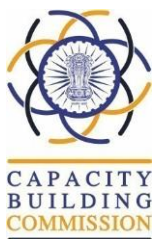




CAPACITY
BUILDING
COMMISSION

CAPACITY BUILDING COMMISSION

**ANNUAL CAPACITY BUILDING PLAN
PRESIDENT'S SECRETARIAT
AUGUST 2023**



Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

Executive Summary

Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on the philosophy of creating an ecosystem of 'competency driven training and human resource management' by transitioning from a 'rule-based' system to a 'role-based' system. Under this programme, Capacity Building Commission (CBC) has been set up to ensure effective training and development of civil servants to enhance their skills and capabilities and is currently working extensively on developing Annual Capacity Building Plans (ACBPs) for the MDOs including the President's Secretariat.

Annual Capacity Building Plan (ACBP)

CBC defines capacity building as a process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

As part of its mandate, CBC is facilitating the preparation of Annual Capacity Building Plan (ACBP) for participating Ministries / Departments / Organizations (MDOs). The plan entails specific, measurable, attainable, realistic, and time-bound capacity building interventions of the Secretariat. MDOs were oriented about the framework of ACBP, the process for creation of the plan and guidelines for monitoring implementation of the ACBPs through a workshop chaired by Hon'ble Cabinet Secretary in December 2022.

ACBP for President's Secretariat

The ACBP preparation process of President's Secretariat (hereby referred to as "the Secretariat") began in the month of March 2023 with a kick-off meeting held on 17th March under the leadership of the Additional Secretary, President's Secretariat. Interactions with the sections/ cells were conducted to understand the organizational structure, key functions of the sections/ cells within the Secretariat, past capacity building interventions and key priorities of the Secretariat. Following this competency needs were analyzed across domain, functional and behavioural areas through interactions with role holders in the section/ cell interactions and focused group discussions. Interactions with the leadership were also conducted to validate the required competency needs across designations and sections in the Secretariat.

As a next step, annual capacity building plan for the Secretariat has been drafted. At an individual level, based on competency requirements identified for each unique role training interventions have been recommended across behavioural & functional areas. Various non-training interventions for enhancing organizational capacity are suggested at an organizational level. These interventions include conducting regular workshops to emphasize financial management aspects, induction training about the functioning of the Secretariat for all new joiners, simplifying referencing processes through digitization, establishing a knowledge repository etc.

Quick Wins

Chintan Shivir was conducted in workshop mode at Rashtrapati Bhavan premises to identify list of “actionables” in terms of capacity building for the Secretariat. Based on the competency needs identified across the Secretariat, certain training programs for which courses are available on the iGOT platform were identified. To initiate the implementation of the capacity building plan, courses on digital fluency, data analysis, communication, etc. were decided to be undertaken by all employees of the Secretariat.

Finalization of the Annual Capacity Building Plan for the Secretariat

For finalization of the Annual Capacity Building Plan training courses have been mapped to the competency requirement of the Secretariat summarized in the table below:

Category	Summary of identified competencies	
Functional	<ul style="list-style-type: none"> Digital Fluency e-office and Office Management Noting & Drafting Financial Management Litigation Management 	<ul style="list-style-type: none"> Record Management Planning & Coordination Research & Briefing File Management (Budget/ PFMS)
Behavioural	<ul style="list-style-type: none"> Embracing Change Learning Agility Communication Time Management Stress Management Gender Sensitivity 	<ul style="list-style-type: none"> Teamwork Confidentiality & Discretion Coordination Stakeholder Management Crisis Management
Technological	<ul style="list-style-type: none"> PFMS e-Office e-HRMS GeM (Government e-Marketplace) 	<ul style="list-style-type: none"> CPGRAMs Emerging Tech iGOT platform

Conclusion

Every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. Currently, selected officials of Administration, under the guidance of Additional Secretary to the President of India, are leading the capacity building initiatives in the Secretariat.

List of Abbreviations

ACBP	Annual Capacity Building Plan
AI	Artificial Intelligence
APAR	Annual Performance Appraisal Report
ASCI	Administrative Staff College of India
ASO	Assistant Section Officer
ASP	Additional Secretary to the President
CA (I)	Constitutional Affairs (I)
CA (II)	Constitutional Affairs (II)
CA (III)	Constitutional Affairs (III)
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CEC	Chief Election Commissioner
CGA	Controller General of Accounts
CGEGIS	Central Government Employees Group Insurance Scheme
CNA	Capacity Needs Analysis
CPGRAMS	Centralized Public Grievance Redress and Monitoring System
CPWD	Central Public Works Department
DCRG	Death cum Retirement Gratuity
DDO	Drawing and Disbursing Officer
DS	Deputy Secretary
EBA	Estate, Building and Accommodation
e-HRMS	e-Human Resource Management System
GeM	Government e-Marketplace
GPF	General Provident Fund
GSITI	Geological Survey of India Training Institute
HR	Human Resource
ICAI	The Institute of Chartered Accountants of India
IFS	Indian Foreign Services
IIAU	Inspection and Internal Audit Unit
IIM	Indian Institute of Management
ISTM	Institute of Secretariat Training and Management
JS	Joint Secretary
JSA	Junior Secretariat Assistant
LIMBS	Legal Information Management and Briefing System
MDO	Ministry/ Department/ Organization
MHA	Ministry of Home Affairs
MS	Microsoft



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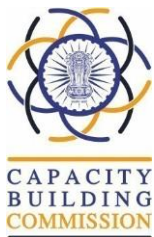
MSP	Military Secretary to the President
MTS	Multi-Tasking Staff
NIC	National Informatics Centre
NPCSCB	National Programme for Civil Services Capacity Building
PAO	Pay and Account Office
PBR	Provisional Billing Rates/ Pay Bill Register
PFMS	Public Financial Management System
PMHRC	Prime Minister's Human Resource Council
POSH	Prevention of Sexual Harassment
PR	Public Relations
PSP	Press Secretary to the President
SO	Section Officer
SOP	Standard Operating Procedure
SPV	Special Purpose Vehicle
SSA	Senior Secretariat Assistant
TBD	To Be Determined
TDS	Tax Deduction at Source
UBIS	Union Budget Information System
UPSC	Union Public Service Commission

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1. Background

1.1 Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions, formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively. The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred to as 'Mission Karmayogi'. The program aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology oriented.

Its primary objective is improvement of governance through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills, and knowledge, aligned to the national vision. 'Mission Karmayogi' envisages a paradigm shift from a rule-based to a role-based approach, recognizing that 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme.

The following institutions have been created to operationalize the Mission:

- **Prime Minister's Human Resource Council (PMHRC):** Apex body that provides strategic direction to the Mission
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and oversee all capacity building interventions
- **Capacity Building Commission:** Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forward recommendations on standardization of training and capacity building
- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall own and operate the digital asset - iGOT Karmayogi platform - created for implementation of NPCSCB

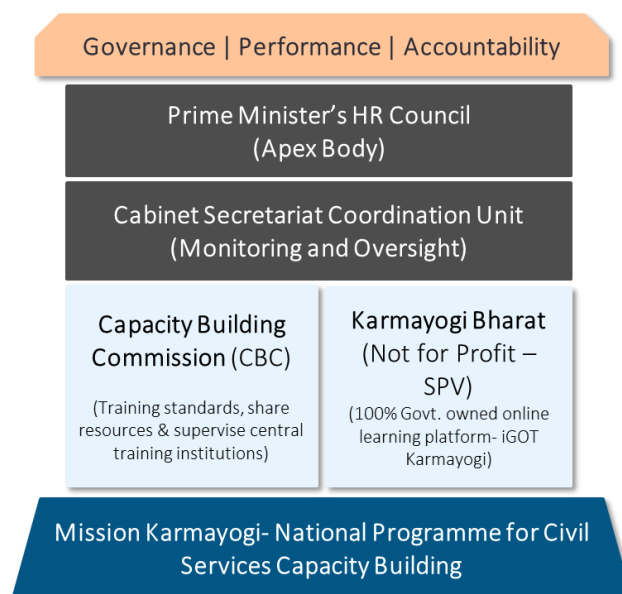


Figure 1: Framework for implementation and monitoring

1.2 Capacity Building Commission (CBC)

The Capacity Building Commission (CBC) was constituted in April 2021 to act as the custodian of the civil services capacity building ecosystem. The core purpose of the Commission is to build a learning culture in the whole of Government and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs). The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

1.3 Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) is facilitating the preparation of ACBPs for participating MDOs.

The Annual Capacity Building Plan (ACBP) details out Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions for the Department. It defines training & non-training interventions at the individual and organizational level that would enhance the capacity of the Department.

At the Individual Level: Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles

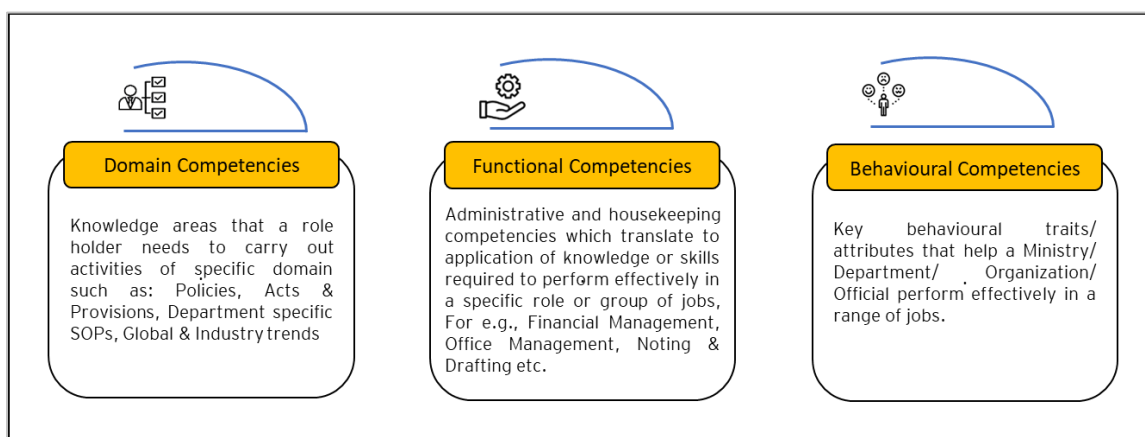


Figure 2: Definition of competencies

At the Organizational Level: This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

This document details out the Annual Capacity Building Plan for the President’s Secretariat.

2. Approach and Methodology adopted for the ACBP exercise

An orientation workshop for all participating MDOs was conducted on 1st December 2022 chaired by Hon’ble Cabinet Secretary for explaining the conceptual framework of ACBP, key steps for developing ACBPs and guidelines for monitoring implementation of the ACBPs.

Following the orientation workshop with all MDOs, a kick-off meeting was organized at President’s Secretariat on 17th March 2023 chaired by the Additional Secretary of the Secretariat to plan the process of development of the capacity building plan for the Secretariat and introducing the team of ACBP consultants to support the exercise. The following approach & methodology was discussed and agreed for the ACBP exercise for the Secretariat:



Figure 3: Steps for developing ACBP

The capacity building initiatives for the Secretariat are currently being led by selected officials of the Administration, under the guidance of Additional Secretary to the President of India.



