

1. Introduction

- 1.1 Civil Services are at the epicentre of all the Government activities. Civil Services are mandated to lead the efficient delivery of public goods to the citizens of the country. With the challenges emanating from disruptions like pandemic and need to accelerate the pace of economic development, there is a clear need to keep the services fully prepared and trained. We need to have a civil service that is well trained, well-rounded, prepared, fit for action, fit for future and such a civil service would be critical in achieving our national goals of creating an ***Atmanirbhar Bharat*** as articulated by our Hon'ble Prime Minister. The national programme for Civil Services Capacity Building (NPCSCB) aims at promoting citizen centred governance by initiating a significant change in competency driven training programs and Human Resource (HR) management of officials by transitioning from a 'rule-based' system to the 'role-based' learning system.
- 1.2 Government's strong resolve to enhance governance through massive capacity building of civil services emerged in 2018, when a *NITI-Ayog* document called "*Strategy for New India@75*" in a chapter under the heading 'Civil Service Reforms' spoke about strengthening and leveraging online avenues for training; introduction of pre and post-training matching of skills to determine postings; digitizing human resource records across states; and most importantly developing a competency matrix to monitor ongoing skill acquisition and help match requirements with resources in real time.

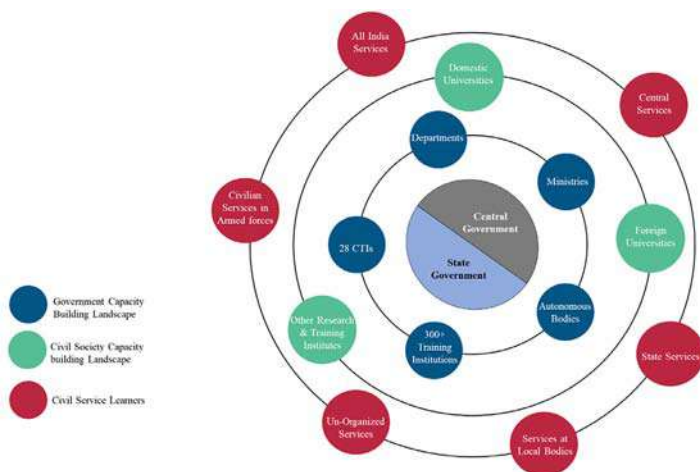


Fig: Civil Service Capacity Building Landscapes

1.3 This document also mentioned about the need of initialising an e-learning platform to conduct training modules. Later, in front of the Statue of Unity at *Kevadia*, on the occasion of *Rashtriya Ekta Diwas* 2019, Government's resolution to usher in a new era of uniform, competency-based training was reverberated. Hon'ble President of India in his address¹ to the Joint Houses of Parliament on 31st January 2020, also brought out government's commitment to transformational changes in the work culture in Government and strengthening institutions, use of modern technology to promote transparency and promotion of healthy competition and public participation at the grassroots levels. In his speech on the occasion of seventy fifth Independence Day, Hon'ble Prime Minister's message also resonated the need for capacity building of government officials through a renewed and modern outlook.



Fig: Aarambh 2019

1.4 The tenets of good governance can be carried forward from government's wish list to the people only by a horde of new age Civil Servants. Hence, it is prime to upscale their capabilities, by bringing major reforms in learning and upgradation of skills, knowledge and attitudes. That training in envisaged in Mission *Karmayogi* which would make our civil servants agile, capable of partnering with diverse stakeholders and keep them up to date with new competencies.

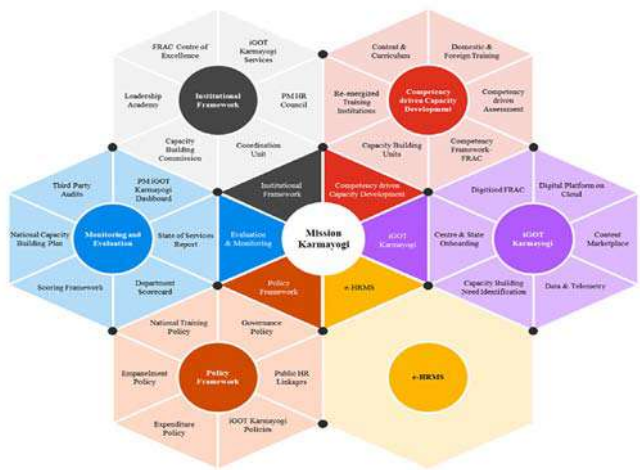


Fig: Mission Karmayogi National Programme for Civil Services Capacity Building 6 Strands

- 1.5 The timing for NPCSCB could hardly have been more apt; as a New India with favourable demography, a fast evolving and self-reliant economy, increasing social awareness and an unprecedented digital penetration prepares for a global leadership. There are challenges emanating from pandemic but it also offers opportunities to develop new capabilities and shift of attitudes by democratisation of learning with more urgency, across hierarchies and geographies, making the civil services more citizen centric.
- 1.6 In the policy framework of competency based training system, at the top level, there is a council comprising of eminent public HR practitioners, thinkers, global thought leaders and representatives of the Indian political leadership under the Chair of Hon'ble Prime Minister of India, known as Prime Minister's HR Council. This council is conceived to be the apex body for driving and providing strategic direction to civil services reforms and capacity building. It will identify areas for policy intervention, approve the National Capacity Building Plan and review and provide guidance on reports submitted by other tiers of the governance structure and the annual Global Public HR Summit.



Fig: Institutional Structure

2. The National Programme for Civil Services Capacity Building

- 2.1 The National Programme for Civil Services Capacity Building (NPCSCB) is crafted to lay the foundation for capacity building for future generations of the Civil Servants so that they remain entrenched in the Indian culture and sensibilities and remain connected with their roots while they learn from the best practices across the world. The NPCSCB will cover all civil servants, holders of civil posts, temporary hires etc., who discharge the responsibilities assigned to them in different Ministries, Departments, Organisations and

agencies of the Union Government. All Ministries, Departments, Organisations and agencies of the Government of India will be responsible for the implementation of the NPCSCB, as stakeholders under the roles and functions envisaged under this programme. The NPCSCB makes inroads for further policy frameworks down the line, one on HR coupled with an electronic Human Resource Management System (eHRMS), and five other – viz., Institutional, Competency, Digital Learning and Monitoring & Evaluation frameworks.

