



# भारतीय अन्तर्देशीय जलमार्ग प्राधिकरण

( पत्तन, पोत परिवहन और जलमार्ग मंत्रालय, भारत सरकार )

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## INLAND WATERWAYS AUTHORITY OF INDIA

(Ministry of Ports, Shipping and Waterways, Govt. of India)

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File No. IWAI-12020/1/2025-ADMIN RECTT

Dated 24.04.2025

### OFFICE MEMORANDUM

#### Subject: IWAI Employee Training and Development Policy-reg

Keeping in view the organizational requirements and to ensure training of all the employees of IWAI in keeping with the organizational goals to ensure continuous professional growth of IWAI, the Competent Authority has approved an 'Employee Training and Development Policy'.

2. Accordingly, the IWAI 'Employee Training and Development Policy' is hereby circulated for implementation with immediate effect. A copy of the Policy is enclosed herewith for compliance.

This issues with the approval of the Competent Authority.

Enclosure: As Above:

**Assistant Secretary (Admn. & Estt.)**

Email Id: nsingh@iwai.gov.in

Phone: 0120-2474050

**To**

All Officers / Officials, IWAI.

#### Copy also to : (By e-mail)

- i. CE (Tech)/CE (JMVP)/ CE (NER) & OW)/Hydrographic Chief/CAO/Deputy Secretary (P&C)/ Director (RE)/Director (JMVP)/ Director (Hydro.)/Assistant Secretary (L&H), IWAI, Noida.
- ii. Director/Director (I/C), IWAI, Patna/Kolkata/Kochi/Bhubaneswar/Guwahati/Varanasi.
- iii. Officer-In-Charge, Sub Offices, Prayagraj, Sahibganj, Farakka, Swaroopganj, Vijayawada/
- iv. PCSA (IT), IWAI, Noida- for uploading on IWAI website
- v. Hindi Cell- for Hindi translation
- vi. Section Office (Estt-I)/II/III
- vii. NINI Patna
- viii. Office Copy/Master Copy

#### Copy for kind information to: (By E-mail)

PPS/PS/PA to Chairman/Vice-Chairman/Member (Fin.)/ Member (Tech.)/ Member (Trafic)/Secretary, IWAI

# **IWAI Employee Training and Development Policy**

## **1. Introduction**

Inland Waterways Authority of India (IWAI) is a statutory body under the Ministry of Ports, Shipping and Waterways, Government of India (GOI). IWAI was set up in 1986 with a mandate to develop and regulate the inland waterways for the purposes of shipping and navigation. IWAI is primarily responsible for development, maintenance and regulation of Inland Water Transport (IWT) in the country and specifically National Waterways (NWs). In April, 2016, the Government of India has declared 106 new National Waterways in addition to the existing five National Waterway.

## **2. Aim**

The aim of the policy is to ensure training of all the employees of IWAI in keeping with the organizational goals and to ensure continuous professional growth.

## **3. Purpose**

With new technologies emerging in the field of river Morphology, Vessel Maintenance, Survey etc. there arises a need to train the employees to improve upon their knowledge and acquire new skills as well as get acquainted with the policies and procedures associated with various developmental activities.

## **4. Scope**

This policy applies to all regular employees of the authority and select contract / outsourced employees.

## **5. Objective**

The objectives of the policy are to:

- a. Make learning one of the fundamental values of the Authority.
- b. Ensure value addition through training to the overall business process.
- c. Institutionalize learning opportunities that supplement work experience
- d. Integrate organizational and individual developmental needs
- e. Enable employees to keep abreast with the latest knowledge and skills and enable them to undertake current and future responsibilities in a more effective manner.
- f. Make performance improvement in every sphere of work.

## 6. Types of Training Programs

### (a) Internal Training (Departmental / NINI)

IWAI at its own or in coordination with the “National Inland Navigation Institute (NINI), Patna” shall conduct in-house Internal Training for all employees of Regional Offices (including Sub-offices) and Head Office to cater the requirements of the IWAI & its employees.

