AO- AC, Caseworkers	Manager, Com Sec, Caseworkers	RO, ARO, RI, BC, Caseworkers	High
	Stress Management	HOD, ADC, DC(A), Est Manager & Caseworkers	JDTP, ADTP, TP, AE	HOD, SP, DEO	HODs, EE, DO/AEE, AEs, JE's	HODs, HO, AEE, Evt.Eng., HI	HOD, SP - AC, AO-AC	HOD, Manager, Com Sec, Caseworkers	HOD, RO, ARO, RI, BC	High
	Time Management	HOD, ADC, DC(A), Est Manager & Caseworkers	JDTP, ADTP, TP, AE	HOD, SP, DEO	HODs, EE, DO/AEE, AEs, JE's	HODs, HO, AEE, Evt.Eng., HI	HOD, SP - AC, AO-AC	HOD, Manager, Com Sec, Caseworkers	HOD, RO, ARO, RI, BC	Medium

*Special training on public dealing and stress management for PKs

**HRMS training for all managers and caseworkers of Est.section

Designations

Designations	Abbreviations	Designations	Abbreviations	Designations	Abbreviations
Head of the Department: Commissioner, DC Revenue, DC, Development, Corporation Health Officer, Chief Account Officer, Council Secretary	HODs	Data Entry Operator	DEO	Heath Inspector	HI
Additional Commissioner	ADC	Executive Engineer	EE	Account Superintendent	SP-Ac
Deputy Commissioner (Admin)	DCA	Assistant Executive Engineer	AEE	Account Officer	AO-Ac
Assistant Commissioner	AC	Development Officer	DO	Revenue Officer	RO
Joint Director of Town Planning	JDTP	Assistant Engineer	AE	Assistant Revenue Officer	ARO
Additional Town Planner	ATP	Junior Engineer	JE	Bill Collector	BC
Town Planner	TP	Environment Engineer	Evt.Eng	Revenue Inspector	RI
Senior Programmer	SP	Health Officer	HO		

c. Self-Assessment of Capacity Needs.

During the survey, employees were asked to rate the current level and desired level of proficiency in identified skills on scale of 1 to 10. The objective was to understand the different levels of efficacies to design the right set of trainings covering beginner to advance level of target efficiencies.

CURRENT LEVEL	SELF-ASSESSMENT OF EFFICIENCIES	DESIRED LEVEL
1 2 3 4 5 6 7 8 9 10	Karnataka Municipal Corporation Act 1976	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Karnataka Municipal Accounting and Budgeting Rules 2006	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Waste Management Rule of Karnataka - Solid/Plastic/Water	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Understanding of Sustainable Development Goals	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Understanding of Environment Protection Act	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Understanding of National Green Tribunal	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Public Procurement through GeM portal	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	E-Procurement Systems and Process	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	RTI Act and Rules	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Taxation Rules, Law of Contract and Land Acquisition Rules	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	MS Office - Refresher & Advance	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	MS Excel-Basic & Advance	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Computer Aided Design - Refresher & Advance	1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10	Geographical Information System - Refresher & Advance	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Website and App development - Basic & Advance	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Corporation/state specific tool - Nirman 2/KSPCB tool/CPCB tool/E-janma	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Cyber Security - Basic & Advance	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Cloud Computing - Basic & Advance	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	e-Office	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	HRMS Software	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Basic principles of Project management	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Project management tools & techniques	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Preparation of Detailed Project Report	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Latest Technologies of solid waste management processing	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Latest Technologies of Sewerage Treatment Plants & Processing	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	CPEEHO Manual	1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10	Planning, networking, and operation of storm water drains	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Engineering, Design and Maintenance of civil works - Potholes, Roads, Drains etc	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Disaster Management – Urban Flood	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Advance Construction Methodologies, Design (Global Best Practices)	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Refresher and Advance course on SCADA systems	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Quality Control Testing, Systems and Standards - Refresher & Advance	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Urban Flood Management	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Maintenance of Heritage Structures	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Green buildings and construction	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Building Information Modelling	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Public Private Partnerships	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	GST Rules	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Income Tax Rules & e-filing	1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10	ESI and PF Act	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Raising Funds and Investments by Municipal corporations	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Project Finance & Financial Modelling	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Enhancement of Public Participation	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Campaign and Awareness Creation	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Grievance Redressal	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Media Outreach Strategy	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Inter-personal & Public dealing skills	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Effective communication skills (Writing & Speaking)	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Language Proficiency	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Stress Management	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Time Management	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Mental Health and Wellbeing	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Conflict Management	1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10	Negotiation and Persuasion Skills	1 2 3 4 5 6 7 8 9 10

