

CAPACITY
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The **Karmayogi** Competency Model



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Table of Contents

- 1 Karmayogī Competency Model:
Context
- 2 Karmayogī Competency Model



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C O M P E T E N C Y M O D E L



1

The **Context**



Karmayogī

C O M P E T E N C Y M O D E L



Key Components

When addressing the nation from the Red Fort on the 76th Independence Day, Prime Minister Shri Narendra Modi envisioned the next 25 years as Bhārata's/India's 'Amrit Kaal'/Amṛt-Kāl and made a commitment to transform India into a self-reliant (Ātma-Nirbhar/Ātmanirbhar) and developed country (Vikasita-Bhārata) by embracing the principles of 'Sabkā Sāth, Sabkā Vikās, Sabkā Viśhvās, Sabkā Prayās' by the year 2047. To realize this vision for Bhārata/India@100, he introduced the concept of 'Pāñch Praṇ'** or Five Pledges for every citizen of India.

The Karmayogī Competency Model takes inspiration from this vision. The 'Pāñch Praṇ,' which directly translates into the duties or the **'Chār Saṅkalp' (four resolves)** represents a set of principles that every Karmayogī, as a representative of the government, should internalize and actively demonstrate by embodying the **'Chār Guṇ' (four virtues)** through their associated competencies.

*Domain Competencies is outside the scope of this document

** The spelling of term "Pañch Praṇ" validated from Press Information Bureau website: <https://pib.gov.in/PressReleasePage.aspx?PRID=1954278>

Karmayogi

COMPETENCY MODEL



Bhārata /India@100

Bhārata's/India's vision of becoming "Ātma-Nirbhar-Bhārat"/"Ātma-Nirbhara-Bhārata" & "Vikasita-Bhārata" by 2047 and make India "Viśhva-Guru"

The 'Chār Saṅkalp,' (four resolves) identified based on the articulation of the strategy for achieving the vision of Bhārata/India@100, aims to inspire action and a drive to ensure and enable the public good through every decision and action made.

AMRIT KAAL
KE CHAAR
SANKALPA

1

Vikasa

Resolve for
Developed
India

2

Garva

Be proud
of India's
legacy

3

Kartavya

Fulfil
Duties

4

Ekata

Strength
in Unity

BHĀRATA / INDIA @ 100: Ātma-Nirbhara & Vikasita Bhārata

I VIKĀSA

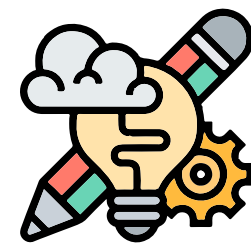
Resolve for a developed Bhārata/India



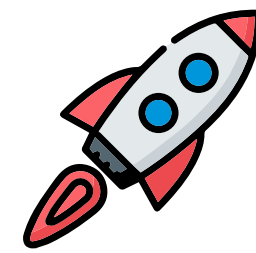
Leverage the benefits from Bhārata/ India's demographic dividend for collective Vikāsa - development. Harness our Yuvā-Śhakti - skill & gainfully employ India's youth



Use technology to innovate & overcome challenges



Encourage an entrepreneurial spirit and practice in citizens



Invest & promote development of Indian start-ups



Enable India to be globally competitive & set standards for the world



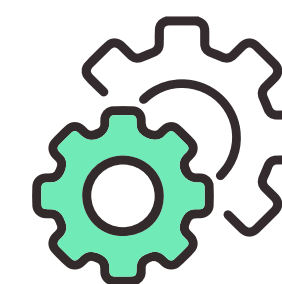
Promote Nari Shakti for holistic development



Promote LiFE economy



Build human and social capital to produce inclusive economic consequences



Build infrastructure for economic growth

BHĀRATA / INDIA @ 100: Ātma-Nirbhara & Vikasita Bhārata

II GARVA Be proud of Bhārata's/India's legacy



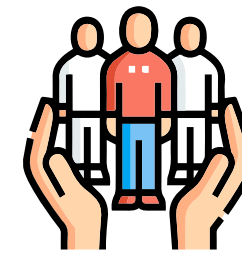
Have Garva
- Pride in
Bhārata's
tangible and
intangible
heritage
based
on Indian
Knowledge
Systems
(IKS) and
promote it



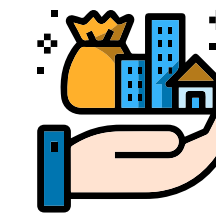
Learn about
the Bhāratīya-
Jīvana-
Drshti /Indian
worldview and
nurture our
civilizational
spirit in your
life through
your thoughts,
speech,
decisions and
actions



Be proficient
in Bhāratīya-
Bhāshās/
Indian
languages



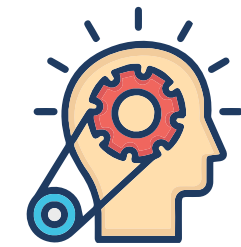
Acquire
knowledge
of
Bhārata's/
India's
diverse
culture,
respect
it and
preserve it



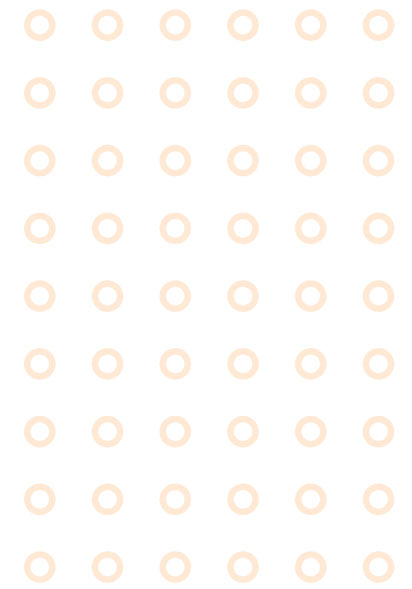
Ensure
protection
of
Bhārata's/
India's rich
heritage
and natural
resources



Consciously
seek to drive
your thinking
and actions
for Jana-Hita
- societal
good and
for Loka-
Kalyāna -
well-being
of all



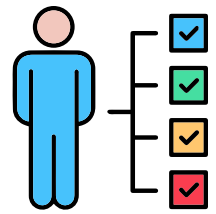
Develop a
decolonised
mindset





KARTAVYA

Fulfil your duties

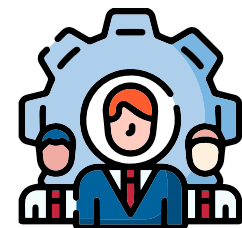


Understand and fulfil your Kartavya or Duties

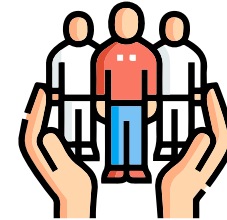
- Towards your duties and responsibilities
- Towards yourself
- Towards your Team
- Towards the Public's Greater Good



Move from a "Rule-based" to "Role-based" system of working



Prioritize Jana-Hita - citizen's well-being, Ātma-Jñāna - self-knowledge and the pursuit of self-improvement/development and growth



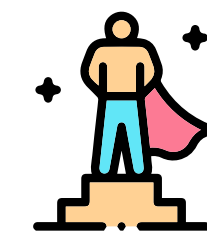
Be accountable to the citizens of the country



Build trust and transparency and have a strong work-ethic/integrity in the details of the task given



Undertake and encourage dialogues & consultations with citizens regularly to make "Sabkā-Prayās" possible



Strive towards efficient service delivery. Strive for excellence in your work and take pride in providing the best service to citizens

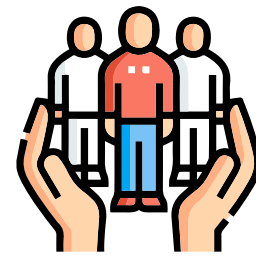
BHĀRATA / INDIA @ 100:

Ātma-Nirbhara & Vikasita Bhārata

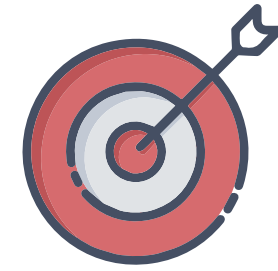
IV **EKATĀ** Strength in unity



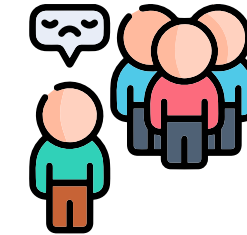
Focus on the factors of Ekata - unity, underlying our national diversity for making decisions involving common good



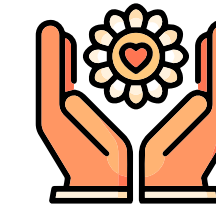
Move forward with collective resolve to achieve the vision of Bhārata/ India@2047



Overcome/ Resolve disputes to work toward common goals



Eliminate any form of discrimination from the mind / Deal with citizens with respect and without discrimination



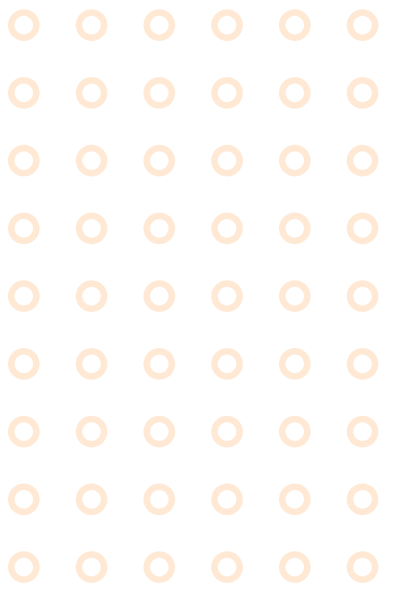
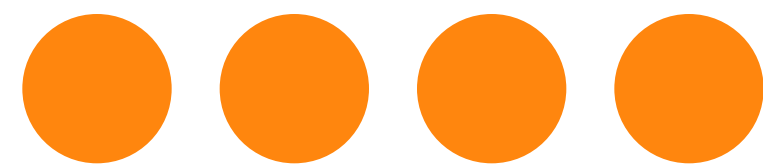
Address complex issues with compassion and sensitivity involving all genders, and other diverse & vulnerable groups of people and fellow creatures



Promote components of cooperative federation

How can this Sankalpa be achieved?

BY ENSURING FOUR OUTCOMES



The key objectives of the program are fourfold. It endeavours to...



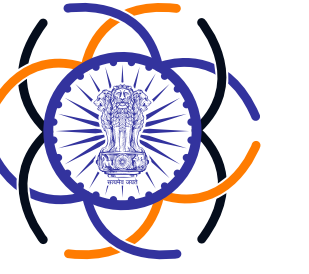
These four outcomes are central to
Mission Karmayogi

“

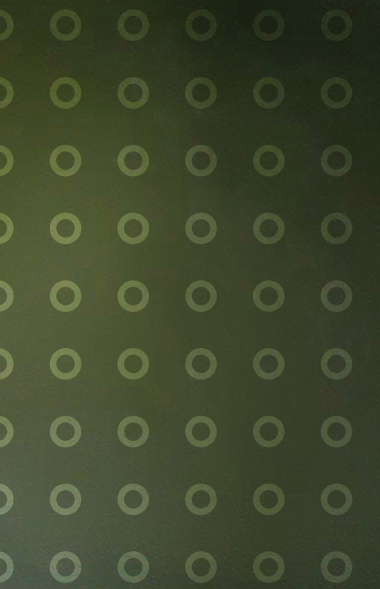
...Mission Karmayogī is a new experiment of its kind in the direction of capacity building. Through the mission, the government employees have to modernize thinking, approach and improve their skill set. It is to give them an opportunity to become a Karmayogī...

PM Shri Narendra Modi,

at Aarambh Foundation Course on Rashtriya Ekta Divas (National Unity Day) 2020

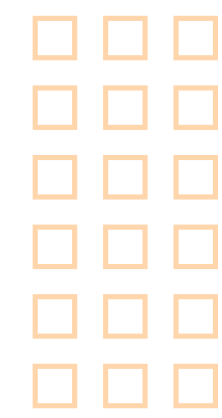


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Mission Karmayogī

A NEW PARADIGM IN CAPACITY BUILDING



The Government of India embarked on a first of its kind initiative – National Programme for Civil service Capacity Building (NPSCSB) /Mission Karmayogī towards building capacity of all civil service officers by improving efficiency in bureaucracy and developing a people centric approach in governance rooted in Indian civilisation ethos

CORE PRINCIPLE OF MISSION KARMAYOGĪ

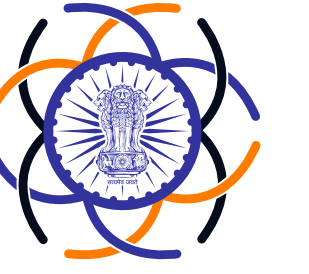
YADYADACHARATI SHRESTHA

Whatsoever the Shrestha or the Best does, that the others put into practice; the standard he creates, the people follow.

*yad yad ācharati śhreṣṭhas tat tad evetaro janaḥ
sa yat pramāṇam kurute lokas tad anuvartate*

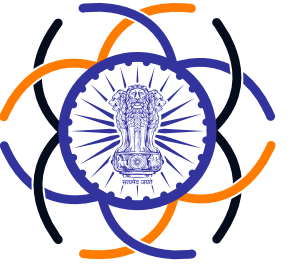
- BHAGAVAD GITA 3.21

Whatever actions great persons perform, common people follow. Whatever standards they set, all the world pursues.



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The Mission Karmayogī encapsulates three transitions...

1

Transition from Karmachari to Karmayogī: a shift in the mindset of government officials, where they no longer view themselves as Karmacharis (salaried Employees) but instead as Karmayogīs (individuals imbued with the spirit of action, service, and humility)

2

Workplace transformation: Fostering a transition from the allocation of individual performance responsibility to the identification of constraints influencing a civil servant's performance through the Means, Motives, and Opportunity (MMO) framework.

3

Shift from rule-based to role-based: The shift from a rule-based to a role-based HR management system empowers officials to cultivate the skills, knowledge, and attitudes necessary to fulfil their government roles throughout their careers, rather than provide them capacity-building resources based on one-size-fits-all rules.

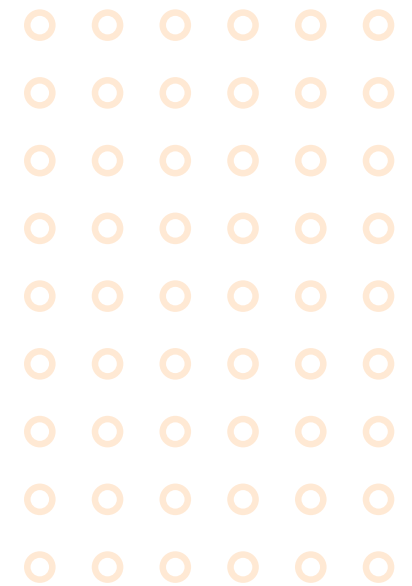
Karmayogi

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How can we achieve
the objective of
Mission Karmayogi in
a tangible manner?



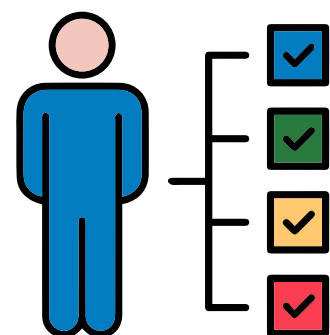
Karmayogī

C O M P E T E N C Y M O D E L

Karmayogī Competency Model is the model for public human resource management based on Indic wisdom & tenets of Mission Karmayogī

1

Building competencies by identification of existing and emerging capacity-building needs aligned to national priorities



2

Identification & assessment of skill needs of civil service officers based on objective criteria



3

Enhancing focus on behavioural and functional capacity building needs



4

Enabling role-based capacity building and empowering officials to take charge of own professional journey



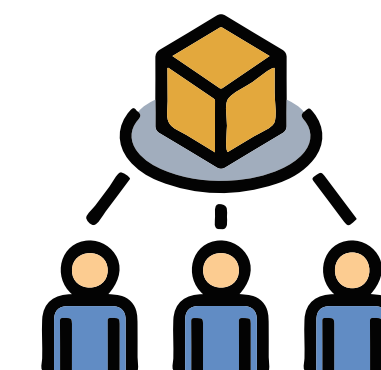
5

Drive standardisation, harmonisation & shared learning in capacity building practices across the Government ecosystem



6

Demand-driven capacity building



What do these Behavioral and Functional competencies do? What is achieved through these?