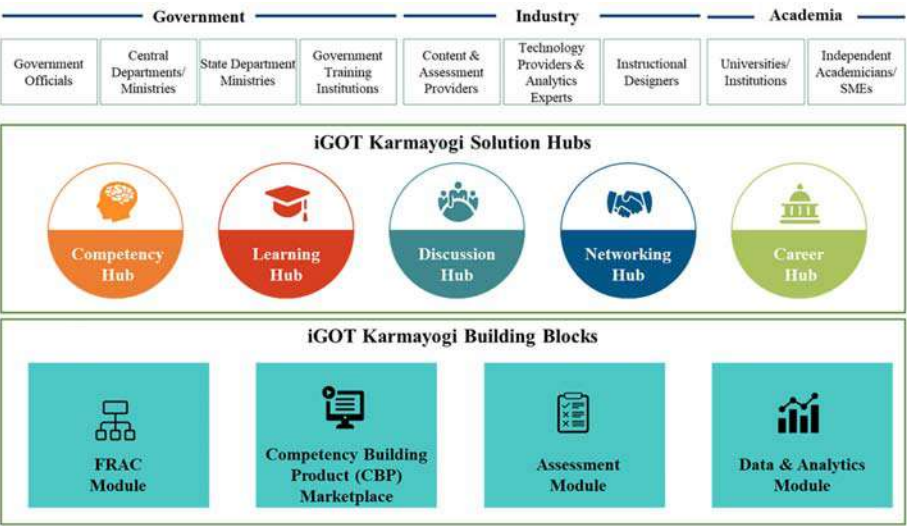


Fig: iGOT Karmayogi with solution hubs and constituent building blocks

- 2.2 A competency-based HR policy requires assignment of right person to the right role at the right time, thus securing the sustainable competitive advantage for the nation and provides citizen centrality to the service delivery. The proposed program aims to create a robust policy framework and provide an institutional structure towards implementation of such an HR policy in the Government. The policy framework will also enable adoption of modern technological tools such as a digital platform, artificial intelligence, machine learning and data analytics for monitoring and evaluation of the entire programme especially quality of the learning content, assessment of user feedback and competency assessment. The approach will break silos in capacity development and democratize knowledge on an equitable basis across civil services. It is proposed that besides delivery of training & capacity building, service matters like confirmation i.e. completion of probation, deployment, work allocation, work assignment, notification of vacancies etc be integrated with the proposed competency framework. Some of the important principles of the proposed policy framework are as below:
- 2.2.1 To complement the Physical Capacity Building approaches with the Online Training approaches;
 - 2.2.2 To emphasise the role of “ On-Site learning” complementing the “Off-Site learning” whereby the civil servant learns in her job environment and only

higher order learning is delivered through training institutions and through universities;

- 2.2.3 To create an ecosystem of shared training infrastructure including of teaching materials and personnel;
- 2.2.4 To calibrate all civil service tasks to a Framework of Roles, Activities and Competencies (FRAC) approach, thereby identifying the relevant behavioural, functional and domain needs of each individual position in the government structure;
- 2.2.5 To create and deliver content relevant to the identified FRAC based competency need, through online, face-to-face and blended means.
- 2.2.6 To encourage and partner with all Content Creators including in-house sources as well as the Private Sector to build a Content Market Place in a robust e-platform;
- 2.2.7 To make available to all civil servants, agnostic to their geographical location and their position in the hierarchy, an opportunity to build capacity and self-improve by giving them access to training content in Hindi, English and other Indian languages;
- 2.2.8 To create ability in government to harness digital emit, for the purpose of continuous improvements in capacity building and personnel deployment;
- 2.2.9 To enable Departments, Ministries, Agencies and Organisations of the Government to invest directly in the effort to create the co-shared, collaborative and common eco-system through a mandatory annual subscription to be prescribed by Department of Personnel & Training (DoPT) from time to time;

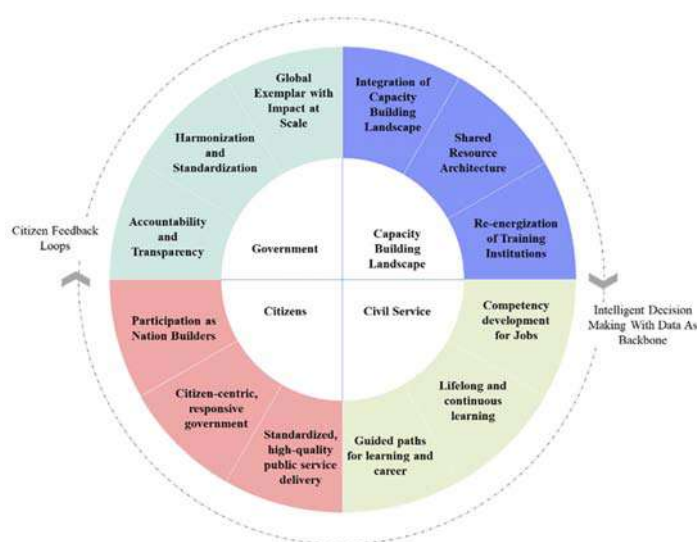


Fig: Vision and Whole of eco system approach of Mission Karmayog

- 2.2.10 To facilitate policies for empowerment of individual learners to acquire her competencies and follow self-driven as well as mandated learning paths, be put in place by the respective Ministries and Departments; and
- 2.2.11 To enable willing State Governments to align their policies on similar lines.
- 2.3 In order to facilitate digital working environment in Central Government, an electronic Human Resources Management System (e-HRMS) has now been introduced in all the Departments. This will help Government to digitally manage the service matters of officials leading to reduction in transaction time and cost, availability of digital records, dashboards for Management Information System, real time monitoring of manpower deployment as well as serving as a productivity enhancement tool amongst others. The Ministries and Departments will be able to switch over to digital transactions completely, once e-HRMS captures the data of all the employees in a particular organisation.



Fig: Reforms in the Journey of a Civil Servant

3. Institutional Framework

- 3.1 Apart from the Prime Minister's HR Council mentioned in Para 1 above, a Special Purpose Vehicle would be set up for hosting the technology platform providing a framework of competency mapping and assessment on the one hand and best in class competency building products on the other hand to help close competency gaps of officials. The following institutional framework for monitoring and evaluation of capacity building is proposed to be set up:

- 3.1.1 **Cabinet Secretariat Coordination Unit:** The coordination unit, under the

Chairmanship of the Cabinet Secretary, will monitor the implementation of the NPCSCB. It will align all stakeholders and provide mechanism for overseeing capacity building plans. The Coordination Unit comprising of nominated Secretaries to the Government and Cadre Controlling Authorities (hereinafter referred to as 'CCAs'), will also serve as the secretariat for the PMHRC. An officer of appropriate seniority and rank will be designated to function as Member Secretary of the Unit.

3.1.2 Capacity Building Commission³ The Capacity Building Commission has been constituted on 1 April 2021, by the Government of India as an organization under the DOPT. It has been mandated to drive standardization and harmonization across the landscape of Indian civil services. As the custodian of civil services capacity building reforms, the Commission's role is central to the overall institutional framework of Mission Karmayogi. Established as an independent body with complete executive and financial autonomy, the Commission comprises of three Members and is supported by an internal Secretariat. The Secretariat is headed by an officer in the grade of Joint Secretary to the Government of India (designated as the Secretary to the Commission). The Members have been appointed from diverse backgrounds to ensure adequate representation of multiple perspectives such as those of state governments, public sector, private sector, academia etc. The core purpose of the Commission is to build credibility and shape a uniform approach to capacity building on a collaborative and co-sharing basis. It is mandated to perform the following key functions:

- 3.1.2.1 Preparing an Annual State of Civil Services Report;
- 3.1.2.2 Exercising functional supervision over Training Institutions and creating shared learning resources;
- 3.1.2.3 Facilitating the creation of Annual Capacity Building Plans for ministries and departments;
- 3.1.2.4 Organizing a global HR Summit;
- 3.1.2.5 Evolving a harmonious, de-siloed approach to capacity building initiatives;
- 3.1.2.6 Undertaking an Audit of Human Resources available in Government;
- 3.1.2.7 Recommending policy interventions in areas of personnel/HR to DoPT; and
- 3.1.2.8 Approving Knowledge Partners for the Mission.