The internal Training is further sub classified as under:

(i) **Induction Training** – The objective of Induction Training is to orient the newly recruited / appointed Group- ‘A’, ‘B’ and ‘C’ (upto Level-10) to integrate into the organization’s culture and to learn about the various functional areas carried out by the Authority. There would be a mandatory Induction Training for a period of atleast **15 (fifteen) days**. Details are at **Annexure-A**.

(aa) General Orientation Training – The contents of General Orientation training shall be common for all category of new entrants, i.e. Technical & Non-technical, for a period of **07 days**. It shall be conducted at IWAI HO, Noida. Responsibility to conduct the same shall be that of **Training Wing** under Administration, HO, Noida. Details are at **Annexure-B**

(ab) Domain based Orientation Training (Technical entrants): Duration of training will be of **08 days**, at National Inland Navigation Institute (NINI), Patna. This shall be proposed by Training Wing. Responsibility to conduct shall be that of National Inland Navigation Institute (NINI), Patna for Technical entrants covering the technical aspects, viz. Functional areas of Operation & Maint. of Vessels. Surveying / Hydrography etc. Details are at **Annexure-C**.

(ac) Domain based Orientation Training (Non-technical entrants): Duration of training will be of **08 days** & it shall be conducted

at IWAI HO, Noida. Responsibility to conduct shall be that of Training Wing for Non-Technical entrants, covering the non-technical aspects, viz. functional areas of Finance, Admin./HR, IT, General Management etc. Details are at **Annexure-D.**

**(ii) Refresher/ Up-gradation Training:**

The objective of the Refresher Training Programme is for the existing experienced Group- 'A', 'B' and 'C' employees for improvement of their performance and to keep them abreast with the latest knowledge and skills and enable them to undertake current & future responsibilities in a more effective manner.

For the same, there shall be 2 to 7 days Training Programme depending on the area, course contents and level / length of service in IWAI of Officer / Officials (upto Level-10) which may be organised / conducted by **Training Wing, NINI or External Organization / Institute** (e.g. Indian Maritime University (IMU), Kolkata, NTCPWC-IIT, Chennai, ISTM, New Delhi or other institute of repute).

**(b) External Training**

With an objective of refresher / up-gradation of the knowledge, IWAI Officers / Officials (upto Level-10) shall be nominated for the Training Programme, planned / notified by the External Organization / Institutes (e.g. Indian Maritime University (IMU), Kolkata, NTCPWC-IIT, Chennai, ISTM, New Delhi or other institute of repute), for a period 2-7 days, based on the usefulness for IWAI & its employees or specifically designed for IWAI by the above External Organization / Institutes, depending upon for based on position / length of service of experienced employees.

(c) **Online Training**

(i) **I-Got / Karmyogi**

The Government of India has developed an online training platform i.e. **I-GOT-Mission Karmyogi** to provide quality content as per the training needs. **Mission Karmyogi** is a national programme for Civil Services Capacity Building introduced by the Government to address the changing needs and aspiration of the citizens.

The programme aims at developing a well-trained civil service with right attitude, Skill and knowledge for continuous improvement in efficiency and outcomes. All employees shall ensure to take the advantages of Training under the Mission Karmyogi by registering themselves on IGOT platform.

Training Wing shall identify and allocate certain courses with a minimum duration of **6 hours in I-Got Karmayogi** to each employee on a mandatory basis every year, with the recommendation of his / her HOD. Further, in the light of the Government's commitment to continuous learning and capacity building through the iGOT platform, a new parameter has been decided to be included in the Annual Performance Appraisal Report (APAR) of the employees of IWAI. This parameter will reflect the completion of iGOT courses along with duration of these courses undertaken by the employees during the appraisal year. This measure aims to align individual capacity building with organizational goals, thereby improving the overall productivity and efficiency of the workforce. (Ref, OM. No. IWAI-11014/28/2020-ADMIN RECRIT dated 24.10.2024)

(ii) **Online programme / courses of Institutions of repute –**

IWAI employees may be allowed for short term Certification courses / other knowledge advancement courses/programme conducted from time to time by the various institutes of repute, e.g. IIT, ISTM, IMU, ILTS etc.