Chār Saṅkalp implies the inculcation of key virtues (Guṇas) and indicates the personification of good governance to enhance the world's perception of India as a 'Viśhva-Guru.' These virtues form the core of the 'Karmayogī Competency Model' and serve as the foundation of Indian Civil Services culture.

4 GUNAS ARE BUILT, WHICH HELP IN ACHIEVING THE 4 OUTCOMES OF MISSION KARMAYOGĪ

**VIRTUES
(GUNAS)
OF A
KARMAYOGĪ**

1
Svādhyāya
(Self)

2
Sahakāryatā
(Team)

3
Rājyakarma
(System)

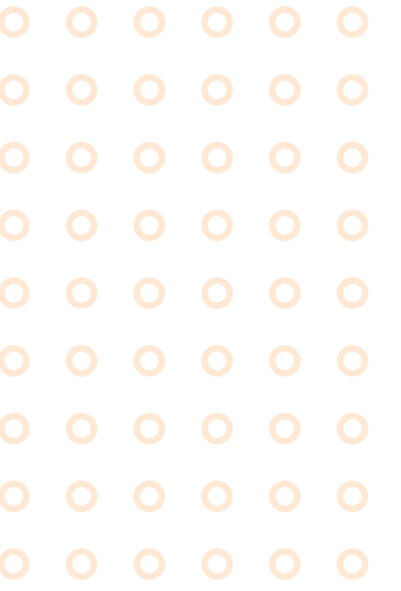
4
Svadharmā
(Citizen)

Karmayogī

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I SVĀDHYĀYA (Self)

Svādhyāya: A Karmayogī is self-aware and knows his/her strengths, weaknesses, aspirations and inspires people towards the shared goal

Define personal goals/aspirations and use those to inspire others

Make a commitment to/for personal growth, self-improvement, and overall well-being

Deliver my journey effectively and confidently

Have awareness of one's/ your duties & taking ownership for them

Resolve/ Ownership to improve or remove unproductive processes, policies, rules etc. and adopt emerging & frontier technologies

Cultivate the discretion/ wisdom/ Prudence to distinguish between ethical and unethical, productive & non-productive decisions for Bharat's prosperity

Fulfil your duties as an officer and as a citizen

Understand yourself, your role and the learning journey to play my role



II SAHAKĀRYATĀ (Team)



Sahakāryatā: A Karmayogī encourages collaborative working ensuring inclusion of a diverse set of stakeholders

Ensure collective ownership and well-being of diverse groups for inclusion (seems incomplete) in the workspace and for community action

Have an understanding of interdependencies and the interconnectedness of multiple stakeholders

Collaborate & integrate resources and promote collective learning

Create/ Work towards - 'Ek Bhārat Śhreshth Bhārat'.

Build consensus by resolving any conflicts in the Government ecosystem

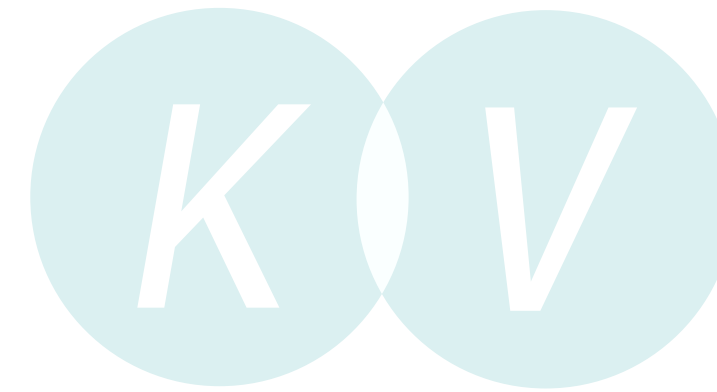
Focus on achieving success of common goals collaboratively

Promote Cooperative Federalism Exhibit sensitivity when dealing with colleagues and guide other stakeholders

Creating an organisational culture and collective identity

III RĀJYAKARMA (Workplace / System)

Rājyakarma: A Karmayogī should comply to the rules & regulations, is committed to promote transparency and ensures that outputs created are sustainable



Take pride in systems and processes of the Government of India.

Create sustainable & hygienic workplace / systems / operating environment and processes aimed at enhancing the public good.

Be transparent while undertaking set processes of the system

Interpret & comply to the prescribed Rules, Regulations etc.

Contribute towards system improvement in innovative ways such as building institutional memory, training interventions and accountability frameworks

Employ Data Analytics and Visualization using frontier technologies

Working to constantly evolve systems & processes to deliver on good governance



IV SVADHARMA (Citizen)

Svadharmā: A Karmayogī persistently works for all by providing timely and helpful advice, creating mission-oriented reforms and formulating progressive & transformative policies and is citizen centric in all approaches

Display commitment & perform one's/your duties by citizen-centric governance

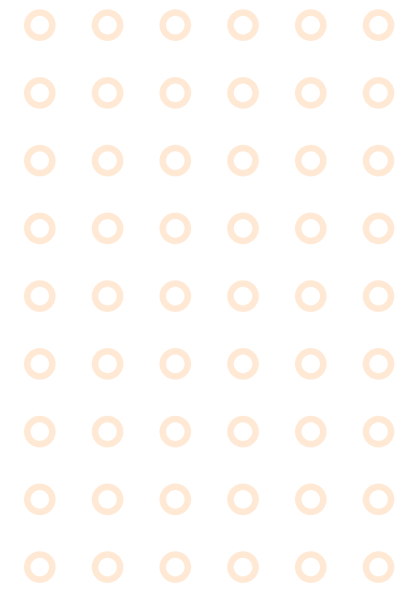
Janbhagidari: Engaging with citizens as equal partners.

Act as a trusted advisor to all stakeholders in nation building

Formulate and implement citizen-centric policies through diverse and integrated Government Programs

Ensure social, human & economic progress is shared across all regions of India

Leverage local wisdom along with global practices to adopt innovative, creative and constructive ways to create newer benchmarks in service delivery and good governance



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These virtues can be
attained by acquiring
competencies

WHAT ARE THESE COMPETENCIES?

Karmayogī

Competencies

C O M P E T E N C Y M O D E L

A Karmayogī will be able to inculcate the Virtues (Gūṇas) and strive towards the vision by attaining Competencies

1 Behavioural Competencies

Key behavioural traits that Government of India officials should display to perform effectively in a range of jobs

2 Functional Competencies

The knowledge or skills required to perform effectively in a specific role or group of jobs which are common across most Ministries / Departments / Organizations in the Government of India. (e.g., "Project Management")

3 Domain Competencies*

These competencies are shared by a family of related jobs that have common functions and form a logical career path. These are defined for a specific department or business unit and typically categorized by knowledge areas that a role holder needs to carry out activities of specific domain such as: agriculture, economy, health etc.

*Domain Competencies is outside the scope of this document

Behavioural Competencies

The Karmayogi Competency Model consists of 13 Behavioural Competencies split across 8 Core Competencies (and 28 associated sub-themes) and 5 Leadership Competencies (and 13 associated sub-themes)

CORE

Core Competencies include fundamental skills, knowledge, and attitudes which are expected to be demonstrated by all officials across the hierarchy across the Government ecosystem for contributing to effective public service delivery

1. Self-Awareness

- Self-Analysis
- Self Confidence
- Purposefulness
- Self-Learning

5. Outcome Orientation

- Goal Setting
- Accountability
- Initiative & Drive
- Commitment to Quality

2. Personal Effectiveness

- Stress Management
- Resilience
- Navigating Ambiguity



6. Collaboration

- Relationship Management
- Diversity & Inclusion
- Knowledge Sharing

3. Solution Orientation

- Analytical Thinking
- Attention to Detail
- Systems thinking



7. Service Orientation

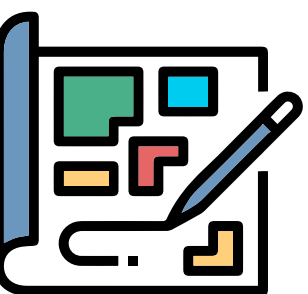
- Empathy
- Responsiveness
- Service Excellence (wrt Citizens)

4. Communication

- Active Listening
- Reading & Comprehension
- Verbal and Non-verbal Fluency
- Presentation Skills

8. Operational Excellence

- Planning & Prioritization
- Resource Management
- Process Excellence
- Continuous Improvement



Matrix Mapping the competencies with the Gunas

	COMPETENCY TYPE	COMPETENCY NAME	SVĀDHYĀYA (SELF)	SAHAKĀRYATĀ (TEAM/COLLAB)	SVADHARMA (MY DHARMA)	RAJYAKARMA (SYSTEMS)
1	Core	Self-Awareness	✓			
2	Core	Personal Effectiveness	✓			
3	Core	Solution Orientation	✓	✓	✓	✓
4	Core	Communication	✓	✓		✓
5	Core	Outcome Orientation	✓	✓	✓	✓
6	Core	Collaboration		✓		✓
7	Core	Service Orientation	✓		✓	
8	Core	Operational Excellence				✓

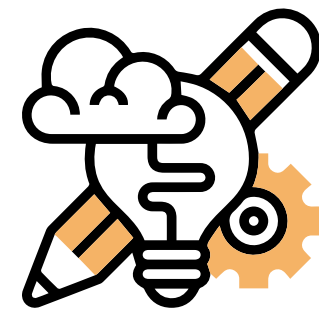
Behavioural Competencies

LEADERSHIP

Leadership Competencies are a specific set of skills, behaviours, and attitudes that are associated with effective leadership and management of their respective teams. These competencies are essential for leaders to achieve organizational goals, foster a positive work environment, and inspire their teams

9. Creativity & Innovation

- Lateral Thinking
- Transformation Orientation

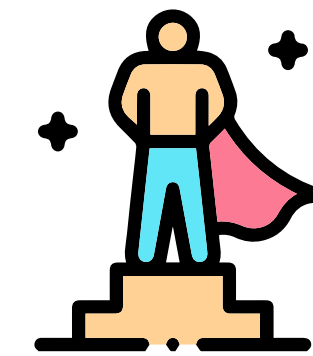


12. Team Leadership

- Mentoring
- Sharing Constructive Feedback
- Inspiring Others

10. Strategic Leadership

- Global Mindset
- Forward Thinking
- Executive Presence
- Sustainable Mindset



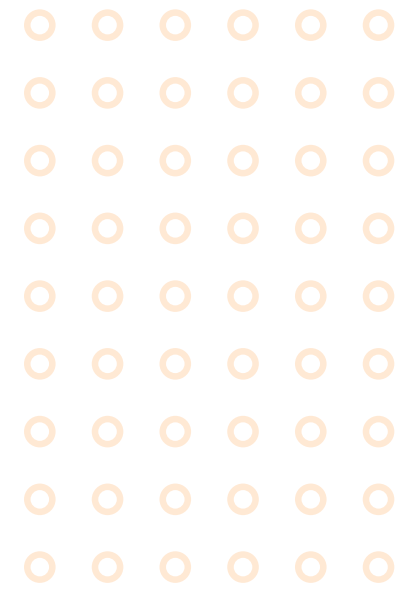
13. Decision Making

- Logical Reasoning
- Sound Judgement



11. Collaborative Leadership

- Influencing & Negotiation
- Conflict Management



Matrix Mapping the competencies with the Gunas

	COMPETENCY TYPE	COMPETENCY NAME	SVĀDHYĀYA (SELF)	SAHAKĀRYATĀ (TEAM/COLLAB)	SVADHARMA (MY DHARMA)	RAJYAKARMA (SYSTEMS)
9	Leadership	Creativity & Innovation	✓			
10	Leadership	Strategic Leadership	✓			✓
11	Leadership	Collaborative Leadership	✓	✓		
12	Leadership	Team Leadership		✓		
13	Leadership	Decision Making	✓			

Functional Competencies

The Karmayogi Competency Model consists of 21 Functional Competencies and 68 associated sub-themes



1. Citizen Centricity

- Design Thinking
- Citizen Partnering & Collaboration
- Political, Economic, Social, Technological Consciousness



2. Policy Architecture

- Research & Need Analysis
- Policy Design/Amendment
- Policy Implementation
- Policy Monitoring & Impact Assessment



3. Cabinet Note Preparation

- Rules of business (AoB/ToB)
- Cabinet Note Writing

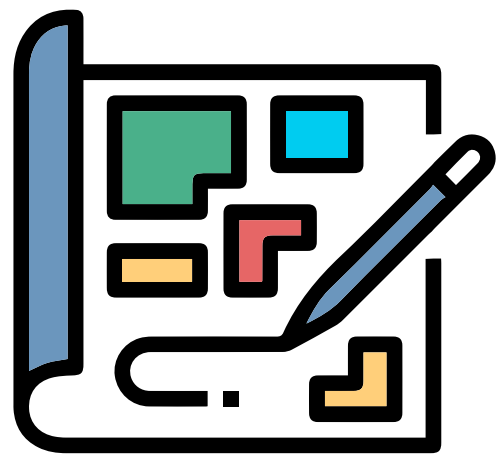


4. Government Program Formulation

- Research & Need Analysis
- Scheme/Program Design
- Feasibility & Risk Assessment
- Implementation & Outreach

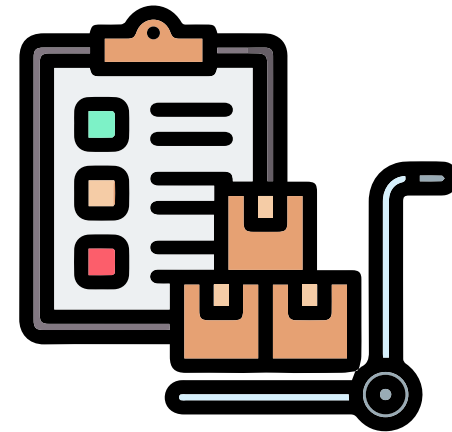
Functional Competencies

The Karmayogi Competency Model consists of 21 Functional Competencies and 68 associated sub-themes



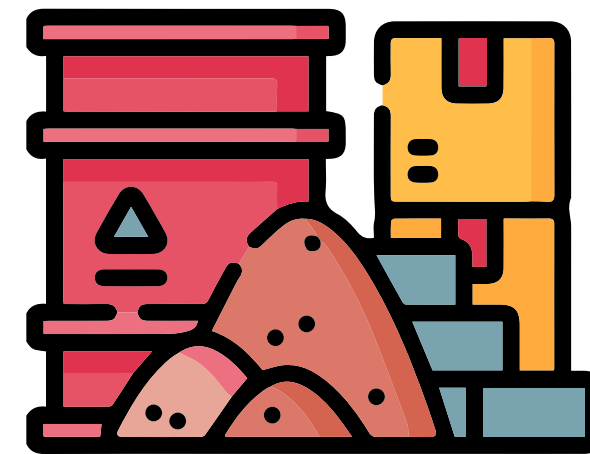
5. Project Management

- Project Planning
- Project Implementation
- Project Evaluation & Monitoring



6. Public Procurement (GFR)

- Procurement Mgt. through GeM
- Procurement of Services/ Goods/Works
- Contract Management
- Vendor/Consultant Management



7. Material Management (GFR)

- Maintenance and Disposal of materials
- Inventory Management



8. Monitoring & Evaluation

- Creation of M&E Framework
- Evaluation of outcomes / outputs

Functional Competencies

The Karmayogi Competency Model consists of 21 Functional Competencies and 68 associated sub-themes