Figure 4: Meeting with Additional Secretary

3. Overview of President's Secretariat

The President's Secretariat, comprising of administrative, military, and press wing, provides secretarial assistance to the Hon'ble President of India in effectively discharging his/her constitutional, ceremonial and state responsibilities. The wings in the President's Secretariat help perform these wide variety of tasks spanning from receiving and responding to the appeals, representations and petitions sent by the general public to the Hon'ble President, facilitating, and arranging the Hon'ble President's tours, ceremonies, and functions.

All matters requiring attention of the Hon'ble President relating to executive power and powers under statutes or relating to appointments of constitutional authorities are received in the President's Secretariat from the nodal Ministries concerned and submitted to the President through the Secretary to the President. Once the hon'ble President has assented to the proposed course of action, the files are returned to the concerned Ministries.

As part of the ACBP exercise, an As-Is assessment of the Secretariat was conducted to gain understanding on the Secretariat's current state. Interactions were held with the leadership of the Secretariat (Additional Secretaries and Joint Secretaries) along with heads of various sections (Director, Deputy Secretary, Under Secretary) and their respective teams for gaining understanding on the organizational structure, key functions of the different sections and past capacity building interventions undertaken by the Secretariat. The following sub-section provides a summary of the As-Is assessment.

3.1 Summary of As-is assessment of the Secretariat

The As-Is assessment focused on documenting the organization structure of the Secretariat along with functions of the sections/ cells. Qualitative data regarding roles and responsibilities was captured to comprehend the mandate of each section/ cell along with job roles of unique positions within each section/ cell. Documentation provided by the Secretariat, as well as information available on the official website were used to comprehensively understand the organizational structure, functions, etc. of the Secretariat, a summary of which is presented in the subsequent sections of this report. The As-Is assessment report developed based on this understanding covered the following aspects:

- Functions of the Secretariat
- Mapping of organization structure of the Secretariat along with functions of the different sections/ cells through conducting multiple interactions (one-on-one interviews and focused group discussions) with Secretariat officials
- Inputs on past training initiatives undertaken by the Secretariat
- Existing challenges and opportunities at organizational level and way forward

The As-is assessment report was finalized basis the inputs received from CBC and the Secretariat.

3.1.1 Organizational structure of the Secretariat

The Secretary to the President is the overall head of the Secretariat. He is assisted by three major personnel as follows:

- **Additional Secretary to the President (ASP):** The Additional Secretary to the President ensures smooth functioning of the Secretariat by providing secretarial assistance to the President for execution of administrative and constitutional duties.
- **Military Secretary to the President (MSP):** The Military Secretary to the President oversees the ceremonial functions, tours, and Invitation section of the President's Secretariat. The Deputy Military Secretary supports the MSP in performing various functions related to these sections. Additionally, a Comptroller assists the MSP in managing all functions related to the President's Household.
- **Press Secretary to the President (PSP):** The Press Secretary to the President leads the Press wing in the President's Secretariat. Assisting the Press Secretary is a team of officials including Officer on Special Duty (Research), Additional Press Secretary to the President, Deputy Press Secretary to the President, and Officer on Special Duty (Communications).

The overall organogram of the Secretariat is shown below:

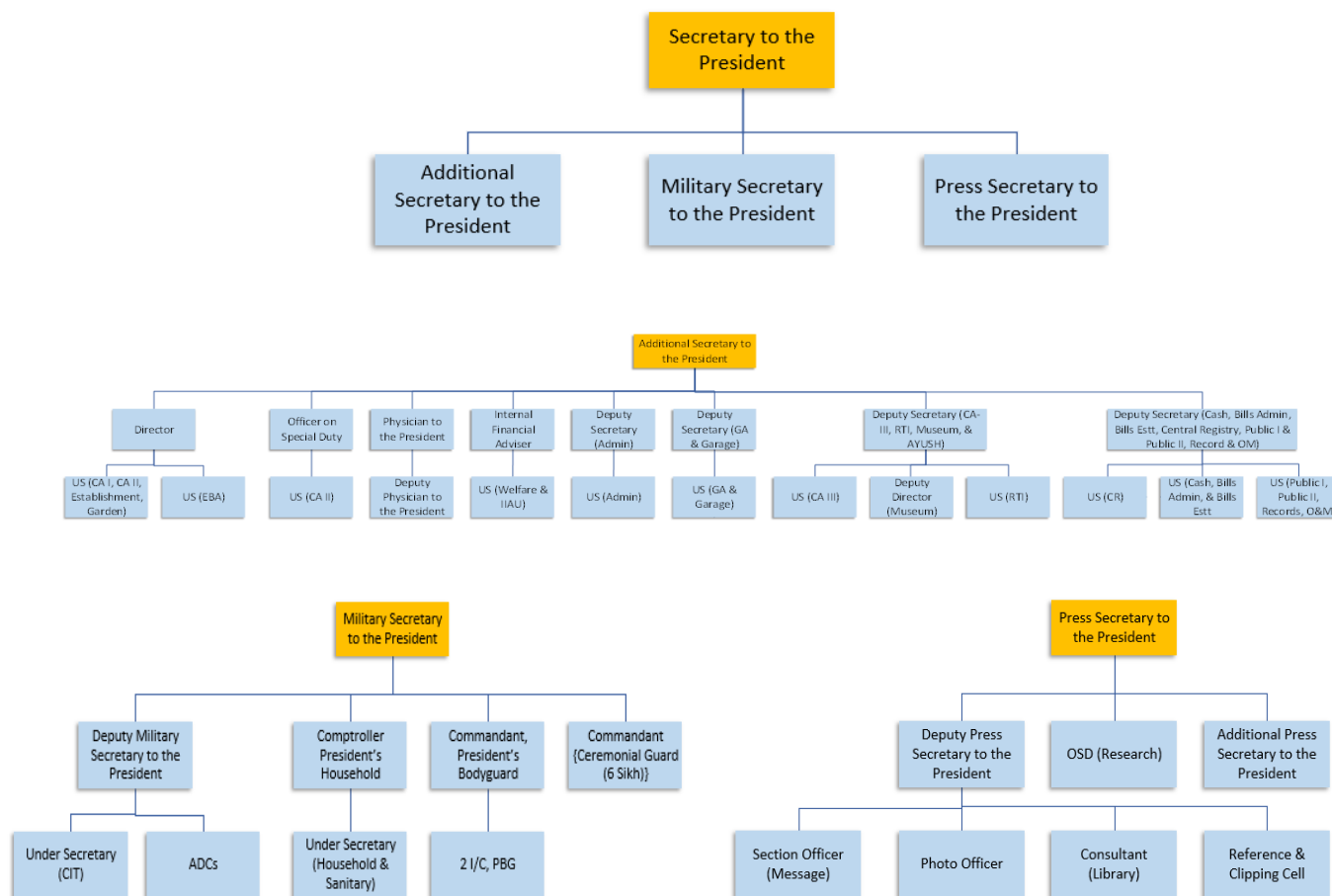


Figure 5: Organogram of President's Secretariat

There are thirty sections/ cells in the President's Secretariat which work towards providing secretarial assistance to the President. The table below summarizes the broad functions of these sections/ cells in the Secretariat.

Table 1: Overview of sections/ cells

Section/ Cells	Description
Administration section	The Administration section deals with the matters relating to appointment, deputation, promotion and transfer of all Gazetted and non-Gazetted staff excluding the Household Establishment and Garden Establishment sections
Bill (Admin) Section	The Bills (Admin) section is responsible for preparation of salary bills/ statement & entries in PBR for Group A & Group B employees

Section/ Cells	Description
Bills (Estt) Section	The Bills (Estt) section is responsible for preparation of Bills/ Statement & Entries relating to group C employees, preparation of DCRG, Commutation Deposit Linked Insurance, final GPF, CGEGIS and responsible for calculation and preparation of Income Tax Statements Handle TDS deduction from the bills
Constitutional Affairs (1) Section	The CA (I) section deals with matters relating to powers vested in the President of India under the Constitution including management of matters related to Governor's visit and conferences, managing appointment & resignation process of Cabinet Ministers, Governors, and Lieutenant Governors
Constitutional Affairs (II) Section	The CA (II) is responsible for handling constitutional appointment of the judges for the Supreme Court and High Court, Chief Election Commissioner (CEC), chairman of National Commission for Scheduled Tribes & Backward class, Central Vigilance Commissioner, and Chairman of the UPSC (Union Public Service Commission), handling the assent to state bills through Ministry of Home Affairs, addressing mercy petitions from condemned prisoners, managing all matters related to gallantry and military awards, handling the appointment of Ambassadors through Ministry of External Affairs, to be appointed from Indian Foreign Services (IFS) cadre, coordinating for Hon'ble President's visits to states, drafting full power agreements for foreign countries (wherein authority is given to sign on behalf of the President)
Constitutional Affairs (III) Section	The CA (III) section is responsible for handling matters related to 162 central institutes of higher education, including CUs (Central Universities), NITs (National Institutes of Technology), IITs (Indian Institutes of Information Technology, SPAs (School of Planning and Architecture), NIPERs (National Institute of Pharmaceutical Education and Research), and others for which the President serves as the visitor
Cash Section	The Cash section is responsible for matters of payments, receipts, clearance, cash from bookings, and maintenance of accounts
Central Registry	The section is responsible for the receipt and dispatch of all communications to and from the President's Secretariat. It maintains physical receipt and dispatch registers/ e-office receipts in the prescribed forms for all incoming and outgoing communications. Further, the section is responsible for dispatching invitation cards to attendees of at-home events and newspapers/tour booklets/daily engagements to officers (pertaining to the President of India). Additionally, the section is responsible for maintaining the daily postage register and postage stamp account in the prescribed form.
Ceremonial Section	The section's primary responsibility is to coordinate and organize functions attended by the President of India and her family. It further receives broad level

Section/ Cells	Description
	details of the event from the Personal Cell, post which the ceremonial section initiates its activities
Estate, Building and Accommodation (EBA) Section	The section is responsible for the administrative control of the President's Estate including handling matters related to the allotment of houses, overseeing construction related work, coordinating with CPWD, and maintenance of dog centre and related activities
Establishment	The Establishment section deal with the matters related to appointment, deputation, promotion, and transfers for Household, Sanitary, Garage, and Garden staff
Garden	The Garden section is responsible for the maintenance of the lawns, orchards and gardens (primarily Amrit Udyan) at the Rashtrapati Bhavan in New Delhi, Rashtrapati Nilayam in Hyderabad, and Rashtrapati Niwas in Himachal Pradesh, as well as the maintenance of gardens attached to officer's bungalows and the golf course in the President's estate. The section's staff is responsible for growing seasonal flowers, fruits, and vegetables, and provides cut-flowers for events. Further, the section is responsible for identifying and communicating procurement needs, which include seeds, manure, fertilisers, etc. to the General Administration Section
General Administration	The General Administration Section is responsible for the procurement and supply of uniforms for officials of Garden Section, MTS of President's Secretariat and ceremonial uniforms of identified officials of President's Secretariat. The Section also looks after the installation of telephone, fax in various offices and the residence of officers. The Section deals with payment of telephone bills to MTNL and mobile bills to Airtel and also reimburse of telephone/mobile bills to entitled officials. The Section also procure and maintain various office equipment such as photocopiers, Shredding machines, various IT items like Computers, Printers, Laptops, etc and auction of condemned material. The Section also hires manpower like software professionals, hardware professionals. In addition to this, the Section also deals for procurement of various items related to Garden Section. The section is further tasked with fulfilling requisitions from the President's family.
Records	The Records section is primarily responsible for the categorisation, maintenance and preservation of records and issue of records upon requisition by the sections. It also deals with the transfer of permanent files to the National Archives of India after 25 years
Garage	The Garage deals with the repair & maintenance of vehicles and purchasing new vehicles and settlement of fuel bills for vehicles