(iii) IWAI Training Portal

A Training Module is to be created in the IWAI Portal. This shall be online platform for display of Annual Training Calendar for IWAI employees, application for training against the training programme mentioned in the Training Calendar, by the employees and subsequently recommendation by their respective Reporting Officer and Director / HOD. Same may also be utilized for conducting online training programmes for the benefit of IWAI employees.

(d) **Foreign Training:**

Collaboration with overseas training institutes/ organizations for training the officers / employees of the organization. The Chairperson / Head of the Authority may nominate suitable employees depending upon the program / course from time to time. Programme may be worked out in consultation with IMU, Kolkata, NTCPWC-IIT, Chennai, NINI etc.

**Skill Development in Port and Maritime Sector:** In August 2020, an MoU was signed between the Ministry of Shipping and the Ministry of Skill Development and Entrepreneurship (MSDE) to skill, re-skill, and up-skill manpower in the port and maritime sectors. The agreement focuses on developing course curricula and training programs in areas such as dredging, aiming to enhance technical competencies within the industry.

**Foreign Training Programme may be conducted in association with the IWT agencies of Netherland or similar reputed Foreign Agencies of repute.**

7. **Areas of Training requirements:**

(a) **Technical Disciplines:**

- (i) Mechanical
- (ii) Marine
- (i) Hydrography
- (ii) Survey
- (iii) Civil etc.

**(b) Non-Technical & other Disciplines:**

- (i) Finance & Accounts
- (ii) Administration
- (iii) Information Tech. etc.

(Details of above para 7 (a) & (b) at **Annexure- A-D**)

**(c) Contractual / Outsourced manpower**

Area of training shall be correlated with the domain of person with the job he / she is engaged.

**8. Responsibility:**

**(i) Charter: Training Wing, Administration, HO, Noida:**

- (a) Training Wing shall function under the overall aegis of Vice Chairman, IWAI with Secretary as the executing officer.
- (b) The Wing shall be responsible for organising Training Programmes for IWAI employees.
- (c) Shall seek nominations from HO, IWAI / Regional Offices / Sub Offices for training courses as per the training calender to be issued and published on Training Module (IWAI Portal).
- (d) Induction Training Programme for Fresh / newly hired / appointed Officers / Official (upto Level-10) shall normally be organised during the month of April-May annually. Other regular training programmes may be organised in consultation with the Training provider Institute(s) / Faculties, based on the availability of employees. Frequency of courses shall preferably be not more than a course per month during the financial year.
- (e) Assessing training needs, eligibility, maintaining budgets, training schedules, employees to be trained each time and the mandatory number of training required at each employee level.
- (f) Assisting with learning and development activities and strategies.
- (g) To maintain records on the training conducted, participant's details, Faculties / Training provider Institute and the knowledge/ skills/ abilities acquired in the training by the employee.

- (h) Encourage and nominate adequate number of officers and officials as per the eligibility to each Training Program to fulfil the training objectives.

**(ii) Charter: National Inland Navigation Institute (NINI), Patna:**

- (a) They shall be responsible for conduct of Training Programmes for IWAI employees as per the programme finalised by the Training Wing and render all necessary support to them.
- (b) Prepare cost estimates of training to be undertaken in consultation with the Training Wing and with the approval of the Competent Authority at IWAI, HO, Noida.
- (c) Shall assist in the preparation of Training Calendar for Regional Offices (including its Sub-Offices) and Head office. The training Calendar to be prepared well in advance of the beginning of the ensuing financial year and same shall be notified / displayed by the Training Wing on the IWAI Training Module with the details of training programs, nomination etc.
- (d) Induction Training Programme for Fresh / newly hired / appointed Officers / Official (upto Level-10) shall normally be organised during the month of April-May annually. Other regular training programmes may be organised in consultation with the Training provider Institute(s) / Faculties, based on the availability and preferably one course in each month in the Financial Year.
- (e) Prepare broad course curriculum, engagement of expert trainers of each identified Training program, its design and procedure for conducting training in consultation with Training Wing, Noida with the approval of the Vice Chairman / Secretary, IWAI.
- (f) Shall make all necessary arrangements as per the requirement of the programme and for lodging & boarding of participants.
- (g) Maintain a record of the training conducted, participant's details, Faculties/Training provider Institute and the knowledge/ skills/ abilities acquired in the training by the employees.