9. Financial Management

- Budget Formulation & Implementation
- Expenditure Management
- Government accounts
- PFMS Portal Management



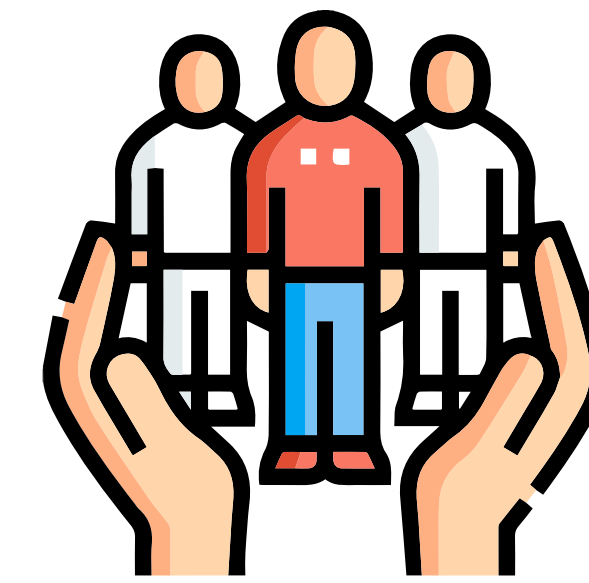
10. Digital Fluency

- Digital Tools (MS office, Excel & PPT.) & Platforms
- Digital Service Design
- AI/ML tools
- Emerging technology



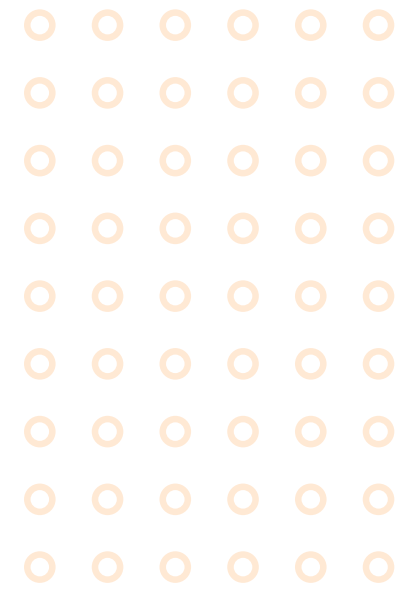
11. Data Analytics

- Data Management
- Data Analysis & Visualization
- Data led Decision making
- Data Use and Governance



12. Establishment & HR

- Handling Establishment Matters
- Handling matters of Reservations
- Handling Fundamental Rules/ Supplementary Rules
- Handling matters of Prevention of Sexual Harassment Policy
- Handling performance appraisal



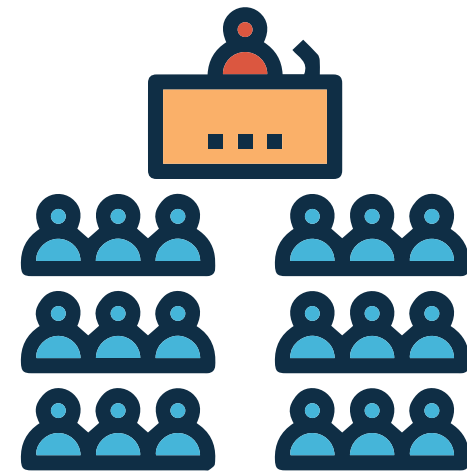
Functional Competencies

The Karmayogi Competency Model consists of 21 Functional Competencies and 68 associated sub-themes



13. Office Management

- E-Office
- File/DAK Management
- Office Procedures
- Noting & Drafting of official Communications
- Technical Proposal / Report writing



14. Handling Parliamentary Matters

- Submission of briefs, supply of information
- Maintaining records of parliamentary matters



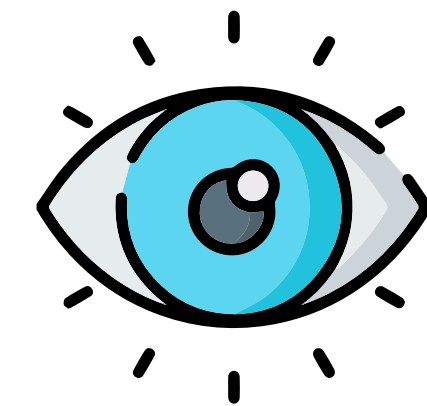
15. Handling RTI Matters

- RTI Responsiveness
- RTI Records Management



16. Grievance Redressal

- CPGRAMS Portal Management
- Public Grievance Handling



17. Vigilance Administration

- Conduct Rules
- Provisions on Suspension
- Proposal preparation for disciplinary proceedings
- Handling prosecution cases
- Preventive Vigilance

Functional Competencies

The Karmayogi Competency Model consists of 21 Functional Competencies and 68 associated sub-themes



18. Litigation Management

- Legal Know-How
- Court case management
- LIMBS Portal Management



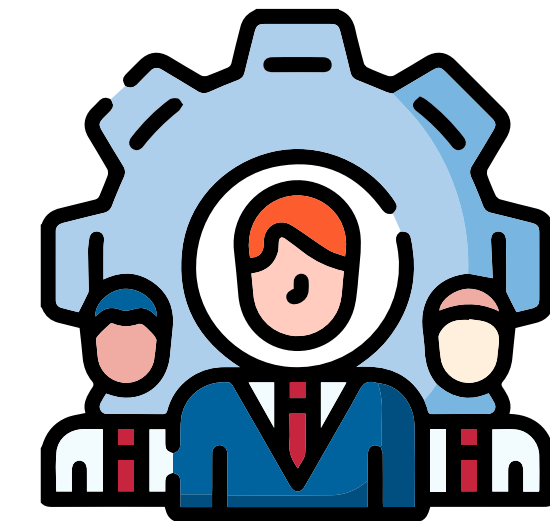
19. Information & Communication Management

- Dissemination of Information
- Handling social media
- Management of information on official websites



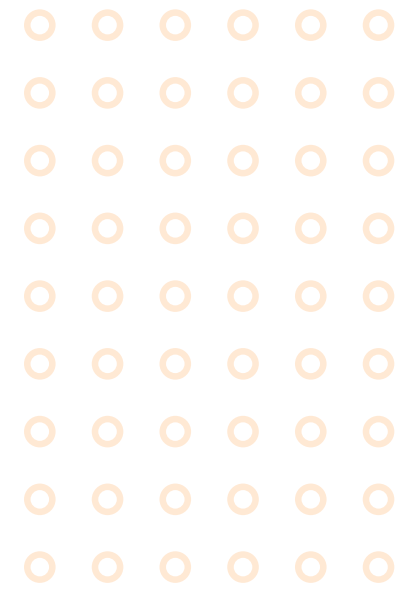
20. Change Management

- Change Readiness
- Change Implementation
- Change Impact Assessment




















21. Administration Matters

- Handling Allowances & Reimbursement
- Handling Leave and Travel
- Handling misc Matters (car, residence, personal staff etc.)
- Implementing Official Language



Matrix Mapping the Functional Competencies with the Gunas

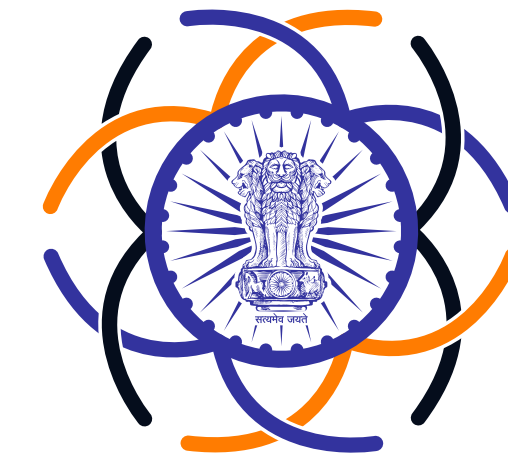
	COMPETENCY NAME	SVĀDHYĀYA (SELF)	SAHAKĀRYATĀ (TEAM/COLLAB)	SVADHARMA (MY DHARMA)	RAJYAKARMA (SYSTEMS)
1	Citizen Centricity				
2	Policy Architecture				
3	Cabinet note preparation				
4	Government Program Formulation				
5	Project Management				
6	Public Procurement (GFR)				
7	Material Management				
8	Monitoring & Evaluation				
9	Financial Management				
10	Digital Fluency				

Matrix Mapping the Functional Competencies with the Gunas

	COMPETENCY NAME	SVĀDHYĀYA (SELF)	SAHAKĀRYATĀ (TEAM/COLLAB)	SVADHARMA (MY DHARMA)	RAJYAKARMA (SYSTEMS)
11	Data Analytics				✓
12	Establishment & HR		✓		✓
13	Office Management				✓
14	Handling Parliamentary Matters				✓
15	Handling RTI Matters			✓	✓
16	Grievance Redressal			✓	✓
17	Vigilance Administration				✓
18	Litigation Management				✓
19	Information & Communication Mgt			✓	✓
20	Change Management	✓	✓		✓
21	Administration Matters				✓

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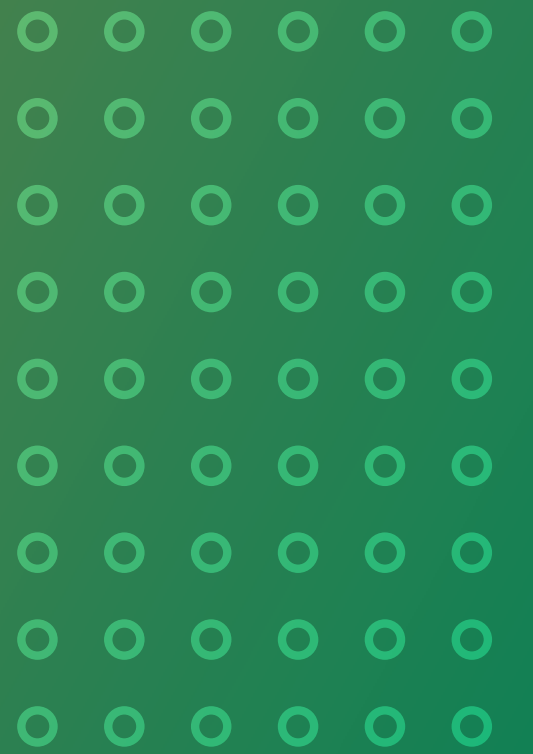
Thank You



CAPACITY
BUILDING
COMMISSION



CAPACITY
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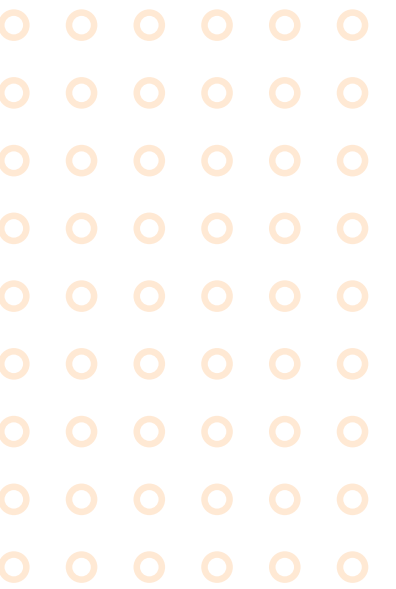
Annexures

Karmayogi

C O M P E T E N C Y M O D E L



CAPACITY
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COMMISSION



Behavioural Competencies

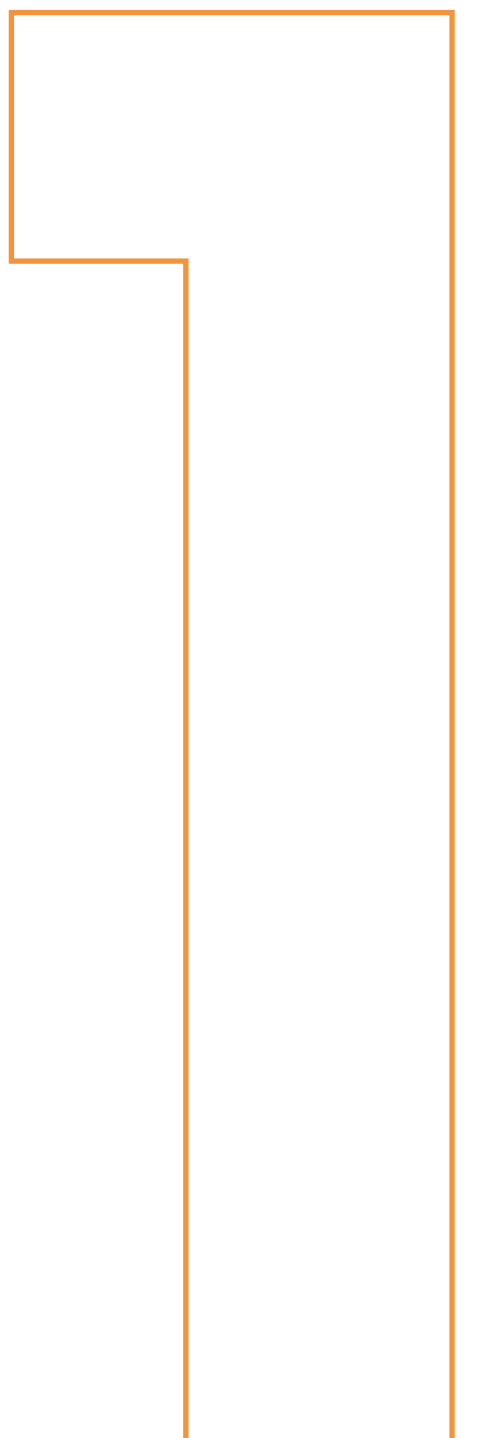
Behavioural Competencies with Definitions & Sub-Themes



Self-Awareness

Definition

Conscious recognition of one's thoughts, emotions, and behaviours, driven by a clear sense of purpose and values. It involves a confident understanding of one's strengths and weaknesses, fostering the ability to align actions with goals and a commitment to ongoing self-learning and personal growth.



Self-Awareness Sub-Themes



Self-Learning

Exhibits a commitment to addressing the Department's, Ministry's, or Organization's needs now and, in the future, through focusing on learning by identifying one's own learning needs, setting a learning plan and choosing the appropriate learning resources. Focuses on learning how new and innovative ideas and emerging technologies can be adopted to contribute towards successful completion of tasks.



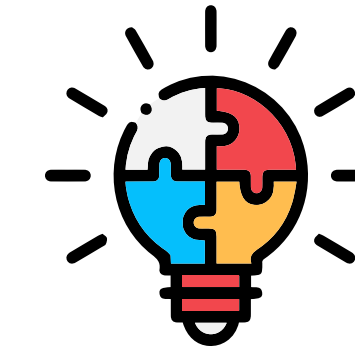
Self-Analysis

Ability to critically examine and evaluate their own thoughts, behaviors, emotions, strengths, weaknesses for introspection and self-reflection.



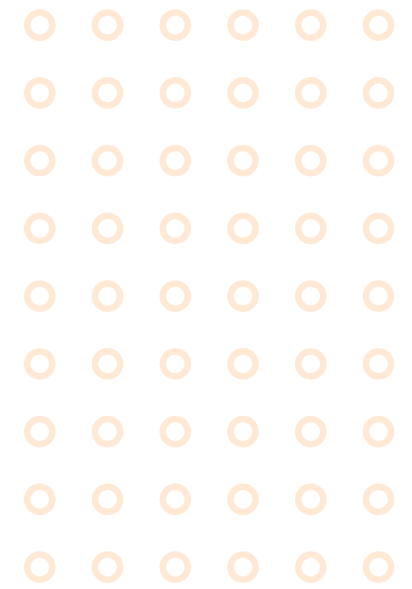
Self Confidence

Ability to believe in ones own abilities, judgment, and skills and have positive and realistic self-perception and assurance to tackle challenges. Take calculated risks and persist in the face of setbacks.