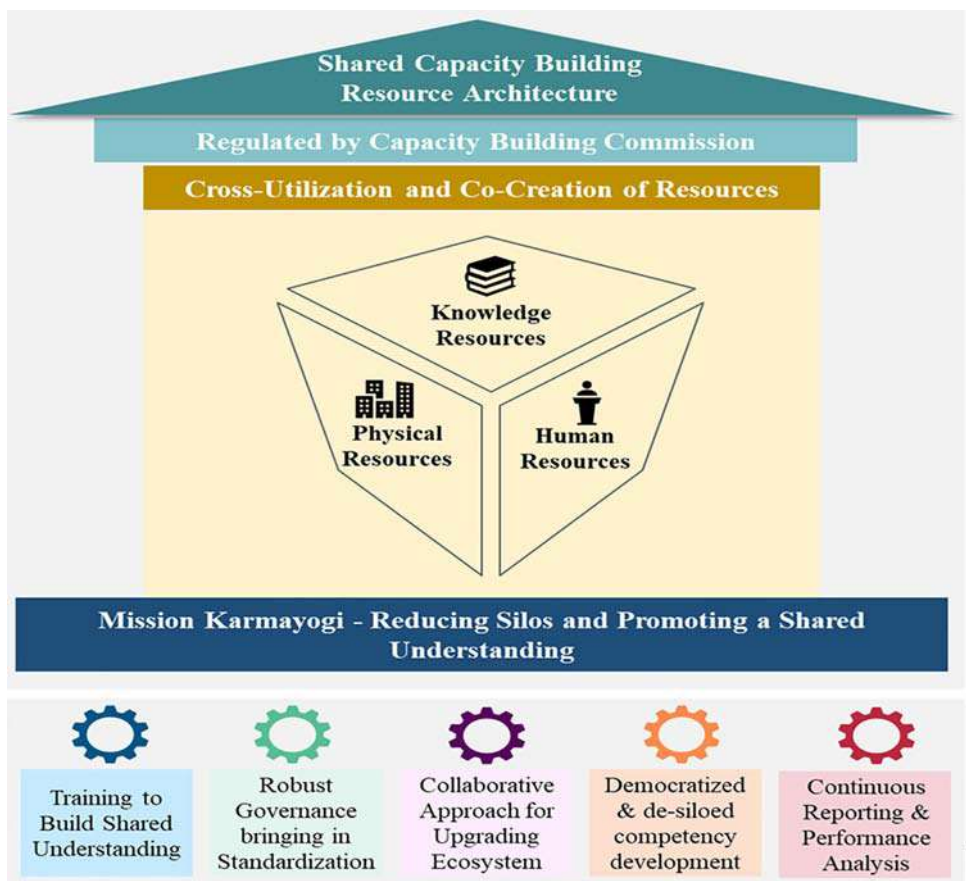
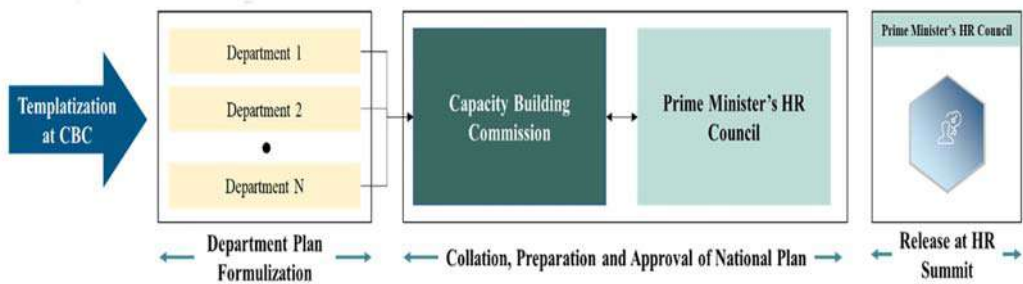


Fig: Shared Capacity Building Resource Architect

- 3.1.3 **Special Purpose Vehicle (SPV)**⁴, namely, *Karmayogi Bharat* would be set up as a not-for-profit company under section 8 of Companies Act, 2013 as a 100% government-owned entity. The SPV, *inter-alia* will be responsible to deliver and manage the following business services:
- 3.1.3.1 Design, implement, enhance and manage a Digital platform and infrastructure;
 - 3.1.3.2 Make available best in class content and ensure validation of the content on iGOT-*Karmayogi* platform;
 - 3.1.3.3 Manage and deliver Competency Assessment Services;
 - 3.1.3.4 Manage governance of telemetry data and ensure provision of monitoring and evaluation;
 - 3.1.3.5 Own and manage frameworks, the Intellectual Property Rights of all digital assets on behalf of Governments; and
 - 3.1.3.6 Manage internal processes of the SPV in compliance with relevant government guidelines.
- 3.1.4 **Task Force:** Keeping in view the aforesaid, a Task Force comprising of leading experts has been set up on 23rd June 2021 to help DOPT to draw a clear road map for the guidance and operationalization of the '*Karmayogi Bharat*'. It is expected to provide its recommendations before the end of December 2021. Some of the important areas in which the taskforce is expected to provide its recommendations are as under :
- an organizational structure for the SPV aligning its vision, mission and functions; including the proposed Board Committees and their role,
 - Policy frameworks for HR, Compensation, IT, Procurement and Oversight functions,
 - Roadmap for technology adoption & implementation and development of an online content market place, including an appropriate content pricing mechanism that incentivises the best quality content on the platform, consistent with the procurement policy guidelines of the Government,
 - Plans for pedagogy and delivery models in respect of various learning resources,
 - Staffing plans for top management including Board members and key personnel with panels of potential candidates,
 - Collaboration framework for the SPV's engagement with various stakeholders.
 - Road map for Platform to help improve capacities of civil servants, execution capacity of MDOs, with speed, scale and sustainability with a data rich

Monitoring and Evaluation (M&E) framework

- Strategies for change management,
- Expansion Plans for iGoT Karmayogi, including scaling plans to include States/UTs, District and sub-district levels of administration.

4. Competency Framework

4.1 The exercise for defining the Framework for Roles, Activities, and Competencies including skills (FRACs) is intended to be carried out by each Ministry/Department/ Organisation of Union Government and integrated with the iGOT-Karmayogi Platform. FRACs exercise will define the content of various roles and activities through a granular expostulation of each position organised in a coherent manner. The behavioural, functional and domain competencies thus revealed will enable a position holder to discharge her responsibility more effectively by acquiring the requisite attitudes, skills and knowledge. Accordingly, the work allocation, work assignments, notifications of vacancies etc. are proposed to be eventually done on the iGOT-Karmayogi platform following the FRACs model. Further, content appropriate to the FRACs model will be provided by participating organisations on the 70:20:10 rules (being an indicative 70% training online, 20% on-the-job and 10% physical). Institute of Secretariat Training & Management (ISTM) an ISO 9001:2015 certified Central Training Institute (CTI) located in New Delhi has been declared as a National Centre of Excellence for FRACs.

