



D.No.HRM-I/Pol/OTH/2/2024

Dated 31st May 2024

Dear *colleagues*

As you are aware, the HR Conference held at NACIN, Palasamudram on 17th May, 2024 was a resounding success. During the Conference, detailed presentations were made by the concerned officers on the four pillars of HR viz. Cadre Management, Capacity Building, Vigilance and Infrastructure Development.

2. Discussions in the Conference underlined important areas which require urgent and expeditious action for ushering in a future ready Tax Administration in line with the Government's Vision of a 'Viksit Bharat'.

3. Discussions during the Conference also underscored the need to take timely and prompt action on various issues deliberated. Enclosed minutes list out action points and action owners. You are requested to ensure prompt action on points for which your Zone, Directorate is indicated as action owner. I hope collectively we will rise to the occasion in resolving the HR, Training, Vigilance and Infrastructure related issues, identified during the Conference, promptly in time.

with regards

Yours

Sincerely

(ALOK SHUKLA)

Enclosed: Minutes of the Conference, action points, action owners and presentations.

To

All Pr.CCs/CCs and Pr.DGs/DGs of CBIC

	भारत सरकार Government of India केंद्रीय अप्रत्यक्ष कर और सीमा शुल्क बोर्ड Central Board of Indirect Taxes & Customs मानव संसाधन विकास महानिदेशालय Directorate General of Human Resource Development भाई वीर सिंह साहित्य सदन, Bhai Vir Singh Sahitya Sadan, गोल मार्केट/Gole Market, नई दिल्ली/New Delhi	
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MINUTES OF THE HR CONFERENCE HELD ON 17TH MAY, 2024 AT NACIN, PALASAMUDRAM

A Human Resource (HR) conference of Central Board of Indirect taxes and Customs (CBIC) was held on 17.05.24 at NACIN, Palasamudram to discuss the four crucial areas of HR- cadre management, capacity building, vigilance administration and infrastructure development. The Conference was presided over by Chairman, CBIC, Sh. Sanjay Kumar Agarwal, Members of the Board, Pr./ CCs/ DGs of the field formations and Directorates; Pr. Commissioners/ Commissioners in charge of Cadre Controlling Zones and other senior officers. Detailed list of participants is enclosed at Annexure A.

2.1 At the outset, Sh. Amand Shah, DG, DGHRM welcomed all the participants to the conference.

2.2 Chairman, CBIC Sh. Sanjay Kumar Agarwal, in his opening address to the gathering, acknowledged the long strides taken by CBIC in all HR related matters. He highlighted the progress made in Group B and A promotions, regularization of ad-hoc promotions and mega recruitment of Group B and C officials through Rozgar Mela. He stressed upon the goal of regularization of all ad-hoc promotions by December 2024. He mentioned that Hon'ble FM and Revenue Secretary have been extremely supportive in furthering the interests of the Department.

2.3 Chairman applauded the efforts made in the area of Infrastructure development, especially NACIN, Palasamudram and the residential project at Wadala, Mumbai. He congratulated CC, Hyderabad for his unrelenting efforts in seamless initiation of the infrastructure projects in his zone.

2.4 In Vigilance administration, Chairman appreciated the 30%(approx.) increase in disposal of cases as compared to previous year and expected that the momentum continues in coming years. On training and capacity building front, Chairman expressed his desire to

fully utilize the state-of-the-art facilities at NACIN, Palasamudram. He also informed the house that in near future, NACIN Palasamudram campus will also serve as accredited centre for WCO trainings.

2.5 Chairman appreciated the well-curated agenda of the HR Conference covering all four critical pillars of HR management and requested all participants to make best use of this opportunity to address, discuss and resolve pending issues crucial for Human Resource Management.

3. Cadre management of Group 'A' officers: Context for the morning session was set by Pr. ADG, HRM-I, Shri Alok Jha, wherein a glimpse of the deliberations to follow was given. Ms. Ruchita Vij, Commissioner (Co-ordination) made a detailed presentation on the various important aspects of cadre management of Group 'A' and Group 'B'(Gazatted) officers of CBIC.

3.1 Regularization of promotions in IRS (C&IT), Group 'A' - Commissioner (Coordination) highlighted the progress made in promotion to various grades, and also indicated the progress made in regularization of all promotions in Group A cadre. Further, Ms Vij also underscored that efforts are being made to complete the regularization of ad hoc promotions in all grades of IRS(C&IT), Group 'A' officers in a time bound manner.

(Action: DG, HRM-I & Ad. II, CBIC)

3.1.2 Expectations from CCA: To facilitate the regularization of ad-hoc promotions in JTS grade pertaining to vacancy year 2016-17 to 2018, Ms. Ruchita requested all CCAs to send the remaining APAR folders and updated vigilance clearance of eligible officers to HRM-I, DGHRM at the earliest.

(Action: All Zones & Directorates)

3.2.1.1 Extension of benefit of reservation in promotion to Persons with Benchmark Disabilities (PwBD): Earlier reservation in promotion to PwD was available in Group 'C' and Group 'D', vide OM dated 17.05.2022 that the DoP&T extended reservation in promotion to PwBD in Group A (lowest rung) and Group 'B' identified posts. This dispensation was initially prospective only. In compliance of Hon'ble Supreme Court order dated 18.07.2023 in SS Sundaram contempt matter, the DoP&T has issued another OM dated 28.12.2023 making the reservation in promotion to PwBD officers up to the lowest rung of Group 'A' effective from 30.06.2016 on notional basis (subject to the terms and conditions prescribed in the DoP&T OM dated 17.05.2022). The OM of 28.12.2023 also provides for creation of supernumerary posts, wherever required, to avoid reversion.

3.2.1.2 To extend the benefit of reservation in promotion to PwBD officers as per DoP&T OM dated 28.12.2023, Commissioner (Coord) requested the CCAs to initiate the

following actions:

- (i) Early conduct of Review DPCs in Group 'B' and 'C' cadres extending benefit of reservation in promotion to PwD officers to identified posts on notional basis from 30.06.2016.
- (ii) Proposals regarding creation of supernumerary posts, (if needed), to be sent to the Board at the earliest for taking them up with Department of Expenditure.