Purposefulness

Ability to align their actions, decisions, and goals with a clear sense of purpose or a higher meaning for working towards the goal of greater good of citizens.



Behavioural Competencies with Definitions & Sub-Themes



Personal Effectiveness

Definition

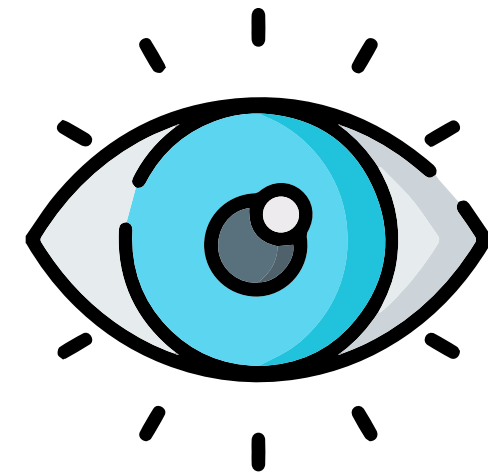
Recognizes one's emotional triggers and controls emotional reactions for retaining professionalism while working under pressure and heightened stress. Shows perseverance, self-control, and professional toughness when facing challenges and recovering from setbacks by adapting attitude and behaviour to meet a particular circumstance or in response to shifting working conditions and dynamics. Shows adaptability in fulfilling a given responsibility, navigating through uncertain situations with limited knowledge or resources.

Personal Effectiveness Sub-Themes



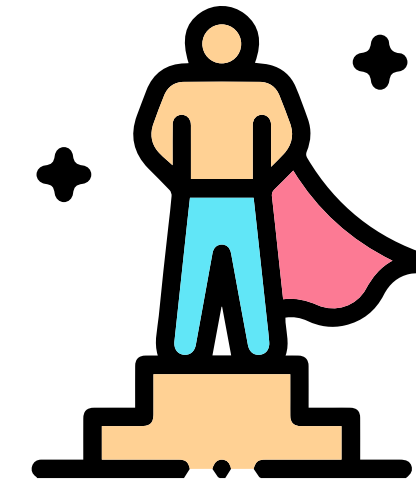
Stress Management

Identifies one's emotional triggers, regulating emotional responses through self-control, and maintaining dignity of the office and the position.



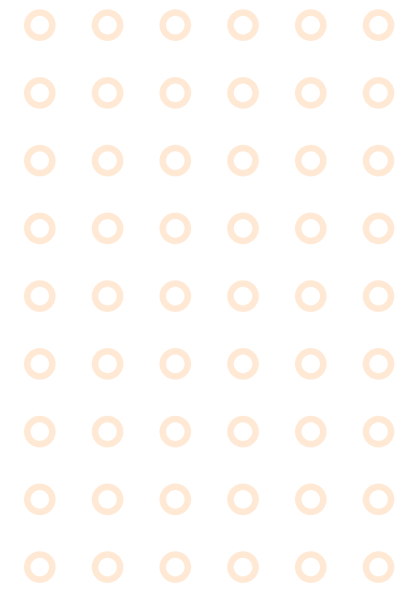
Navigating Ambiguity

Ability to effectively operate in situations characterized by uncertainty, complexity, and a lack of clear information or direction by adapting quickly to changing circumstances, be they new policy directives, unexpected challenges, or shifts in political priorities.



Resilience

Exhibits competence, confidence, coping skills, self-control through awareness and mindfulness of shared purpose of good governance and maintaining positive relations. Demonstrating professional perseverance by modifying approach while working under increased pressure.



Behavioural Competencies with Definitions & Sub-Themes



Solution Orientation

Definition

Displays a sense of carefulness and practicality in employing both creative and reflective problem-solving methods. Conducts thorough root-cause analyses and collaborate with experts and stakeholders to generate a range of hypotheses based on historical precedents, data, reports, with a goal to anticipate potential issues and suggest practical and alternative solutions that are based on insights gained from a comprehensive analysis of all relevant available information.

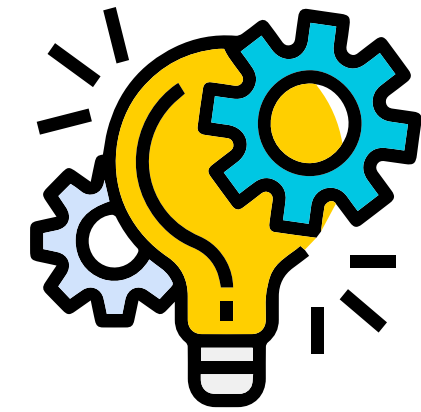


Solution Orientation Sub-Themes



Attention to Detail

Displays the quality of thoroughly, meticulously and accurately examining all aspects of a problem or task such as document creation to data analysis, budget management, and project implementation by employing keen eye to detail for their screening and scrutiny using functional expertise and domain credibility.



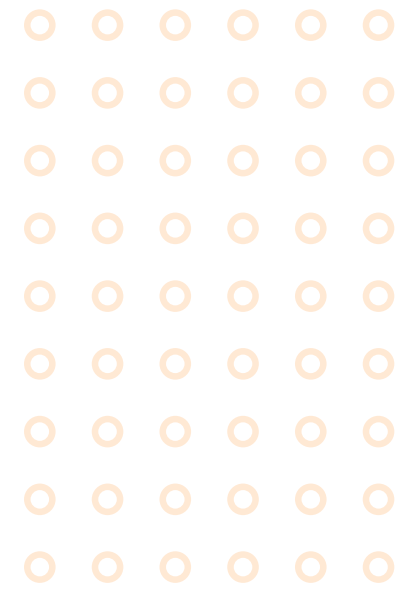
Systems Thinking

Recognize one's area of responsibility as a critical component of the larger system of the Government machinery and understand its interrelatedness and interoperability with other areas. This involves perceiving and comprehending complex problems and systems, such as processes and policies, as a whole and in parts simultaneously. It also involves devising strategies that would impact the dynamics of the whole by synthesizing complex problems, creating feedback loops, and comprehending causality.



Analytical Thinking

Demonstrates ability to extract key information from data, reports, precedence through thorough examination, scrutiny, and analysis using logic to address issues and problems.



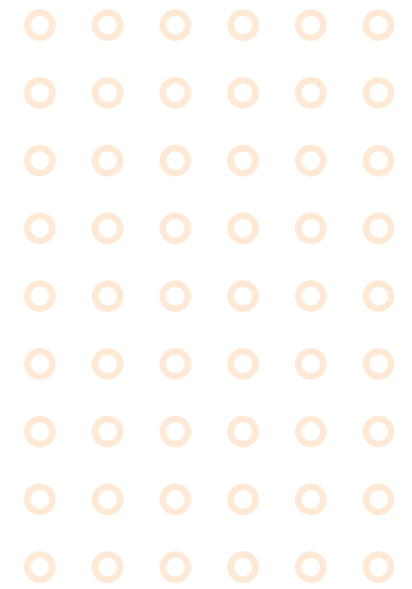
Behavioural Competencies with Definitions & Sub-Themes



Communication

Definition

Exhibits the ability to speak, read and interpret official communications such as English/Hindi/ State specific in respect to their context, message, and intent. Displays positive non-verbal cues, actively practices attentive listening, endeavours to understand the viewpoints of others, and responds respectfully and humbly. Presents information with conviction, fluency, rationality, and persuasion while using a communication techniques tailored to the audience.



Communication Sub-Themes



Reading & Comprehension

Exhibits elevated reading skills, possesses a firm linguistic command and knowledge.

Demonstrates the ability to absorb information, understand it, and integrate it with existing knowledge.



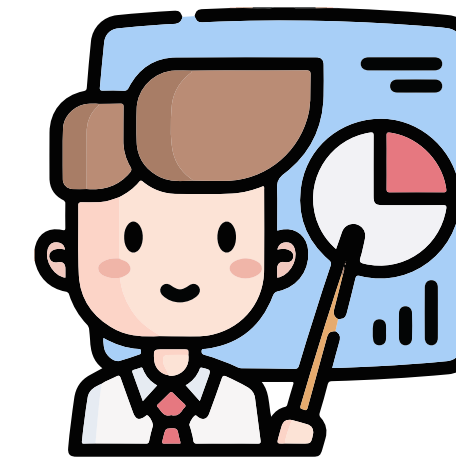
Active Listening

Demonstrates the capacity to pay close attention to what is being said and to interpret the spirit and intent of the speaker from other cues such as body language and facial expressions.



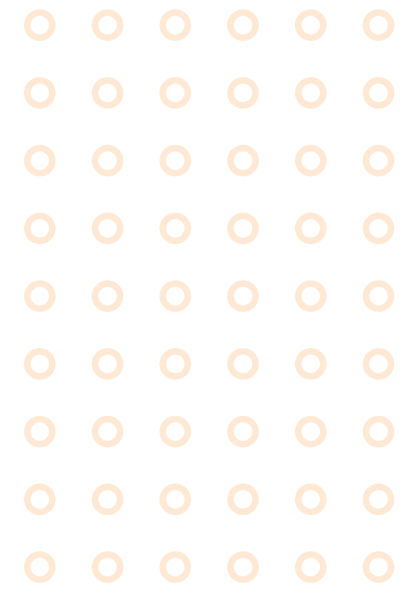
Verbal & Non-verbal communication

Demonstrates ability to articulate thoughts and express/ present ideas clearly and effectively using oral, non-verbal communication skills aiming to inform, instruct, or persuade audience/ stakeholders and augments credibility of the position and the office.



Presentation skills

Displays the ability to create documents and presentations that highlight the key points, details, accomplishments, and difficulties associated with the topic at hand.



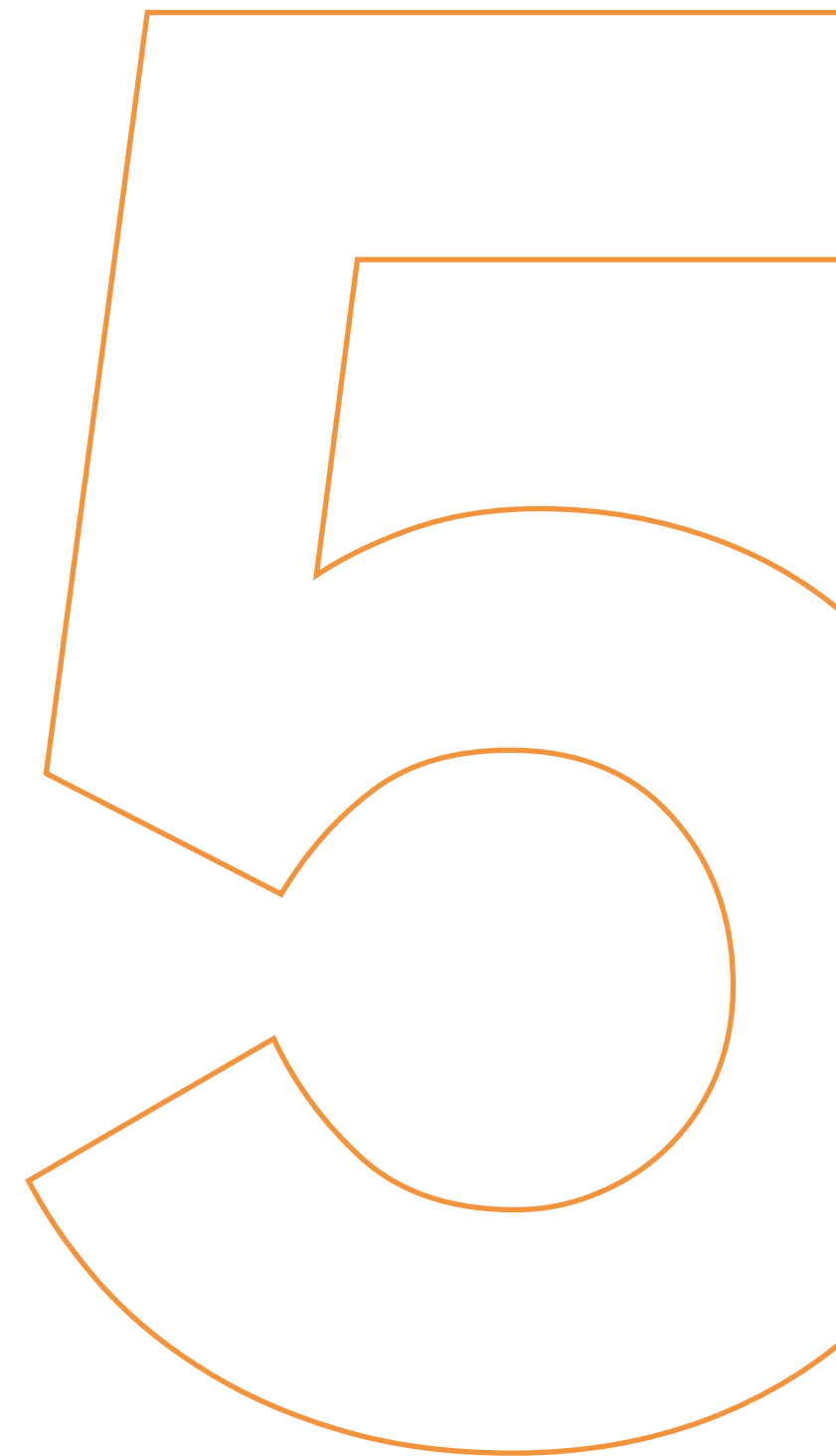
Behavioural Competencies with Definitions & Sub-Themes



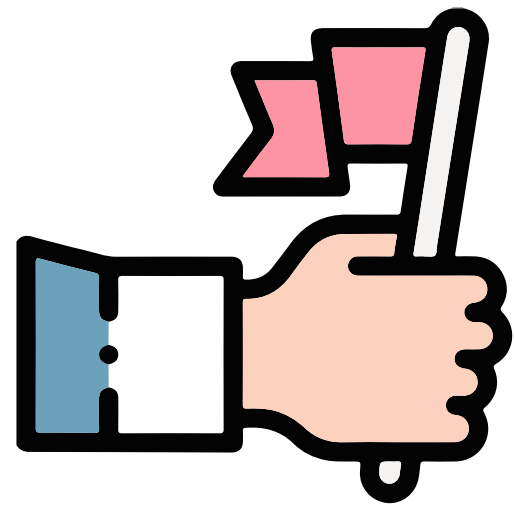
Outcome Orientation

Definition

Demonstrates an intense motivation to set goals and be responsible for their achievement while striving for quality excellence. Possesses the capacity to identify problems and gaps during service delivery and to proactively analyse and assess different options to ensure best result. Drives systemic changes to increase effectiveness and efficiency in line with future needs.



Outcome Orientation Sub-Themes



Initiative & Drive

Displays a profound drive to conduct oneself meticulously, following processes, norms, and other guidelines as one makes improvements by voluntarily and consciously putting forth the effort required by a task or activity despite difficulties, hardships, failures, or obstacles.



Goal Setting

Displays an underlying desire to be thorough and accurate when determining clear, challenging, & SMART (specific, measurable, achievable, relevant & time-bound) objectives or targets to guide actions as per set procedures, rules & guidelines.



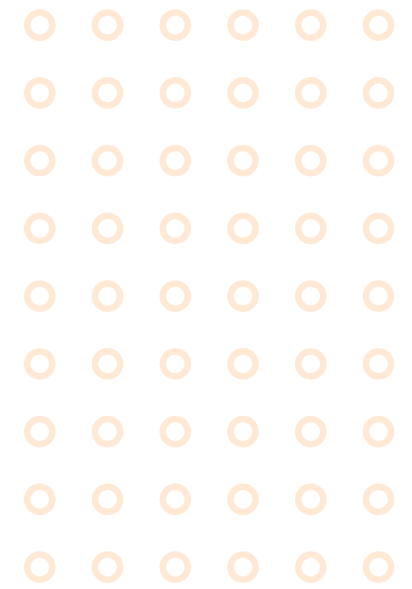
Accountability

Demonstrates the ability to take responsibility and make team accountable for measurable, high-quality, timely, and cost-effective delivery. Accepts responsibility for mistakes and takes initiatives for correcting them.