1	2	3	4	5	6	7	8	9	10	Refresher course on Property Tax (Regulations/Calculations/Implementation)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Municipal Revenue Augmentation (Leading practices/Immersive learning)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on Quantity survey covering Schedule of Rates/Non SoR items and cost estimations	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on designing and maintenance of Stormwater drainage (Principles, runoff analysis, design, and engineering)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on the designing of awareness campaigns for citizens	1	2	3	4	5	6	7	8	9	10

d. Training Curriculum Expectation

Keeping in mind the different level of proficiencies and nature of roles and responsibilities of MCC, a baseline expectations for identified training courses have been chalked out to help the training providers in understanding the objective and coverage of courses.

Topic/Area/Theme	Refresher course on Karnataka Municipal Corporation Act 1976			
Course Objective	To provide comprehensive details of Karnataka Municipal Corporation Act for better understanding of laws, acts, rules, amendments.			
Expected Duration	1 Day	Onsite/Offsite		Exposure visit-NA
Wishlist for Curriculum (5 main subjects/activities to be covered)				
<ol style="list-style-type: none"> 1. Brief on municipal authority, elections, powers and functions, procedures etc. 2. Summary of organizational structure, appointments, essential services, 3. Understanding of Finance, Accounts and Audits, Property and Contracts 4. Regulation of Buildings, Licenses and fee, Taxes, by-laws 5. Penalties, procedures and miscellaneous. 				

Topic/Area/Theme	Hands-on Training on MS Excel, MS Word, and MS PowerPoint			
Course Objective	To achieve proficiency in usage of MS Office and learn application of MS Office in day-to-day office work and project related activities			
Expected Duration	2 Days	Onsite/Offsite		Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)				

1. MS Word, MS Excel, MS PowerPoint, MS-Access and Database, E-Mail.
2. Step-by-step process of working with different files and understanding the functions and commands
3. Advanced MS Excel Master Spreadsheets - advance charts, graphs, formulas, macros, and data analysis
4. How to use charts to visualize data
5. How to use basic formulas, VLOOKUP and HLOOKUP, and how to use named ranges, etc.

Topic/Area/Theme	Public Procurement through GeM Portal		
Course Objective	To familiarize the officials with Procurement Principles and educate them on how to navigate through GeM Portal for Procurement.		
Expected Duration	1 Day	Onsite/Offsite	Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Introduction to the GEM Portal 2. Guidelines and best practices recommended for public procurement 3. Online Bid preparation and evaluation process 4. Contract Award: Preparation of bid evaluation report, Award of contract 5. grievance Redressal and Exceptions 			

Topic/Area/Theme	Waste Management Rule of Karnataka - Solid / Plastic / Water		
Course Objective	Explain Municipal Solid Waste Management rules and guidelines of Karnataka, and also educate about Waste Management Practices.		
Expected Duration	1 day	Onsite/Offsite	Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)			

6. All rules, guidelines and laws applicable to Waste Management in Karnataka
7. Municipal Solid Waste Management - Fundamentals Sources; composition; generation rates; collection of waste; separation, transfer and transport of waste; treatment and disposal options
8. Environment Risk Assessment - Defining risk and environmental risk; methods of risk assessment; case studies
9. Detailed case studies on use of predictive analysis used for effective management of Solid Waste
10. Financial Implications i.e., costs and savings (realized) through adoption of CIT based technologies and understanding of impact