(Action: All CCAs)

3.3 *Litigation Management in the context of HR*

3.3.1 Ms Ruchita laid stress on the need to reduce the menace of litigations, highlighting some of the most frequently litigated issues and department's stand on them as follows: -

- i) **Notional Annual Increment to Retired Employees who superannuate on 30th June/ 31st December (P. Ayyamperumal Case):** The court cases filed on this issue are required to be defended in terms of Board's instructions F. No. A-23011/36/2013-Ad.IIA dated 20.11.2020. The CAT/ Court orders which are passed by placing reliance on P. Ayyamperumal case are to be forwarded to the Board for further directions in so far as implementation of such court orders are concerned.
- ii) **Grant of Non-Functional Upgradation to Inspectors who reach Grade Pay 4800/- by virtue of ACP/ MACP Scheme, without being promoted to the grade of Superintendent on regular basis (M. Subramaniam case):** Board vide letter F. No. 23011/67/2020-Ad.IIA dated 07.04.2021 has clarified that the benefit of grant of NFU in GP-5400/- (PB-2) is admissible to Group-B officers on completion of 4 years of regular service in grade pay of Rs 4800/-. It has also been clarified that NFU will not be admissible to those Group B officers who have got the Grade Pay of Rs 4800- on upgradation under ACP/ MACP Scheme. The CAT/ Court orders which are passed by placing reliance on M. Subramaniam case are to be forwarded to the Board for further directions in so far as implementation of such court orders are concerned.
- iii) **Stepping up of pay of promotee senior officers at par with junior direct recruits who receive more pay by virtue of financial upgradation under ACP/ MACP scheme (C R Madhav Murthy case):** As per DOPT instructions dated 09.08.1999 on ACP Scheme, financial upgradations are purely personal to the employees and has no relation with the seniority of the employees. Further, as per DoPT instructions dated 19.05.2009 on MACP Scheme, stepping up of

pay is not admissible when pay anomaly has occurred by virtue of financial upgradation under MACP Scheme. Therefore, the court cases filed on this issue are to be defended in terms of instructions contained in DoPT OM on ACP/MACP Scheme and Board instructions F.No. A-26017/104/2007-Ad. IIA dated 04.01.2008.

iv) Grant of 3rd MACP in GP 6600/- by not counting NFU (GP 5400, PB-2) as off-set against MACP Scheme (R Chandrasekran case): Para 8.1 of Annexure-I of DoPT OM No. 35034/3/2008-Estt(D) dated 19.05.2005 read with Frequently Asked Question No. 16 on MACP Scheme indicates that the Non-Functional scale in Grade Pay of Rs 5400 in PB-2 is to be treated as a financial upgradation under MACP Scheme. Therefore, the court cases filed by the officers seeking 3rd MACP in GP 6600/- are to be defended in terms of Board instructions F. No. A-23011/25/2015-Ad.IIA dated 20.06.2016 and instructions F. No. A-23011/93/2018-Ad. IIA dated 15.01.2019. Hon'ble Supreme Court in its judgment dated 05.03.2020 passed in the case of UOI & Ors vs M.V. Mohanan Nair has also upheld DoPT instructions in the matter.

3.3.2 Expectations from CCAs:

- i) Strict compliance of Board instructions dated 09.05.2016 and 07.02.2023 on timely handling of litigation.
- ii) All communications with Board on court cases shall be made only with the approval of PCC/ CC highlighting the policy issue involved.
- iii) Para-wise comments shall be prepared by the concerned Zone.
- iv) In case any clarification is required on any policy issues involved, reference to be made to the Board specifically on such issues.
- v) Court orders, which are not consistent with Government policy, shall be forwarded to the Board without delay, along with legal opinion.

(Action: All Pr./CCs/DGs)

3.4 Vacancies in Group B (Gazatted) posts

3.4.1 Ms. Ruchita highlighted huge vacancy of 62% (Approx.) in the grade of Administrative Officer and informed the House that these vacancy are largely owing to non-availability of eligible candidates in the feeder cadre of Executive Assistant (EA) and that there is need to explore ways to fill them.

3.4.2 Expectations from CCAs for filling up vacancies in Group B (Gazatted) posts

- Timely conduct of DPCs

- Where DPC's are held up due to litigations, assurance may be given to the court that while conducting DPCs, adequate number of posts will be kept vacant for petitioners.
- Exploring all permissible ways to fill the vacancies.

(Action: All CCAs)

3.4.3 Expectations from CCAs on other miscellaneous matters of HR:

- Need for ensuring timely submission of pension papers and disbursal of pension and pensionary benefits.
- Representation of officers to be forwarded to Board with proper examination at the level of respective Zone/Directorate.
- Need for strict adherence to DoPT guidelines, while furnishing vigilance clearance for promotions.
- CCAs to be alert on litigation related issues particularly those having bearing on overall cadre and ensure that they are properly defended.

(Action: All Pr./CCs/DGs)

4. APAR Representations and new functionalities in SPARROW

4.1 Shri Santosh Kumar Mishra, ADD, HRM-I, DGHRM in his presentation highlighted various DO's and DON'Ts while writing self-appraisal, reporting of APAR and reviewing of APAR. He also highlighted problems faced by the Referral Board while deciding on representations of officers.

4.2 Shri Santosh listed out some key points for compliance while writing APAR as under: -

- *By the officer reported upon:* Resume submitted should be strictly for the period under review; any reference to Referral board should specifically indicate the areas (grading, comments, including pen picture) for which the reference is made.
- *By the reporting and reviewing Officer:* Avoiding contradictions in Assessment in Grading vis-à-vis pen picture and exceptional contributions claimed by the officer reported upon; adhering to DOPT OM dated 11.02.2016 for filling up Integrity column; avoiding personal comments.

4.4 Shri Santosh also provided a glimpse of new functionalities introduced in SPARROW:

- Inbuilt modules of SPARROW CBIC and SPARROW IRS in e-office for ease of access through a single window.
- Analytical tool- 'TEJAS' being developed to tap into data available in APARs of officers, relating to trainings under gone; training needs reported by officers reported

upon; recommended by reporting and reviewing officers, pen-picture of the officer and gradings attribute-wise and overall; average attribute-wise gradings and overall grading. Such APAR analytical tool is to be soon.