Section/ Cells	Description
Household	The Household section is primarily responsible for arrangements of accommodation and catering of official guests
Inspection and Internal Audit Unit	The major work in this section revolves around three key areas: Budget estimates and financial planning; acting as an advisory body; and conducting Internal audit for Rashtrapati Bhawan.
RTI	The key responsibilities of the RTI section include processing of online and offline RTI applications received, preparing and forwarding the inputs & orders on the First Appeals to the First Appellant Authority, handling of hearing notices and orders received from the Central Information Commission in respect of Second Appeals filed by the appellants, handling of Court Cases related to RTI Matters and systematic forwarding of the RTI applications to the concerned sections
Library	The Library section is responsible for procurement of new books, regular updating of eBooks on e-Granthalaya portal, passing of Bills for the supplies made to the President through PFMS, conducting Research work for the speeches of the President, maintaining books, newspaper, and magazines for the Library and approval from the Deputy Press Secretary required for procurement and processing of requests
Invitation	The Invitation section is concerned with the timely issue of invitations to all the functions attended by the President of India organised within Rashtrapati Bhawan.
Personal Cell	The Personal cell is responsible for ensuring sanitizing of the receipts directly addressed to the President and their subsequent forwarding to the concerned sections, examining and prioritising the functions to be attended by the President, managing the President's appointments, functions, and tours, handling RTI, looking after work entrusted by the President/ members of the President's family and compiling Governor's tour reports and taking necessary action
Message	This section handles the President's messages, including those written in the first person (signed by the President), and third person (signed by the Press Secretary on behalf of the President). Additionally, the Message section also includes a Reference & Clipping cell responsible for sending related news clippings to the President
Art Section	The art section are tasked with the duties of administration, functioning of museum, maintaining artefacts, upkeep of the museum, whereas the Visitor facilitation cell oversees the visitor management, visitor bookings, PR, etc. The art section also manages the Rashtrapati Bhawan museum, the artefacts at Rashtrapati Nilayam, Secunderbad, Rashtrapati Niwas, Shimla, and Ashiyana, Dehradun, and other places within President's Estate- such as Rashtrapati

Section/ Cells	Description
	Bhawan Cultural Centre, Kalyan Kendra, Peacock service apartment, 2 Mother Teresa Crescent, etc.
Pay and Accounts	The Pay and Accounts section is responsible for authorising release of payments, and pension. The section checks and passes bills, maintains ledgers of accounts, and prepares and submits yearly account statements to the Controller General of Accounts (CGA)
President's Estate Clinic	The clinic is responsible to provide medical treatment and out-patient services to identified beneficiaries comprising of the President of India and the President's family, the President's personal guests residing in Rashtrapati Bhawan, VIPs and their entourage, staff of Rashtrapati Bhawan, their families and dependents who normally reside with the staff in the estate
Public I Section	The Public I section is responsible for dealing with petitions, appeals and representations received from the general public pertaining to the various departments, ministries, and organisations of the central government. The section also receives petitions from MPs., MLAs, and other VIPs.
Public II Section	The Public II section is responsible for dealing with petitions, appeals and representations received from the general public pertaining to state governments. The section also receives petitions from MPs, MLAs, and other VIPs
Sanitary Section	The Sanitary Section is responsible for sanitary, conservancy and anti-malarial operations at the President's Estate and Rashtrapati Bhawan. The section is overseeing the handling of pest and insect control and maintaining healthy cleanliness and sanitation levels at the Rashtrapati Bhawan and the estate
Tour Section	The Tour Section is responsible for planning, arranging, and coordinating the Hon'ble President's domestic and foreign tours. The Tour section receives notification from the Personal Cell of the functions/tours accepted by the Hon'ble President, post which the Tour section commences its activities
Welfare Section	The Welfare Section deals with letters received from general public for granting of financial assistance and matters related to the welfare and wellbeing of staff working at the Rashtrapati Bhawan and their families

3.1.2 Summary of past capacity building interventions

Training interventions and programs play a vital role in enhancing the skills and capabilities of the employees who work at the highest constitutional office of the country. In the past, only promotion-based training, and intermittent training sessions have been held for a small segment of officers of the President's Secretariat. As a result, the vast majority of officers of the Secretariat have not received any regular institutionalized training since joining the office.

A workshop on e-Office was conducted by NIC in 2019 for officers across the Secretariat, however there were no further refresher trainings. During focus group discussions held with the various sections of the Secretariat, common training needs across the Secretariat were identified which include training sessions on financial management, e-billing, effective communication (written and verbal), stakeholder management etc. Domain specific training needs such as training on income tax rules for the bills section, and foreign languages for the tour section were also identified.

4. Competency Need Analysis for the Secretariat

Based on work allocation and functions of the different sections/ cells at President's Secretariat, primary consultations were conducted with the role holders to identify the required competencies at unique role level. These individual level competencies were segregated into domain, functional and behavioural categories.

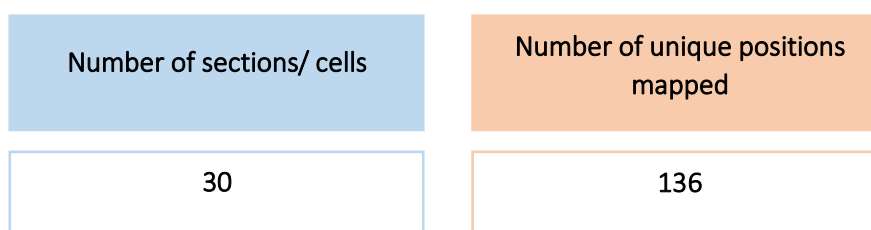


Figure 6: Coverage across the Secretariat

4.1 Data collection and validation

To document the domain, functional and behavioural competency needs required at the individual level Karmayogi Manchitras (KYMs) were created at Director/ Deputy Secretary and above roles at President's Secretariat. The document also outlined the immediate and yearly training requirements necessary to address these identified needs. KYMs were validated with the role-holders (senior officials in the office). The domain, functional and behavioural competencies for Under Secretary and below roles have been presented in the following section:

4.2 Detailed competency needs analysis at unique position level

Competency requirement of the Secretariat at an individual level emanating from the need analysis FGDs and further validated through interactions with the sections/ cells are outlined in the table for each unique role:

Table 2: Detailed competency requirement US

Role	Domain	Behaviour	Functional
US (CA-I, CA-II, Establishment & Garden)	<ul style="list-style-type: none"> • Knowledge on establishment matters • Legal Acumen (Admin & employee matters for Household, Sanitary, Garage, and Garden staff) • Knowledge on Legislative affairs (Lok Sabha and Rajya Sabha Bills, nomination of members for Rajya Sabha) • Diplomacy and border disputes • Administration of Rules of Business [AoB and ToB Rules] • Knowledge on Constitutional provisions concerning President • Knowledge on drafting full power agreements • Knowledge on Assent to State Bills process • Knowledge on Article 72 and 161 (Mercy petitions) • Knowledge on appointment & resignation process (Cabinet Ministers, Governors, Lieutenant governors, Supreme and High court judges, CEC) • Knowledge on Litigation matters concerning mercy petitions, bank recoveries, etc. • Rules (GFR, DFPR, Tax rules, LTC rules, pay fixation, POSH, leave rules, CGHS rules, etc.) • Emerging trends & leading practices in horticulture & landscaping (vertical farming) 	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Noting & Drafting • Procurement & Inventory management • File retention schedule and record management • Correspondence management • Financial management (Budget/PFMS) • Digital Fluency • Vigilance & disciplinary matters • e-Office and office management • Facility management
US (Transport and General Admin)	<ul style="list-style-type: none"> • Public Procurement Framework • (GeM) • Knowledge of reimbursement process (telephone bills) 	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Procurement & Inventory management • Correspondence management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and office management

Role	Domain	Behaviour	Functional
US (CA-III, CR and RTI)	<ul style="list-style-type: none"> • Knowledge on Establishment matters • Knowledge on Constitutional provisions concerning Presidential powers • Knowledge on handling appointment and resignation (Chairpersons and BoGs of Central institutes) • Protocols and procedures for handling petitions • Handling RTI matters • RTI Act, 2005 and Rules, 2012 • Knowledge on landmark cases and judgments in CIC and Court 	<ul style="list-style-type: none"> • Confidentiality & discretion • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Proficiency in Hindi & English • Correspondence management • Procurement & Inventory management • e-Office and office management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • Noting & Drafting
US (IIAU, Welfare and DDO)	<ul style="list-style-type: none"> • Budget preparation and financial planning • Knowledge of UBIS system • Grievance redressal mechanism • Protocols related to Facility management • Rules & regulations • Understanding of social sector and healthcare schemes of GoI • Knowledge of compliance policies & procedures • Emerging trends & leading practices globally in public health, education, rights & social equity 	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Correspondence management • Digital Fluency • e-Office and office management • Financial management (budget/PFMS)
US (Household and Sanitary)	<ul style="list-style-type: none"> • Service and staff management • Public Procurement Framework (GeM) 	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Procurement & Inventory management • Roster management • Event management • Financial management (Budget/PFMS) • Vigilance & disciplinary matters

Role	Domain	Behaviour	Functional
US (Public, Records and O&M)	<ul style="list-style-type: none"> • File retention schedule & record management guidelines • Protocols and procedures for handling petitions and appeals • VIP References • Grievance redressal mechanism 	<ul style="list-style-type: none"> • Citizen Centricity • Communication • Decision making • Stakeholder management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Correspondence management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and office management • Noting & Drafting
US (President's Estate Clinic)	<ul style="list-style-type: none"> • Protocols and procedures for healthcare administration & management • Emerging trends in healthcare (Telemedicine) 	<ul style="list-style-type: none"> • Confidentiality & discretion • Citizen Centricity • Communication/ Soft skills • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Feedback management • Record management • Roster management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and office management
US (Administration, EBA and Reservation Cell)	<ul style="list-style-type: none"> • Emerging trends for maintenance of buildings (Sustainability, and Smart buildings) • Knowledge on relevant rules notified under EBA • Facility management (green tech, low environmental impact) • Knowledge on establishment matters • Rules (GFR, DFPR, Tax rules, LTC rules, pay fixation, POSH, leave rules, CGHS rules, CCS (conduct) etc.) • RTI Act, 2005 and Rules, 2012 	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Coordination • Stress management 	<ul style="list-style-type: none"> • Noting & Drafting • Procurement & Inventory management • Record management • Correspondence management • Financial management (Budget/PFMS) • Digital Fluency • Vigilance & disciplinary matters • e-Office and office management