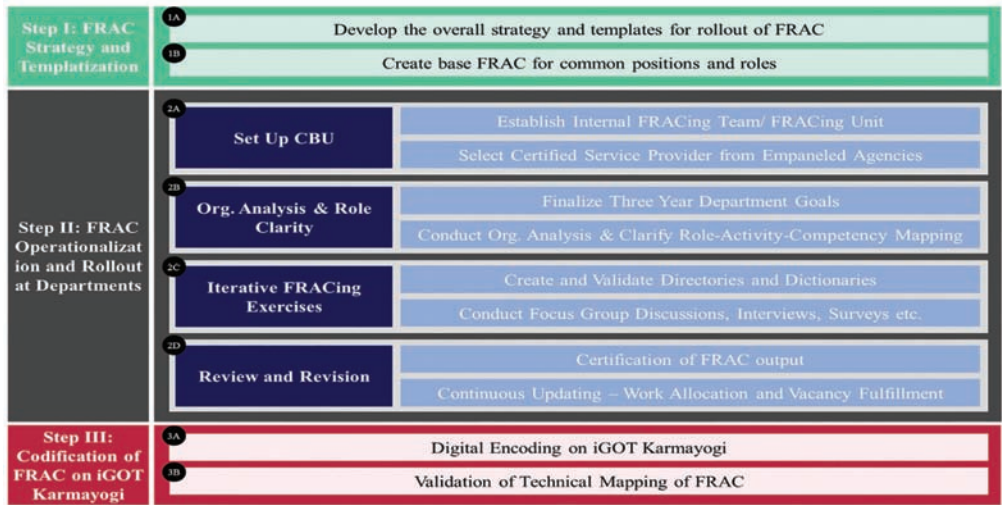


Fig: Roll out of Competency Mapping Framework

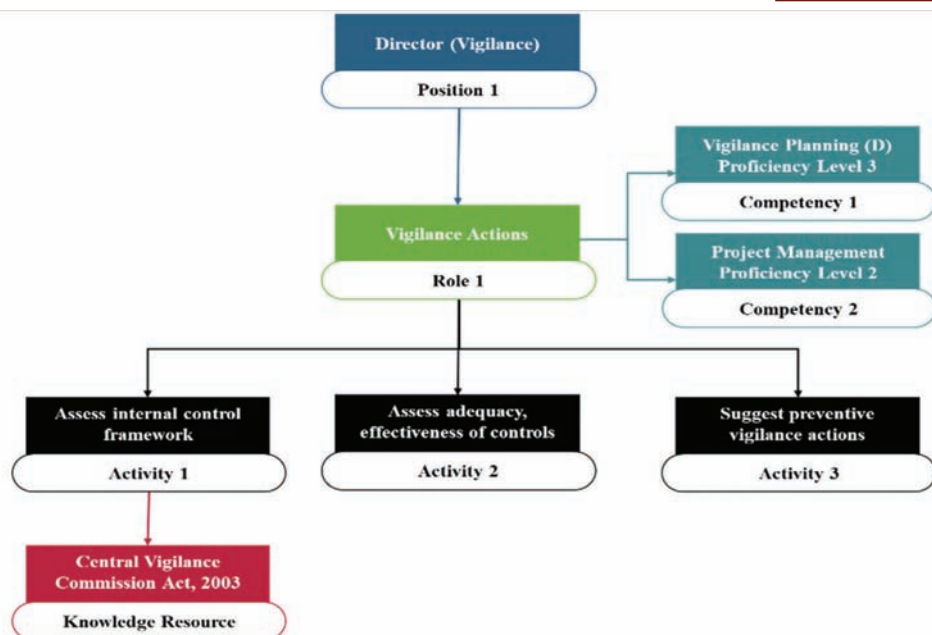


Fig: Illustration of FRAC

5. Digital Learning Framework (iGOT- Karmayogi Platform)

- 5.1 It is proposed to build iGOT-Karmayogi as an integral part of the Digital India stack as a social good for capacity building of all government employees. It will provide anytime-anywhere learning to train about 2.5 crores users which was hitherto not achievable through traditional measures. The platform is proposed to eventually evolve into a vibrant and world class marketplace for content modelled on FRACs, supported by a robust e-learning content industry including best-in-class institutions, start-ups and individual resources, where carefully curated and vetted digital e-learning content will become available as training modules. Appropriate framework to ensure that Capacity Building for future generations of the Civil Servants so that they remain entrenched in the Indian culture and sensibilities and remain connected with their roots while they learn from the best practices across the world will be setup.

6. Monitoring and Evaluation Framework

- 6.1 The monitoring and evaluation framework is proposed to enable the monitoring and evaluation of the performances of all users of the iGOT-Karmayogi platform on Key Performance Indicators (hereinafter referred to as 'KPIs') including the individual learner, the supervisor, the organisation, the peer group, the content provider, the content creator, the technology service providers etc. A **single source of truth Dashboard** and an **Annual State of the Civil Services Report** are proposed to

capture the Key Performance Indicators (KPIs) for all departments, organisations and agencies of the government and document the outcomes of current initiatives, the targets against goals (including KPIs from the iGOT-Karmayogi dashboard) along with the roadmap for future Public HR Management and Capacity Building.

