**Suggested scheme of virtual cadre for e-Governance for States/UTs**

**Background:-**

# The Expert Committee on the HR Policy for e-Governance constituted in pursuance of the decision of the meeting of the PM’s Committee on National e-Governance Plan (NeGP) had in its report while considering the setting up of State IT Cadre, recommended as under:

# *“State IT Cadre*

**Many States have highlighted the need for a State IT cadre under which lateral and market hiring could also be permitted. However not all states share this view. The Committee is of the view that current and cutting edge skill sets are essential attributes for the personnel of any such technical cadre. It is difficult for a cadre, constituted on the lines of other state cadres to acquire, retain and continuously up-skill specialist personnel, especially on account of wide disparity in compensation levels as compared to the market. Having considered the merits and demerits of a separate cadre, the Committee is not in favour of recommending the creation of a cadre unless it could be created as a virtual cadre with resources taken on deputation and through market hiring based on defined competencies. This will enable the following:**

1. **Provide to the States/UTs resources with updated knowledge/skill-set at different levels and for different competencies.**
2. **Provide flexibility to match demand based on the project lifecycle/requirement of Departments.”**

The committee has also recommended certain Monetary & Non-monetary Incentives incentives to Attract and retain Government Officers, as under:

**“In-service officers selected for identified e-Governance functions based on competencies, may be considered for grant of separate set of incentives to attract and retain officers with e-Governance specialization on the lines of Training Allowance to officers deputed to Training Institutions based on the recommendations of the Sixth Central Pay Commission.”**

Considering the above recommendation, the following model is suggested for the consideration of the State Governments/Union Territories

**Proposal**

**1. Constitution of Virtual Cadre:** The officers for the Virtual Cadre shall be selected from the existing State Government Employees and capacities built appropriately to lead and guide the e-Governance initiatives in the state.

**2.** **Strength of the Cadre:**

2.1 About 5% - 10% of the existing strength of officers and staff at different levels, viz. Joint Secretaries, Deputy Secretaries, Under Secretaries, Section Officers, Assistants and Clerks in the Secretariat shall be selected into the Virtual Cadre (the posts are only indicative and the State Governments. may decide to include any other category of posts).

3.2 Endeavour should be made to ensure that each department has adequate representation of employees of the Secretariat in the Virtual Cadre in accordance with its employee strength.

3.3 The State Government may from time to time re-examine the strength and composition of the virtual cadre and may make such alterations therein as it deems fit after approval by an existing or suitably constituted High Powered Committee (HPC) chaired by the Chief Secretary.

**3. Method of Appointment**

3.1 **Selection committee**

The Department of Information Technology (DIT) of the State Government shall constitute Selection Committees for selection of Officers into the virtual cadres. For Deputy Secretaries and above in the State Secretariat, the selection will be done by HPC chaired by Chief Secretary. For other positions, the selection will be carried out by the PIC (Project Implementation Committee) of DIT chaired by Secretary (IT) in which Secretaries of concerned departments will participate.

**3.2 Selection process**

**(i) Invitation of application/nomination:**

1. A shortlist of suitable officers with relevant IT/e-Governance background (to be prescribed) shall be created through following processes:
   * Applications shall be invited from interested state government employees with the prescribed background and experience for selection into the virtual cadre
   * Nominations from Principal Secretaries / Secretaries / Head of the Departments may also be solicited for shortlisting of officers from suitable IT/e-Governance background
2. The prescribed criteria may include education and professional qualifications in IT; defined certification such as BCC or CCC or any other State govt. approved certification; officials who extensively use IT applications such as e-Office, e-Tendering; have worked effectively in any e-Governance projects.; have attended the STeP trainings or CIOs training programmes or any other training programmes on IT/e-Governance conducted by the State Government or the Central Government. Officials with strong inclination but not fulfilling the professional qualification criteria may also be eligible to be selected provided these officials are mandated to undergo a prescribed training programme, failing which they would be withdrawn from the cadre.
3. The Selection Committee shall select the candidates on the basis of their qualifications, experience, credentials, interests and IT/e-Governance domain expertise. Officials having qualification/experience, as indicated at (b) above may be considered based on their background. The selection committee may conduct interviews of the shortlisted candidates. It may draw up a panel of officers who may be appointed against the existing positions of the virtual cadre or appointed as when vacancies arise. The panel may be kept valid for a period of 1 year.
4. The State DIT shall from time to time, whenever need arises either due to the validity of the panel being over, or the panel being exhausted, conduct the above process for selection of officers into virtual cadre.