Topic/Area/Theme	Project Management Tools & Techniques		
Course Objective	To comprehend project management framework and life-cycle phases of different types of projects and also familiarize the officials with leading project management techniques		
Expected Duration	2 days	Onsite/Offsite	Exposure visit-NA
Wishlist for Curriculum(5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Overview of Project Management principles 2. Project life cycle and planning 3. Prioritization of project activities and workload, adaption and shifting of planning strategies, staffing models and goals, project scheduling methodologies and tools 4. Risk Management, Contract Administration, Project Documentation 5. Tools for effective project monitoring (Physical and Financial) 6. Templates, formats for project management 			

Topic/Area/Theme	Geographical Information System – Refresher and Advance		
Course Objective	To refresh and update the fundamental concepts and principles of GIS and spatial data analysis, introduce new advances and trends in GIS, such as new tools, software and techniques for data acquisition		
Expected Duration		Onsite/Offsite	Exposure visit
Wishlist for Curriculum(5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Spatial data management and quality control – basics of spatial data management 			

2. Remote Sensing and Image Analysis – Basics of Remote Sensing Technology, including satellite imagery, LiDAR Data, and aerial photographs.
3. Advanced Spatial Analysis – Techniques related to geo-processing, spatial statistics, spatial interpolation and network analysis.
4. Web Mapping and Interactive Visualization – basics of web mapping , including creating interactive web maps and web-based applications using popular platform such as ArcGIS Online and Leaflet.js
5. GIS Project Management and Teamwork – Basics of GIS project management including planning, organizing, and executing GIS projects.

Topic/Area/Theme	Urban Flood Management		
Course Objective	To enhance the knowledge of official towards urban floods and their causes		
Expected Duration	2 days	Onsite/Offsite	Exposure visit – prefer
Wishlist for Curriculum(5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Understanding urban water system (river, drains): Concept of basin, sub basins and catchments 2. Flood risk assessment and mapping – Identifying factors contributing to urban flooding, create flood risk maps with GIS. 3. Flood mitigation and control measures – Structure and non-structural flood mitigation strategies. 4. Emergency response planning and management – Emergency response plans and protocols, coordinate with other agencies and stakeholders, and incorporate new technologies (such as social media or drones) into emergency response efforts. 			

Topic/Area/Theme	Public Private Partnerships		
Course Objective	To understand the concept, types and frameworks of Public Private Partnerships		
Expected Duration	2 days	Onsite/Offsite	Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. PPP fundamentals – basics principles and concepts of PPPs, including the different types of PPP structures, roles and responsibilities of public and private partners 2. PPP project identification and screening – covers process of identifying and screening potential PPP projects 3. PPP project structuring and procurement – covers process of structuring and procurement PPP projects including contract negotiations, financing arrangements, and risk allocation 4. PPP project implementation and management – covers process of implementing and managing PPP projects, including monitoring and evaluation, contract management, and dispute resolution. 5. PPP policy and regulatory frameworks – covers broader policy and regulatory frameworks that govern PPP projects, including legal and institutional frameworks, public sector capacity building, and stakeholder engagement 			

Topic/Area/Theme	Building Information Modelling		
Course Objective	To enable officials to leverage BIM technology to optimize building project outcomes		
Expected Duration	1 day	Onsite/Offsite	Exposure visit - Prefer
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Basic knowledge of building information modelling techniques 2. Building Information Modelling and Technology Trends in Construction – Digital transformations such as 3D models in architecture, engineering, and construction to plan, design and deliver more scalable and sustainable civil infrastructure. 3. BIM for sustainability analysis – To understand how to use BIM for sustainability analysis, including energy performance analysis, daylight analysis, and thermal analysis 4. BIM Software tools and applications – learn to use BIM software for creating and managing digital models, as well as for coordinating project teams and visualizing design and construction processes 5. BIM for cost estimation and facility management – To understand how to use BIM for cost estimation, including quantity takeoff and cost tracking, as well as for facility management, such as maintenance scheduling and asset tracking 			