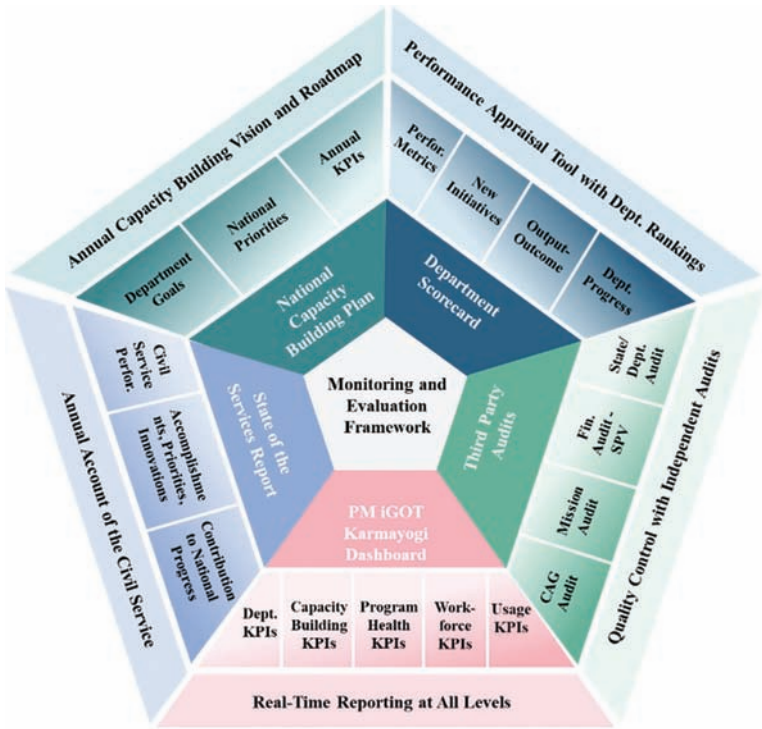


Fig: Chart showing M and E framework

7. Conclusion

7.1 Mission Karmayogi aims at making India a leader in public HR management, leapfrogging other countries by using its digital capacity. Together, various strands of the programme as outlined in previous paragraphs aim at making the civil service responsible and capable for her own development, while creating the digital and physical infrastructure as well as policy and institutions to support her. The use of digital technology to create a backbone will extend from the senior most officers to the last official in the field. The transformational journey of capacity building which began with the launch of *Aarambh 2019* - the common foundation course for civil services has now reached a point where a state of the art learning experience is being delivered equally to one and all. Under this broad mandate, a stream of activities have already taken place to align the stakeholders, shift from Rule based learning to Role based learning and eliminate silos. The goal is to harness the true potential of civil services, enabling them to deliver to larger social and economic mandates.

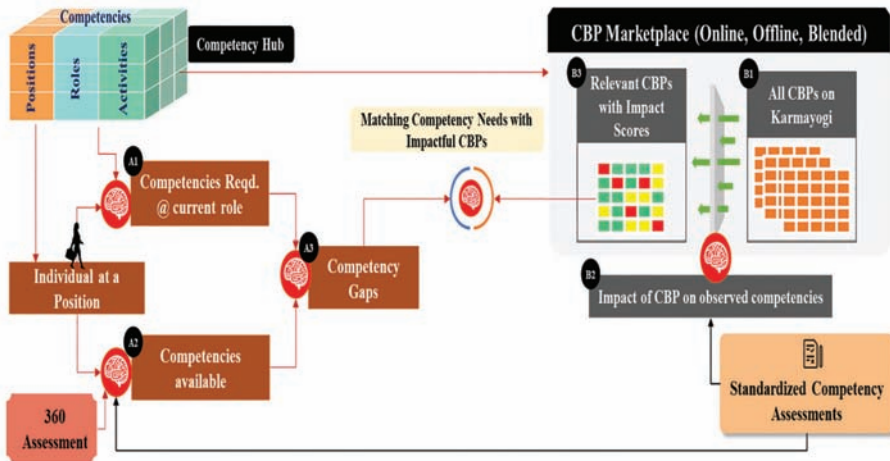


Fig: Learning Hub on iGOT Karmayogi

7.2 The programme will lay the foundation for multiple transformative changes in learning and HR management in the Government. It will continuously augment and enhance capacities while driving social good and innovation across the ecosystem. As we move towards a digital and open society, it is this endeavour of making capacity building a national mission that will power the Government to deliver to an aspirational India. By leveraging technology and shifting behaviour, the programme will drive change across the governance landscape, ensuring that the civil services are future ready and fulfil the role expected of them. The programme is expected to become a force multiplier, breaking silos of past years, and releasing a new wave of energy. This will power India to become not just the largest and vibrant democracy of the world but a prosperous, progressive and modern society.

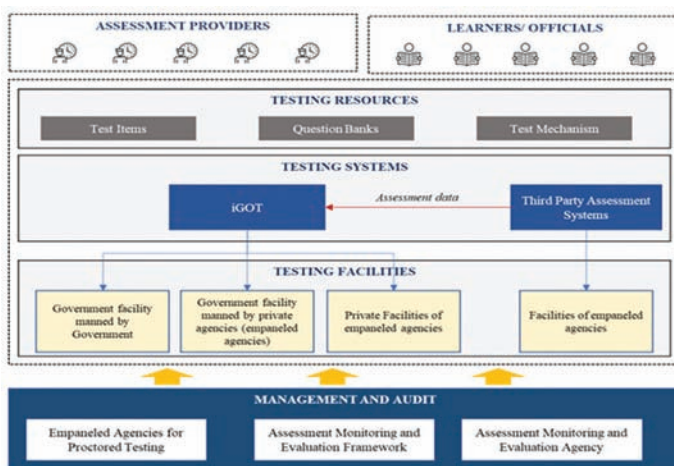


Fig: Assessment Architect – iGOT Karmayogi

Reference

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Abstract

Mission Karmayogi - National Programme for Civil Services Capacity Building (NPCSCB) is aimed at promoting citizen centred governance and enables the civil services towards bringing about transformative change in the country. A transformational change in Civil Service Capacity will be an effect of change in work culture, strengthening of public institutions and adoption of modern technology with an overall aim of providing efficient services to citizens. The Programme envisions to integrate learning with competency driven decision making to enable strategic public HR management with a multi-pronged approach of capacity building at individual, institutional and process levels for efficient public service delivery. The programme is delivered through setting up of Integrated Government Online Training – iGOT Karmayogi Platform which focuses on ensuring a smooth transition from rule based to role based competency system, launching continuous and readily accessible learning, creating an ecosystem of shared training infrastructure, calibrating Civil Service Positions to FRAC approach and moving towards data analytics to capture various aspects of capacity building and identify policy reform areas. The Programme will deliver initiatives with short-term, mid-term and long-term impact, with attitudinal shifts towards the goal of promoting ease of living for Indians. Mission Karmayogi will ensure that all civil service officials are prepared to deliver high quality services and serve their constitutional role of good governance and leadership. The article provides an introduction on the need of launching Capacity Building for Civil Servants, goals and approach of setting up Mission Karmayogi, different components and pathways of the program and salient features of the programme.

1. Civil Service Reforms – An Introduction

- 1.1 Civil Services are one of the most important cogs in the machine that is the Indian ‘system’. In this country of extreme diversity and socio-cultural variations, the civil services, right from old times, have managed to maintain order within chaos. As the nature of politics and organisation of society and government changed over several years, it became imminent for the bureaucracy to reinvent itself as well. With the rapid advancement in socio-economic environment within the country, government of India laid down the overall Vision of India@75 and the role that civil service officials would play in achieving this vision. India is on the cusp of a major transformation. To meet the needs and aspirations of Indian public which has a large percentage of young population, India needs to achieve and sustain a high

GDP growth rate. The ‘**Strategy for New India @ 75**’ captures three key messages from the Honourable Prime Minister.

- ***Development must become a mass movement***, in which every Indian recognizes her role and experiences the tangible benefits accruing to her in the form of better ease of living;
- ***Development strategy should help achieve broad-based economic growth*** to ensure balanced development across all regions and states and across sectors; and
- The strategy when implemented, will ***bridge the gap between public and private sector performance***.

1.2 In order to operationalize the vision laid down as part of the ‘Strategy for New India @ 75’, Forty-one (41) different areas that require sharp focus have been identified. **Civil Service Reforms** is one of the identified areas with sharp focus on recruitment, training and performance evaluation of civil service. Keeping an eye on the focal areas of civil service reforms, “Mission Karmayogi” was launched with the intent to develop the vision of capacity building for Civil Servants. There were multiple challenges identified with the ongoing process as highlighted in the next section.

