



Role of Capacity Building & Knowledge Management for Efficient Management of Human Resources in CBEC

Presented by

GROUP - VI

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Presentation Plan



- ▶ What is HRM and Capacity Building
- ▶ Capacity Gaps and Capacity Building Scenario in CBEC
- ▶ Knowledge Management in CBEC
- ▶ International Perspective
- ▶ Lessons Learnt and Recommendations
- ▶ Implementation and Challenges

Dimensions of HRM



- ▶ HRM can be defined as the administrative discipline of hiring and developing employees so that they become more valuable to the organization.
- ▶ Dimensions of HRM for CBEC includes:
 - conducting job analyses;
 - planning personnel needs, and recruitment;
 - selecting the right people for the job;
 - orienting and training;
 - providing welfare measures;
 - appraising performance;
 - handling and resolving disputes; and
 - communicating with all employees at all levels.

What Is Capacity Building (CB)



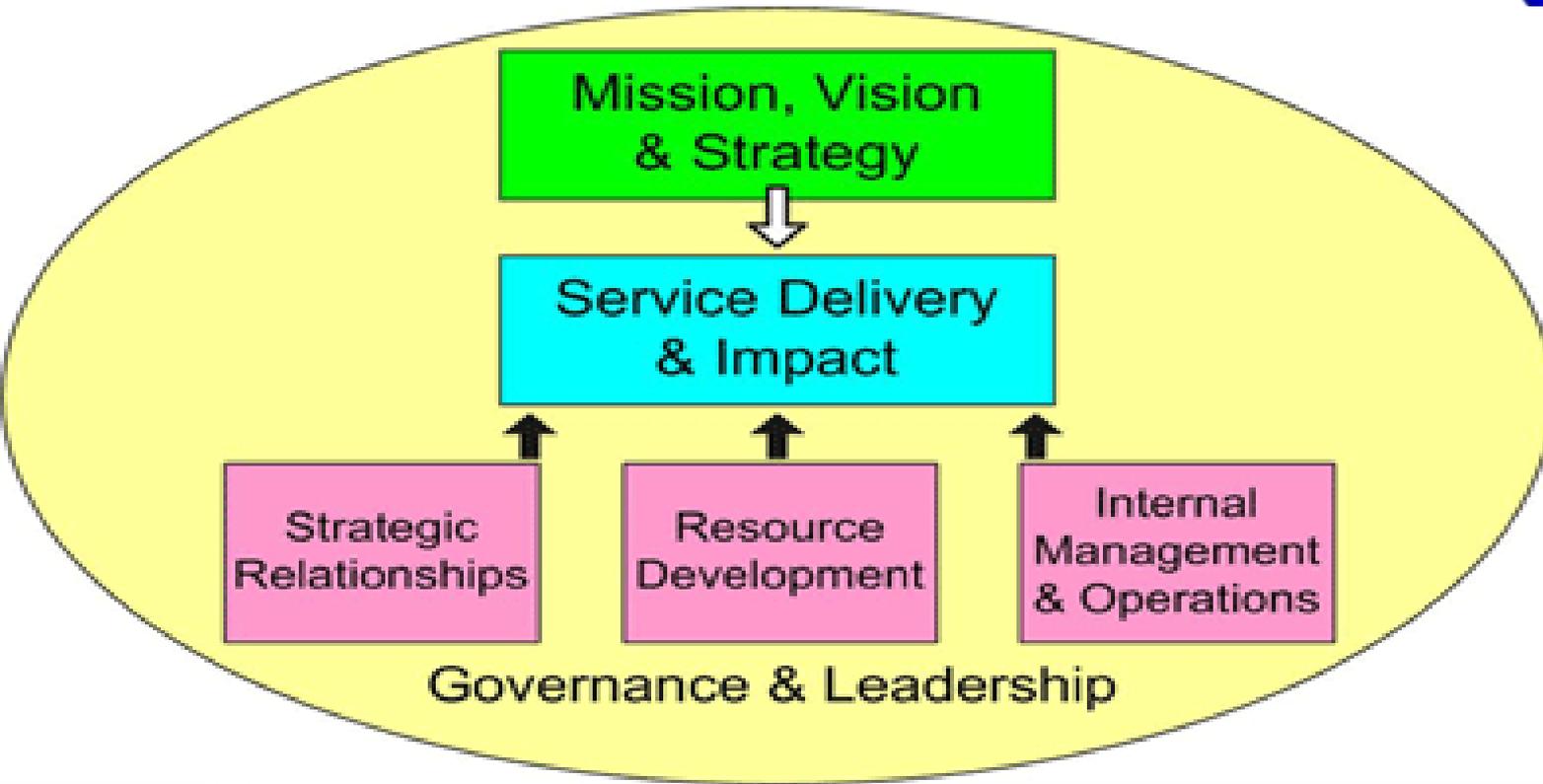
- ▶ The process by which individuals, groups, organisations, institutions and societies **increase their abilities** to perform core functions, solve problems, define and achieve objectives; and understand and deal with their development needs in a broad context and in a sustainable manner