4.5 Way forward:

- Extension of TEJAS analytics to SPARROW CBIC including providing comparable average gradings attribute-wise and overall and analysis of pen picture.
- Capturing data of training actually done by the officer in Section- I of APAR and training needs assessment from Section II of APAR to be used by NACIN for planning their training calendar.
- Complete automation of all processes in SPARROW (including force forwarding and representation process).

(Action: DGHRD)

5. **Issues relating to Group B (Non-Gazatted) and Group C cadres:** Context for the session was set by Pr. ADG, HRM-II, Sh. Rajeev Yadav. He also highlighted the progress made by CBIC in rolling out of e-HRMS, stating that almost all formations have been onboarded in e-HRMS (with approximately 50252 employees onboard out of 51475 employees) and that CBIC is the biggest formation which is onboard on e-HRMS. In this context, he acknowledged the cooperation of CCAs and urged them to ensure usage of e-HRMS, which will also us in listing out shortcomings in the application (if nay) leading to their resolutions.

5.1 Following the context setting, Ms Himabindu M, JS (Admin) commenced her presentation by giving a perspective of vacancies at different levels of Group B(NG) and Group C posts in CBIC. She informed the house that over a period of two years overall vacancies in these cadres have been reduced from 56% (as on 1.1.22) to 47% (as on 1.2.24). Further, considering 4000 appointment letters issued in February 2024 and the indents placed with SSC for CGLE 2024, overall vacancy is likely to go down soon to 35%. As a result, the working strength in these cadres has increased by more than 40% over the last two years.

5.1.1 Ms Himabindu informed that post-wise data snapshots of vacancy in different posts have been developed, which also provide DR and PR break up, reasons why vacancies are not filled and under various measures so far to fill them, She also provided CCA-wise break up of remaining PR vacancies, stating that these would be circulated to CCAT urging them to utilize the same for their recruitment plans.

(Action-JS (Admin)/ HRM-II)

5.2 *DR Vacancies:*

5.2.1 Ms Himabindu highlighted the reasons for high DR vacancies in Group B and C cadres, attributing them largely to non-joining of selected candidates, high attrition, **incorrect projection of vacancies by Zones** and gaps in recruitments done locally by CCAs. Outlining steps taken by the Board to fill DR vacancies in various Group B & C Posts, she informed that CBIC has:

- i. issued 17909 Appointment letters to DR candidates during recent Rozgaar Melas.
- ii. initiated process for recruitment of Havaldar through SSC and 1900 candidates (Havaldar/MTS) have been recruited recently.
- iii. undertaken recruitment of first batch of Executive Assistant (DR) through CGLE 2022, after the notification of RRs-2015.
- iv. worked our ways to reduce time taken in Zonal Allocation and completing pre-appointment formalities from 4-6 months to around a month.

5.2.2 Ms. Himabindu further informed that a proposal for enhancement of vacancies, based on % of non-joining/attrition rate, while placing indent with SSC, is under examination at the Ministry level.

5.2.3 JS (Admin) requested the CCAs to co-relate the DR vacancies in their jurisdiction with vacancies being projected to ensure that correct number of vacancies are reported by them for being communicated to the SSC.

(Action: All CCAs)

5.2.4 Ms Himabindu M also informed that to fill up vacancies in the post of Hawaldar, a special drive is under consideration with nodal Ministry.

5.2.5 *Expectations from CCAs:*

- Accurate and timely projection of vacancies. Initial projections themselves to be adequately detailed and accurate as SSC does not accept any revision.
- Ensure timely response to DGHRD queries and requests for data.
- Continue momentum in speedy completion of pre-appointment formalities adopted during November-December 2023. Provide feedback sought on the parallel process attempted for CGLE, 2023, where zonal allocation and pre-appointment formalities were completed in 25 days.
- Strive to fill up vacancies in Driver posts, as much as possible.
- Ensure timely meetings of Departmental Screening Committee for considering applications for compassionate ground appointments.
- Provide feedback sought on any changes required in the five-year-old Point system being followed for Compassionate appointments.

- Ensure earmarking and utilization of sports quota vacancies.

(Action: All CCAs)

5.3 *PR vacancies:*

5.3.1 Ms Himabindu M briefly stated the reasons for non-filling up of PR vacancies

- Lack of eligible officers in feeder grades.
- Delay in DPCs at the level of CCAs
- Non-finalization of seniority in Zones.
- Persistent litigations and stays on further promotions at various appellate fora.

5.3.2 Ms. Himabindu also outlined possible measures taken/to be taken to mitigate the above as follows:

- i. One-time relaxation (OTR): Already implemented for the post of EA in Zones and under process for the post of Inspectors in Zones/ Directorates and for post of EA in Directorates . CCAs to keep dossiers ready for other OTRs under process. **(Action All CCAs)**
- ii. Limited Departmental Competitive Exams (LDCE) – Amendments in RRs are under process to introduce LDCE in RRs of TA, EA and Inspector posts, to provide better promotional avenues. For this purpose, the Committee consisting of officers from NACIN, DGHRD, AD-IIIA should finalize LDCE syllabus and scheme. **(Action Committee of Officers)**
- iii. Temporary downgrading of posts – Downgrading of 2400 posts (Havaldar/MTS/Steno-II/TA, Driver (OG)) is already approved and proposal for another 500 posts is under process. Further, vacancies in posts such as Head Havaldar and LDC are still shown as remaining unfilled for want of eligible officers, for which proposals are yet to be received for downgrading. CCAs to ensure that all posts eligible for downgrading are examined and proposals sent to Board. **(Action: All CCAs)**
- iv. Strict compliance of DPC calendar of DoPT. SoP for DPCs will be issued shortly. **(Action: All CCAs/JS (Admin))**
- v. CCAs to make Special efforts to reduce/mitigate litigations. **(Action : All CCAs)**
- vi. Early resolution of Inter-se Seniority related issues in accordance with DoPT OM of August 2021. **(Action: All CCAs)**

5.4 JS (Admin) also emphasized the need for CCAs to provide adequate manpower to Directorates and Board, which are dependent on them for their staffing, either through loan or deputation-based postings. **(Action: All Pr./CCs/DGs)**