Role	Domain	Behaviour	Functional
US (Ceremonial, Invitation and Tour)	<ul style="list-style-type: none"> • Knowledge on establishment matters (Defence personnel, ADCs, Junior Commission Officer ADCs to the President) • Protocols related to functions/ tours of the President • Protocols concerning Event management • Public Procurement Framework (GeM) • RTI Act, 2005 and Rules, 2012 • Military organization for Indian Armed Forces • Knowledge of airbases, transport aircraft & helicopter operations, ship & naval operations, land-based operations • Understanding of terrain, weather, and peculiarities of undertaking VVIP visits pan India and abroad • Knowledge of aviation related subjects for the Presidential movements 	<ul style="list-style-type: none"> • Communication • Critical thinking • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Confidentiality & discretion • Stress management • Crisis management • Bearing & Demeanour • Discipline • Consensus building & negotiation • Integrity & Loyalty 	<ul style="list-style-type: none"> • Coordination and event management • File retention schedule and Record management • Procurement management (Gifts) • Protocol works and tour management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/ PFMS) • Noting & Drafting • Correspondence management • eOffice & Office management • Litigation management • Roster management • Social and print media management • Professional writing skills • Research & Briefing
Deputy Director (Art & Museum)	<ul style="list-style-type: none"> • Knowledge on restoration of arts and artifacts, heritage and culture • Knowledge of art curation, exhibition, and publication • Digital and Social media handling • Content curation & creation 	<ul style="list-style-type: none"> • Citizen Centricity • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management • Coordination (Internal & External) • Crisis management 	<ul style="list-style-type: none"> • Feedback management • Correspondence management • Digital Fluency • Financial management (Budget/ PFMS) • e-Office and office management

Role	Domain	Behaviour	Functional
US (RB Museum)	<ul style="list-style-type: none"> • Knowledge on restoration of arts and artifacts • Digital and Social media handling • Content curation & creation • Knowledge on sector-specific subjects, including History & Professional Science 	<ul style="list-style-type: none"> • Citizen Centricity • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management • Crisis management 	<ul style="list-style-type: none"> • Content curation & creation • Feedback management • Correspondence management • Digital Fluency • Financial management (Budget/PFMS) • e-Office and office management • Event management
US [Museum(Visitor Management Cell)]	<ul style="list-style-type: none"> • Visitor management 	<ul style="list-style-type: none"> • Citizen Centricity • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Digital marketing • Content curation & creation • Correspondence management • Digital Fluency • Financial management (Budget/PFMS) • e-Office and office management
US [OSD (Communication)]	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions concerning Presidential powers 	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Correspondence management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and Office Management

Role	Domain	Behaviour	Functional
US (O/o Secretary to the President)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions concerning Presidential powers 	<ul style="list-style-type: none"> • Confidentiality & discretion • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Coordination and event management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and Office Management
US (O/o Deputy Press Secretary to the President)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions concerning Presidential powers 	<ul style="list-style-type: none"> • Confidentiality & discretion • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Coordination and event management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and Office Management
US (O/o Secretary to the President)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions concerning Presidential powers 	<ul style="list-style-type: none"> • Confidentiality & discretion • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Coordination and event management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and Office Management

Role	Domain	Behaviour	Functional
US (O/o Military Secretary to the President)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions concerning Presidential powers 	<ul style="list-style-type: none"> • Confidentiality & discretion • Communication • Decision making • Initiative and drive • Stakeholder management • Time management • Team management & development • Stress management 	<ul style="list-style-type: none"> • Coordination and event management • Digital Fluency • Vigilance & disciplinary matters • Financial management (Budget/PFMS) • e-Office and Office Management

Table 3: Detailed competency requirement SO

Role	Domain	Behavioural	Functional
SO (Admin)	<ul style="list-style-type: none"> • Knowledge on Administration matters • Rules like GFR, pay fixation, POSH, leave rules, CGHS rules, medical, children education allowance, etc. • RTI Act, 2005 and Rules, 2012 • Budgeting & Financial matters 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (Bill – Admin)	<ul style="list-style-type: none"> • Understanding of relevant rules, policies, and guidelines for claims and bills processing 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Initiative & Drive • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (Bills – Estt)	<ul style="list-style-type: none"> • Knowledge on establishment matters • Proficiency in financial reconciliation and analysis technique like DCRG, Insurances, and arrears • Latest developments on Tax Computation (Income Tax Act, etc) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Initiative & Drive • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • GFR and DFPR Rules

Role	Domain	Behavioural	Functional
SO (CA I)	<ul style="list-style-type: none"> • Knowledge on appointment & resignation process (Cabinet Ministers, Governors, Lieutenant governors) • Knowledge on Legislative affairs (Lok Sabha and Rajya Sabha Bills, nomination of members for Rajya Sabha) • Diplomacy and border disputes • Legal acumen (Seeking advice from Supreme Court of India) • Administration of Rules of Business [AoB and ToB Rules] • Knowledge on Constitutional provisions concerning President 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (CA II)	<ul style="list-style-type: none"> • Knowledge on appointment & resignation process (Supreme and High court judges, CEC) • Knowledge on Assent to State Bills process • Knowledge on Article 72 and 161 (Mercy petitions) • Knowledge on drafting full power agreements 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Coordination • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (Cash Section)	<ul style="list-style-type: none"> • Knowledge of cash handling procedures and processing receipts • Knowledge of accounting principles and practices • Understanding of financial regulations and compliance requirements 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Analytical thinking • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (Central Registry)	<ul style="list-style-type: none"> • Protocols and procedures for handling Dak/ receipts 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Citizen Centricity • Stakeholder management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management

Role	Domain	Behavioural	Functional
SO (Ceremonial Section)	<ul style="list-style-type: none"> • Knowledge on establishment matters (Defence personnel, ADCs, Junior Commission Officer ADCs to the President) • Protocols related to functions/ tours of the President • Protocols concerning Event management • Knowledge of airbases, transport aircraft & helicopter operations, ship & naval operations, land-based operations • Understanding of terrain, weather, and peculiarities of undertaking VVIP visits pan India and abroad • Knowledge of aviation related subjects for the Presidential movements 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Integrity & Loyalty • Consensus building & negotiation • Confidentiality & discretion • Discipline • Crisis management • Bearing & Demeanour • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Planning & Coordination • Record management • Research & Briefing
SO (Establishment)	<ul style="list-style-type: none"> • Knowledge on establishment matters (appointment, gratuity, leave travel concession, general provident fund) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (Admin- Garden)	<ul style="list-style-type: none"> • Emerging trends & leading practices in horticulture & landscaping (vertical farming) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Stakeholder management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • General administration matters
SO 1 (Horticulture)	<ul style="list-style-type: none"> • Emerging trends & leading practices in horticulture 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Stakeholder management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • General administration matters

Role	Domain	Behavioural	Functional
SO 2 (Horticulture)	<ul style="list-style-type: none"> Emerging trends & leading practices in horticulture 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Stakeholder management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management General administration matters
SO 3 (Horticulture)	<ul style="list-style-type: none"> Emerging trends & leading practices in horticulture 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Stakeholder management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management General administration matters
SO 4 (Horticulture)	<ul style="list-style-type: none"> Emerging trends & leading practices in horticulture 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Stakeholder management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
So (General Admin)	<ul style="list-style-type: none"> Public Procurement Framework (GeM) Knowledge of purchase procedure for different items (stationery/ computer) Knowledge of Rules (GFR, DFPR) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
SO (Records)	<ul style="list-style-type: none"> File retention schedule & record management guidelines 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Coordination Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management

Role	Domain	Behavioural	Functional
SO (Garage)	<ul style="list-style-type: none"> • Knowledge of procedure for settlement of fuel bills 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (Household)	<ul style="list-style-type: none"> • Protocols for managing Household staff 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Roster management • Inventory management
SO (IIAU)	<ul style="list-style-type: none"> • Budget preparation and financial planning • Grievance redressal mechanism • Knowledge of compliance policies & procedures 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO (RTI)	<ul style="list-style-type: none"> • RTI Act, 2005 & RTI Rules, 2012 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Initiative & Drive • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Handling RTI matters
SO (Library)	<ul style="list-style-type: none"> • Knowledge on procurement procedure of books • Classification and preservation of books (Procedures and guidelines) • e-Granthalaya portal 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Research & Briefing • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Research & Briefing

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Role	Domain	Behavioural	Functional
SO (Invitation)	<ul style="list-style-type: none"> • Protocols concerning Event management (Drafting seat plan) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Confidentiality & Discretion • Crisis management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
SO 1 (Personal Section)	<ul style="list-style-type: none"> • Management of daily appointments/ functions/ tours of the Hon'ble President • Support in discharging work entrusted by the Hon'ble President and members of President's family • Knowledge on RTI Act, 2005 and RTI Rules, 2012 	<ul style="list-style-type: none"> • Maintain Confidentiality • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Planning & Coordination • File Retention schedule & record management
SO 2 (Personal Section)	<ul style="list-style-type: none"> • Support in discharging work entrusted by the Hon'ble President and members of President's family • Management of Daily appointments functions/ tours of the Hon'ble President • Knowledge on RTI Act, 2005 and RTI Rules, 2012 	<ul style="list-style-type: none"> • Maintain Confidentiality • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Planning & Coordination • File Retention schedule & record management
SO (Message)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions • Knowledge of media publications, articles from the President • Knowledge on drafting messages and message policy 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Professional Writing skills • Research & Briefing • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management

Role	Domain	Behavioural	Functional
SO (Pay & Accounts)	<ul style="list-style-type: none"> Budget preparation and financial planning Knowledge of compliance policies & procedures 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
SO (President's Estate Clinic)	<ul style="list-style-type: none"> Protocols and procedures for healthcare administration & management Emerging trends in healthcare (Telemedicine) 	<ul style="list-style-type: none"> Communication Citizen Centricity Stakeholder management Crisis management Teamwork & Collaboration Time Management Embracing change Learning agility Stress Management 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management Record management Roster management
SO (Public I Section)	<ul style="list-style-type: none"> VIP references Grievance redressal mechanism (pertaining Central Government) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
SO (Public II Section)	<ul style="list-style-type: none"> VIP references Grievance redressal mechanism (pertaining State Government) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
SO (Sanitary Section)	<ul style="list-style-type: none"> Protocols for managing Sanitary staff 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management

Role	Domain	Behavioural	Functional
SO (Tour Section)	<ul style="list-style-type: none"> • Protocols related to functions/ tours of the President • Protocols concerning Event management 	<ul style="list-style-type: none"> • Confidentiality & Discretion • Crisis management • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Event management • Planning & Coordination
SO (Welfare Section)	<ul style="list-style-type: none"> • Protocols related to facility management • Emerging trends & leading practices globally in public health, education, rights & social equity • Understanding of social sector and healthcare schemes of Govt 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management

Table 4: Detailed Competencies for ASO

Role	Domain	Behavioural	Functional
ASO 1 (Admin)	<ul style="list-style-type: none"> • Knowledge on Administration matters • Rules like GFR, pay fixation, POSH, leave rules, CGHS rules, medical, children education allowance, etc. • RTI Act, 2005 and Rules, 2012 • Budgeting & Financial matters 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO 2 (Admin)	<ul style="list-style-type: none"> • Knowledge on Administration matters • Rules like GFR, pay fixation, POSH, leave rules, CGHS rules, medical, children education allowance, etc. • RTI Act, 2005 and Rules, 2012 • Budgeting & Financial matters 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (Bill – Admin)	<ul style="list-style-type: none"> • Understanding of relevant rules, policies, and guidelines for claims and bills processing 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget)