Topic/Area/Theme	Quality Control Testing, System & Standards – Refresher & Advance		
Course Objective	To acquire skills to improve and stabilize implementation to avoid, or at least minimize issues which may lead to defect(s) during construction		
Expected Duration	2 days	Onsite/Offsite	Exposure visit - Sure
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Quality and its significance in Urban Infrastructure projects. Good Engineering Practices. Quality Management System and its components for a typical urban infrastructure project 2. Understanding of quality control measures. Understanding parameters for quality monitoring and management. Quality codes, standards, and compliances 3. Quality of Designs / drawings. Quality of Materials. Role of Field Testing and Lab testing. Types of Labs (Accreditation and requirements) Inspections. Technical Specifications / Method Statements. Necessary staff and equipment for testing and quality control. 4. Latest trends in Quality Management, value engineering, use of digital technologies, applications, workflow automation, real time data capture and communication 5. Document control – material register, test reports, site order book, correspondence 			

Topic/Area/Theme	Refresher course on e-Office		
Course Objective	To improve knowledge and skills of officials in using electronic office tools and systems.		
Expected Duration	1 day	Onsite/Offsite	Exposure visit-NA
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Electronic Document Management – Covers the process of creating, managing, storing and sharing digital documents 2. Email Management – Covers best practices for managing email communications, including organizing & archiving email messages 3. Digital Communication Tools – Covers use of digital communication tools, such as instant messaging, video conferencing etc. 4. Information Security – Covers strategies and techniques for securing digital information & preventing unauthorized access 5. Workflow Automation – Covers the automation of administrative & bureaucratic processes using digital tools & technologies such as workflow management systems, to improve efficiency and reduce errors. 			

Topic/Area/Theme	Refresher course on CPHEEHO Manual		
Course Objective	To provide updated knowledge and skills related to public health and environmental engineering infrastructure in India.		
Expected Duration	1 day	Onsite/Offsite	Exposure visit - NA
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Water Supply Systems – Covers design, construction, and maintenance of water supply systems, including water treatment plants, distribution systems, and storage tanks 2. Sanitation Facilities – Covers design, construction and maintenance of sanitation facilities, including sewerage systems , septic tanks, & tanks 3. Solid Waste Management – Covers management of solid waste, including collection, transportation, and disposal, and recycling techniques 4. Environmental Health & Safety – Covers strategies and techniques for ensuring environmental health and safety, such as air pollution control, noise pollution control, and occupational safety 5. Emerging Trends & Technologies – Covers the latest technological advances and emerging trends in public health and environmental engineering, such as smart cities, water reuse, and sustainable development 			

Topic/Area/Theme	Training on advance SCADA Systems		
Course Objective	To enhance knowledge and skills of officials using SCADA systems for process control & automation.		
Expected Duration	2 days	Onsite/Offsite	Exposure visit - Prefer
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. SCADA System Architecture – Covers the components and structure of a typical SCADA system, including master station, RTUs/PLCs, communication networks, and field devices 2. Communication Protocols – Covers various communication protocols used in SCADA systems, such as Modbus, DNP3, and IEC 61850 3. SCADA Security – Covers the security risks associated with SCADA systems, including cyber-attacks, insider threats, and physical security 4. Data Acquisition and Analysis – Covers process of acquiring and analysing data in SCADA Systems 5. Integration with other Systems – Covers how SCADA systems can be integrated with other systems such as MES (Manufacturing Execution Systems), ERP (Enterprise Resource Planning) systems, and IoT (Internet of Things) devices 			