5.5 Points raised by CCAs

- Designation of Nodal CCA for studying litigations having pan-India impact such as seniority litigation relating to DoPT OM of Aug 2021. **(Action for examining the issue AD III A)**
- Automation of processing and conduct of departmental examinations for local recruitment such as Drivers, canteen attendants and sports persons (on the lines of F category exam for Customs Brokers conducted by NACIN). **(Action for examining desirability and feasibility study: Mumbai Customs and DGHRD)**
- Presently there is no sanctioned strength of PO, Examiner, Superintendent of Customs, Appraising officers in any of the Directorate of CBIC, as per CR 2017 allocation. Customs CCAs are sending these officers on loan basis to the Directorates dealing with Customs related work. Unlike CGST CCAs, no additional sanctioned strength has been provided to Customs CCA for these loan postings. To review the same in the present cadre review. **(Action for examining the issue AD IV and DGHRD)**
- Proforma promotions in respect of officials posted on deputation/ loan posting. **(Action for examining the issue AD III B and AD IV)**
- Conversion of Pre-2016 Inspector RR era PR vacancies of Inspector post to DR, in cases where such vacancies are far higher to be filled by OTR and LDCE. **(Action for examining the issue AD III A).**

6. Issues related to prompt and timely processing of pension papers

6.1 Shri C.P. Goyal, CC, Bhopal CGST Zone presented an outcome of study conducted by him on delays observed in submission of pension papers and reasons for delay processing of pension papers and to PAOs. He highlighted the dismal state of affairs with respect to timely submission, processing and forwarding of pension papers to PAOs and final approval thereof. Shri Goyal presented key timelines prescribed under the Pension Rules, which need to be strictly adhered to.

6.1.1 While explaining the background, Shri Goyal referred to two do letters dated 12.12.2023 and 12.04.2024 received from the Principal Chief Controller of Accounts, CBIC, wherein it was indicated that during 01.04.2022 to 08.12.2023 (18 months), out of **3506 PPOs** issued for retirees of CBIC, **less than 0.2% (only 7)** were received in time and were complete. In 35% of the cases, delay was more than 90 days. He also referred to three DO letters dated 11.01.2024, 22.04.2024 and 10.05.2024 written by the Member (Administration & Vigilance) on this issue and Virtual Meeting taken by Member (Administration & Vigilance) on 28.04.2024 with CCs, wherein the issue was highlighted and field formations were urged to ensure timely submission of pension papers.

6.1.2 Shri Goyal in his presentation laid emphasis on timelines prescribed under Rule 60(4) of the CCS (Pension) Rules, 2021, which provides for forwarding complete set of pension papers to Account Officer (PAO) 4 months before the date of superannuation of the officer concerned and from PAO to Central Pension Accounting Office (CPAO) on or before last date of the month preceding the month of retirement.

6.1.3 Shri Goyal also presented a comparative study/chart of a few departments with CBIC as well as a few formations within CBIC indicating number of cases where complete papers were sent to the Central Pension Accounting Office (CPAO) in time or with delay varying from 30 days to more than 90 days during the last financial year. Data presented *prima facie* indicated extremely unsatisfactory state of affairs for CBIC, needing immediate remedial measures to ensure timely processing of submission of pension papers.

(Action: All Pr./CCs/DGs)

6.2 Based on inputs received from CCOs, Shri Goyal listed out the following major reasons for delay in processing of pension papers in CBIC-

- i. Lack of supervision and monitoring of timely processing and submission of pension papers by Senior Officers .
- ii. Deficiency in documents submitted by retiring officer,
- iii. Deficiencies in pension papers submitted by administrative branch.
- iv. Lack of awareness in filling up forms in Bhavishya Portal.
- v. Incomplete or non-verification of service in Service Book.
- vi. Non-receipt of vigilance clearance on time.
- vii. Piece-meal communication of queries by PAO and re-verification of service in Service Book by them. Shri Goyal also listed out common queries raised by PAO.

6.3 CC, Bhopal Zone put forth the following suggestions as way forward for expediting the processing of pension cases in CBIC offices:

- i. Initiation of communication with the Retiree Officer (at least one year before the date of retirement) making him/her aware of various requirements under the CCS (Pension) Rules, 2021 and Bhavishya Portal.
- ii. Periodical Training Sessions (one year before date of retirement) for Retiree Officers. Retiree Officer needs to be pro-active in

- submitting documents on Bhavishya Portal and in removing discrepancies found in pension papers.
- iii. Nomination of one officer in Administration as 'Pension Mitra' and capacity building of officers dealing with Pension work.
- iv. Greater monitoring of pension cases at Senior Level (Head of Office/Head of Department) on periodical basis.
- v. Proper scrutiny of forms submitted by Officers online as well as in physical mode.
- vi. Ensuing Compliance with detailed list of reasons /objections in general, raised by PAO while returning fresh pension cases. Head of Office and his team to ensure that all checks are completed.
- vii. Recognizing "timely submission of pension cases" as key activity for evaluation of performance of HOO/HOD.
- viii. Ensuring timely action as per the timelines prescribed in the CCS (Pension) Rules, 2021.
- ix. Regular meeting by HOO/HOD with PAO to discuss pending cases as well as identifying issues causing delay.

(Action: All Pr./CCs/DGs)

6.4 Shri Goyal also listed out following points for consideration /discussion:

- (i) What steps can be taken to guide / assist Retiree Officer?
- ii) How to expedite Vigilance Clearance which is given at last moment?
- iii) How to ensure that papers submitted to PAO are complete?
- iv) How to ensure that the timelines prescribed for different tasks as per the CCS (Pension)Rules, 2021 are followed by Administrative Sections.

(Action. For examining all these points in further details and suggest way forward CC Bhopal, Shri C.P. Goyal.