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Role	Domain	Behavioural	Functional
		<ul style="list-style-type: none"> Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> e-Office and Office Management Noting & Drafting Litigation Management
ASO (Bills – Estt)	<ul style="list-style-type: none"> Knowledge on establishment matters Proficiency in financial reconciliation and analysis technique like DCRG, Insurances, and arrears Latest developments on Tax Computation (Income Tax Act, etc) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management GFR and DFPR Rules
ASO (CA I)	<ul style="list-style-type: none"> Knowledge on appointment & resignation process (Cabinet Ministers, Governors, Lieutenant governors) Knowledge on Legislative affairs (Lok Sabha and Rajya Sabha Bills, nomination of members for Rajya Sabha) Diplomacy and border disputes Legal acumen (Seeking advice from Supreme Court of India) Administration of Rules of Business [AoB and ToB Rules] Knowledge on Constitutional provisions concerning President 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
ASO 1 (CA II)	<ul style="list-style-type: none"> Knowledge on appointment & resignation process (Supreme and High court judges, CEC) Knowledge on Assent to State Bills process Knowledge on Article 72 and 161 (Mercy petitions) Knowledge on drafting full power agreements 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Coordination Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
ASO 2 (CA II)	<ul style="list-style-type: none"> Knowledge on appointment & resignation process (Supreme and High court judges, CEC) Knowledge on Assent to State Bills process Knowledge on Article 72 and 161 (Mercy petitions) Knowledge on drafting full power agreements 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Coordination Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
ASO 3 (CA II)	<ul style="list-style-type: none"> Knowledge on appointment & resignation process (Supreme and High court judges, CEC) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget)

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Role	Domain	Behavioural	Functional
	<ul style="list-style-type: none"> • Knowledge on Assent to State Bills process • Knowledge on Article 72 and 161 (Mercy petitions) • Knowledge on drafting full power agreements 	<ul style="list-style-type: none"> • Time Management • Stress Management • Coordination • Embracing change • Learning agility 	<ul style="list-style-type: none"> • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO 1 (CA III)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions • Knowledge on handling appointment and resignation (visitor's nominee) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Coordination • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO 2 (CA III)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions • Knowledge on handling appointment and resignation (Chairpersons and BoGs of Central institutes) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Coordination • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (Cash Section)	<ul style="list-style-type: none"> • Knowledge of cash handling procedures and processing receipts • Knowledge of accounting principles and practices • Understanding of financial regulations and compliance requirements 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Analytical thinking • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (Central Registry)	<ul style="list-style-type: none"> • Protocols and procedures for handling Dak/ receipts 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Citizen Centricity • Stakeholder management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management

Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

Role	Domain	Behavioural	Functional
ASO 1 (Ceremonial Section)	<ul style="list-style-type: none"> • Knowledge on establishment matters (Defence personnel, ADCs, Junior Commission Officer ADCs to the President) • Protocols related to functions/ tours of the President • Protocols concerning Event management • Military organization for Indian Armed Forces • Knowledge of airbases, transport aircraft & helicopter operations, ship & naval operations, land-based operations • Understanding of terrain, weather, and peculiarities of undertaking VVIP visits pan India and abroad • Knowledge of aviation related subjects for the Presidential movements 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Integrity & Loyalty • Confidentiality & discretion • Discipline • Crisis management • Bearing & Demeanour • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Planning & Coordination • Record management • Research & Briefing
ASO 2 (Ceremonial Section)	<ul style="list-style-type: none"> • Knowledge on establishment matters (Defence personnel, ADCs, Junior Commission Officer ADCs to the President) • Protocols related to functions/ tours of the President • Protocols concerning Event management • Military organization for Indian Armed Forces • Knowledge of airbases, transport aircraft & helicopter operations, ship & naval operations, land-based operations • Understanding of terrain, weather, and peculiarities of undertaking VVIP visits pan India and abroad • Knowledge of aviation related subjects for the Presidential movements 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Integrity & Loyalty • Confidentiality & discretion • Discipline • Crisis management • Bearing & Demeanour • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Planning & Coordination • Record management • Research & Briefing
ASO 1 (EBA)	<ul style="list-style-type: none"> • RTI Act 2005, and RTI Rules 2012 • Emerging trends for maintenance of buildings (Sustainability, and Smart buildings) • Knowledge on relevant rules notified under EBA • Facility management (green tech, low environmental impact) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Coordination • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • Handling RTI matters
ASO 2 (EBA)	<ul style="list-style-type: none"> • Emerging trends for maintenance of buildings (Sustainability, and Smart buildings) • Knowledge on relevant rules notified under EBA • Facility management (green tech, low environmental impact) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Coordination • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management

Role	Domain	Behavioural	Functional
ASO 1 (Establishment)	<ul style="list-style-type: none"> • Knowledge on establishment matters (appointment, gratuity, leave travel concession, general provident fund) • Budgeting & Financial matters 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO 2 (Establishment)	<ul style="list-style-type: none"> • Knowledge on establishment matters (appointment, gratuity, leave travel concession, general provident fund) • Budgeting & Financial matters 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO 3 (Establishment)	<ul style="list-style-type: none"> • Knowledge on establishment matters (appointment, gratuity, leave travel concession, general provident fund) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO 4 (Establishment)	<ul style="list-style-type: none"> • Knowledge on establishment matters (appointment, gratuity, leave travel concession, general provident fund) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (General Administration)	<ul style="list-style-type: none"> • Public Procurement Framework (GeM) • Knowledge of purchase procedure for different items (stationery/ computer) • Knowledge of Rules (GFR, DFPR) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (Records)	<ul style="list-style-type: none"> • File retention schedule & record management guidelines 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Coordination 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting

Role	Domain	Behavioural	Functional
		<ul style="list-style-type: none"> Embracing change Learning agility 	<ul style="list-style-type: none"> Litigation Management
ASO (Garage)	<ul style="list-style-type: none"> Knowledge of procedure for settlement of fuel bills 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
ASO 1 (Household)	<ul style="list-style-type: none"> Protocols for managing Household staff 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) Record management Roster management e-Office and Office Management Noting & Drafting Litigation Management Inventory management
ASO 2 (Household)	<ul style="list-style-type: none"> Protocols for managing Household staff Public Procurement Framework (GeM) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Record management Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management Roster management Inventory management
ASO (RTI)	<ul style="list-style-type: none"> RTI Act, 2005 & RTI Rules, 2012 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management Handling RTI matters

Role	Domain	Behavioural	Functional
ASO (Invitation)	<ul style="list-style-type: none"> • Protocols concerning Event management (Drafting seat plan) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Confidentiality & Discretion • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (Personal Section)	<ul style="list-style-type: none"> • Management of daily appointments/ functions/ tours of the Hon'ble President • Support in discharging work entrusted by the Hon'ble President and members of President's family • Knowledge on RTI Act, 2005 and RTI Rules, 2012 	<ul style="list-style-type: none"> • Maintain Confidentiality • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management • File Retention schedule & record management
ASO (Message)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions • Knowledge of media publications, articles from the President • Knowledge on drafting messages and message policy 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Professional Writing skills • Research & Briefing • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (Pay & Accounts)	<ul style="list-style-type: none"> • Budget preparation and financial planning • Knowledge of compliance policies & procedures 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management
ASO (Public I Section)	<ul style="list-style-type: none"> • VIP references • Grievance redressal mechanism (pertaining Central Government) 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • Financial Management (Budget) • e-Office and Office Management • Noting & Drafting • Litigation Management

Role	Domain	Behavioural	Functional
ASO 1 (Public II Section)	<ul style="list-style-type: none"> VIP references Grievance redressal mechanism (pertaining State Government) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
ASO 2 (Public II Section)	<ul style="list-style-type: none"> VIP references Grievance redressal mechanism (pertaining State Government) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
ASO (Sanitary Section)	<ul style="list-style-type: none"> Protocols for managing Sanitary staff 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management
ASO 1 (Tour Section)	<ul style="list-style-type: none"> Protocols related to functions/ tours of the President Protocols concerning Event management 	<ul style="list-style-type: none"> Confidentiality & Discretion Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management Event management
ASO 2 (Tour Section)	<ul style="list-style-type: none"> Protocols related to functions/ tours of the President Protocols concerning Event management 	<ul style="list-style-type: none"> Confidentiality & Discretion Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget) e-Office and Office Management Noting & Drafting Litigation Management Event management

Table 5: Detailed Competencies for SSA

Role	Domain	Behavioural	Functional
SSA (Garden)	<ul style="list-style-type: none"> Emerging trends & leading practices in horticulture & landscaping (vertical farming) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting
SSA (General Administration)	<ul style="list-style-type: none"> Public Procurement Framework (GeM) Knowledge of purchase procedure for different items (stationery/ computer) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
SSA 1 (Household)	<ul style="list-style-type: none"> Guidelines for bills processing (food items, laundry bills) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting
SSA 2 (Household)	<ul style="list-style-type: none"> Guidelines for bills processing (grocery items) 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting Record management
SSA (RTI)	<ul style="list-style-type: none"> RTI Act, 2005 & RTI Rules, 2012 	<ul style="list-style-type: none"> Communication Teamwork & Collaboration 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management

Role	Domain	Behavioural	Functional
		<ul style="list-style-type: none"> • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Noting & Drafting • Handling RTI matters

Table 6: Detailed Competencies for JSA

Role	Domain	Behavioural	Functional
JSA 1 (Admin)	<ul style="list-style-type: none"> • Knowledge on Administration matters • Rules like GFR, pay fixation, POSH, leave rules, CGHS rules, medical, children education allowance, etc. • RTI Act, 2005 and Rules, 2012 	<ul style="list-style-type: none"> • Communication • Teamwork & Collaboration • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management
JSA 2 (Admin)	<ul style="list-style-type: none"> • Knowledge on Administration matters • Rules like GFR, pay fixation, POSH, leave rules, CGHS rules, medical, children education allowance, etc. • RTI Act, 2005 and Rules, 2012 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management
JSA 1 (Bills – Estt)	<ul style="list-style-type: none"> • Knowledge on establishment matters • Proficiency in financial reconciliation and analysis technique like DCRG, Insurances, and arrears 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management
JSA 2 (Bills – Estt)	<ul style="list-style-type: none"> • Knowledge on establishment matters • Proficiency in financial reconciliation and analysis technique like DCRG, Insurances, and arrears 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management
JSA 1 (CA I)	<ul style="list-style-type: none"> • Knowledge on appointment & resignation process (Cabinet Ministers, Governors, Lieutenant governors) 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management

Role	Domain	Behavioural	Functional
	<ul style="list-style-type: none"> • Knowledge on Legislative affairs (Lok Sabha and Rajya Sabha Bills, nomination of members for Rajya Sabha) • Administration of Rules of Business [AoB and ToB Rules] • Knowledge on Constitutional provisions concerning President 	<ul style="list-style-type: none"> • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Noting & Drafting • File management
JSA 2 (CA I)	<ul style="list-style-type: none"> • Knowledge on appointment & resignation process (Cabinet Ministers, Governors, Lieutenant governors) • Knowledge on Legislative affairs (Lok Sabha and Rajya Sabha Bills, nomination of members for Rajya Sabha) • Administration of Rules of Business [AoB and ToB Rules] • Knowledge on Constitutional provisions concerning President 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management
JSA (CA II)	<ul style="list-style-type: none"> • Knowledge on appointment & resignation process (Supreme and High court judges, CEC) • Knowledge on Assent to State Bills process • Knowledge on Article 72 and 161 (Mercy petitions) 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management
JSA (CA III)	<ul style="list-style-type: none"> • Knowledge on Constitutional provisions • Knowledge on handling petitions 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management/ DAK management • Correspondence management
JSA (Cash Section)	<ul style="list-style-type: none"> • Knowledge of cash handling procedures and processing receipts • Knowledge of accounting principles and practices • Understanding of financial regulations and compliance requirements 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management • Embracing change • Learning agility 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management • Noting & Drafting • File management • Cash management
JSA 1 (Central Registry)	<ul style="list-style-type: none"> • Protocols and procedures for handling Dak/ receipts 	<ul style="list-style-type: none"> • Communication • Time Management • Stress Management 	<ul style="list-style-type: none"> • Digital Fluency • e-Office and Office Management