Commitment to Quality

Facilitates in building a culture of delivering high quality outputs through consistent focus on creating new benchmarks in quality and maintaining it for both internal and external stakeholders.



Behavioural Competencies with Definitions & Sub-Themes



Collaboration

Definition

Working in tandem with others as an integral unit, establishing partnerships and cooperative working relationships toward realizing Division / Department / Ministry goals. Proactively sharing relevant and useful knowledge, experience, or expertise with peers/team to strengthen knowledge base. It also refers to leveraging diverse strengths and contribution of every officer/ staff for timely and high-quality delivery.



Collaboration Sub-Themes



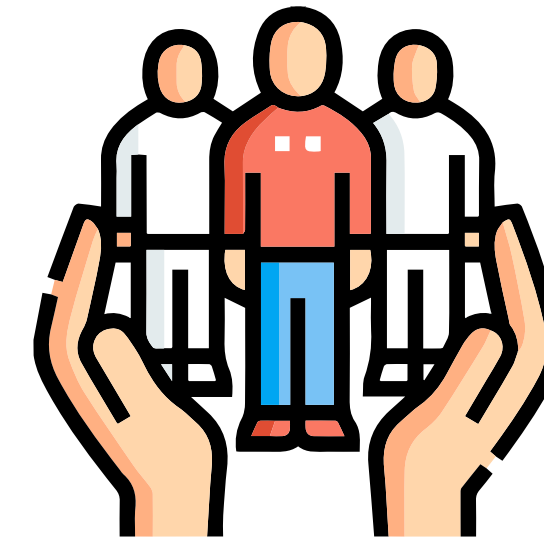
Relationship Management

Actively establishes connections, nurtures relationships, and capitalizes on opportunities to identify intelligence and insights into existing or potential challenges. Additionally, builds partnerships and public-private collaborations to leverage expertise in the national and global ecosystem, enhancing efficiency and promoting social inclusion for pro-people governance.



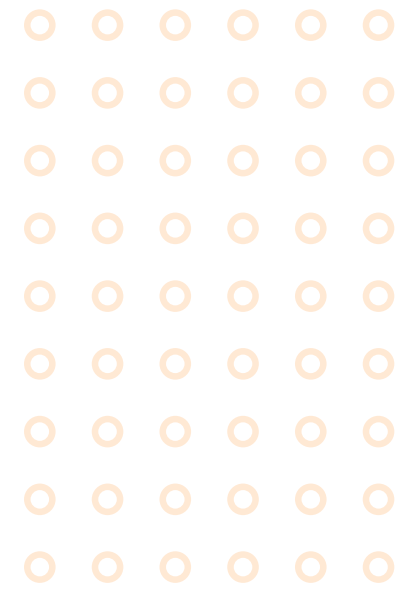
Knowledge Sharing

Exchanges explicit and implicit knowledge with stakeholders at the inter-, intra-, divisional, departmental, and ministerial levels in order to improve output that leverages multiple viewpoints.



Diversity & Inclusion

Create an inclusive work environment that values and embraces diverse perspectives, backgrounds, and experiences by actively promoting diversity, equity, and inclusion (DEI) within the Ministry/Department/Organization and integrating it into various aspects of working.



Behavioural Competencies with Definitions & Sub-Themes



Service Orientation

Definition

Demonstrates the ability to focus one's efforts on discovering and meeting needs of stakeholder(s) by establishing a rapport, putting oneself into the mindset of the stakeholder and facilitating delivery of services that meet their underlying and unexpressed needs. Demonstrates the ability to provide excellent service delivery while developing and maintaining strong relationships with citizens and balancing the government's key strategic priorities.

Service Orientation Sub-Themes



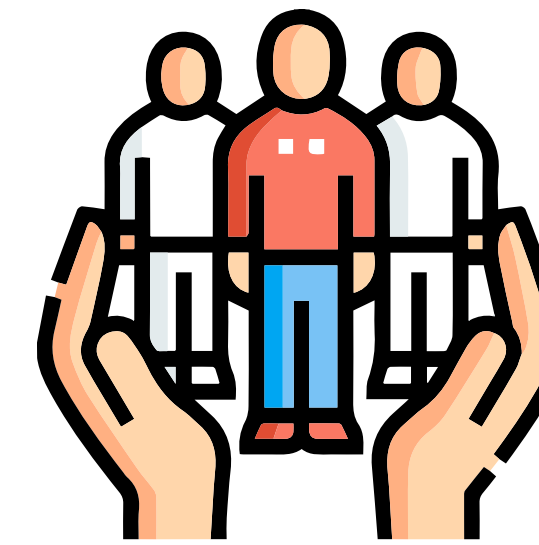
Empathy

Ability to understand and connect with the emotions, perspectives, and feelings of others and take actions to support them through challenging situations.



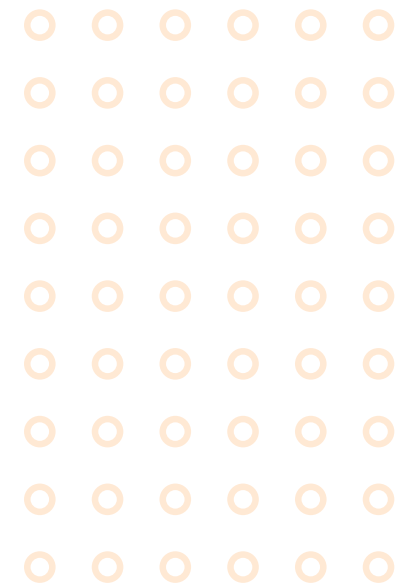
Responsiveness

Demonstrate the ability to respond respectfully and effectively and ensure highest level of care and satisfaction of citizens.



Service Excellence

Demonstrating professional perseverance by focusing one's efforts on meeting the set goals of the government as well as needs of the citizen while maintaining quality of delivery.



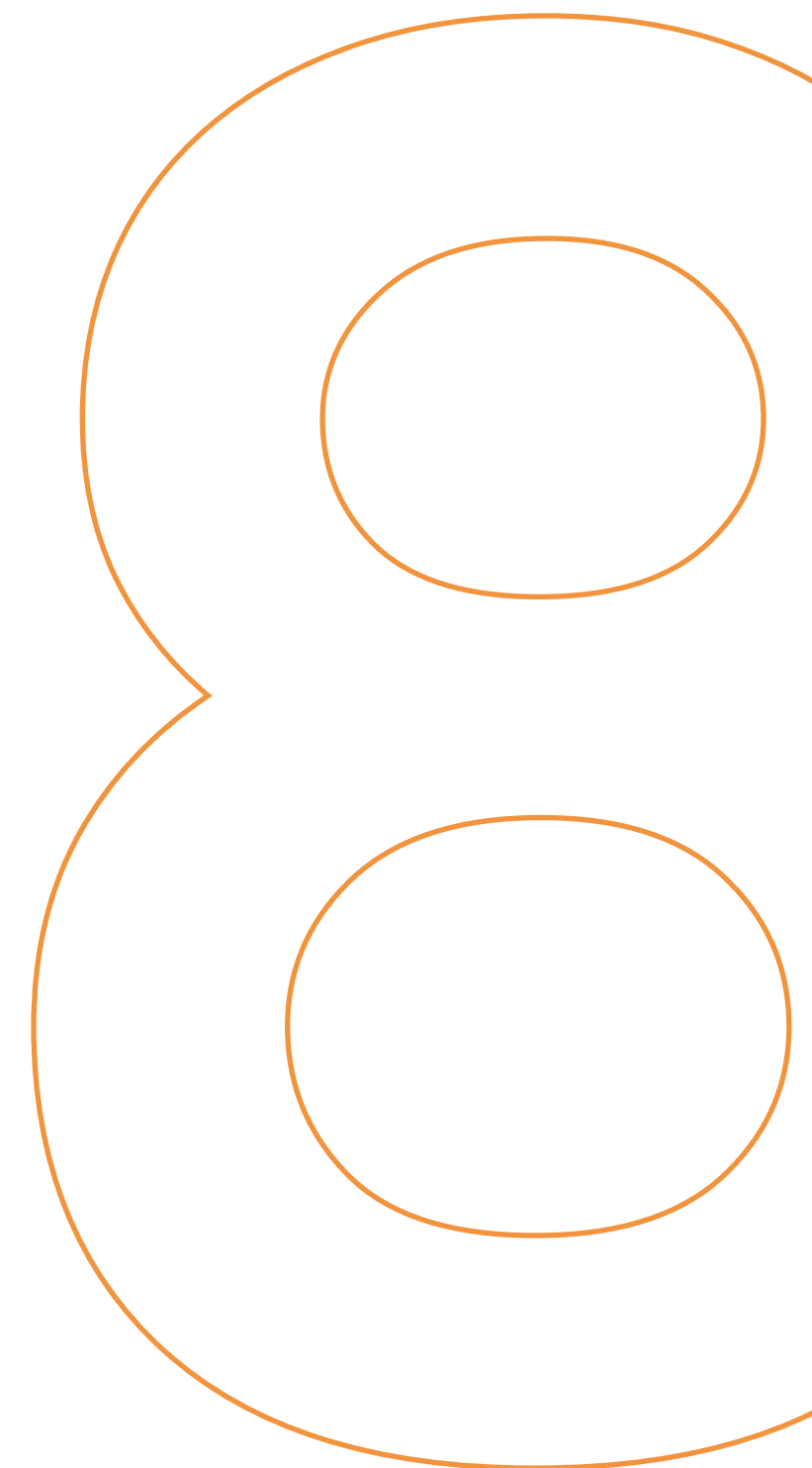
Behavioural Competencies with Definitions & Sub-Themes



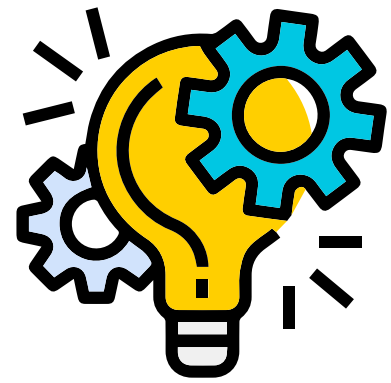
Operational Excellence

Definition

Establishes plans, defines milestones, and allots resources for regularly producing high-quality, cost-effective results that are in accordance with the department's or ministry's overall objectives. Focuses on tasks that will increase effectiveness, efficiency, and production through planning, intentional effort, and control. Determines goals, assigns tasks, and establishes priorities based on skill levels and the availability of resources.



Operational Excellence Sub-Themes



Process Excellence

Analyse and implement government processes and procedures to ensure alignment to the department's strategic objectives and ensure value to both internal and external stakeholders



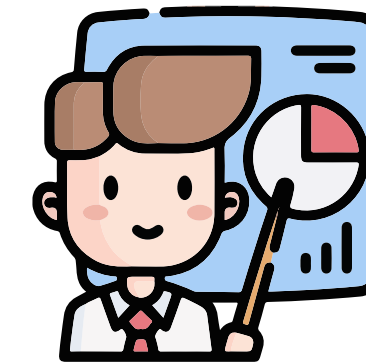
Resource Management

Demonstrate the ability to effectively and efficiently allocate, utilize, and optimize various resources to achieve strategic goals and objectives



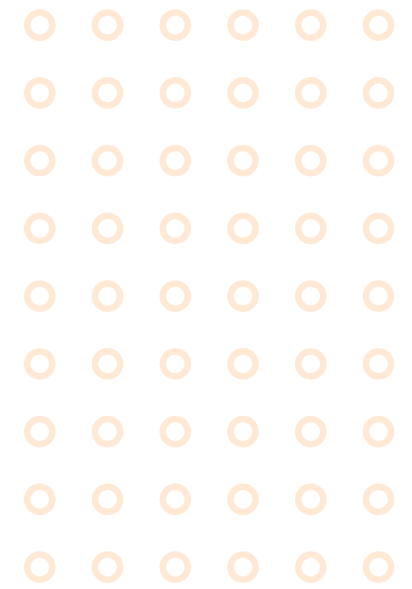
Continuous Improvement

Demonstrate the ability to deliver high-quality services through improvement of existing processes, systems, and practices within the sections, divisions or departments.



Planning & Prioritization

Demonstrates the ability to effectively manage tasks and reorder priorities in order to make the most use of available resources.



Behavioural Competencies with Definitions & Sub-Themes

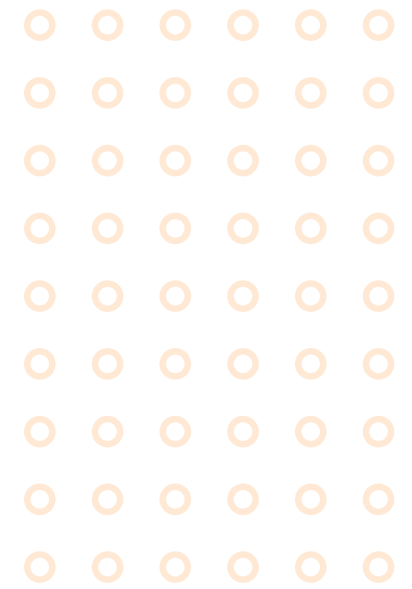


Creativity & Innovation

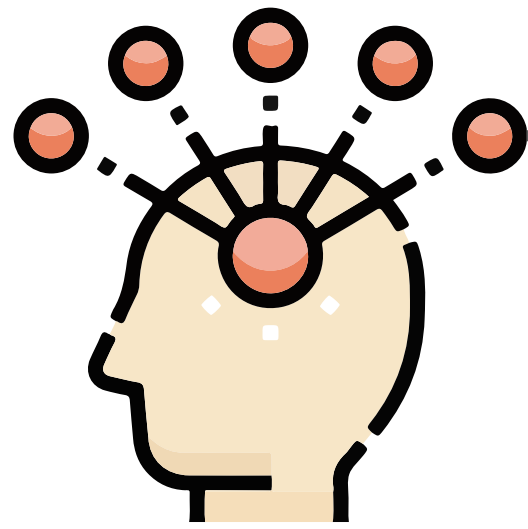
Definition

Champions 'out-of-the-box' thinking, and supports experimentation of new ideas, utilizing technological advancements with the aim of transforming operations to enhance governance efficiency. Synthesizes insights and concepts from diverse disciplines to drive the decision-making process, promote wider acceptance, and encourage cooperation to ensure successful implementation.



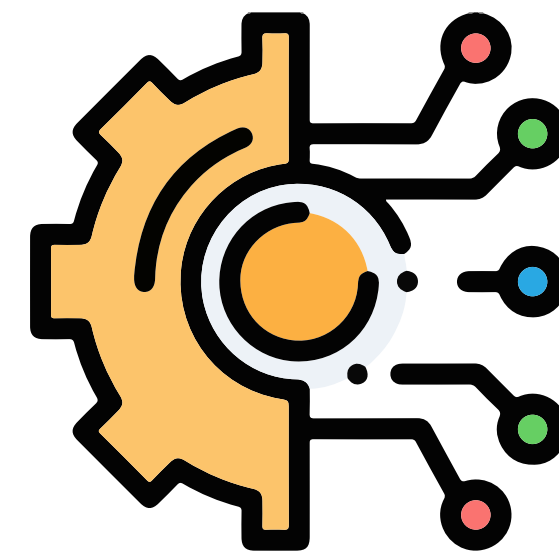


Creativity & Innovation Sub-Themes



Lateral Thinking

Demonstrates awareness of key emerging trends on a national and global scale. Utilizes cross functional knowledge to develop innovative strategies and approaches to solving real-world problems for the Ministry / Department. Enabling problem solving through consideration of broader perspectives and looking beyond standard reasoning & conventional ideas.