- (h) Shall submit a report to the Secretary, IWAI on the training acquired by the employees, feedback of Faculties & course curriculum etc. immediately after completion of the training.

### **Procedure for Nomination for Training Programme:**

#### **9. Notification of Training Calendar:**

An “Annual Training Calendar” shall be prepared well in advance, of the beginning of the following financial year, and notified on Training Portal. **Training Calendar shall be based on financial year, i.e. April to March.** Training Calendar for 2025-26 is attached (**Annexure-E**). **Normally, Training Calendar shall be notified in the month of January for the forthcoming financial year (April-March).**

#### **10. Application Process:**

Application for the training programme shall be made through “Training Module” at “IWAI Portal” against each notified Training Programme, which shall be open approx. 30 days before schedule date of commencement of training programme as per the Training Calendar and shall be closed 10 days before the scheduled date of commencement of training programme. A Flow chart for process of application will also be displayed on the Portal (**Annexure-F**). A SOP for application process will separately be issued and will also be displayed on the Portal. Subsequently request shall flow to his/her “Reporting Officer” and then to his Director / Head of Deptt./ Wing for recommendation. After recommendation by the concerned Reporting Officer and Director / HOD, request shall flow to the Competent Authority for approval. After approval, request / nomination will be visible to the Training Wing, who shall in turn will issue nomination order which shall be displayed on the Training Portal with a copy to NINI/Training provider. In case, the number of requests received are more than the required number, the same shall be restricted and in case less number of participation, Training Wing based on the record & requirement shall directly nominate participants in consultation with the respective Reporting Officer/HOD for approval of the Competent Authority. Final list shall be displayed in the Training Module.

**11. Annual Training Requirement:**

- (i) For fresher's Induction Training- **Minimum 15 days** on occurrence basis.
- (ii) For regular employees – Upto 10% staff **in each FY and compulsorily 7 days training programme for each employee in two years training cycle.**
- (iii) For Contract / Outsourced manpower – **3-4 days in two years training cycle.**

Note: Above duration of training may be increased/decreased based on requirement of the training need in case of an individual with the approval of the Chairman, IWAI.

- (iv) **Apart from above, each employee, on their promotion, shall be considered for training programme of 05 days duration within a year, in their respective field.**

**12. Competent Authority:**

As per the powers conferred to the various Authorities under the IWAI Delegation of Powers.

**13. Policy Review**

The policy shall be reviewed annually to align with organizational needs and industry best practices.

## Annexure-A

[ Ref.: para 6 & 7 ]

### Induction Training - Brief of Training Contents / Coverage- Common Programme for all Technical & Non-technical

S.N.	Day	Subject	Topics / Contents	Venue	Organizer
1.	Day-1	Overview of the IWAI	<ul style="list-style-type: none"> <li>• History &amp; Overview of IWAI</li> <li>• Functional area of IWAI</li> <li>• Departments &amp; Nature of its Assignments</li> <li>• Organizational Structure</li> <li>• Vision / Mission of IWAI</li> <li>• Clients/ Shareholders of IWAI, etc.</li> </ul>	HO, Noida	IWAI, Training Wing, Administration, HO, Noida
2.	Day-2	Rules & Regulation-I	<ul style="list-style-type: none"> <li>• Constitutional framework</li> <li>• Key Legislations governing IWT-</li> <li>• IWAI Act 1985</li> <li>• Inland Vessels Act 2021 and Rules framed thereunder</li> <li>• Other regulations</li> </ul>	HO, Noida	IWAI, Training Wing, Administration, HO, Noida
3.	Day-3	Rules & Regulation-II	<ul style="list-style-type: none"> <li>• Policy &amp; Regulations Framework</li> <li>• Merchant Shipping Act, 1958</li> <li>• Environmental Protection Laws</li> <li>• Institutional Framework</li> <li>• International Agreements &amp; Conventions.</li> </ul>	HO, Noida	IWAI, Training Wing, Administration, HO, Noida
4.	Day-4	Tender Procurement Process /	<ul style="list-style-type: none"> <li>• Tendering / GEM/ Budgeting</li> <li>• Procurement/ Work orders</li> <li>• Delegation of Power</li> <li>• Channel of processing the files</li> <li>• TNC/PNC</li> <li>• Vetting - Legal / Financial</li> </ul>	HO, Noida	IWAI, Training Wing, Administration, HO, Noida
5.	Day-5	Information Technology (IT) regarding	<ul style="list-style-type: none"> <li>• CDB/e-file/email</li> <li>• Channel of routing files</li> <li>• IWAI website/ Portals of interest/ PANI/ NLP/ Sagarmala / MIRS etc.</li> </ul>	HO, Noida	IWAI, Training Wing, Administration, HO, Noida