For examining point (ii) above and suggest ways to resolve the same - C0mmissioner Coordination and ADG AD V)

6.5 Key Points raised by Member (Admin):

- (i) Shri C.P. Goyal CC, Bhopal to prepare a booklet with the help of most knowledgeable PAOs and CPAOs on pension matters, which can then be circulated to all zones. One Zone to take responsibility of timely updation of such booklet for times to come and to make updated booklet available to all Zones/Directorates. **(Action CC Bhopal, Shri C.P. Goyal for preparation of booklet and Pr. CC Customs Mumbai I for updation of the booklet for times to come once)**

- (ii) CC, Bhopal to study past practices, which helped in timely submission of

pension paper and disbursal of pension benefits to cull out practices which can be followed even now to ensure timely submission of pension papers. **(Action CC Bhopal, Shri C.P. Goyal).**

6.6 Chairman, CBIC suggested to explore whether the process of verification of service will be easier with e-HRMS. **(Action Principal ADG HRM-II)**

7. Training of Officers: Context for the session was set by Pr. ADG, HRM-I, Shri Alok Jha, wherein he highlighted that since the inception of DGHRD, its mandate has been to create a Capacity Building & Strategic Vision Building Division. With the launch of iGOT Mission Karmayogi, Chairman CBIC on 13.05.2022 had in principle approved the creation of Capacity Building Division (CBD) which would operationalize the 'Framework of Roles, Activities and Competencies' (FRAC) through Internal FRACing Unit (IFU). This unit would serve as an interface between Board and NACIN, as an enabler for improving the quality and focus of our in-service training on all fronts including i-GOT. Accordingly, it has been proposed in the present cadre restructuring proposal to create a separate wing within DGHRM (possibly HRM3) to perform the above role. Till HRM-3 becomes operational, the task is being handled by HRM-1. Context setting was followed by a detailed presentation of Dr. K N Raghavan, DG, NACIN on training and capacity building efforts by CBIC.

7.1 During his presentation, Dr. Raghavan highlighted various achievements, trends and way forward in the area of training of officers by NACIN Palasamudram and NACIN ZTIs. He emphasized that one of the Initiatives of Capacity Building Commission [Framework of Rules Activities and Competencies (FRAC) and its significance] is mapping of competencies -domain, functional and behavioral competencies along with training needs assessment and impact assessment. However, FRAC being not notified poses a challenge.

7.2 Dr. Raghavan while discussing the details of trainings being held at NACIN, Palasamudram mentioned about new initiatives such as Mentorship Programme for new recruits (including Inspectors), capacity utilization efforts of NACIN, new pedagogical tools adopted by NACIN for training of Officer trainees, induction training for newly promoted officers to Gr A, demand driven and sector specific trainings, Joint Trainings with state officers, development of I-GOT Courses and trainings under international co-operation. He also highlighted some of the best practices of ZTIs.

7.2.1 Dr. Raghavan also mentioned about collaboration of NACIN with other organizations and highlighted MoU signed with NADT, attachment of OTs with SSIFS, NAAA, IIMs, state governments, Coast Guard and CIASL and MoUs of ZTIs with State

Governments.

7.3 Dr. Raghavan also highlighted various capacity constraints at NACIN Palasamudram and ZTIs as follows:

- i. More hostel rooms at NACIN Palasamudram. [**Action: NACIN Palasamudram and NACIN ZTIs and DGHRD (Infra wing)**]
- ii. Poor infrastructure in ZTI's – Many of the ZTIs have no accommodation facilities. Own Hostel facility is required in 11 out of 16 ZTI's (**Action: NACIN ZTIs and DGHRD (Infra Wing)**)
- iii. Absence of good faculty (**Action : DG, NACIN**)
- iv. Lack of nomination of officers for training from field formations. (**Action: All Pr.CCs/CCs/Pr,DGs/DGs**)
- v. Shortage of support staff (**Action: All CCAs**)

7.4 As way forward, DG NACIN proposed the following:

- i. Development of skill passport from APAR and its integration with faculty database, results of training needs analysis and results of impact assessment. (**Action: DG HRD and DG NACIN**)
- ii. Increase in period of induction training for Inspectors and Conduct of confirmation examination for Inspectors. NACIN has requested for views of CCAs on this issue. (**Action: All CCAs and NACIN**)
- iii. Conducting refresher courses after induction training and proposal of MCTP for officers other than Group A. (**Action: NACIN and All CCAs**)
- iv. Mandatory training before posting to Audit/ Anti Evasion (**Action: CCAs for examining the desirability and feasibility and NACIN**)
- v. Focus of functional competencies in Phase 4 and thrust on behavioral competencies in Phase 5 of MCTP. (**Action NACIN**)

Reintroduction of Foreign component in phase 4 of MCTP. (**Action for examining the desirability and feasibility NACIN**)

7.5 Suggestion by Ms. Reshma Lakhani, Pr. DG: Organizing interaction with retired officers at regular intervals of landmark years like 40th, 50th year etc.) (**Action for examining the desirability and feasibility NACIN**)

7.6 Points raised by Member (Administration and Vigilance):

- i. DG, NACIN to share detailed course content for officer trainees with a request for Zonal Pr. CCs/CCs and Pr. DGs/ DGs to provide their inputs/ views on the same. (**Action: DG, NACIN and All Pr./CCs/DGs**)

- ii. A Committee comprising of DG, NACIN, Pr. DGRI, Pr. DGGI, DGHRD and four Pr. CCs/CCs (two each from Customs and GST) to be constituted for selection of material/cases for case study in various facets of tax administration, HR, infrastructure and vigilance issues. Committee to provide material selected to NACIN Palasamudram one month from its constitution. **(Action: DG, NACIN/Pr. DGGI/Pr. DGRI/DGHRD and Pr. CCs/CCs nominated to the Committee)**
- iii. Pr. CCs/CCs, Pr. DGs/DGs shall ensure adequate nomination for all the training course being organized by NACIN, Palasamudram and NACIN, ZTIs **(Action: All Pr. CCs/CCs/Pr. DGs/DGs)**
- iv. Pr. CCs/CCs, Pr. DGs/DGs to provide views /suggestions on training needs, especially on course contents for MCTP courses of various rank officers. **(Action: All Pr. CCs/CCs/Pr. DGs/DGs)**
- v. Officers recently promoted from B to A to be given a four weeks orientation training. Pr. CCs/CCs, Pr. DGs/DGs shall ensure nomination of such officers for these trainings. **(Action: DG, NACIN and All Pr./ CCs/DGs)**

8. Session on Vigilance Matters: Sh Vivek Chaturvedi, DG, DGoV set the context for the session by giving a glimpse of the discussions to follow.