Transformation Orientation

Ability to drive cultural, attitudinal, and operational transformation within a Department or Ministry is demonstrated by fostering innovative thinking that utilizes emerging technological and digital advances, while also mitigating potential risks and capitalizing on opportunities to enhance governance efficiency.

Behavioural Competencies with Definitions & Sub-Themes



Strategic Leadership

Definition

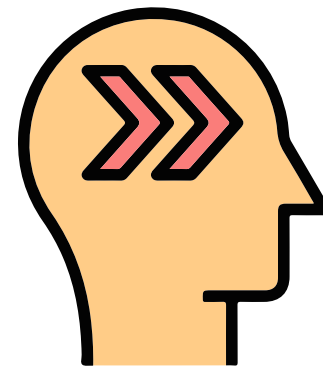
Ability to foresee future challenges and identify opportunities by discerning the operating environment holistically and being cognizant of emerging dynamics and trends globally, locally, and internally. Creates and communicates a vision of success, coupled with a progressive outlook and aligning strategic goals with operational plans to achieve the vision. Exhibits prudence, credibility and authority for shaping strategic direction to achieve Department/ Ministry mandates.

Strategic Leadership Sub-Themes



Global Mindset

Demonstrates the ability to enhance Departmental processes aligned to global standards by staying well-versed with the evolving dynamics at the global level, including those related to geo-politics, economics, society, and technology. Understands and keeps up-to-date on international policies and trends that affect the organization and shape stakeholders' views.



Forward Thinking

Demonstrates the ability to comprehend the internal and external environmental dynamics and their effect on both the short-term goals and long-term mandates of the Department/ Ministry/ Organization. This entails achieving a strategic balance with multiple stakeholders on sensitive issues while maintaining a clear focus on the mandate of the future for pro-people governance.



Executive Presence

Exhibits a blend of professional charismatic persona that exudes calmness, composure, confidence, effective communication, and commanding presence in the room while engaging in inter-Ministerial, National and Global forums intending to promote Government Programmes, Schemes and Strategies.



Sustainable Mindset

Adopting a mindset of implementing rigorous and comprehensive human, financial, and environmental resource accountability systems to ensure that resources are managed effectively and with integrity, and that these are carefully considered in the development and implementation of all policies and programs

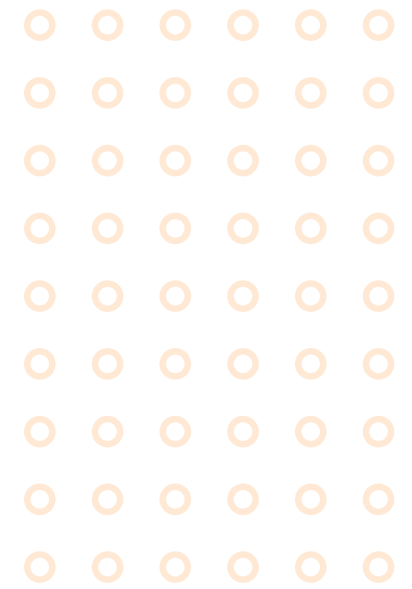
Behavioural Competencies with Definitions & Sub-Themes



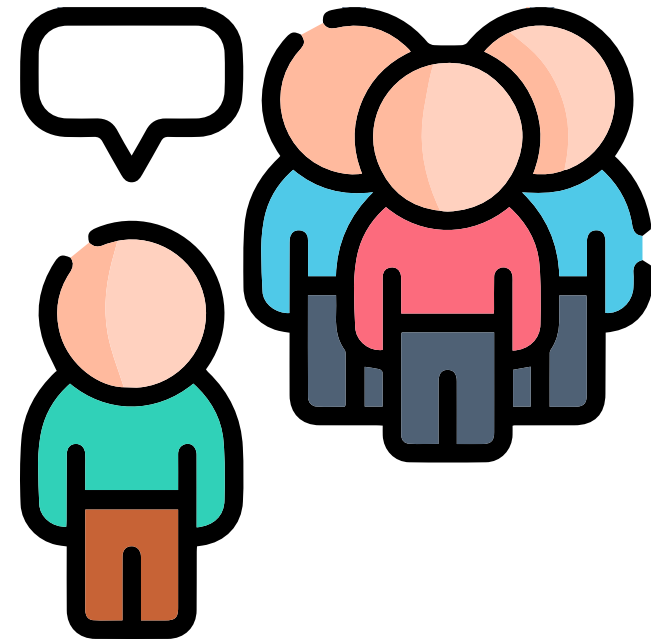
Collaborative Leadership

Definition

Demonstrates the ability to seek and establish alliances, collaborations, and partnerships with stakeholders, both internal and external, such as inter- and intra-Department /Ministerial officers, corporations, institutions, influencers, trusted advisors, and citizens. This includes creating a progressive roadmap for multifaceted development aligned with Atma Nirbhar Bharat. Shows expertise in manoeuvring diplomatic deliberations, persuading, converging divergent views and interests, reconciling conflicts, and facilitating mutually beneficial agreements.



Collaborative Leadership Sub-Themes



Influencing & Negotiation

Demonstrates a high level of proficiency in shaping the stance and perspectives of stakeholders into acceptance of the proposed approach for the benefit of the citizens. Engage in discussions with partners and stakeholders and achieve a mutually agreeable and appropriate consensus.



Conflict Management

Demonstrates the capability to recognize disparities or conflicts that arise from varying opinions, objectives, and interests among different stakeholders, and effectively manages such situations in a rational, equitable, and efficient manner while strictly adhering to compliance requirements.

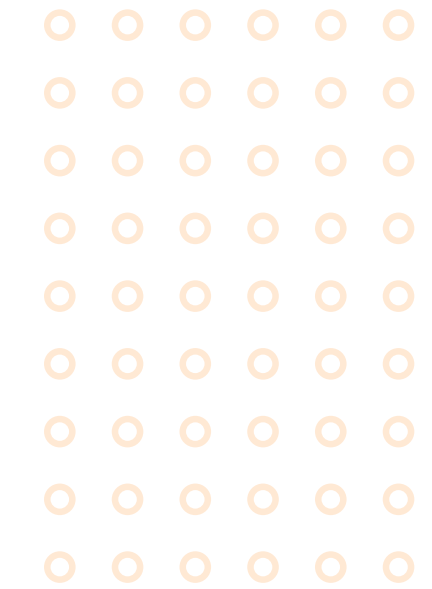
Behavioural Competencies with Definitions & Sub-Themes



Team Leadership

Definition

Fosters a positive work environment by actively engaging with the team, enabling their growth and enhancing their proficiency. This involves identifying and creating opportunities to enhance officers' skills and competencies through timely feedback, guidance, and mentoring. Additionally, promoting a culture of trust, openness, appreciation, recognition, parity, and leading by example.

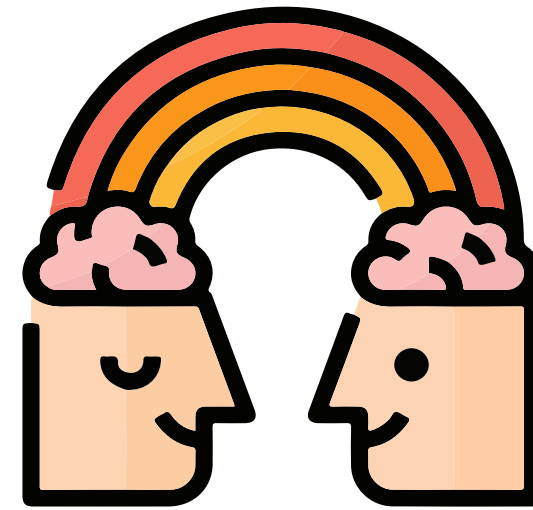


Team Leadership Sub-Themes



Mentoring

Demonstrates the capability to foster team development by creating a supportive environment and dedicating efforts to patiently train, provide opportunities, instil discipline and commitment, and offer timely monitoring and guidance to enhance their functional efficiency and professional agility



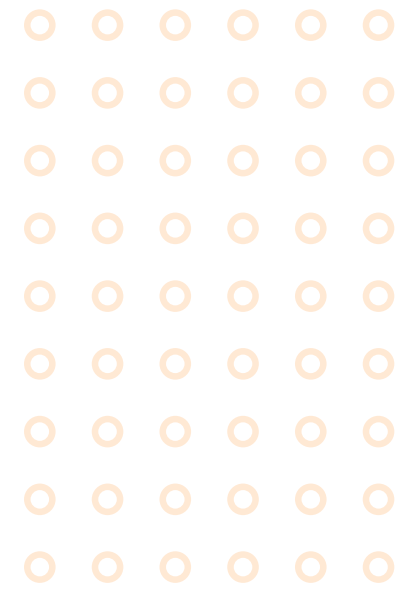
Inspiring Others

Demonstrates the characteristics and traits of Karmayogis, including fulfilling commitments on every task, recognizing, appreciating, and encouraging each team member, stakeholder, and partner, and staying true to the principles of good governance and encourages others in inculcating them. Displaying a high level of emotional intelligence and being alert, careful, organized, and diligent for setting the right example for the team.



Sharing Constructive Feedback

Provides timely feedback in a helpful, supportive, and constructive manner to others in a way that promotes their personal and professional growth while maintaining a positive and respectful working relationship.



Behavioural Competencies with Definitions & Sub-Themes

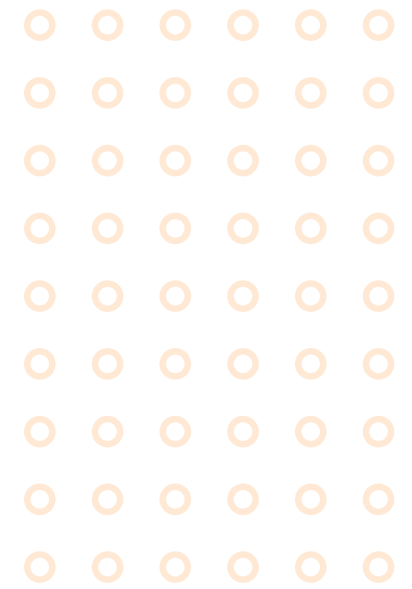


Decision Making

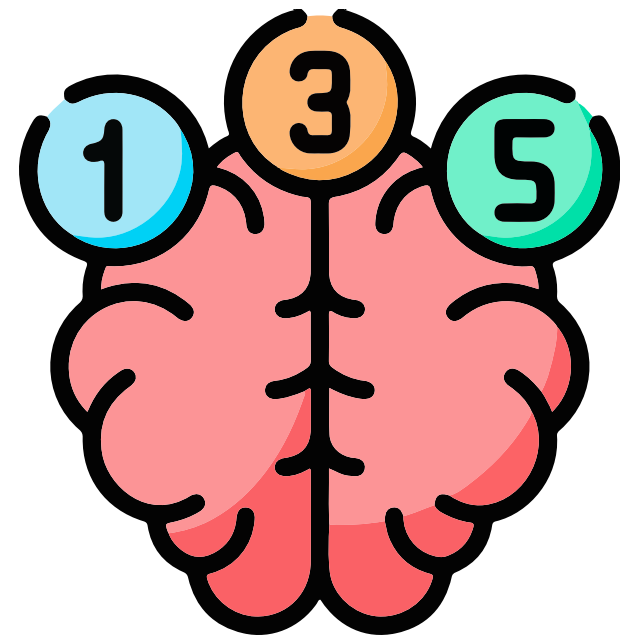
Definition

Possess the ability to analyse facts, reports, policies, precedents, constraints, risks, and conflicting points of view in a comprehensive and logical manner to gain a holistic perspective and arrive at a timely-decision. It involves weighing the pros and cons of various options to arrive at the best possible decision that would lead to the welfare of citizens and contribute towards attainment of Aatma Nirbhar & Viksit Bharat.



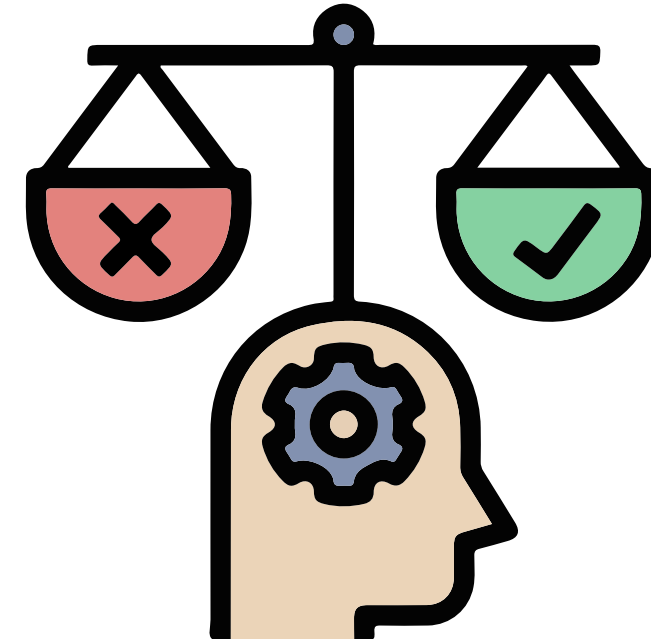


Decision Making Sub-Themes



Logical Reasoning

Objectively analyse, evaluate, and interpret information and arguments in a logical and systematic manner in order to arrive at conclusions.



Sound Judgement

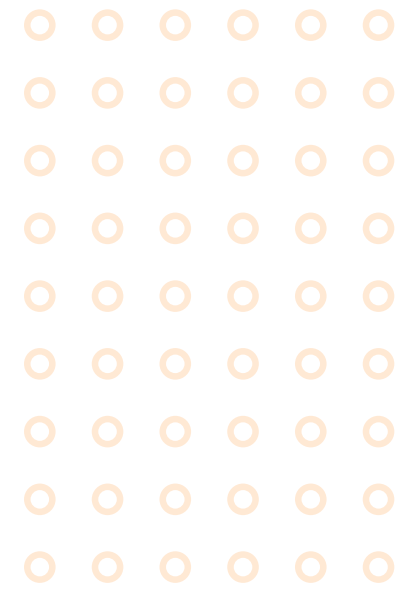
Ability to make well-informed, rational, and balanced decisions based on a thorough analysis of available information, careful consideration of potential consequences, and alignment with ethical principles and organizational goals

Karmayogi

COMPETENCY MODEL



CAPACITY
BUILDING
COMMISSION



Functional Competencies

Functional Competencies with Definitions & Sub-Themes



Citizen Centricity

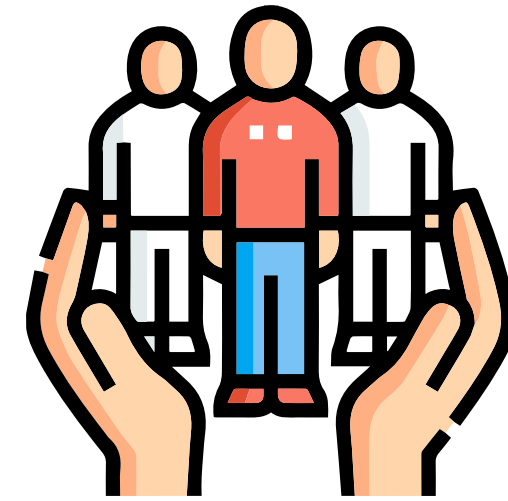
Definition

Ensures citizens' welfare and citizens' satisfaction, by improving the standards of accountable and transparent governance, implementing result-oriented administration through innovative interventions based on design thinking, and enhancing citizen-centric decision-making. Implements Open Government policies and practices, which include collaborating and forming partnerships with informed citizens, leveraging social capital, and promoting participative public service delivery by ensuring freedom and ease of access to information. Establish an efficient framework that ensures timely and transparent delivery of services by various government departments through awareness of various social, political, economic and technological developments that may impact citizens.