Topic/Area/Theme	Refresher course on Double Accounting System		
Course Objective	To enhance the knowledge and skills of accounting professionals who are already familiar with the Double Accounting System.		
Expected Duration	1 day	Onsite/Offsite	Exposure visit - NA
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Financial Reporting – Covers the preparation and presentation of financial statements in accordance with accounting standards, including the balance sheet, income statement, and cash flow statement 2. Accounting Standard – Covers latest developments in accounting standards and their impact on financial reporting, including Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) 3. Cost Accounting – Covers principles and techniques used in cost accounting, including cost behaviour, cost-volume-profit analysis, and budgeting. 4. Financial Analysis – Covers use of financial ratios and other tools to analyse financial statements and make informed business decisions 5. Auditing and Internal Control – Covers the principles and techniques used in auditing and internal control, including risk assessment, internal control frameworks, and the audit process 			
Topic/Area/Theme	Training on Cyber Security Systems (For beginners)		
Course Objective	To provide an understanding on concepts, principles and advanced cyber security topics.		
Expected Duration	1 day	Onsite/Offsite	Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Threats and Risk Management – Covers types of cyber threats and risks facing organizations, and methods for identifying and managing those risks 2. Network Security – Covers principles and techniques used to security networks and network devices, such as firewalls, intrusion detection systems, and VPNs 3. Cryptography – Covers principles and techniques used to secure data and communications using cryptography, such as encryption, digital signatures, and hash functions. 4. Incident Response – Covers principles and techniques used to respond to cybersecurity incidents, such as malware infections, data breaches, and denial-of-service attacks 5. Ethical Hacking – covers principles and techniques used to test the security of systems and networks, such as penetration testing, vulnerability scanning and social engineering 			

Topic/Area/Theme	Training on Interpersonal & Public Dealing Skills			
Course Objective	To enhance the communication and interpersonal skills of the officials who interact with public.			
Expected Duration	1 day	Onsite/Offsite		Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)				
<ol style="list-style-type: none"> 1. Active Listening – Covers the principles and techniques used to actively listen and understand the needs of the stakeholders 2. Conflict Resolution – Covers principles and techniques used to manage conflicts and resolve disputes in a professional and effective manner 3. Cultural Awareness – Covers principles and techniques used to communicate and interact with people from different cultures, background and identities 4. Professionalism - Covers principles and techniques used to maintain professional image and demeanour in all interactions with the public 5. Emotional Intelligence – Covers the principles and techniques used to understand and manage one’s own emotions of others in order to build effective relationships 				

Topic/Area/Theme	Training on GST Rules			
Course Objective	To update professionals on latest changes and updates to the GST regulations and procedures.			
Expected Duration	0.5 days	Onsite/Offsite		Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)				
<ol style="list-style-type: none"> 1. GST Compliance – Covers the legal and regulatory requirements for GST compliance, such as registration, invoicing payment, and filing of returns 2. GST Registration – Covers process and requirements for GST registration, including the eligibility criteria, registration procedures, and documentation requirements 3. GST Returns – Covers the requirements and procedures for filing GST returns, including the frequency, due dates, and formats of returns 4. GST Refunds – Covers process and requirements for claiming GST refunds, including the eligibility criteria, documentation and requirements, and timelines 5. GST Audits – Covers the procedures and techniques used by tax authorities to audit and investigate GST compliance and transactions 				

Topic/Area/Theme	Training on Advance Construction Methodologies		
Course Objective	To provide officials with an understanding of global best practices in construction methodologies and innovations		
Expected Duration	2 days	Onsite/Offsite	Exposure visit - Prefer
Wishlist for Curriculum(5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Advance technologies in construction of roads, water supply, drains, buildings etc. 2. Knowledge of Lean construction, green buildings, C&D waste disposal, Building Information Modelling, concretes, prefab constructions etc. 3. Sustainability in Construction – Covers the principles and p-practices of sustainable construction, which aims to minimize the environmental impact of construction projects while maximizing their economic and social benefits 4. Construction Safety and Risk Management – Covers the principles and techniques used to manage construction risks and ensure safety 			

Topic/Area/Theme	Training on Municipal finance and Raising Funds		
Course Objective	To provide officials with an understanding of the principles and practices of municipal finance, including the various sources of funds and investments available to municipal corporations.		
Expected Duration		Onsite/Offsite	Exposure visit - NA
Wishlist for Curriculum(5 main subjects/activities to be covered)			
<ol style="list-style-type: none"> 1. Municipal Finance – Covers the principles and practices of municipal finance, including revenue sources, expenditures, budgeting, accounting and reporting 2. Financial Planning & Budgeting – Covers the principles and techniques used for financial planning and budgeting in municipal corporations, including forecasting, performance measurement, and scenario analysis 3. Fundraising and Investments – Covers various sources of funds and investments available to municipal corporations, such as grants, loans, bonds, and equity. 4. Debt Management – Covers the principles and practices of municipal debt management, including debt issuance, repayment, and refinancing 5. Financial Reporting and Auditing – Covers the principles and practices of financial reporting and auditing in municipal corporations, including the preparation and presentation of financial statements & the role of auditor. 			