Role	Domain	Behavioural	Functional
		<ul style="list-style-type: none"> Embracing change Learning agility 	<ul style="list-style-type: none"> Noting & Drafting File management/ DAK management Correspondence management
JSA 2 (Central Registry)	<ul style="list-style-type: none"> Protocols and procedures for handling Dak/ receipts 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management/ DAK management Correspondence management
JSA 3 (Central Registry)	<ul style="list-style-type: none"> Protocols and procedures for handling Dak/ receipts 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management/ DAK management Correspondence management
JSA (EBA Section)	<ul style="list-style-type: none"> Knowledge on relevant rules notified under EBA Facility management (green tech, low environmental impact) 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA (Establishment Section)	<ul style="list-style-type: none"> Knowledge on establishment matters (appointment, gratuity, leave travel concession, general provident fund) 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA (General Administration)	<ul style="list-style-type: none"> Public Procurement Framework (GeM) Knowledge of purchase procedure for different items (stationery/ computer) 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management

Role	Domain	Behavioural	Functional
JSA (Personal Section)	<ul style="list-style-type: none"> Supporting leadership in management of daily appointments/ functions/ tours of the Hon'ble President 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA (Message)	<ul style="list-style-type: none"> Knowledge on Constitutional provisions Knowledge of media publications, articles from the President 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA (Museum Section)	<ul style="list-style-type: none"> Knowledge on maintenance of arts and artefacts 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting General administration File management
JSA 1 (Pay & Accounts)	<ul style="list-style-type: none"> Knowledge of compliance policies & procedures 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA 2 (Pay & Accounts)	<ul style="list-style-type: none"> Knowledge of compliance policies & procedures 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA 1 (Public I Section)	<ul style="list-style-type: none"> VIP references Grievance redressal mechanism (pertaining Central Government) 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management

Role	Domain	Behavioural	Functional
JSA 2 (Public I Section)	<ul style="list-style-type: none"> VIP references Grievance redressal mechanism (pertaining Central Government) 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA (Public II Section)	<ul style="list-style-type: none"> VIP references Grievance redressal mechanism (pertaining State Government) 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA (Sanitary Section)	<ul style="list-style-type: none"> Assisting leadership in discharging duties 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA (Tour Section)	<ul style="list-style-type: none"> Assisting leadership in creation of tour programme and tour booklet Protocols related to functions/ tours of the President 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management
JSA 1 (Welfare Section)	<ul style="list-style-type: none"> Understanding of social sector and healthcare schemes of GoI 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management Record management Correspondence management
JSA 2 (Welfare Section)	<ul style="list-style-type: none"> Public Procurement Framework (GeM) Understanding of social sector and healthcare schemes of GoI 	<ul style="list-style-type: none"> Communication Time Management Stress Management Embracing change Learning agility 	<ul style="list-style-type: none"> Digital Fluency e-Office and Office Management Noting & Drafting File management

4.3 Heatmap for functional and behavioural competencies

In section 4.2, competency need across functional and behavioural areas for each unique position across the organization have been detailed out. To understand the training interventions based on these identified competency needs across the organization the following heat maps have been plotted.

Table 7: Heat map for trainings on functional competencies

Position	Digital Fluency	e-office and office management	Noting & drafting	Financial management	Litigation management	File management	Record management	Planning and coordination	Research and briefing
SO (Admin)	✓	✓	✓	✓	✓				
SO (Bill – Admin)	✓	✓	✓	✓	✓				
SO (Bills – Estt)	✓	✓	✓	✓	✓				
SO (CA I)	✓	✓	✓	✓	✓				
SO (CA II)	✓	✓	✓	✓	✓				
SO (Cash Section)	✓	✓	✓	✓	✓				
SO (Central Registry)	✓	✓	✓	✓	✓				
SO (Ceremonial Section)	✓	✓	✓	✓	✓		✓	✓	✓
SO (Establishment)	✓	✓	✓	✓	✓				
SO (Admin- Garden)	✓	✓	✓	✓	✓				
SO 1 (Horticulture)	✓	✓	✓	✓	✓				
SO 2 (Horticulture)	✓	✓	✓	✓	✓				
SO 3 (Horticulture)	✓	✓	✓	✓	✓				
SO 4 (Horticulture)	✓	✓	✓	✓	✓				

Position	Digital Fluency	e-office and office management	Noting & drafting	Financial management	Litigation management	File management	Record management	Planning and coordination	Research and briefing
So (General Admin)	✓	✓	✓	✓	✓				
SO (Records)	✓	✓	✓	✓	✓				
SO (Garage)	✓	✓	✓	✓	✓				
SO (Household)	✓	✓	✓	✓	✓				
SO (IIAU)	✓	✓	✓	✓	✓				
SO (RTI)	✓	✓	✓	✓	✓				
SO (Library)	✓	✓	✓	✓	✓				✓
SO (Invitation)	✓	✓	✓	✓	✓				
SO 1 (Personal Section)	✓	✓	✓	✓	✓			✓	
SO 2 (Personal Section)	✓	✓	✓	✓	✓			✓	
SO (Message)	✓	✓	✓	✓	✓				✓
SO (Pay & Accounts)	✓	✓	✓	✓	✓				
SO (President's Estate Clinic)	✓	✓	✓	✓	✓		✓		
SO (Public I Section)	✓	✓	✓	✓	✓				
SO (Public II Section)	✓	✓	✓	✓	✓				
SO (Sanitary Section)	✓	✓	✓	✓	✓				
SO (Tour Section)	✓	✓	✓	✓	✓			✓	
SO (Welfare Section)	✓	✓	✓	✓	✓				

Position	Digital Fluency	e-office and office management	Noting & drafting	Financial management	Litigation management	File management	Record management	Planning and coordination	Research and briefing
ASO 1 (Admin)	✓	✓	✓	✓	✓				
ASO 2 (Admin)	✓	✓	✓	✓	✓				
ASO (Bill – Admin)	✓	✓	✓	✓	✓				
ASO (Bills – Estt)	✓	✓	✓	✓	✓				
ASO (CA I)	✓	✓	✓	✓	✓				
ASO 1 (CA II)	✓	✓	✓	✓	✓				
ASO 2 (CA II)	✓	✓	✓	✓	✓				
ASO 3 (CA II)	✓	✓	✓	✓	✓				
ASO 1 (CA III)	✓	✓	✓	✓	✓				
ASO 2 (CA III)	✓	✓	✓	✓	✓				
ASO (Cash Section)	✓	✓	✓	✓	✓				
ASO (Central Registry)	✓	✓	✓	✓	✓				
ASO 1 (Ceremonial Section)	✓	✓	✓	✓	✓		✓	✓	✓
ASO 2 (Ceremonial Section)	✓	✓	✓	✓	✓		✓	✓	✓
ASO 1 (EBA)	✓	✓	✓	✓	✓				
ASO 2 (EBA)	✓	✓	✓	✓	✓				
ASO 1 (Establishment)	✓	✓	✓	✓	✓				
ASO 2 (Establishment)	✓	✓	✓	✓	✓				

Position	Digital Fluency	e-office and office management	Noting & drafting	Financial management	Litigation management	File management	Record management	Planning and coordination	Research and briefing
ASO 3 (Establishment)	✓	✓	✓	✓	✓				
ASO 4 (Establishment)	✓	✓	✓	✓	✓				
ASO (General Administration)	✓	✓	✓	✓	✓				
ASO (Records)	✓	✓	✓	✓	✓				
ASO (Garage)	✓	✓	✓	✓	✓				
ASO 1 (Household)	✓	✓	✓	✓	✓		✓		
ASO 2 (Household)	✓	✓	✓	✓	✓		✓		
ASO (RTI)	✓	✓	✓	✓	✓		✓	✓	
ASO (Invitation)	✓	✓	✓	✓	✓				
ASO (Personal Section)	✓	✓	✓	✓	✓				
ASO (Message)	✓	✓	✓	✓	✓				✓
ASO (Pay & Accounts)	✓	✓	✓	✓	✓				
ASO (Public I Section)	✓	✓	✓	✓	✓				
ASO 1 (Public II Section)	✓	✓	✓	✓	✓				
ASO 2 (Public II Section)	✓	✓	✓	✓	✓				
ASO (Sanitary Section)	✓	✓	✓	✓	✓				
ASO 1 (Tour Section)	✓	✓	✓	✓	✓				
ASO 2 (Tour Section)	✓	✓	✓	✓	✓				

Position	Digital Fluency	e-office and office management	Noting & drafting	Financial management	Litigation management	File management	Record management	Planning and coordination	Research and briefing
SSA (Garden)	✓	✓	✓						
SSA (General Administration)	✓	✓	✓			✓			
SSA 1 (Household)	✓	✓	✓						
SSA 2 (Household)	✓	✓	✓				✓		
SSA (RTI)	✓	✓	✓						
JSA 1 (Admin)	✓	✓	✓			✓			
JSA 2 (Admin)	✓	✓	✓			✓			
JSA 1 (Bills – Estt)	✓	✓	✓			✓			
JSA 2 (Bills – Estt)	✓	✓	✓			✓			
JSA 1 (CA I)	✓	✓	✓			✓			
JSA 2 (CA I)	✓	✓	✓			✓			
JSA (CA II)	✓	✓	✓			✓			
JSA (CA III)	✓	✓	✓			✓			
JSA (Cash Section)	✓	✓	✓			✓			
JSA 1 (Central Registry)	✓	✓	✓			✓			
JSA 2 (Central Registry)	✓	✓	✓			✓			
JSA 3 (Central Registry)	✓	✓	✓			✓			
JSA (EBA Section)	✓	✓	✓			✓			

Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

Position	Digital Fluency	e-office and office management	Noting & drafting	Financial management	Litigation management	File management	Record management	Planning and coordination	Research and briefing
JSA (Establishment Section)	✓	✓	✓			✓			
JSA (General Administration)	✓	✓	✓			✓			
JSA (Personal Section)	✓	✓	✓			✓			
JSA (Message)	✓	✓	✓			✓			
JSA (Museum Section)	✓	✓	✓			✓			
JSA 1 (Pay & Accounts)	✓	✓	✓			✓			
JSA 2 (Pay & Accounts)	✓	✓	✓			✓			
JSA 1 (Public I Section)	✓	✓	✓			✓			
JSA 2 (Public I Section)	✓	✓	✓			✓			
JSA (Public II Section)	✓	✓	✓			✓			
JSA (Sanitary Section)	✓	✓	✓			✓			
JSA (Tour Section)	✓	✓	✓			✓			
JSA 1 (Welfare Section)	✓	✓	✓			✓	✓		
JSA 2 (Welfare Section)	✓	✓	✓			✓			
Total	100	100	100	68	68	28	9	7	6

Some of the other functional competencies that were identified across different designations include:

- Roster Management
- Social and Print Media Management
- Correspondence Management
- Professional Writing Skills
- Inventory Management
- Event Management
- Handling RTI matters
- Escalation Management
- Vigilance & Disciplinary Matters
- Feedback Management
- Protocol Works and Tour Management
- Content Curation & Creation