Citizen Centricity Sub-Themes

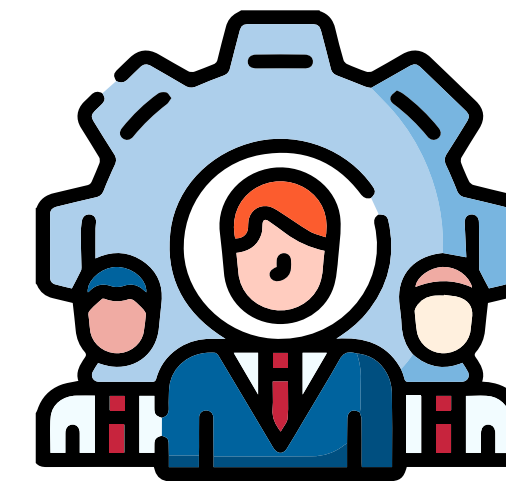
Design Thinking

Demonstrates ability to decode intertwined administrative systems, understand dynamic and multifaceted situations, based on solid foundation of study of need & demand of target population. Approaches problems with an empathic, "beginner's mind", openness, & optimism for creative and human centered solutions. Follows systematic and conscious approach to public service delivery that involves being open and impartial to the perspectives, grievances, and recommendations of service users and stakeholders, especially those from diverse social groups.



Citizen Partnering & Collaboration

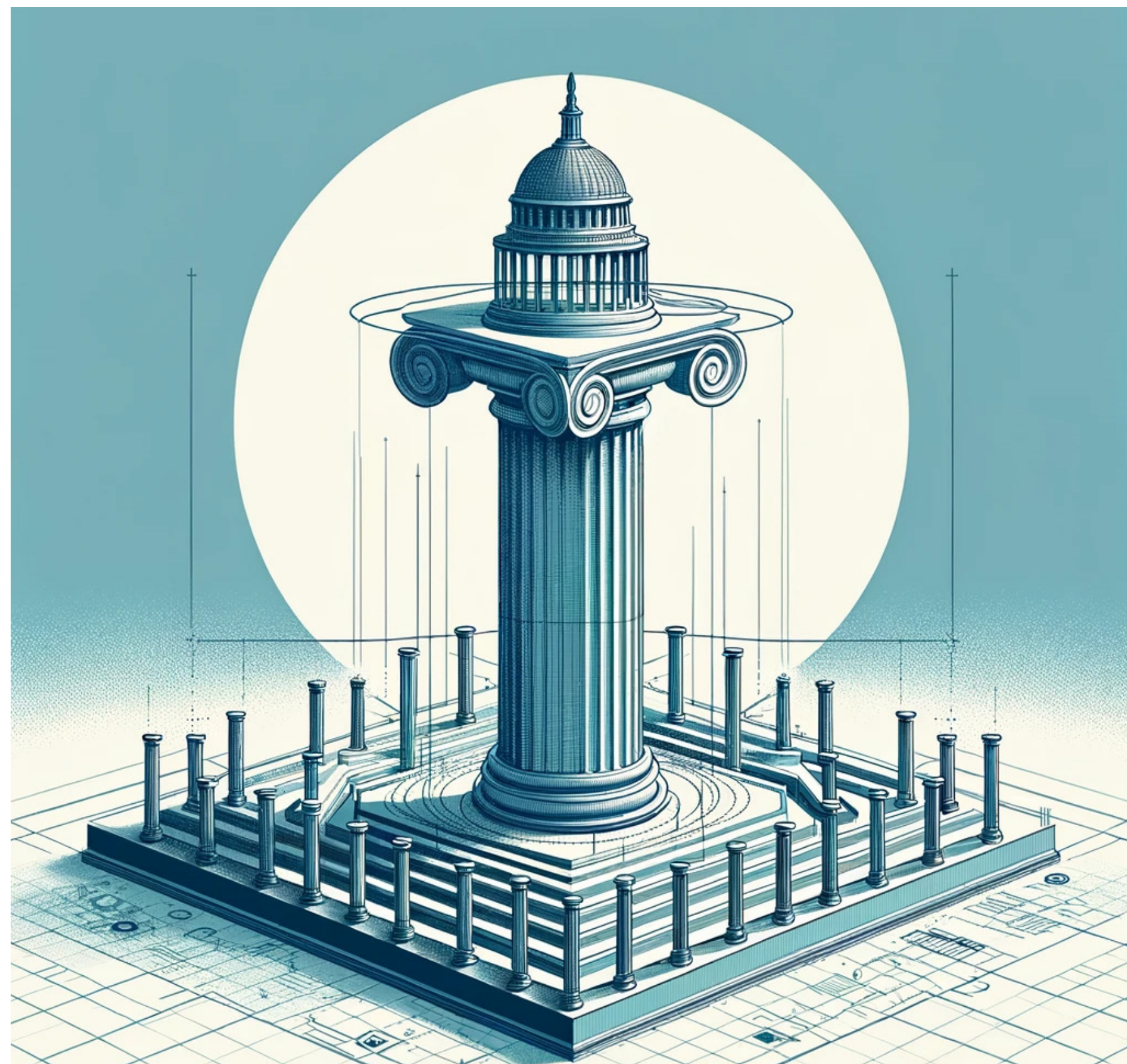
Demonstrates proficiency in mediating and engaging with various segments and groups of society to establish a common ground on issues and actions that benefit the entire community. Display "Good Governance" by aiming to enhance effectiveness, efficiency, and accountability through a consensus-based approach that emphasizes equity, inclusivity, and active participation, resulting in increased public satisfaction at lower costs.



Political, Economic, Social, Technological Consciousness

Maintains awareness of the national political leadership's vision for the country, as well as its strategic communications and collaborations with various national and global entities revolving around the economic, social or technological domains, in relation to the Department/Ministry/Organization.

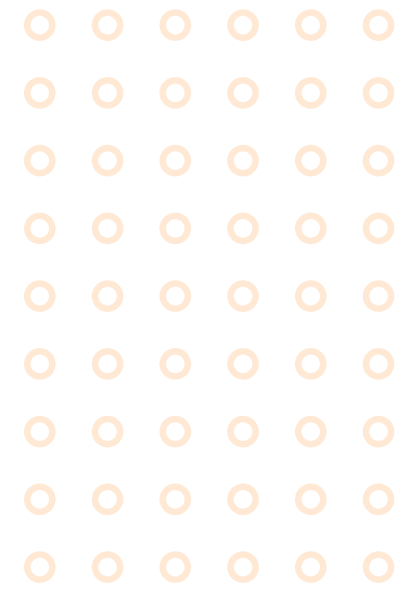
Functional Competencies with Definitions & Sub-Themes



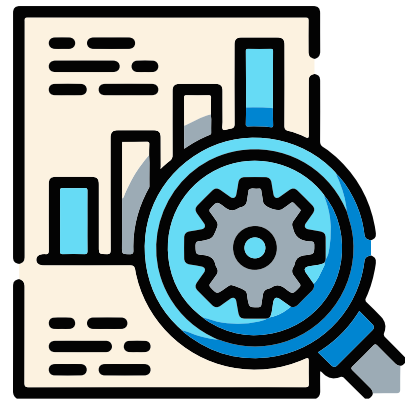
Policy Architecture

Definition

Demonstrates the capacity to detect gaps and improvement needs in existing policies in order to translate policy concepts into policy formulation for addressing existing and emerging needs of the citizens. Conducts thorough study and analysis of best practises at State, National, or Global levels, takes use of modern innovation and the most recent advancements in the social, economic, technological, and legal spheres while creating & implementing policies. Focuses on monitoring the application of policy and evaluating its impact and efficacy using a variety of instruments for responsible, open, and sustainable governance.

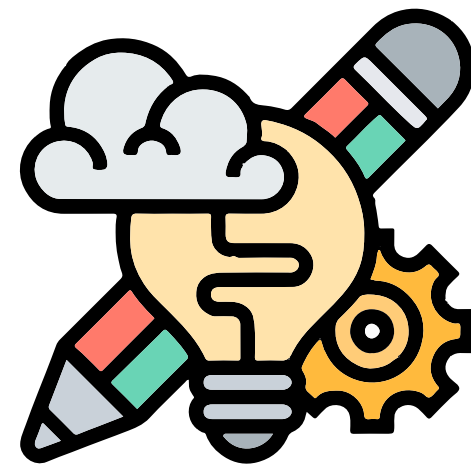


Policy Architecture Sub-Themes



Research & Needs Analysis

Demonstrates the ability to undertake primary and secondary research on a variety of aspects. Analyses and assesses a range of data points and reports produced by or obtained from a spectrum of sources (including but not limited to the subject of complaints, proposals by stakeholders, a range of appropriate indices, reports by governmental/non-governmental agencies, and gaps indicated in the course of interpretation and/or implementation).



Policy Design / Amendment

Demonstrates the ability to draft or amend government policies for delivering citizen centric civil service basis feasibility analysis and risk assessment of various policy alternatives.



Policy Implementation

Establishes and implements appropriate procedures to facilitate the implementation of central policies within the context of good governance, such as government programmes, schemes, missions, initiatives, etc.



Policy Monitoring & Impact Assessment

Creates and implements effective and practical monitoring & evaluation framework for assessing impact of policy implementation for maximizing the impact and benefits for target stakeholders.

Functional Competencies with Definitions & Sub-Themes



Cabinet Note Preparation

Definition

Demonstrates comprehension of the significance of Cabinet Notes in policymaking, where the Cabinet and its committees make vital decisions that are crucial for efficient governance. This includes the ability to prepare Cabinet Notes that address various national and international matters affecting different areas of governance and present them to the Cabinet for consideration and decision-making. Therefore, a deep understanding of the AoB Rules, 1961 & ToB Rules, 1961 is essential, along with exceptional skills in preparing comprehensive Cabinet Notes that provide pertinent details and the right perspective.



Cabinet Note Preparation Sub-Themes



Rules of Business

Demonstrates a high level of proficiency in conducting the official business of the Government of India, as specified in the first schedule of the Allocation of Business Rules (AoB), 1961, which define the Ministries, Departments, Secretariats, and offices where the government business is transacted and outline the distribution of subjects among various departments, as specified in the second schedule of the rules. Demonstrates comprehension of the Transaction of Business (ToB) Rules, 1961, which outline the procedures for handling the business of the Government of India, including consultation with other departments and submission of cases to the Prime Minister, Cabinet and its Committees, and the President.



Cabinet Note Writing

Ensures adherence to the procedures for preparing and submitting papers to be considered by the Cabinet, Cabinet Committees, and Committee of Secretaries (CoS) Notes, including the use of the prescribed format, inclusion of all necessary elements, and appropriate presentation of the Cabinet Note. Capable of grading the Notes and taking into account any special circumstances while being aware of common deficiencies.

Functional Competencies with Definitions & Sub-Themes



Govt Program Formulation

Definition

Demonstrates knowledge and ability to identify, define, plan, develop, deliver & monitor government programs, schemes to realize the agreed benefits for the citizens within prescribed timeframe. Oversees and coordinates a group of related projects within a government program to achieve specific benefits and maintain control. Demonstrates the ability in Program Selection, Program Planning, Program/ Project Transitions, Program Implementation, Strategic Program Management, Program Progress Monitoring and Review, Program Analysis, Program Financing, Program/ Project Change Management, Benefits Management, Stakeholder Relationships and Collaboration.

Govt Program Formulation Sub-Themes

Research & Needs Analysis

Analyses relevant reports, surveys, papers etc. to identify the needs, the beneficiaries, returns or strategic benefits to the citizens and Nation at large (both in tangible and intangible terms).

Scheme / Program Design

Demonstrates the ability to design central government schemes and draft contours of programs (constituent projects), preparation of necessary contract documents for procurement of Materials, Equipment and Services, indigenous & imported in line with the policies and schemes for development of the intended stakeholders .

Feasibility and Risk Assessment

Prepares and analyses feasibility study reports (FR), Detailed Project Reports (DPR), Environmental Impact Assessment (EIA) & Environmental Management Plan (EMP) Reports to identify potential risks (Governance Risks, Statutory Risks, Contractual Risks, Operational Risks, Financial Risks, Socio-economic Risks, Geopolitical Risks) and proposes suitable solutions for their mitigation.

Implementation & Outreach

Emphasizes the use of appropriate methods for execution of government programs to ensure achievement of intended outcomes and impact to the target audience.

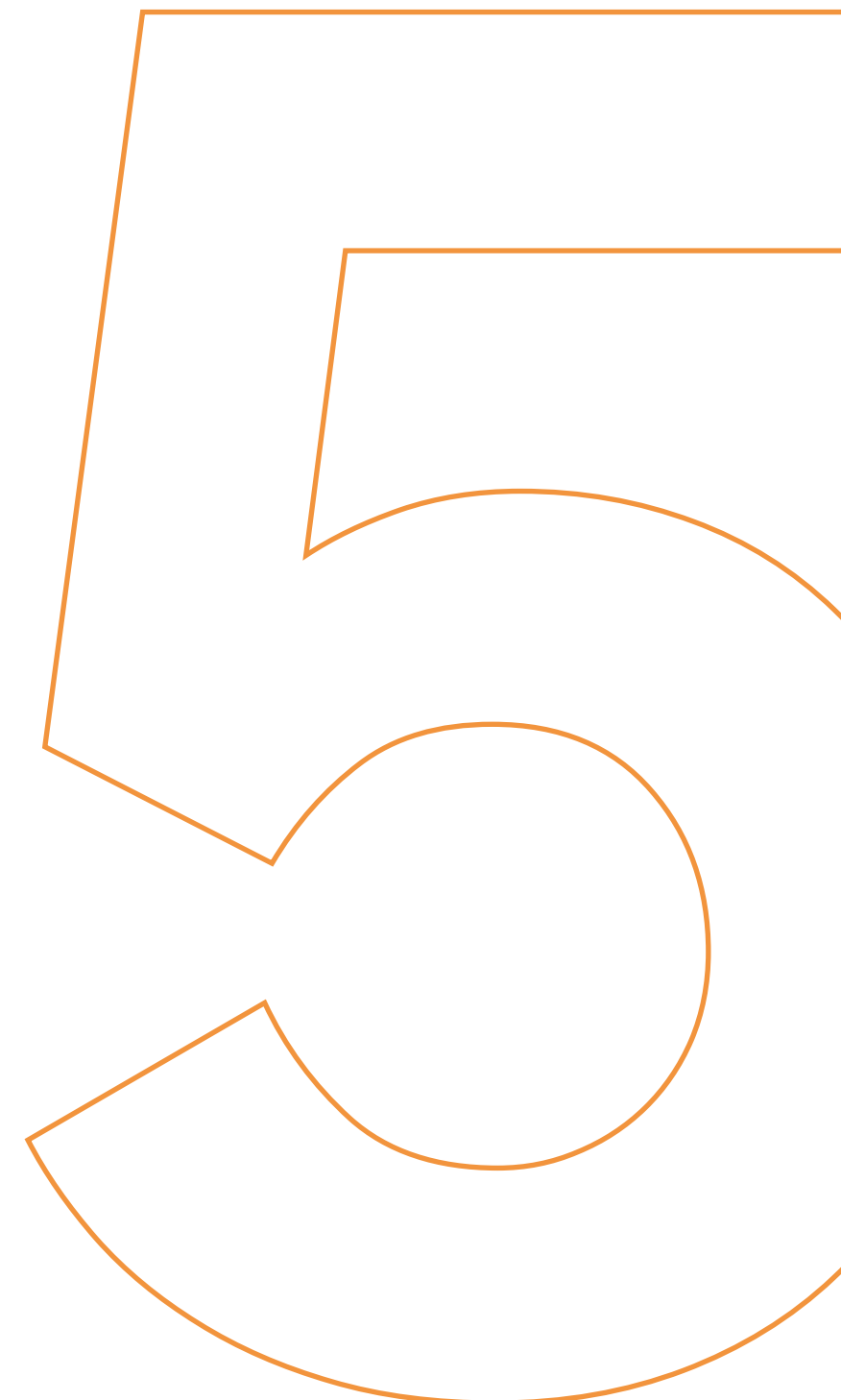
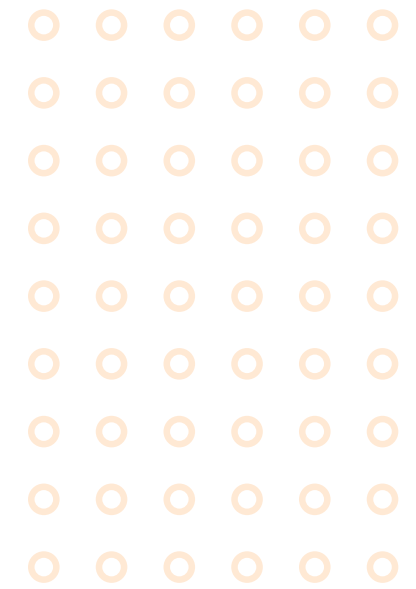
Functional Competencies with Definitions & Sub-Themes



Project Management

Definition

Demonstrates ability to plan phases/stages and identify key activities, dependencies, and milestones for driving projects. Utilizes & creates various standard framework / mechanisms to determine project mode, vendor selection & engagement, implementation, communication, knowledge transition, and risk mitigation. Evaluates progress against KPIs and ensures adherence to relevant guidelines & policies etc. for ensuring optimization of resource utilization, and driving realization of intended benefit for the intended audience.