Topic/Area/Theme	Refresher course on RTI Act and Rules			
Course Objective	To provide officials with an understanding of RTI Act and its rules			
Expected Duration		Onsite/Offsite		Exposure visit -NA
Wishlist for Curriculum (5 main subjects/activities to be covered)				
<ol style="list-style-type: none"> 1. Overview of the RTI Act – Covers basic principles and objectives of the RTI Act, including the right to access information, the role of public authorities, and the procedures for submitting and processing RTI requests 2. RTI Rules and Regulations – Covers the legal and regulatory framework governing the implementation and enforcement of the RTI Act, including the rules and regulations governing the processing of RTI requests, the timelines for response, and the grounds for denial of information 3. Public Records Management – Covers the principles and practices of managing public records, including the creation, maintenance, and disposition of records, and the procedures for accessing and preserving records in accordance with the RTI ACT 4. Ethical and Legal Implications of RTI – Covers the ethical and legal implications of exercising the RTI 5. Best Practices in RTI Implementation – Covers best practices in implementing and enforcing the RTI Act 				

e. Tentative Annual Training Calendar

Classroom training -  Workshop- 

Sr. no.	Course	Medium	Department	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24
				Online/offline Training Course												
1	Refresher - Karnataka Municipal Corporation Act 1976, Karnataka Municipal Accounting and Budgeting Rules 2006	Online/Onsite Training	All Departments HoDs and Second in line													
2	Urban economics and finance, Municipal Finance, Revenue augmentation, Instruments for Fund Raising and Management	Online/Onsite Training , Immersive learning	Municipal commissioner, Addl. Commissioner, Finance Department													
3	Report writing, Notesheet writing, RTI, Roster Register, Document management	Onsite Training	All departments													
4	e-procurement systems and process	Online/Onsite Training	All departments													
5	Procurement through GeM	Online training	All departments													
6	MS Office/MS Excel	Online training	All departments													
7	Computer Aided Designing (CAD)	Online/Onsite Training	Engineering and Town planning													
8	Cyber Security - Beginners	Online/Onsite Training + workshop, Immersive learning for tools/apps	E-Governance and IT													
9	Advance construction technology	Online/Onsite Training + workshop, immersive learning	Engineering Department													
10	Construction Quality testing and control	Online/Onsite Training	Engineering Department													
11	Advance GIS technology	Online/Onsite Training, immersive learning	Engineering and Town planning													
12	Refresher and Advance course on SCADA systems	Online/Onsite Training, immersive learning	Engineering Department													
13	Building Information Modelling	Online/Onsite Training	Engineering and Town planning													
14	Preparation of Detailed Project Report	Online/Onsite Training	Engineering, Health, Environment and Town planning													
15	Re-use and Management of C&D Waste	Online/Onsite Training	Engineering Department													
16	Maintenance of Electrical Works & Systems	Online/Onsite Training	Engineering Department													
17	Maintenance of Civil Works (Roads, Drains and Buildings)	Online/Onsite Training	Engineering Department													
18	Traning on Disaster Management-Urban Floods	Online/Onsite Training	Engineering and Town planning													
19	Public Private Partnerships	Online/Onsite Training	All departments													
20	GST Rules	Online/Onsite Training	Finance and Revenue													
21	Leading practices in Property Taxation	Online/Onsite Training	Finance and Revenue													
22	Income Tax Rules & e-filing, ESI and PF Act	Online/Onsite Training	Finance and Revenue													
24	Refresher Course on Double Accounting System	Online/Onsite Training	Finance													
25	Project Finance & Financial Modeling	Online/Onsite Training	Engineering, Health, Environment, Finance													
26	Inter-personal & Public dealing skills	Online/Onsite Training	All departments													
27	Effective communication skills (Writing & Speaking) / Verbal & Non Verbal	Online/Onsite Training	All departments													
28	Dealing with citizens (Communication, Negotiation & Conflict Management)	Online/Onsite Training	All departments													
29	Stress Management	Online/Onsite Training	All departments													
30	Time Management	Online/Onsite Training	All departments													
31	Special Training on Public Dealing & Stress Management (For PK)	Online/Onsite Training	All departments													
32	Project Management Principles, Tools and techniques	Online/Onsite Training	All departments													
33	Effective Communication skills	Online/Onsite Training	All departments													
34	Stress Management and Time Management	Online/Onsite Training	All departments													