**4.** **Tenure:** The employee selected into the virtual cadre shall remain in such virtual cadre for a period of three years; one year at a time, subject to annual review, irrespective of the posting, provided this period of appointment is in service of the State Government. The officials concerned could be considered for a second stint provided they apply and get selected through the prescribed process. There shall be a mandatory cooling off of two years period after a stint in Virtual Cadre so that larger number of officials get opportunity of serving in the virtual cadre and thus capacities of greater number of employees are built.

At any point, if the Principal Secretary / Secretary of the concerned Department as well as Secretary, IT both decide that an employee selected into the virtual cadre is not performing as per expectations or for any other reason such as medical grounds, deputation outside the Government etc., the appointment of such non-performing employee to the virtual cadre shall be withdrawn immediately.

**5. Training**

5.1 *Induction Training:* On selection of the employees into the virtual cadre, extensive training shall be provided by the State DIT, to build capacities of the employees for their responsibilities.

5.2 *Refresher Training:* Following the induction, from time to time, these officers shall be required to undergo/ attend appropriate training courses and acquire qualifications as deemed by State DIT.

5.3 The trainings may include study of:

* Fundamental concepts and ideas of e-governance
* Overarching Policies , Rules, Guidelines, GRs, standards etc. governing the implementation of e-Governance in the state
* Study of Core e-Governance Infrastructure including Data Centres, CSCs, SWAN, SMS gateway, payment gateway, new and emerging technologies such as cloud computing, mobile governance etc and Common State wide Projects such as e-Tendering and e-Office.
* Study of various e-Governance initiatives undertaken by state departments, districts and other state organizations.
* Field Visits to Common Service Centres, Project Locations etc.
* Opportunities for international and national travel for learning the best practices in e-Governance

**6. Pay and Incentives:**

6.1 In respect of pay, leave, pension and all other matters, the employees of virtual cadre shall be governed by such rules and regulations corresponding to their original posts.

6.2 However, in order to encourage employees to be part of the virtual cadre, the selected employees will be entitled to an incentive of 10 % of Basic pay and grade pay (not including TA/DA or any other allowances) for undertaking e-Governance functions. The incentive of 10% shall be subject to annual performance review. For identified e-Governance functions, the State Government may decide on a higher percentage of upto 30% of the basic pay and grade pay. The selection for such positions should be based on defined competencies. The incentive would also be available to Mission Leaders as well (See Section 9 for Mission Leaders).

6.3 The additional allowance will be paid by the Parent Departments from their salary budget and included in the Monthly Salary as additional allowance. It will not be counted as part of Basic pay for calculating any other allowance.

6.4 On transfer to a different Department or promotion etc., normally the effort will be to retain the person in the Virtual Cadre, since every department would have a need for such officials who are borne on the Virtual Cadre.

**7. Reporting Structure:** The Virtual cadre employees shall have a dotted line reporting to IT department and Secretary (IT) shall send a note for their PARs to the concerned Secretary. For positions below the Under Secretary rank, the dotted line relation will be to Director (IT)

**8. Roles & Responsibilities**

8.1 The roles and responsibilities of the virtual cadre shall be over and above the existing responsibilities of the selected employee. The employee shall perform all his/her existing duties and additionally carry out responsibilities of IT/e-Governance.

8.2 The Selected Officers shall have the following roles:

* Joint Secretaries and Deputy Secretaries shall act as e-Governance Champions and provide direction and leadership in conceptualization, implementation and management of e-Governance initiatives in their respective Department.
* Under Secretaries, Section Officers, Assistants and clerks shall be responsible for execution of e-Governance in the department

8.3 The virtual cadre shall have the following responsibilities (this is not an exhaustive list and the State Governments may decide on any other responsbilities):

* Conceptualization and implementation of e-Governance Initiatives in the Department
* Ensure Process Re-engineering and change management in their domain.
* Ensure that Government Policies / Standards / GRs etc. regarding e-Governance are being followed in e-Governance projects in the department
* Ensure efficient utilization of the department budget for e-Governance.
* Developing capacities in the department for successful implementation of e-Governance
* Encouraging use of common infrastructure like SDC, CSCs, SWAN etc. and common applications like e-tendering, e-office etc. in e-Governance initiatives in department.
* Encouraging reuse of ICT solutions across the state and districts.
* Integration of departmental applications with Aadhaar

**9. Dedicated Officers for Mission Mode Projects:** For projects greater than 50 crores, full time Mission Leaders shall be appointed for implementation and monitoring of the project. The Mission Leader shall work exclusively for implementation of e-Governance Mission Mode Project. They shall be part of the State Virtual Information Technology Cadre.