8.1 Shri Gulati, ADG, DGOV underscored the fact that about 64% of disciplinary proceedings are pending with disciplinary authorities in Zones and proactive engagement of DAs and enhanced oversight by Zonal heads is essential to timely finalization of DPs and maintaining high standards of probity and efficiency.

8.2 Shri Gulati also informed that 488 vigilance cases are pending with various Disciplinary Authorities (DAs) in Zones (including both actionable and non-actionable cases), also highlighting Zones with maximum pendency.

8.3 Shri Gulati also **outlined expectations from CCAs for expeditious disposal of vigilance cases as under:**

- i. Charge Memorandum should be issued within 1 month of First Stage Advise, wherever taken or within 2 months of receipt of Investigation report.
- ii. IO/PO should be appointed within 30 days of issuance of Charge memorandum.
- iii. Inquiry report should be submitted within 6 months of appointment of IO/PO. All efforts need to made to conclude them within 6 months should be made. Requests for any extension of timelines to IOs should be scrupulously monitored and extension given only in justifiable cases.
- iv. Existing guidelines of DoPT on grant of honorarium to IO/POs must be widely publicized.
- v. All IO/POs should be advised to complete online training module on '*Conduct of enquiry in disciplinary matters*' on I-GOT Karam yogi platform.
- vi. All cases pending with IOs for more than six months should be prioritized and

monitored on monthly basis.

- vii. Monthly progress report to be submitted by IOs to DAs.
- viii. Option of relieving IO/POs from normal charges to enable them complete proceedings expeditiously should also be explored in appropriate cases.
- ix. In case of minor penalty, Final Order should be issued within 60 days from the receipt of defense statement.
- x. Copy of Inquiry Report (IR)/Disagreement Note (DN) should be sent to Charged Officer for his representation within 15 days of receipt of IR.
- xi. In cases where Second Stage Advise (SSA) is sought, FO should be issued within 60 days of SSA.
- xii. Mandatory consultation must be done with CVC/CVO for SSA, wherever required.
- xiii. Timely disposal of cases relating to officers due for retirement, so as to minimize generation of Rule 8 cases, as all such cases are to be decided by the Revenue Secretary and appeal against his order lies with Hon'ble Finance Minister to be decided in consultation with UPSC.
- xiv. Monthly monitoring of pending disciplinary proceedings with DAs by Zonal Pr. CCs/CCs.
- xv. All DAs to submit month-wise action plan for pending vigilance cases. Pr. CCs/CCs to submit a consolidated action plan for the Zone to DGoV (in one month). Disposal performance to be evaluated against such action plan.
- xvi. Timely implementation of penalty orders.
- xvii. Stock taking of all non-actionable cases and necessary remedial action to be taken on urgent basis to get the encumbrances removed.
- xviii. Ensuring formal Serving of documents to Charged officers (and forwarding receipt thereof) on request of Ad.V.
- xix. Inclusion of targets for disposal of vigilance cases in Zone's SAADHIT targets.
- xx. Handling of complaints as per CBIC's Complaint Handling Policy.
- xxi. Timely intervention by senior officers by way of advice/counselling/warning to prevent lapses (Preventive Vigilance).
- xxii. Integrity training for all the employees using IGoT modules.

(Action: All Pr.CCs/CCs/Pr.DGs/DGs)

9. **Infrastructure:** The context for session on infrastructure was set by Shri V Valte, DG, DGHRD (I&W), following which Shri Rajkumar Digvijay, ADG, DGHRD (I & W) made a detailed presentation on the issue.

9.1 Shri Rajkumar in his presentation gave a broad overview of infrastructure needs and availability in CBIC vis a vis the cadre strength. He interalia highlighted the following details:

- i. Total area (seating) requirement for CBIC formations is **14,00,000** sq mtr approx. (based on Sanctioned Strength). There are 404 office buildings, under CBIC, having **8,40,265** sq mtr carpet area. There is, thus, a shortage of 5,57,735 sq mtr of office space, which is partly met by hiring of office area of 5,13,498 Sq mtr based on the working strength. Despite hiring of premises, there is shortage of office space of **44,237 sq mtr**.
- ii. There are 14635 residential units with CBIC as against the working strength of 50,659, which is likely to increase to about 54000 soon. He also provided details about status of uninhabitable houses that need repairs or demolition and reconstruction. He underscored the importance of CBIC desire to use their uninhabitable residential buildings to mitigate shortage of residential units for officers. He informed that Zonal heads have already submitted details regarding how many on such uninhabitable units are required by them and how many of them can be repaired (to make them habitable) and how many of them will have to be demolished and reconstructed. He urged Zonal heads to expedite their proposals in this regard. He also briefly referred to the residential project at Wadala, Mumbai and Dwarka Delhi.

(Action: All Pr.CCs/CCs/Pr.DGs/DGs)

9.2 Shri Rajkumar also gave a glimpse of approved under construction projects, major projects in pipeline, details of projects completed in recent times.

9.3 Shri Rajkumar also flagged the issue of purchasing/hiring MTNL/BSNL Assets, which was also emphasized by Member (Admin) during the various VCs taken by him. However, only a few proposals have been received from field formations (except DGGI) so far. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**

9.4 Shri Rajkumar also briefly indicated common deficiencies noticed in infrastructure proposals, most important being that proposals are not submitted with proper justification and checklists, proposed space requirement is not as per the norms, non-submission of prescribed certificates, absence of demand survey, delay in submission etc; Non-submission/ delayed submission of replies to queries; Timeline for completion of projects and phasing of expenditure not indicated; Proposals not routed through the jurisdictional Pr.CCs/CCs/Pr.DGs/DGs; Proposals being received late in the Financial Year; Delay in booking of expenditure, post sanction; Lack of communication between field formations and CPWD/Executive Agency; such delays resulting in lapse of funds allocated/requiring repeated revalidations for incomplete projects; such delays coming in the way of proper planning and provisioning of funds. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**

9.5 Shri Rajkumar also enlisted common queries noticed in different categories

of infrastructure proposals and bifurcated them as under:

Common queries related to Land Purchase proposals:

- i. Authentic translation of documents written in local languages not provided.
- ii. Where different units of measurements are mentioned in documents issued by various authorities, conversion in uniform units of measurement giving conversion values not provided.
- iii. Updated data related to revenue collection, cost-benefit calculation etc. not furnished.
- iv. Land Suitability Certificate as well as Certificate of minimum requirement of land should be provided.
- v. Demand survey of eligible officers/officials for any residential proposal is mandatory.