Table 8: Heat map for trainings on behavioural competencies

Position	Embracing change	Learning agility	Communication	Time management	Stress Management	Gender Sensitivity	Teamwork	Confidentiality & discretion	Stakeholder management	Crisis management
SO (Admin)	✓	✓	✓	✓	✓	✓	✓			
SO (Bill – Admin)	✓	✓	✓	✓	✓	✓	✓			
SO (Bills – Estt)	✓	✓	✓	✓	✓	✓	✓			
SO (CA I)	✓	✓	✓	✓	✓	✓	✓			
SO (CA II)	✓	✓	✓	✓	✓	✓	✓			
SO (Cash Section)	✓	✓	✓	✓	✓	✓	✓			

Position	Embracing change	Learning agility	Communication	Time management	Stress Management	Gender Sensitivity	Teamwork	Confidentiality & discretion	Stakeholder management	Crisis management
SO (Message)	✓	✓	✓	✓	✓	✓	✓			
SO (Pay & Accounts)	✓	✓	✓	✓	✓	✓	✓			
SO (President's Estate Clinic)	✓	✓	✓	✓	✓	✓	✓		✓	✓
SO (Public I Section)	✓	✓	✓	✓	✓	✓	✓			
SO (Public II Section)	✓	✓	✓	✓	✓	✓	✓			
SO (Sanitary Section)	✓	✓	✓	✓	✓	✓	✓			
SO (Tour Section)	✓	✓	✓	✓	✓	✓	✓	✓		✓
SO (Welfare Section)	✓	✓	✓	✓	✓	✓	✓			
ASO 1 (Admin)	✓	✓	✓	✓	✓	✓	✓			
ASO 2 (Admin)	✓	✓	✓	✓	✓	✓	✓			
ASO (Bill – Admin)	✓	✓	✓	✓	✓	✓	✓			
ASO (Bills – Estt)	✓	✓	✓	✓	✓	✓	✓			
ASO (CA I)	✓	✓	✓	✓	✓	✓	✓			
ASO 1 (CA II)	✓	✓	✓	✓	✓	✓	✓			
ASO 2 (CA II)	✓	✓	✓	✓	✓	✓	✓			
ASO 3 (CA II)	✓	✓	✓	✓	✓	✓	✓			
ASO 1 (CA III)	✓	✓	✓	✓	✓	✓	✓			
ASO 2 (CA III)	✓	✓	✓	✓	✓	✓	✓			

Position	Embracing change	Learning agility	Communication	Time management	Stress Management	Gender Sensitivity	Teamwork	Confidentiality & discretion	Stakeholder management	Crisis management
ASO (Message)	✓	✓	✓	✓	✓	✓	✓			
ASO (Pay & Accounts)	✓	✓	✓	✓	✓	✓	✓			
ASO (Public I Section)	✓	✓	✓	✓	✓	✓	✓			
ASO 1 (Public II Section)	✓	✓	✓	✓	✓	✓	✓			
ASO 2 (Public II Section)	✓	✓	✓	✓	✓	✓	✓			
ASO (Sanitary Section)	✓	✓	✓	✓	✓	✓	✓			
ASO 1 (Tour Section)	✓	✓	✓	✓	✓	✓	✓	✓		
ASO 2 (Tour Section)	✓	✓	✓	✓	✓	✓	✓	✓		
SSA (Garden)	✓	✓	✓	✓	✓	✓	✓			
SSA (General Administration)	✓	✓	✓	✓	✓	✓	✓			
SSA 1 (Household)	✓	✓	✓	✓	✓	✓	✓			
SSA 2 (Household)	✓	✓	✓	✓	✓	✓	✓			
SSA (RTI)	✓	✓	✓	✓	✓	✓	✓			
JSA 1 (Admin)	✓	✓	✓	✓	✓	✓				
JSA 2 (Admin)	✓	✓	✓	✓	✓	✓				
JSA 1 (Bills – Estt)	✓	✓	✓	✓	✓	✓				
JSA 2 (Bills – Estt)	✓	✓	✓	✓	✓	✓				
JSA 1 (CA I)	✓	✓	✓	✓	✓	✓				

Position	Embracing change	Learning agility	Communication	Time management	Stress Management	Gender Sensitivity	Teamwork	Confidentiality & discretion	Stakeholder management	Crisis management
JSA 2 (CA I)	✓	✓	✓	✓	✓	✓				
JSA (CA II)	✓	✓	✓	✓	✓	✓				
JSA (CA III)	✓	✓	✓	✓	✓	✓				
JSA (Cash Section)	✓	✓	✓	✓	✓	✓				
JSA 1 (Central Registry)	✓	✓	✓	✓	✓	✓				
JSA 2 (Central Registry)	✓	✓	✓	✓	✓	✓				
JSA 3 (Central Registry)	✓	✓	✓	✓	✓	✓				
JSA (EBA Section)	✓	✓	✓	✓	✓	✓				
JSA (Establishment Section)	✓	✓	✓	✓	✓	✓				
JSA (General Administration)	✓	✓	✓	✓	✓	✓				
JSA (Personal Section)	✓	✓	✓	✓	✓	✓				
JSA (Message)	✓	✓	✓	✓	✓	✓				
JSA (Museum Section)	✓	✓	✓	✓	✓	✓				
JSA 1 (Pay & Accounts)	✓	✓	✓	✓	✓	✓				
JSA 2 (Pay & Accounts)	✓	✓	✓	✓	✓	✓				
JSA 1 (Public I Section)	✓	✓	✓	✓	✓	✓				
JSA 2 (Public I Section)	✓	✓	✓	✓	✓	✓				
JSA (Public II Section)	✓	✓	✓	✓	✓	✓				

Position	Embracing change	Learning agility	Communication	Time management	Stress Management	Gender Sensitivity	Teamwork	Confidentiality & discretion	Stakeholder management	Crisis management
JSA (Sanitary Section)	✓	✓	✓	✓	✓	✓				
JSA (Tour Section)	✓	✓	✓	✓	✓	✓				
JSA 1 (Welfare Section)	✓	✓	✓	✓	✓	✓				
JSA 2 (Welfare Section)	✓	✓	✓	✓	✓	✓				
Total	100	100	100	100	100	100	74	11	8	6

Some of the other behavioural competencies that were identified across different designations include:

- Team Management & Development
- Decision Making
- Citizen Centricity
- Initiative & Drive
- Innovation & Improvement
- Consensus Building & Negotiation

5. Capacity Building Plan

The previous section details out the competency requirement across designations, based on which individual level capacity building initiatives have been planned across functional and behavioural areas. Further organizational level interventions have been proposed to enhance the overall capacity of the Secretariat.

5.1 Individual capacity building initiatives (training interventions)

As part of the plan, training courses both online & offline, have been identified from different training providers across functional and behavioural areas. Based on ease of implementation (availability of existing programs on iGOT catering to specific needs), stakeholder buy-in, etc., implementation plan for the training courses have been divided into 4 quarters. Further, the courses have been categorized as L1, L2, L3 and L4 based on duration of the course. The training calendars across designations is presented in the section below:

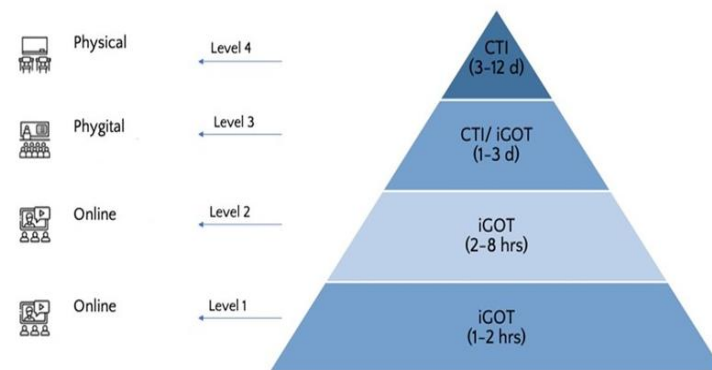


Figure 7: Categorization of course

5.1.1 Training calendar: Functional Competencies

Table 9: Training calendar: Functional Competencies

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L1	Q1

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20m	L1	Q1
Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	L1	Q1
Official Language Knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q1
Cyber Awareness	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application-based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q1
Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L1	Q2
Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q2

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q2
e-Office and office management	Office Procedure	This course guides about office procedures. It gives an overview about: <ul style="list-style-type: none"> •File management system •Management of DAK •Decision making in government •Record management 	Online	iGOT	ISTM	2h 17m	L1	Q2
Handling RTI Matters	Right to Information Act, 2005 - Part 2	This courses guides about Exemptions from disclosure, Partial disclosure and rejection processes, Complaint and appeal procedures, Citizen's rights and responsibilities in implementing the RTI Act	Online	iGOT	ISTM	41 min	L1	Q2
Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q2

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	Q2
Digital Fluency	Introduction to Leveraging AI and Chat GPT	The course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications.	Online	iGOT	Invest India	2m 36s	L1	Q2
Litigation Management	LIMBS	TBD	Online	iGOT	CBC to create a course in collaboration with DoLA	1h	L1	Q2
Establishment and Human Resource Management	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals.	Online	iGOT	DoPT	40 m	L1	Q3

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Establishment and Human Resource Management	Annual Performance Appraisal Report (APAR)	The course guides about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and Sparrow Rule	Online	iGOT	ISTM	38m	L1	Q3
Handling RTI Matters	Right to Information Act, 2005 - Part 1	This course provides overview of the Right to Information (RTI) Act, RTI act's major features and implications Responsibilities of public authorities, RTI cells, and duties of Central and Assistant Public Information Officers, Purpose and definitions of RTI, and the process of seeking and providing information	Online	iGOT	ISTM	55 min	L1	Q3
POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harrasment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and revention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q3
Noting & Drafting	Noting & Drafting	This course guides about noting and drafting in a secretariat set up.	Online	iGOT	ISTM	2h	L1	Q3

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q3
Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	Q3
Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L1	Q3
Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q3
Cyber awareness	Digital safety essentials	This course aims to create an awareness about data protection. It focuses on how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q3
Establishment and Human Resource Management	HR for Non-HR Managers	This course provides a robust introduction to the key principles, policies, and practices of human resource management. It helps the participants to understand various functions performed by HR, assemble sufficient knowledge about day-to-day HR activities. The course	Offline	-	ASCI	3 days	L2	Q4

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
		also targets to develop a certain level of camaraderie and healthy relationship between HR and other functions of the organization.						