2. Challenges of Capacity Development within Civil Services in India

2.1 With the passage of time, our society has seen rapid changes brought about by technology and newer procedures in administration. Therefore, there is a need for training officers and administrators to have the requisite knowledge and skill-set on best practices and latest developments presently taking place. National Training Policy mandates that all civil services officials will be provided with training to equip them with the competencies for their current or future jobs. Based on the research and insights from National Training Policy, Second Administrative Reform Commission Report and Civil Services Survey conducted in 2010, many challenges were identified. These challenges hover around coverage of civil service officials for training, geographical spread, fragmented training layout and multiple institutes, silos in training imparted by different ministries, de-linkage of job requirement with training being imparted and the access of high-quality content. A few typical challenges in the public service capacity building ecosystem is shown below (Fig.1);

Indian Bureaucracy is alleged to be Status Quoist	Rule-Book x	Interference	Structural Issues
<ul style="list-style-type: none"> Indian civil service selection is the toughest in world. However, the complacency in skill erodes the leadership position Resistance to changes Reluctance to accept the changes in control and accountability as well as the altered roles and responsibilities 	<ul style="list-style-type: none"> Following the rules and laws of the book without taking care of actual needs of the people. Complication of procedures, Response to the needs of citizens of India in a more innovative manner 	<ul style="list-style-type: none"> Fulfilling the populist demand, influences the functioning of administrative officials Inefficiency where the vital positions are not held by the best officers and ultimately this can lead to institutional decline 	<ul style="list-style-type: none"> New challenges due to technological evolution (for example cyber security). Higher demand (of specialist officers) for domain knowledge Lack of employment opportunities in some public services, while there are many vacancies in others Ensuring transparency and accountability along with participatory and representative decision-making

Fig.: 1 Challenges of Civil Service capacity development

2.2 To cater to these challenges, the need for capacity building for Indian Civil Servants arose:

3. Need for Capacity Building as Part of Civil Service Reform

3.1 Capacity building as a term encompasses a larger definition. It is not limited to training but can be considered as an intervention within an organization to strengthen the knowledge, ability, skills and behaviour (which is collectively referred to as capacity) in order to meet the laid purpose and vision of the organization. There may be multiple interventions as part of capacity building as depicted below (Figure 2):

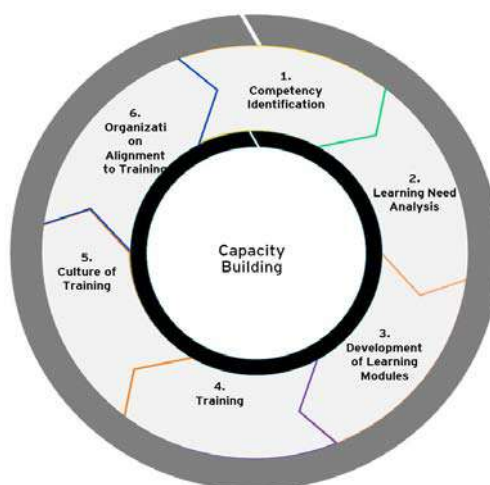


Fig.2: Interventions in Capacity Building Programme

3.2 Overall, capacity building process can be visualised at three levels and as capacity building matures in an organization, it moves from one level to next level

- **At an individual level:** Capacity building is all about improving skills and attributes of an individual. It is all about maximising the benefit of the trainees, knowledge exchange and developing an ownership within the individuals. they are not necessarily linked to long term vision of an organization;
- **At institutional/organizational level:** Capacity building is all about how capacity building interventions can improve the functioning and performance of organization. In here the interventions are designed in such a way that it is closely linked to the objective of organization. However, the interventions are still internal focussed; and
- **At a systemic level:** Capacity building impacts the policy guidelines and frameworks and also the external environment it operates in.

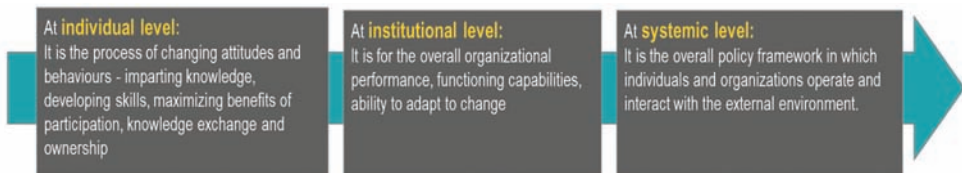


Fig.3 Levels of capacity building (Source: United Nations Development Programme)

learning with Examples:1

Let us look at examples of capacity development at different level, suppose

- An individual wants to learn about Data Analytics and the organization provides necessary means to improve the skill for individual, this is individual level capacity building
- An Organization want to become data driven organization. It has identified Data scientist roles throughout the organization and providing relevant interventions within these roles – This is institutional level
- An Organization has identified Data scientist roles throughout the organization; however, it does not have the necessary capability. It decides to develop a culture of data driven approach within and develops framework around it. It ties up with universities to introduce course on data analytics so that there can be more supply of such skills in the market. This is systemic level capacity development

3.3 Within Government of India, in order to fulfil the overall strategy as laid down in ‘Strategy for New India @ 75’ and overcome the current challenges in civil service training eco-system, the leadership takes up a challenge to introduce learning transformation agenda at **systemic level** as a means of capacity enhancement of Civil servants.

- 3.4 The other challenges of public service delivery necessitate new delivery models, delivering value for money and making policies better designed for implementation. Process and policy reforms could be achieved through continuous capacity building of the public servants. A governance system which espouses the idea of maximum governance and minimum government has to have a bureaucracy which is ready to embrace skill, scale and speed.
- 3.5 To resolve the challenges posed across, Hon'ble PM has listed down 6 traits that every civil servant should possess – Professional & Progressive, Energetic & Enabling, Transparent & Tech Enabled, Creative & Constructive, Imaginative & Innovative, Proactive & Polite. This will transform the Bureaucracy so that the Civil service become: (a) skilled (b) open (c) converged and (d) connected (Fig.4)



Fig.4: Transformation of Bureaucracy (Source: Department of ARPG)

- 3.6 As organizations innovate, grow, and improve their business, they're looking for ways to prepare their people to adapt and excel. Organizations need employees who are agile, adaptive, motivated to learn & change, do great work, and go above and beyond. This coupled with globalization, necessitates changes in demographics, technology and regulation people skilling and re-skilling at a greater pace now than ever before. Therefore, there has been a tremendous change in the entire learning ecosystem and organizations have moved towards launching a competency driven approach towards employee development. Key trends in the learning ecosystem are provided below:

3.6.1 Adoption of Continuous & life-long learning

- Creating a learning culture within the organization is an effective way to improve performance and innovation; and
- There is a rapid pace of change in skills, technology and eco-system. This requires organizations to constantly innovate and its employees to keep acquiring new skills

3.6.2 Change from Guided development to Owning development

- Traditionally organizations and managers used to decide on the development requirement of employees along with their career growth and progression; But now the new generation entering the workplace, wants to decide its own career, competency requirement and learning needs