Common queries related to Construction proposals:

- i. Proposed area of construction not in conformity with prescribed norms and on the basis of sanctioned strength (not working strength).
- ii. Proposals having more than one office must share essential components such as canteen, library, entrance hall, parking etc.
- iii. Latest certificates (non-encumbrance, minimum requirement of land, reasonableness of cost etc.) from concerned authorities not enclosed.
- iv. Worksheet depicting calculation for space requirement not enclosed.
- v. Proper justification with facts and figures for auditorium, guest houses, sports facilities etc. must be provided.
- vi. Running expense/recurring expense/expense on housekeeping etc. is not mentioned in proposals for construction of guest houses.
- vii. Footfall of visiting officers/dignitaries of last three years not enclosed for guest house proposals.

Common queries related to Hiring proposals:

- i. Proposal must be submitted 06 months prior to expiry of current lease agreement.
- ii. Current Rent Reasonability Certificate (RRC) must be attached.
- iii. The Lease Agreement should be in prescribed format and signed by lessor.

Common queries related to Repair and maintenance proposals:

- i. Preliminary estimates (PE) from CPWD not submitted and duration of validity of PE not mentioned.
- ii. Annual Repair Maintenance Operation (ARMO) proposals not submitted during initial quarter of Financial Year.

(Action: All Pr.CCs/CCs/Pr.DGs/DGs)

9.6 As way forward, Sri Rajkumar emphasized upon following resolve: -

- i. Zones/Directorates to have advance annual plan for Infrastructure development. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**
- ii. To examine on priority desirability and feasibility of construction of office buildings, where offices are in hired premises. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**
- iii. To consider building residential accommodations at deficient locations based on proper demand Survey on priority. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**
- iv. Aim to initiate repair/renovation work, wherever required within 6 months and to submit proposals for demolition and reconstruction on priority (especially for uninhabitable houses still required). **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**
- v. To update Infrastructure Manual based on the feedback received. **(Action: DGHRD(I&W)**
- vi. To update data regarding vacant lands. **(Action: DGHRD(I&W) and All Pr.CCs/CCs/Pr.DGs/DGs)**
- vii. To ensure constitution of Welfare Advisory Committee in every HOD offices. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)** To ensure that DDOs and HODs are onboarded on BEAMS software within 3 months. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**
- viii. For better expenditure management, proposals should be submitted well in advance so that funds can be provisioned accordingly. Better communication between the field formation and CPWD/ other executing agencies for proper booking of expenditure. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**

9.7 Points raised by Member (GST) and Member (Administration and Vigilance):

- i. Monthly review by senior officers for monitoring of proper and timely funds utilization. **(Action: All Pr.CCs/CCs/Pr.DGs/DGs)**
- ii. Commonly occurring shortcomings observed in infrastructure proposals should be listed so as to avoid their recurrence in future projects. **(Action: DGHRD(I&W)**

10. Presentation on Seamless Planning and Execution of Infrastructure Projects

10.1 Shri Sandeep Prakash, CC, Hyderabad CGST Zone made a presentation on seamless planning and execution of NACIN, Palasamudram Project and expeditious planning of two projects of Hyderabad Zone, namely, GST Bhawan, Shamshabad and Residential quarters at Khajagoda. In his presentation, Shri Sandeep underscored the importance of seamless communication and co-ordination among all stakeholders and monitoring/follow up at the Zonal Chief/ DG level as the key to success. He also

underscored the importance of prompt replies to the queries raised by IFU or DH I&W.

10.2 Shri Sandeep also listed out his recommendations for ensuring timely conception and completion of infrastructure projects as:

- i. Motivating, nurturing and training of officers. [**Action: DGHRD(I&W)/NACIN**]
- ii. Institutionalization of project monitoring at senior level. (**Action: DGHRD(I&W)All Pr.CCs/CCs/Pr.DGs/DGs**)
- iii. Establishing Project Monitoring Unit (PMU) involving Board. [**Action: DGHRD(I&W)**]

11. Chairman, CBIC in his valedictory address congratulated Member (Admin.) and his team for organizing the Conference. He also commended the presenters for making such informative and detailed presentations. He further emphasized the need for regularizing all ad hoc promotions by year end. He urged all CCAs to resolve the pending litigations and make all out efforts to finalize Zonal seniority lists and conduct DPCs for promotions in Group B and C cadres in a timely manner. Referring to the session on APAR, he mentioned that officers should be vigilant while reporting and reviewing APARs as callous and unsupported grading/ remarks affects empanelment/ promotions and also leads to representations. Referring to the session on pension, he underscored that the processing of pension papers must be started well in advance. With regards to the session on training, he highlighted that a citizen centric approach should be adopted while training OTs. He further noted that there is a difference in training requirements of OTs and freshly inducted inspectors, primarily due to difference in their roles assigned under law and consequently, duration and content of both categories are different. He further highlighted there should be an increased focus on domain specific trainings. With respect to session on infrastructure, he appreciated the increased outlays by the Ministry for infrastructure projects. He also stressed that senior officers must be involved during preparation of infrastructure proposals to avoid any errors. He applauded the upcoming Wadala project, which is slated to ameliorate infrastructure needs in Mumbai. Further, he also mentioned that an evaluation for the need of Project Monitoring Units will be made for seamless execution of infrastructure projects. While noting the year-on-year increase in disposal of vigilance cases by 30%, Chairman commended the efforts of field formations in the past year and noted the need to maintain the momentum. Chairman also noted that many cases have been decided at the Ministry level and thanked the Hon'ble FM and RS for their constant support. Lastly, he urged all participants to utilise the key takeaways from the conference and monitor the administrative and vigilance matters discussed on top priority.