Potential Training Partners

8. Potential Training Partners

S.No.	Training Entity	Subject Area
1	State Institute of Urban Development, Mysore Contact Person: Shri Venkatesh Kadagadkai. G. Director-SIUD, ATI Campus, Lalitha Mahal Road, Mysuru-570 011 Tel:+91-821-2443839,2443264	<ul style="list-style-type: none"> • Engineering & Public Health • Town Planning • Administration • Urban Social Aspects • IT tools and Technology
2	Centre for Good Governance, Hyderabad Contact Person: Shri Shabbeer Shaikh, Director (Governance & Urban Management), CGG, Road No. 25, Jubilee Hills, Hyderabad – 500033 Phones: 040 – 23554177/23686000, 9573001281 Email: shabbeer@cgg.gov.in	<ul style="list-style-type: none"> • Finance & Revenue • Town Planning • Administration • Urban Social Aspects
3	All India Institute of Local Self Government (AIILSG) , Contact Person: Shri Ravi Ranjan Guru, Senior Executive Director, Mob: 9818098411 Phones: 011-28525465, 28521783 Email: raavi.guru@gmail.com	<ul style="list-style-type: none"> • Finance & Revenue • Engineering & Public Health • Town Planning • Administration • Urban Social Aspects
4	Centre for Science & Environment, New Delhi Contact Person : Dr. Suresh Kumar Rohilla, Programme Director, Centre for Science & Environment, 41 Tughlakabad Institutional Area, New Delhi 110062. Phones :011 24645334, 24645335	<ul style="list-style-type: none"> • Engineering & Public Health • Town Planning
5	Administrative Staff College of India, Hyderabad Contact Person: Prof. V.S. Chary, Director, Centre for Energy, Environment, Urban Governance & Infrastructure Development, Administrative Staff College of India, Bella Vista, Hyderabad- 500082 Phone: 040-66534221	<ul style="list-style-type: none"> • Finance & Revenue • Engineering & Public Health • Town Planning • Administration
6	Indian Institute of Human Settlements (IIHS), Bengaluru Contact Person: Shri Swastik Harish, IIHS Bangalore City Campus: No. 197/36, 2 nd Main Road, Sadashivnagar, Bengaluru 570080	<ul style="list-style-type: none"> • Finance & Revenue • Engineering & Public Health • Town Planning

	Phone: 8067606666, 8067606670, 9886297542. Email: sharish@ihs.ac.in	<ul style="list-style-type: none"> • Administration • Urban Social Aspects
7	Centre for Environment and Development, Thiruvananthapuram. Contact Person: Shri Babu Ambat, Executive Director, Centre for Environment and Development Vattiyoorkava, P.O Thiruvananthapuram – 695013 Phones: 0471 – 2369721 / 2369722/9447168040 Email: director@cedindia.org	<ul style="list-style-type: none"> • Finance & Revenue • Engineering & Public Health • Administration • Urban Social Aspects
8	Regional Centre for Urban and Environmental Studies (RCUES), Hyderabad Contact Person: G. Earnest Leslie, Research Officer, O/o Registrar and Director I/C, Osmania University, Hyderabad-500007, Telangana Phone: 040-27098494, 2709321, 27682254, 970486600, 8885260277 Email: ernest.leslie@gmail.com	<ul style="list-style-type: none"> • Finance & Revenue • Engineering & Public Health • Town Planning • Administration • Urban Social Aspects
9	Indian Institute of Public Administration (IIPA), New Delhi Contact Person: Prof. K. K. Pandey, Ring Road, I.P. Estate, New Delhi-110002 Phone: 011-23702434 9899100294, Email: kkpandey9236@gmail.com, 09873922335, email: amitsinghh@gmail.com	<ul style="list-style-type: none"> • Finance & Revenue • Engineering & Public Health • Town Planning • Administration • Urban Social Aspects
10	Engineering Staff College of India (ESCI), Hyderabad Contact Person: Dr. M. Subha, Senior Faculty, Environment Management Division, ESCI, Old Bombay Road, Gachi Bowli, Hyderabad-500032, Telangana Phone: 040-66304102, 66304120, 9885948775. Email: em@escihyd.org	<ul style="list-style-type: none"> • Engineering & Public Health • Town Planning • Urban Social Aspects
11	Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune Contact Person: Dr. Sunil Dhapte, Director, State Institute of Urban Development (SIUD), Raj Bhawan Complex, Baner Road, Pune-411007, Maharashtra Phone: 020-25608000, 25608210, 25608357, 25608145,	<ul style="list-style-type: none"> • Finance & Revenue • Engineering & Public Health • Town Planning • Administration • Urban Social Aspects