Sources: UNDP (1997), UNDP (1998) and UNESCO (2005)

- ▶ Capacity building is commonly understood to mean developing or acquiring the skills, competencies, tools, processes and resources needed to **improve the capacity** of the administration to carry out its allotted functions and achieve its objectives.

Sources: WCO

CB Framework



Source: Paul
Connolly and Carol
Lukas

Capacity gaps



- ▶ Gap in appropriate capabilities and aptitude in different grades
- ▶ Inadequate skill sets of personnel already deployed, especially in a dynamic, changing environment
- ▶ Lack of an institutional framework to continually modernize business practices and handle the consequent change management

Present CB Scenario in CBEC



- ▶ Ownership for CB initiatives with NACEN, supplemented by Commissionerates
- ▶ No of trainings high: 711 in 2014–15 which trained 19,310 officers
- ▶ Somewhat fixed menu of training programmes
- ▶ Reliance largely on lectures
- ▶ No nimbleness to dovetail training needs with transfer of officers
- ▶ Low importance accorded by senior officers to depute officers for training



Definition of KM

- ▶ KM is the acquisition and use of resources to create an environment in which **information is accessible to individuals** and in which individuals acquire, share and use that information to develop their own knowledge and are encouraged and enabled to apply their knowledge for the benefit of the organization.

Source: Harman and Brelade (2007)

- ▶ Knowledge management (KM) is the process of capturing, developing, sharing, and effectively **using organizational knowledge**. It refers to a multi-disciplined approach to achieving organisational objectives by making the best use of knowledge.

▶ Source: Wikipedia



KM– Importance and status in CBEC

- ▶ facilitates learning from past mistakes and successes
- ▶ enables leveraging of existing knowledge assets across different verticals
- ▶ promotes development of the right competencies and skills
- ▶ enhances the organization's ability to preserve its key knowledge and competencies
- ▶ Increases the organization's ability to innovate
- ▶ CBEC Website
- ▶ COE

International Perspective



- ▶ Key Lessons learnt from implementation of GST in Canada
- ▶ Key Lessons from Reform and Restructuring Act 1998 of USA
- ▶ EU's Customs online database
- ▶ ADB's CB Prog. for CBEC and CBDT in 2009
- ▶ In Indonesia, moving to a more balanced set of performance indicators instead of only revenue collection target
- ▶ Training by India to foreign customs administrations

Recommendations for CB



- ▶ Identify training needs through APAR and other means
- ▶ Data bank of those having undergone specialized training and match their posting to skills acquired– Promote specialization
- ▶ MCTP VI
- ▶ Vertically integrated training
- ▶ Develop web based e-learning modules
- ▶ Sensitize field officers regarding importance of training

Recommendations...contd.



- ▶ Training after every AGT
- ▶ Conduct international training programmes
- ▶ Practical exercises/case studies be integral part of training
- ▶ Mentoring Scheme

Recommendations for KM



- ▶ CBEC website be made more interactive and user friendly
- ▶ Yearly updation of Manuals of Customs, C. Excise and Service Tax
- ▶ Institutional memory of important audit objections, anti-smuggling, anti-evasion modus operandi
- ▶ Record of negotiations in WTO and WCO
- ▶ Web based management system for references made to CBEC by field formations

Recommendations for KM...contd..



- ▶ Updated data base of case laws especially those in favour of revenue. For judgments against department, status be indicated whether accepted or appealed against. If appealed against, status of same including position regarding stay
- ▶ In order to allow for a more well-rounded development of officers as a tax officer, they all must do at least one year of stint in the Tribunal. This should ideally be done when the officer is promoted to the grade of Joint Commissioner or Additional Commissioner.
- ▶ Full potential of CoE be exploited– encourage research, collaboration with foreign universities

Implementation and Challenges



- ▶ Most recommendations are easy to implement and can be done in a one year time frame
- ▶ Some like MCTP VI, updation of website, monetary reward for research publications in reputed journals, e-management of field references, updated database of judgments, will require time and resources to fructify
- ▶ Recasting of transfer policy to promote specialization and skill development is a policy level issue



THANK YOU