12. The conference concluded with a vote of thanks by DG, DGHRD (I &W/ EMC) Shri V Valte.

13. **Respective action owners are directed to send their compliance report to the nodal section within a period of one month for timely action on pending issues. Office of DG HRD will be responsible for overall monitoring/collating information on such monitoring of such compliance.**

(Action: All Pr.CCs/CCs/Pr.DGs/DGs and DG HRD)

This issues with the approval of competent authority.

Signed by Manu Panwar
Date: 31-05-2024 16:56:41

(Manu Panwar)

Joint Director, HRM-I

Copy to:-

- i. Chairman and all Members, CBIC, North Block, Delhi for kind information.
- ii. Commissioner (Co-ordination), CBIC and JS (Admin) CBIC, North Block, Delhi for kind information and necessary action pl.
- iii. All Zonal Pr. CCs/ Pr. DGs; CCs/DGs CBIC for kind information and necessary action pl.
- iv. All Cadre Controlling Authorities, CBIC for kind information and necessary action pl.

Annexure-A

LIST OF PARTICIPANTS IN HR CONFERENCE ON 17.05.2024 AT NACIN, PSM		
S.No.	Name of the Officer S/Shri/Ms)	Designation
1	Sanjay Kumar Agarwal	Chairman, CBIC
2	Alok Shukla	Member, CBIC
3	Shashank Priya	Member, CBIC
4	Vivek Ranjan	Member, CBIC
5	Aruna Narayan Gupta	Member, CBIC
6	Ajay Saxena	Chief Commissioner (Patna Preventive)
7	Amand Shah	DG (DGHRD)/(HRM)

8	Anil Kumar Gupta	Pr. DG (DG of GST Intelligence)
9	Arti A Srinivas	Chief Commissioner, Bangalore Customs
10	Ashish Varma	Pr. Chief Commissioner (Chennai)
11	Bijoy Bihari Mohapatra	Chief Commissioner (Ranchi)
12	Chandra Prakash Goyal	Chief Commissioner (Bhopal)
13	Deep Shekhar	Chief Commissioner (Ahmedabad Customs)
14	K. C. Johny	Chief Commissioner (Nagpur)
15	K. M. Bandhana Deori	Chief Commissioner (Guwahati)
16	K. R. Uday Bhaskar	Chief Commissioner (Tiruchirappalli)
17	K.N. Raghavan (Dr.)	DG, NACIN
18	Madan Mohan Singh	Chief Commissioner (Kolkata Customs)
19	Mahendra Ranga	Chief Commissioner (Jaipur)
20	Manoj Kumar Arora	Chief Commissioner (Thiruvananthapuram)
21	Manoj Kumar Srivastava	Chief Commissioner (Panchkula)
22	Mayank Kumar	Chief Commissioner (Pune)
23	Prachi Saroop	Chief Commissioner (Mumbai-III)
24	Pramod Kumar	Pr. Chief Commissioner (Lucknow)
25	Pramod Kumar Agarwal	Pr. Chief Commissioner (Mumbai-I, Customs)
26	Raj Kumar	DG (DG of Anti-Profiteering)
27	Rajeev Gupta	DG, (DGPM)
28	Rajesh Pandey	Chief Commissioner (Mumbai-II)
29	Rajesh Sodhi	Pr. Chief Commissioner (Delhi)
30	Ram Niwas (Dr.)	Chief Commissioner (Chennai)
31	Renu K. Jagdev	Pr. DG (DGTS)
32	Reshma Lakhani	Pr. DG (DGEP)
33	Rimjhim Prasad	Chief Commissioner (Vadodara)
34	Roopam Kapoor	Pr. Chief Commissioner (Bengaluru)
35	Samanjasa Das	Chief Commissioner (Delhi)
36	Sandeep Prakash	Chief Commissioner, Vishakapatnam/Hyderabad
37	Satendra Vikram Singh	Chief Commissioner (Delhi Preventive)
38	Seema Arora	Pr. DG (DGGST)
39	Simmi Jain	DG, (DG Audit)
40	Srinivas Murty Tata	Principal Chief Commissioner (Mumbai)
41	V. Usha (Ms.)	DG, DG ARM
42	Valte Vungzamu	DG (DGHRD)(I&W/EMC)
43	Vivek Chaturvedi	DG, DG VIGILANCE
44	Yogendra Garg	Pr. DG (DG Systems & DM)
45	Aarti Saxena	ADG, NACIN, PSM
46	Alok Jha	Pr. ADG, HRM-I, DGHRD
47	Chetan Kumar Jain	Pr. Commissioner, Jaipur
48	G Narayanswamy	Pr. ADG, NACIN PSM
49	Gurkaran Singh Bains	Commissioner, Thiruvananthapuram Customs
50	Himabindu Mudumbai	JS (Admin.)
51	Himani Bhayana	Commissioner (ST)

52	Hir Bhagat Negi	Pr. Commissioner, Chandigarh
53	K. Ezhilmathi	ADG, NACIN, PSM
54	K.G.V.N. Surya Teja	Commissioner, Vadodara
55	Nirmal Kumar Soren (Dr.)	Pr. Commissioner, Mumbai
56	P.K. Katiyar	Pr. Commissioner, Ranchi
57	Partha Roy Chowdhury	Pr. Commissioner, Guwahati
58	Peri Umashankar	Pr. ADG, NACIN, PSM
59	Prabhjeet S. Gulati	ADG, Vigilance
60	R Srinivasa Naik	Pr. Commissioner, Chennai Customs
61	Rajeev Yadav	Pr.ADG, HRM-II, DGHRD
62	Raj Kumar Digvijay	ADG, I&W Saket, DGHRD
63	Ruchita Vij	Commissioner (Coordination), CBIC
64	Santosh Kumar Mohanty	Commissioner, Bengaluru
65	Sunil Jain	Pr. Commissioner, Mumbai I Customs
66	T.G. Venkatesh	Commissioner, Thiruvananthapuram
67	Aditya Bhardwaj	OSD to Chairman
68	B. Raghu Kiran	ADC, Hyderabad
69	R. Ananth	Director (Customs)
70	Santosh Kumar Mishra	ADD, HRM-I,DGHRD
71	Shree Ram Bishnoi	ADC, CGST, Ahmedabad
72	S. A. Ansari	US, AD-II, CBIC