	Email: director.siud@yashada.org	
12	<p>National Productivity Council (NPC), New Delhi Contact Person: Mr. K.D. Bhardwaj, Director (Environment) 5-6, Institutional Area, Lodi Road, New Delhi-110003 Email: kd.bhardwaj@npcindia.gov.in Mobile: 9999455646</p>	<ul style="list-style-type: none"> • Administration • Engineering and Public Health
13	<p>TERI University, New Delhi Contact Person: Mr. K. Rajagopal DGM (Project Monitoring) The Energy and Resources Institute (TERI), Darbari Seth Block, Indian Habitat Centre, Lodhi Road, New Delhi-110003. Email: krajag@teri.res.in Mobile: 9811668882</p>	<ul style="list-style-type: none"> • Town Planning • Engineering and Public Health
14	<p>CEPT University, Kasturbhai Lalbhai Campus, University Road, Navrangpura, Ahmedabad, Gujarat-380009 Phones: 079-26302470/26302740 Contact Person- Prof. Saswat Bandyopadhyay, Coordinator, CEPT University Mobile No.-8128291880 Email: cpd@cept.ac.in, saswatb@cept.ac.in</p>	<ul style="list-style-type: none"> • Administration • Finance and Revenue • Engineering and Public Health • Town Planning • Urban Social Aspects



Quick Win Plans

9. Quick Win Plans

- a) **Partnering with State Institute of Urban Development as training provider** : The State Institute for Urban Development (SIUD), Mysore is an urban sector apex State Training Institute, an autonomous body established by the Department of Urban Development, Government of Karnataka in the year 2001 with the objective of ensuring good urban governance through capacity building and research. The institute is situated in the Administrative Training Institute (ATI), Mysore. During the interaction with Director SIUD, it was informed that the institute have ready to go trainings on functional and domain competencies, however they also proposed to develop customized training courses as per the need of MCC. They also proposed to provide trainings in Kannada language for group C and D staff. It would be beneficial for MCC to sign an MoU with SIUD with finalized set of trainings to be conducted as per ACBP.
- b) **Registration on IGOT Platform** : The IGOT platform is offering top 3 courses in demand i.e. MS office, Emerging Technologies and Stress Management. The MCC have provided list of around 150 employees for registration. It is advised that all the group A,B and C staff (non-contractual) to be registered on IGOT platform to undergo above 3 mentioned trainings.
- c) **Leveraging Local NGOs/CSOs** : It has been observed that few of the NGOs/CSOs working effectively with urban communities in Mysore. Since they have experience in citizen engagement and community participation, options of engaging them as training provider for training on dealing with public, awareness campaign designing etc, will be beneficial for MCC,
- d) **Partnering with Private firms who are providing IT or Construction solutions as training providers** : Keeping in mind the identified trainings on solution or technologies such as AutoCAD, BIM, SCADA, Property Taxation etc. which are available in the market with reputed industry players. MCC can explore options for joining hands with these solution/service providers to seek training and awareness support.