6.	Day-6	Service matters	<ul style="list-style-type: none"> <li>• Leave Rules</li> <li>• APAR</li> <li>• Medial</li> <li>• Tour</li> <li>• Promotion/Recruitment Rules, etc.</li> </ul>	HO, Noida	IWAI,	Training Wing, Administration, HO, Noida
7	Day-7	General Management	Team building & Leadership, Communication skill	HO, Noida	IWAI,	Training Wing, Administration, HO, Noida

#### Induction Training - Training Contents / Coverage for all Non-technical

S.N.	Day	Subject	Topics / Contents	Venue	Organizer
1.	Day-8 to 13	On-Job training in respective Department/ Wing	Getting acquainted with the functioning of department	HO, Noida	IWAI, Training Wing, Administration, HO, Noida
2.	Day-14 to 16	On-Job training in other Department/ Wing	Getting acquainted with the functioning of these department	HO, Noida	IWAI, Training Wing, Administration, HO, Noida

#### Induction Training - Training Contents / Coverage for Technical

S.N.	Day	Subject	Topics / Contents	Venue	Organizer
1.	Day-8 to 11	Practical Training (Tech.)	<ul style="list-style-type: none"> <li>• Visit to Vessels / Terminals</li> <li>• MB's / IWT's</li> <li>• <b>Mechanical</b></li> <li>• R&amp;M of Vessels / Terminals</li> <li>• Survey</li> <li>• Defect list preparation</li> <li>• Routines</li> <li>• Maintenance Schedule</li> <li>• New Technology</li> <li>• Project Management</li> <li>• Dry docking</li> <li>• Shipyard assessment</li> <li>• Vender assessment</li> </ul>	NINI, Patna	NINI, Patna
2.	Day-12 to 16	Functional Training	<ul style="list-style-type: none"> <li>• SOP's / Office Orders</li> <li>• R&amp;M of Vessels / Terminals</li> <li>• Survey</li> <li>• ENC's</li> <li>• Cargo</li> <li>• Permission for IBP/ NOC'c/ Fee levied</li> </ul>	NINI, Patna	NINI, Patna

## Annexure-B

[Ref. para 6 &7]

**General Orientation Training** (General Orientation training-common for all category of new entrants, i.e. Technical & Non-technical) (**Duration: 07 days**)

Sl.No.	Module	Venue	Responsibility	Coverage
1.	General Orientation Training Programme – common for all new entrants, i.e. Technical & Non-technical.	IWAI Head Office, Noida	Training Wing, Administration, HO, Noida	As per <b>Annexure-A.</b>

## Annexure-C

[Ref. para 6 & 7]

**Domain based Orientation Training** (Technical entrants- Technical / Hydrographic etc.) (Duration:**08 days**)

Sl.No.	Module	Venue	Responsibility	Coverage
1.	Orientation Training Programme - For <b>Technical</b> personnel	National Inland Navigation Institute (NINI), Patna / Field (Regional Office / Sub-Office)	National Inland Navigation Institute (NINI), Patna	<b>Technical Aspects:</b> -Functional areas of Operation & Maint. of Vessels. Surveying / Hydrography etc. (Annexure-A)

## Annexure-D

[Ref. para 6 & 7]