3.6.3 Rise of need of transparency, autonomy and flexibility within competency path & development

3.6.4 Democratization of knowledge in view of:

- Accessibility of experts from across the globe and from within the organization
- Moving ahead of traditional learning which is seen as a way of elitist – where faculty and Subject Matter Experts (SME) are gated and available to few

3.6.5 Adaptive Learning is becoming more relevant

- Adaptive learning is an algorithm-driven approach that provides personalized learning through efficient, effective, customized learning modules tailored to every individual learner
- Usage of gamified techniques in developing learning content

3.7 Initially, it was identified that a few elements like ability to manage people, action and information; coping with pressure; possessing international business knowledge and cultural adaptability and ability to innovate and gain perspective, are pivotal for any leader globally. However, with time, countries came together and identified a list of competencies that can be called as Global Public Service Competencies. In the following figure, some indicatives may be viewed for clearer understanding (Fig.5):

Indicative

Commitment to the principles of global public good	Designing and delivering citizen-centred services	Negotiation/listening skills/capacity to influence
Commitment to sustainable development	Commitment to equality, inclusivity, diversity and the principles of empowerment	Cultural sensitivity
Managing crises and managing in crisis	Collaborative working; cross-cultural co-operation	Emotional intelligence & Psycho-social stability

Institutional development and capacity building	Problem analysis and problem solving	Specific technical expertise
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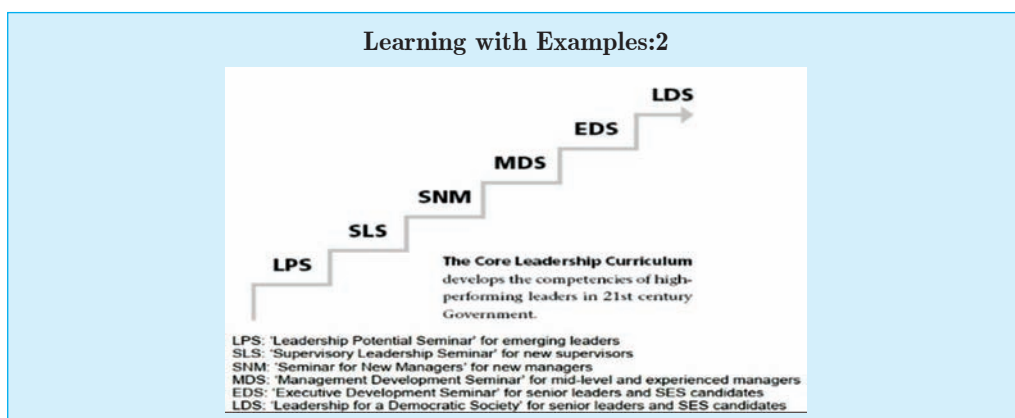
Fig.5: Leadership competencies for a global public service, 2015

3.8 The road to development utilizing these competencies has gained major popularity over past couple of years, as depicted in following diagram (Fig.6):



Fig.6 : Global approach of utilization of competencies in capacity building.

3.9 Integrating competency in development process is the highlight of the hour for organizations. Procedures to develop new training programmes are multifold. The best results have been obtained when new training programmes are designed within a working group comprising members with expertise in designing training programmes and technical field, including those institutions which voiced the demand for training. Multiple countries all over the world have utilized assessment and development centres approach to measure employees against competency framework and roll out training schemes according to the gaps.



In USA, one of the most successful training programmes for Federal managers is the 'Core Leadership Curriculum' (Source: OECD; Managing Competencies in Government). In this multi-phased approach, participants are engaged in a career-long process of leadership development, from the pre-supervisory level through preparation for the Senior Executive Service.

In Belgium, development circles are used to focus on developing competencies in order to achieve personal and organisational objectives. An individual training plan is a crucial element in the development circles and is made for each public servant. The development circle consists of four phases: function discussion, planning discussion, performance review, and assessment interview. The last phase is followed by a planning discussion, which is the beginning of a new development circle.

Certified training schemes is one of the main competency management tools in the government. Every six or eight years, public servants from levels A through D can volunteers to take certified training organised by the training institute of the government.

3.10 The goal of certified training is to develop the competencies of the public servants in order to meet the needs of the organisation. When training objectives are met, public servants receive a competency allowance in addition to their normal pay. In line with the best practices across the globe and the need within the country, Government of India aimed towards implementation of the new Capacity Building Paradigm in order to:

- 3.10.1 Make Civil Servants globally relevant and ready for the new age challenges by promoting learning from national and global thought leaders;
- 3.10.2. Strengthen Common Foundation and remove service-based silos by creating an environment of camaraderie, national pride and seamless knowledge sharing; and
- 3.10.3 Promote Technology Driven Learning Pedagogy- Use of modern learning tools, Like Online Learning, Flipped Learning etc.

3.11 Hence a capacity development vision was envisaged by the government for comprehensive Civil Services reforms programme aimed at better service delivery to the public.

4. Capacity Development Vision – A journey towards 'Mission Karmayogi'

- 4.1 During the first five years of civil service reform starting in 2014, the aim was to achieve pre-requisites for development and lay the foundation for future transformation and with this aim in mind, DoPT's Competency Dictionary 2014 was published in collaboration with the United Nations Development Programme (UNDP). This was the first step towards implementing a competency-driven capacity building approach.

- 4.2 In 2015, the government introduced an Assistant Secretary Programme, designed to enable early exposure of government work to Indian Administrative Service (IAS) officials. In this manner, a connection platform of 860 sub-divisions (almost half of the administrative geography), was operationalised, with fresh entrants having an opportunity to engage with the highest echelons of government. With the launch of the iGOT learning platform in 2018, civil service e-learning began gaining momentum, with the government emphasising the delivery of online and blended courses.
- 4.3 Focusing on citizen-centricity, the government allowed individuals applying for positions with self-attest documents (rather than requiring affidavits or third-party attestations) and discontinued interviews for Group C officials, thus streamlining and re-emphasising transparency in recruitment process. Complementing this, the government emphasised its focus on transparency in promotion whilst introducing lateral entry at select senior positions, with the aim of creating a wide talent pool of resources. Finally, the government also introduced interventions for identification and compulsory retirement of non-performing officials.
- 4.4 Since 2019, the government reinvigorated its approach with the aim of making the civil service future ready and capable of delivering to the vision and aspirations of New India. As a first step, DoPT organised a common foundation course for probationary officers, “Aarambh,” (Fig.7), for integration of training across civil services. In August 2020, DoPT also set up a National Recruitment Agency and created a common entrance test for first level screening of candidates. The focus was on enhancing accessibility and transparency in recruitment, whilst promoting ease of living for candidates in terms of savings in effort, expenses, and time.