5.1.2 Training calendar: Behavioural Competencies

Table 10: Training calendar: Behavioural Competencies

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Communication	Effective Communication	This course helps learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	Q1
Decision Making (Maybe targeted for US & above)	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q1

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q1
Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L1	Q1
Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	Q1
Leadership (Maybe targeted for US & above)	Leadership and Change Management	This course focuses on Leadership in Complex Situations. It will also deal with various Leadership Styles, Managing Change, Taking Charge and Leading Strategy	Offline/ Online	-	IIM A	5 days	L3	Q1
Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q2

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Team Management & Development (Maybe targeted for US & above)	Achievement Orientation	This course focuses on enabling participants to learn team working skills and manage high-performance teams by embracing digital innovation skills and developing emotional intelligence.	Offline	-	ASCI	5 days	L3	Q2
Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q2
Consensus Building & Negotiation	Conflict Resolution and Negotiation	The course equips individuals with skills to handle conflicts in personal and professional settings. It covers six steps to conflict resolution, negotiation techniques, and cross-cultural conflict management. Upon completion, learners can identify conflict resolution methods and apply them effectively in diverse situations	Online	iGOT	DoPT	1h 35m	L1	Q2
Decision Making (Maybe targeted for US & above)	Decision Making for Managerial Effectiveness	This course focusses on addressing a crucial gap in decision-making knowledge by providing participants with insights into the underlying influences and factors that shape decisions made by managers. It goes beyond individual decisions and explores how decision-making is framed and contextualized within teams, organizations, and real-world scenarios. By exploring various perspectives, the course aims to enhance participants' understanding of decision-making processes and equip them with valuable insights	Offline	-	IIM B	3 days	L3	Q3

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
		for making effective decisions in real world context.						
Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving for problem solving	Online	iGOT	ISTM	35m	L1	Q3
Communication (Maybe targeted for US & above)	Mastering Negotiation and Influence	This course focuses on developing strategies on negotiation of one-to-one, multi-party and multi issue. This course will enable the participant in skills of influence and persuasion	Offline	-	ISB	2 days	L3	Q3
Leadership (Maybe targeted for US & above)	Leadership	The course on Leadership states that in a particular situation any person can be a good leader whether they come from group B or group C. The course also explains that leaders should create a vision and transfer it to their followers, motivate the followers and make them own the vision. Good leaders listen to their followers and make corrective steps	Online	iGOT	DoPT	1h 35m	L1	Q3
Team Management & Development (Maybe targeted for US & above)	Building High-Performance Teams	This course focuses on building high performing team and enhance skills of trust, collaboration and diversity by building shared values, purpose and goals	Offline	-	ISB	2 days	L3	Q3
Communication (Maybe targeted for US & above)	Communication Skills for Managers	This course aims to enhance communication skills by honing abilities in verbal and non-verbal communication, as well as written communication	Offline	-	ASCI	5 days	L3	Q4

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Leadership (Maybe targeted for US & above)	Agile Leadership Today and Tomorrow	This course focuses on building agile Leadership through change management and resilient leadership. This course will enable the participant in developing skills of motivating teams, encouraging loyalty and influence people	Offline	-	ASCI	3 days	L3	Q4
Stress Management	Yoga	The course provides a standardized and structured approach to the practice of yoga for individuals to promote well being	Offline	-	Art of Living/ MDNIY	2 days	L2	Q4
Teamwork	Motivation, Team Building and Leadership	This course focuses on basic and advanced concepts of individual and group motivation and the team development processes by enhancing individual and team decision making	Offline	-	IIM Indore	3 days	L2	Q4

*Policy for pricing for paid courses beyond iGOT platforms to be determined by the Secretariat

5.1.3 Responsibility Allocation

The allocation of responsibilities for implementation of training plan needs to be determined and monitored by the Administration division using matrix below:

Table 11: Responsibility matrix

S. No	Course Name	Primary Responsibility	Reviewer	Approval by	Informed to
1					
2					
3					
4					

5.1.4 Monitoring and Evaluation Matrix

The Secretariat shall monitor the implementation of the training plan using the framework detailed below:

Table 12: Monitoring and evaluation framework

S.No	Course Name	Institute Name/ Platform	Course Duration	Recommended Participation - Designations (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Planned completion period (Q1, Q2 etc.)	Actual completion period (Q1, Q2 etc.)	Source of Data (attendance sheet, iGOT records, etc.)	General Feedback for the Course
1										
2										
3										
4										
5										

An orientation session was conducted by Mission Karmayogi team to acquaint the officials of the Secretariat with the various features of the iGOT platform, and to smoothen the registration process. Completion of training courses on iGOT can be monitored through the MDO Admin log- in credentials provided by the Karmayogi Bharat Team to the Secretariat.




5.2 Organizational capacity building initiatives



To understand the competency needs at organizational levels, we engaged with employees through FGDs and one-one interactions to delve deeper and understand current organizational level challenges experienced by employees across the following areas:

- People
- Process
- Technology
- Policy

The following aspects were captured through the interactions and based on these identified challenges, organizational level interventions have been suggested across thematic areas of systems & processes, resources & assets, technology & data and personnel management to improve overall organizational effectiveness and achieve its strategic goals. The suggested interventions have been summarized in the table below:

Table 13: Organization Level Intervention

Dimension		Observed Challenge	Suggested Interventions
	Systems and Processes	Process Improvement: Need improvement in existing systems and processes related to administration, with a specific focus on streamlining and expediting process such as claims, etc.	Increasing adoption for digital system for claims and bills management which would streamline the process, reduce manual intervention, and expedite the overall workflow. Additionally, identifying frequently asked information by RTI applicants and making it easily accessible on the President's Secretariat website
	Resources and Assets	Transfer/Rotation policy: Absence of institutionalized rotation policy for employees to understand whole of the functioning of the Secretariat	Adopting Internal transfers/ Intra-Secretariat transfers ensuring hands-on experience of employees across President's Secretariat
	Knowledge Repository	Lack of centralized repository for key stakeholders, resulting in difficulties accessing valuable information and meeting specific requirements	Creation of a centralized repository of key historical stakeholders enabling the Secretariat to access valuable information and meet specific requirements whenever necessary

Dimension		Observed Challenge	Suggested Interventions
		Learning Culture: Continuous learning and passing on institutional memory/knowledge to new joiners	Implementing a structured knowledge management system and fostering a culture of continuous learning and knowledge sharing within the organization
	Technology and Data	Absence of proper digitization of internal workflows and SOPs creates challenges in facilitating employees' faster adaptation and providing a comprehensive reference guide for their future needs	Implementing a systematic process to digitize and convert old rule books into easily accessible modules or standard operating procedures (SOPs) simplifies the referencing process and facilitates easy retrieval of information for efficient decision-making and adherence to established protocols
	Personnel Management	Refresher course/ optional training: Most of the trainings attended by the employees are mandatory training required for promotions.	Periodic Trainings: Training need assessment has to be done periodically and based on identified needs, training interventions need to be institutionalized
		Team Performance: Working within a tight timeline schedule, inherent to the nature of the Secretariat's work, can have a significant impact on the mental and physical well-being of employees. Implementing measures to enhance team bonding and engagement can contribute to a more effective workplace environment	Small team building activities should be organized to increase interactions among employees. These activities can be planned intra sections/ cells or even inter section/ cell to increase networking amongst employees

5.3 Induction module for the Secretariat

Induction is a critical component of enhancing organizational capacity, especially in the domain area. The intervention needs to be institutionalized as part of the onboarding process, providing new joinees with the information, skills, and resources they need to be successful in their new role. It improves productivity, compliance, retention, and culture, contributing to the overall success of the Secretariat. Also, a well-designed induction module can also provide the right perspective to external stakeholders like other Ministries and Departments about the key functions of the Secretariat for better coordination and collaboration. Proposed induction module for the Secretariat is summarized below:

Table 14: Induction module for Secretariat

S. No	Modules	Details
1.	Introduction to the President's Secretariat	
	Functions of the Secretariat	<ul style="list-style-type: none"> An overview of the President's Secretariat, history, and functions Responsibilities of the Secretariat in maintaining and upgrading the President's Estate and preserving heritage sites Understanding the role of the Secretariat in managing the President's Office, welfare initiatives, cultural activities, and public outreach programs/ enhancing visitor experience
	Organisation Structure	<ul style="list-style-type: none"> Overview of the organisational structure and hierarchy at President's Secretariat, providing a comprehensive understanding of the hierarchical arrangement followed within the Secretariat
	Sections/ Cells and their mandates	<ul style="list-style-type: none"> Providing a comprehensive understanding of the different sections and their roles, responsibilities, and interdependencies within the Secretariat
	Key Stakeholders	<ul style="list-style-type: none"> Overview of the Secretariat's involvement in matters related to internal stakeholders (India) and external stakeholders (foreign dignitaries) related to the Secretariat
2.	SOPs/FAQs/SPOCs list/ Escalation Matrix	<ul style="list-style-type: none"> Detailing the policies, guidelines, and protocols followed within the Secretariat for effective functioning Explaining the process of organizing and managing ceremonial functions, official tours attended by the President, and the role of the Secretariat in handling invitations and logistics
3.	Communication and Etiquette	<ul style="list-style-type: none"> Emphasizing the importance of effective communication, professional conduct, and maintaining confidentiality in interactions within and outside the Secretariat
4.	Security and Protocol	<ul style="list-style-type: none"> Highlighting the security measures, protocols, and etiquettes to be followed while working in proximity to the President and dignitaries

S. No	Modules	Details
5.	Services and Facilities	<ul style="list-style-type: none">• Providing an overview of the support services and facilities available to employees within the Secretariat
6.	Onboarding Support	<ul style="list-style-type: none">• Assigning a dedicated mentor for new employees and providing ongoing support to facilitate their smooth integration into the Secretariat.

6. Conclusion

The ACBP document shall act as the north star for the Secretariat in planning and monitoring capacity building initiatives and help transition from rule-based approach to role-based approach. The Secretariat shall monitor the implementation and updation of the capacity building plan annually.

7. Annexures

7.1 Chintan Shivr Workshop:

Background and Objective:

'Chintan Shivr' was a 2 day exercise conducted in the President Secretariat to ideate on the futuristic opportunities for the Secretariat using a collaborative and interactive platform for sharing experiences and suggest solutions for improvement. The Chintan Shivr was conducted in workshop-mode at Rashtrapati Bhavan premises with the guiding principle of Service / Seva first. The objective of the Shivr was to identify list of 'actionables' for the Secretariat, implementation of which will further lead to increase in the efficiency and functioning capacity of the Secretariat.

Details of the Shivr:

Five moderators and supporting co-moderators were selected in President Secretariat to interact with representatives of all levels of employees within respective allocated groups.

Each group comprised of approximately 20 members across different designations and sections. The groups were entrusted to discuss the challenges and further identify solutions of 5 identified focus areas. The focus areas are listed below:

1. To establish a deeper connect with people through phygital (physical and digital) means
2. Ways to upgrade and manage Estates including Gardens
3. Better and efficient management of ceremonies, tours, household and President Secretariat Officer's Institute
4. Leveraging technology for effective and efficient management of Rashtrapati Bhavan
5. Functioning of the President's Secretariat and seamless disposal of proposals received from various authorities

After identifying the challenges and solutions across the 5 mentioned areas, all Moderators presented the findings to Secretary to the President. Further, presentation was made by all moderators to the Hon'ble President in subsequent days.



Figure 8: Snapshots from Chintan Shivir

Action Points

Certain specific actionables were identified for the President Secretariat through this exercise as listed below:

1. Improvement of connect of senior leadership with internal officials and of President Secretariat with general citizens
2. Improvement of Estates and Gardens by Infrastructure Enhancement, Provision of facilities for Residents, Upgradation of Presidential Estates, Garden Area Upliftment and Sanitation Improvement
3. Establishment of SOPs for staff and better use of Technology
4. Engagement and Training enhancement for staff

Additionally, specific actionables identified for the President Secretariat in terms of capacity building were as follows:

- ✓ Training courses to be mapped basis the identified competency across Functional, Behavioural, and Technological needs



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- ✓ Requirement of grooming workshops for kitchen and ceremonial staff to further enhance etiquettes and conduct behaviour
- ✓ Establishment of a single platform for service delivery and quick redressal of complaints
- ✓ Setting up of a common service centre for MTS staff for using computer/ laptops



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7.2 Karmayogi Manচিতra (KYMs)