**Domain based Orientation Training** – For Non-technical entrants- Finance, Admin./HR, IT etc (**Duration: 08 days**)

Sl.No.	Module	Venue	Responsibility	Coverage
1	Orientation Training Programme For <b>Non-Technical</b> personnel	IWAI HO, Noida	TMC, Admin. Wing, HO, Noida	<b>Non-Technical Aspects:</b> - Related to functional areas of Finance, Admin./HR, IT, General Management etc. (Annexure-A)

**Training Calendar (2025-26)**

**ANNEXURE-E**  
(Ref. Para 9 of page 8)

S. No.	Name of Training Programme	Suitable for functional Area (eg. Technical/ Hydrography/ Finance & Accounts/ Administration/ HR etc.)	Suitable for level of Officer / Official	Date of Training Programme (Tentative)			Venue of Training Programme	Remarks
				From	To	No. of Days		
1	2	3	4	5	6	7	8	9
<b>Induction Training (6 Days)</b>								
1	Basics of Waterway Engineering	Technical	3 & 4	14.04.2025	19.04.2025	6	NINI	
2	Basics of Marine Engineering	Technical	3 & 4	9.06.2025	14.06.2025	6	NINI	
3	Introduction to Hydrographic Survey	Hydrography	3 & 4	18.08.2025	23.08.2025	6	NINI	
4	Introduction to IWT Sector	All	3 & 4	15.09.2025	20.09.2025	6	NINI	
<b>Functional courses</b>								
5	River Morphology	Technical-Civil	4,5,6	14.07.2025	19.07.2025	5	IIT Roorkee	
6	Vessel Maintenance	Technical-M.Marine	4,5,6	25.08.2025	30.08.2025	6	ISBT Goa	
7	Advanced Instrumentation, Modern Bathymetry survey techniques	Hydrography	4,5,6	19.05.2025	23.05.2025	5	CWPRS, Pune	
8	Surveying and Bathymetry Software	Hydrography	4,5,6	19.01.2026	21.01.2026	3	OEM	
9	Multimodal Transport and IWT	All	4,5,6	3.02.2026	6.02.2026	4	NINI	
10	Alternate Fuel	Technical	4,5	10.11.2025	14.11.2025	5	NINI	
11	Logistic Supply chain and Management	All	4,5,6	15.12.2025	19.12.2025	5	NINI	
12	Port and Terminal Management	All	4,5,6	2.03.2026	6.03.2026	5	NINI	
<b>Online Courses</b>								
13	IWT Familiarisation	All at Induction	3 & 4	Online			IGoT	
14	Effective Communication	All at Induction	3 & 4	Online			IGoT	
15	Code of Conduct for Govt. Employees	All at Induction	3 & 4	Online			IGoT	
16	Prevention of Sexual Harassment at workplace	All at Induction	3 & 4	Online			IGoT	
17	Introduction: Basics of Project Management	Technical	3, 4 & 5	Online			IGoT	
18	Project Management	Technical	3, 4, 5 & 6	TBD			NPTEL	
19	River Engineering	Technical	5 & 6	TBD			NPTEL	
<b>Seminars</b>								
20	Dredging methods in rivers and use of disposed material	Technical	3,4,5 & 6	Aug-25			NINI	Mumbai/Delhi
21	RIS and Night Navigation	Technical	3,4,5 & 6	Jan-26			NINI	Kolkata
22	IWT Integrated Multimodal Cargo Transportation Opportunities	ALL	3,4,5 & 6	May-25			NINI	Mumbai

**Note:** 1.Levels mentioned in the Colum.4 is addressed as Level-3 for Technical Assistant (Level-6\*), Level-4 for Asstt. Director (Level-10\*), Level-5 for Dy. Director (Level-11\*) & Level-6 for Director (Level-12\*), (\* - levels are as per pay matrix), 2.Date shown at Col. 5 & 6 are tentative and shall be finalised as per requirement & approval of the Competent Authority. 3. Nomination & number of the participants shall be finalised after approval of the Training Policy & and finalization of training dates.

**FLOW CHART: TRAINING MODULE**