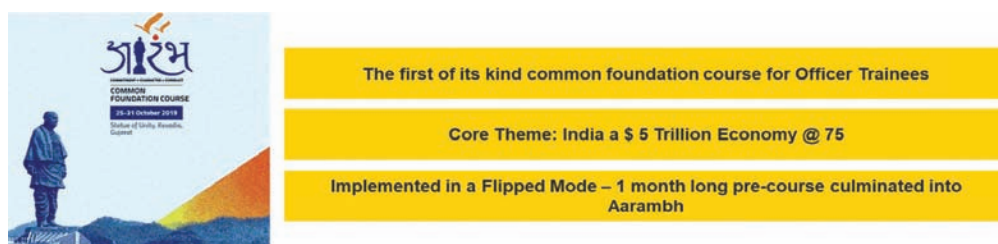


Fig. 7: “Aarambh”- Common foundation course

- 4.5 DoPT has now embarked on Mission Karmayogi – National Programme for Civil Services Capacity Building, a holistic initiative to transform government capacity building, talent management and HR management. The mission is exclusively driven by identified compelling outcomes (Fig.8):



Fig.8: Priority Outcomes of Mission Karmayogi

5. Capacity Development Goals

5.1 Mission Karmayogi – NPCSCB aims to create a competent civil service rooted in Indian ethos, with a shared understanding of India’s priorities, working in harmonisation for effective and efficient public service delivery. The Mission seeks to keep the civil service at the centre of all change, empowering them to deliver in challenging environments. The focus of NPCSCB is also on enhancing the government-citizen interaction, with officials becoming enablers for citizens and businesses, with development of behavioural-functional-domain competencies leading to ease of living and ease of doing business.



Fig.:9

- 5.2 Thus, by design, Mission Karmayogi adopts a citizen-centric approach for civil service reform. While NPCSCB directly delivers benefits to about 2 crore learners in the long term, significantly more beneficiaries are positively impacted, with the Mission & amplifying impact on millions of citizens who get enabled by the civil service efficiency.
- 5.3 The aspiration is to realise the full potential of individuals, institutions, the government, and the country, and thus, a whole-of-ecosystem approach towards transformation. Central to Mission Karmayogi is a change in thinking from ‘rule’ to ‘role,’ realised through adoption of a competency framework. The transformation shall be achieved by mapping three constructs (roles-activities-competencies), ultimately defining the competencies needed for each position in government. Hence the framework for roles, activities and competencies (FRAC) will align an official’s competencies with government priorities and citizen needs.

6. Salient Features of Mission Karmayogi

- 6.1 An overall architecture of the NPCSCB is provided below:

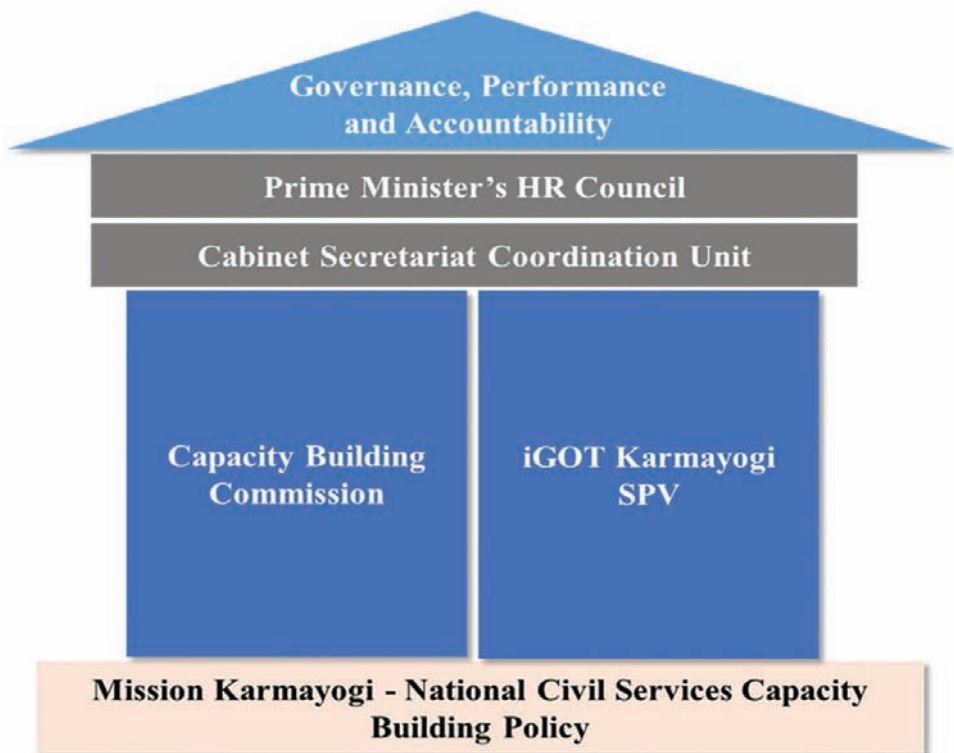


Fig.9: NPCSCB Institutional Framework

- 6.2 Here, it is worthwhile reiterate the futuristic approach in-built in Mission Karmayogi.
- 6.3 Mission *Karmayogi* or NPCSCB is a futuristic programme developed to revamp and revitalize the Civil Service learning ecosystem and ensure the following:
- 6.3.1 An ecosystem of shared training infrastructure including that of learning materials, institutions and personnel.
 - 6.3.2 Calibrate all Civil Service positions to a Framework of Roles, Activities and Competencies (FRACs) approach and to create and deliver learning content relevant to the identified FRACs in every Government entity.
 - 6.3.3 Make available to all civil servants, an opportunity to continuously build and strengthen their Behavioral, Functional and Domain Competencies in their self-driven and mandated learning paths.
 - 6.3.4 Enable all the Central Ministries and Departments and their Organizations to directly invest their resources towards co-creation and sharing the collaborative and common ecosystem of learning through an annual financial subscription for every employee.
 - 6.3.5 Partner with the best-in-class learning content creators including public training institutions, universities, start-ups and individual experts.
 - 6.3.6 Undertake data analytics in respect of data emit provided by iGOT-Karmayogi pertaining to various aspects of capacity building, content creation, user feedback and mapping of competencies and identify areas for policy reforms.
- 6.4 Mission Karmayogi aims to prepare the Indian Civil Servants for the future by making them more creative, constructive, imaginative, innovative, proactive, professional, progressive, energetic, enabling, transparent and technology-enabled. Empowered with specific role-competencies, civil servants will be able to ensure efficient service delivery of the highest quality standards.
- 6.5 iGOT-Karmayogi platform brings the scale and state-of-the-art infrastructure to augment the capacities of over two crore officials in India. The platform is expected to evolve into a vibrant and world-class market place for content where carefully curated and vetted digital e-learning material will be made available. Besides capacity building, service matters like confirmation after probation period, deployment, work assignment and notification of vacancies etc. would eventually be integrated with the proposed competency framework (Fig.10).



Fig.10: Application of Capacity Development
 (Source: DoPT Competency Implementation Tool-kit)

6.6 iGOT Karmayogi platform is the future of digital based learning anytime, anywhere and on any device. It is the bedrock of National Programme for Civil Services Capacity Building. It is with this understanding that a Framework of Roles, Activities and Competencies (FRAC) approach will be utilised to create and deliver learning content.

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