Project Management Sub-Themes

Project Planning

Define various aspects of project including creating proposal, defining objectives, deliverables, timelines, intended benefits, mode of project (PPP, BOOT etc.), costing, funding schedule, technology, and process for selecting consultants, procurement, advisors, stakeholder management framework, reporting, monitoring, assessment, knowledge management mechanism etc.

Project Implementation

Driving implementation of projects by leveraging partnerships with public community/private sector etc and ensuring adherence to the schedule, procedural Codes & Manuals relevant to the sector/project and any related policies, guidelines, and standards.

Project Evaluation

Evaluate project progress with respect to contractual obligations and various parameters like, governance, communication management, standardization, Crisis Management Plan, Project Risk Management, Integrated Risk Management, HSE Bottom Line, DCMA 14-point Schedule Health Check, fund release & utilization, Sustainability (like, Biodegradable, Carbon footprint, Dematerialization, Design for the Environment (DfE), Environmentally preferable products (EPP), Life-Cycle Assessment (LCA) etc.), Governance Risks, Statutory Risks, Contractual Risks, Operational Risks, Social Bottom Line etc. Proposes necessary adjustments to implementation timelines, utilizing efficient and economical methods to accelerate progress.

Project KPIs Monitoring

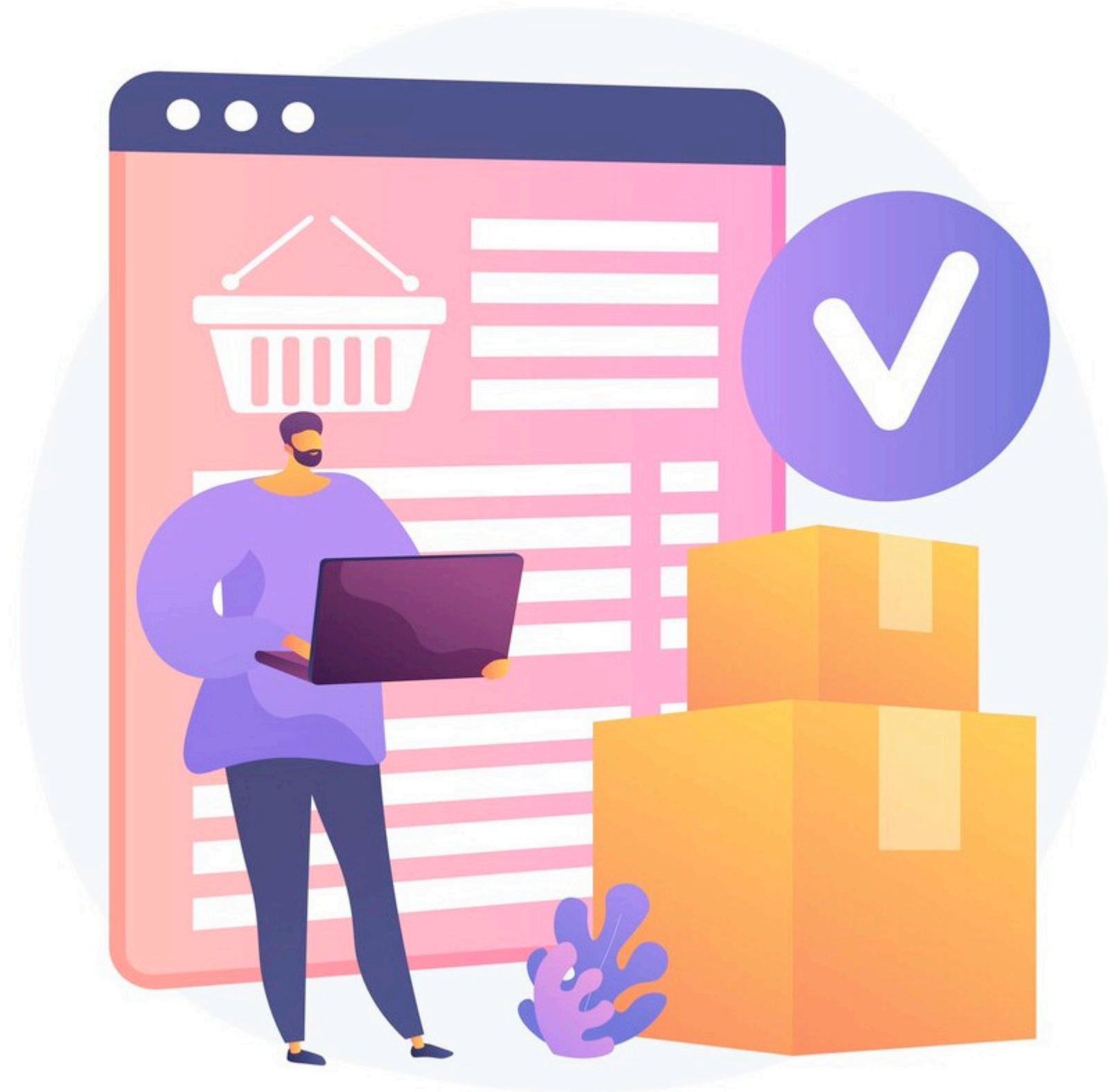
Selects and implements the effective project monitoring tools suiting contract /project requirements. Establishes Key Performance Indicators (like, Safety KPIs, Schedule KPIs, Cost KPIs, Procurement/ Contract KPI, Quality KPIs) and sets up reporting, monitoring, assessment mechanism, dashboards etc. until project completion, final validation, litigation, and financial close-outs. Ensures continuous monitoring of alignment with the baseline requirement of project design/ scope with respect to execution and identifies the deviation. Applies technology for capturing real time information/data, performing data analytics.

Functional Competencies with Definitions & Sub-Themes

Public Procurement (GFR)

Definition

Demonstrates the ability to procure goods, services, or works using GeM (Government eMarketplace, National Public Procurement Portal) and other electronic portals, directly or through empanelled agencies, whether by way of purchase, lease, licence, or another method based on fundamental principles of transparency, fairness, competition, economy, efficiency, and accountability with respect to procurement. Ensures judicious use of public funds or any other source of funds (such as grants, loans, donations, or private investment), in accordance with GFR 2017, DFPR, 1978 (DFPR Rule 21, 21(a), 21(b), Manual of Procurement 2022 and their amendments, AOB, TOB, ToR



Public Procurement (GFR) Sub-Themes

Procurement management through GeM

Demonstrates practical knowledge and ability in leveraging GeM (Government eMarketplace) as per Rule 149 of GFR, 2017 for procurement of common use goods, services and uses its tools of e-bidding, reverse e-auction, and demand aggregation, Guideline on Government eMarketplace (GeM) for all procurement needs of the Ministry / Department / Organization.

Procurement of Goods / Services / Works

Demonstrates practical knowledge in the effective and timely procurement of goods / services / works for the department, by following the Rules & Regulations, Policies & Principles, and procedures in accordance with the "Manual on Procurement of Goods 2017" "Manual for Procurement of Services, 2022", General Financial Rules (GFR) 2017 and its amendments, and the DFPR (Indents, Contracts and Purchases for public service) guidelines.

Contract Management

Oversee and execute contractual agreements, characterized by practical expertise in various facets of the contracting process. Has the ability to conducting contract scoping, formulating well-defined Terms & Conditions, considering attached commercial nuances and legal aspects, and implementing practices for risk mitigation in pursuit of the Public Good. Leverages domain knowledge to evaluate technical proficiency, skilfully negotiate contracts, and select the most suitable vendor, guided by principles such as transparency, fairness, competition, economy, efficiency, and accountability.

Vendor / Consultant Management

Demonstrates the ability to identify suitable vendors through established processes (e.g., GeM) by adhering to Ministry/Departmental guidelines, the "Manual for Procurement of Consultancy and other Services 2022," and the "Manual on Procurement of Works 2022" for the effective procurement of goods and services. Ensuring that agreements are properly executed before commencement of all services by the vendors.

Functional Competencies with Definitions & Sub-Themes



Material Management (GFR)

Definition

Demonstrates ability to maintain accurate records of goods and materials in the Ministry / Department / Organization. Ensures proper custody of delivered items, conducts physical verification of assets, and identifies surplus and obsolete materials. Determines appropriate categories and modes of disposal for goods, such as auction or e-auction, in compliance with GFR, DFPR 1978, and Manual for Procurement of Goods 2017, to minimize losses due to various reasons.

Material Management (GFR) Sub-Themes

Inventory Management

Manage assets and inventories in central government offices including issuing, handling receipts implementation of verification / inspection procedures ensuring control of movement of goods in the Ministry / Department / Organization in accordance with established guidelines and procedures.

Maintenance and Disposal of materials

Oversees and conducts accurate physical verification of materials, valuation of material, analysis of losses etc., and accordingly take required actions for disposal of assets, as per laid down processes/ guidelines in GFR 2017, Manual of Procurement of Goods, 2017, DFPR etc.

Functional Competencies with Definitions & Sub-Themes



Monitoring & Evaluation

Definition

Demonstrates the ability to develop monitoring and evaluation framework for tracking implementation of central government policies, schemes, and projects for the Department/ Ministry/ Organization. Identifies right set of data, information, and relevant parameters to evaluate. Undertakes qualitative and quantitative assessments to determine the progress of a government policy, schemes and project towards pre-specified goals and objectives, and to highlight any alarming gap that may hamper the slated outcomes & outputs. Facilitates in making informed decisions and adjustments to improve policy effectiveness, ensuring policies lead to desired outcomes and benefits. Identify successes, challenges, and lessons learned to enhance future policymaking and implementation processes for the Government of India.

Monitoring & Evaluation Sub-Themes

Creation of M&E Framework

Demonstrates the ability to collect and collate data based on defined M&E framework and conduct analysis to outline the performance of government programs in accordance with defined objectives and outcomes.

Evaluation and output / outcome

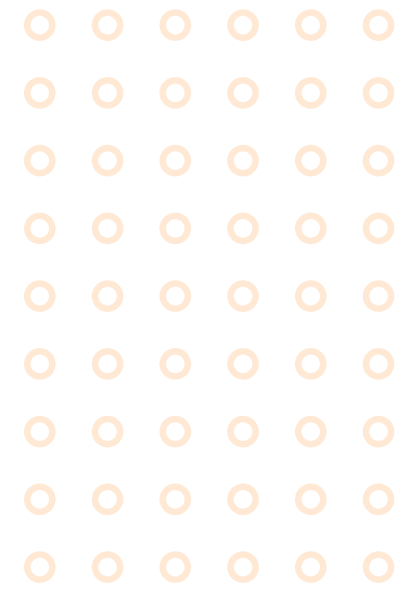
Conducts assessment based on the data to identify strengths and shortfalls in intended outcomes and formulates remedial actions to correct deficiencies in delivery of schemes and government programs.

Functional Competencies with Definitions & Sub-Themes

Financial Management

Definition

Formulates budget and expenditure plans aligned to the objectives and budget allocation of the Ministry / Department / Organization, in accordance with the rules and guidelines of the Ministry of Finance, while also forecasting future expenditures. Manages and monitors the Division/ Department's budget, accounts & expenditure, while promoting financial prudence within the Department to enhance its overall efficiencies. Develops proficiency in handling PFMS (Public Financial Management System).



Financial Management Sub-Themes

Budget Formulation & Implementation

Demonstrates the ability to forecast and prepare budget for Division / Department / Ministry / Organization, for specified period, aligned to the guidelines and standards formulated by Ministry of Finance.

PFMS Portal Management

Utilizes the Public Financial Management System (PFMS) to enrol implementing agencies and recipients, analyse various administrative reports (e.g., operational, performance, daily transaction reports), perform accounting, reconciliation, and audit trail, and monitor expenses, programs, and grants relevant to the Ministry / Department / Organization.

Expenditure Management

Demonstrates the ability to adopt internal control mechanisms for efficient & effective financial operations as well as identify potential threats & opportunities for the Ministry / Department / Organization.

Government Accounts

Prepares and presents accounts as per Government Accounting Rules, 1990; Accounting Rules for Treasuries; and Account Code Volume III and classify transactions in Government Accounts. Ensures that budget heads adhere to the classification rules and other guidelines of GFR 2017 and its relevant amendments.

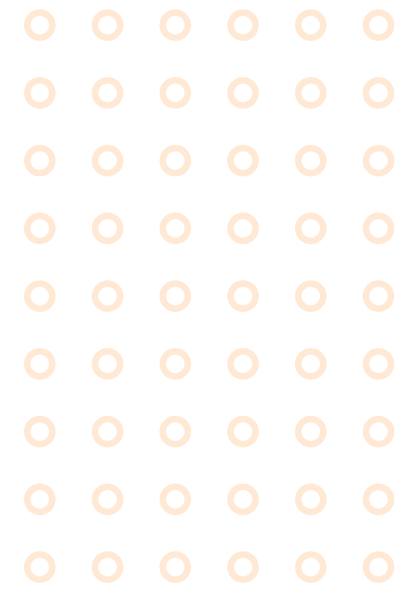
Functional Competencies with Definitions & Sub-Themes



Digital Fluency

Definition

Understands, identifies, implements, and utilizes digital tools for accurate, speedy, and effective delivery for superior visualization and decision making at different levels of the organization. Leverages digital technologies and platforms to collaborate effectively and efficiently with multiple stakeholders.



Digital Fluency Sub-Themes

Digital Tools (MS office, Excel & PPT) and Platforms

Utilizes digital tools, systems, platforms, Microsoft Office, and software for promoting e-Governance both inter- and intra-departmentally within the Ministry's ecosystem. Demonstrates vigilance in safeguarding data and sensitive information from potential risks and unauthorized access, including inspection, modification, recording, disruption, or destruction by internal or external individuals/agencies.

Digital Service Design

Develops and executes services with a citizen-centric approach, leveraging efficient and effective touchpoints, involving end-users in iterative development, assessment, and utilizing digital technologies for periodic enhancements based on feedback and learnings. Proactively manages change by mitigating risks associated with digital technology, navigating barriers in digital transformation, and ensuring sustainability within the government.

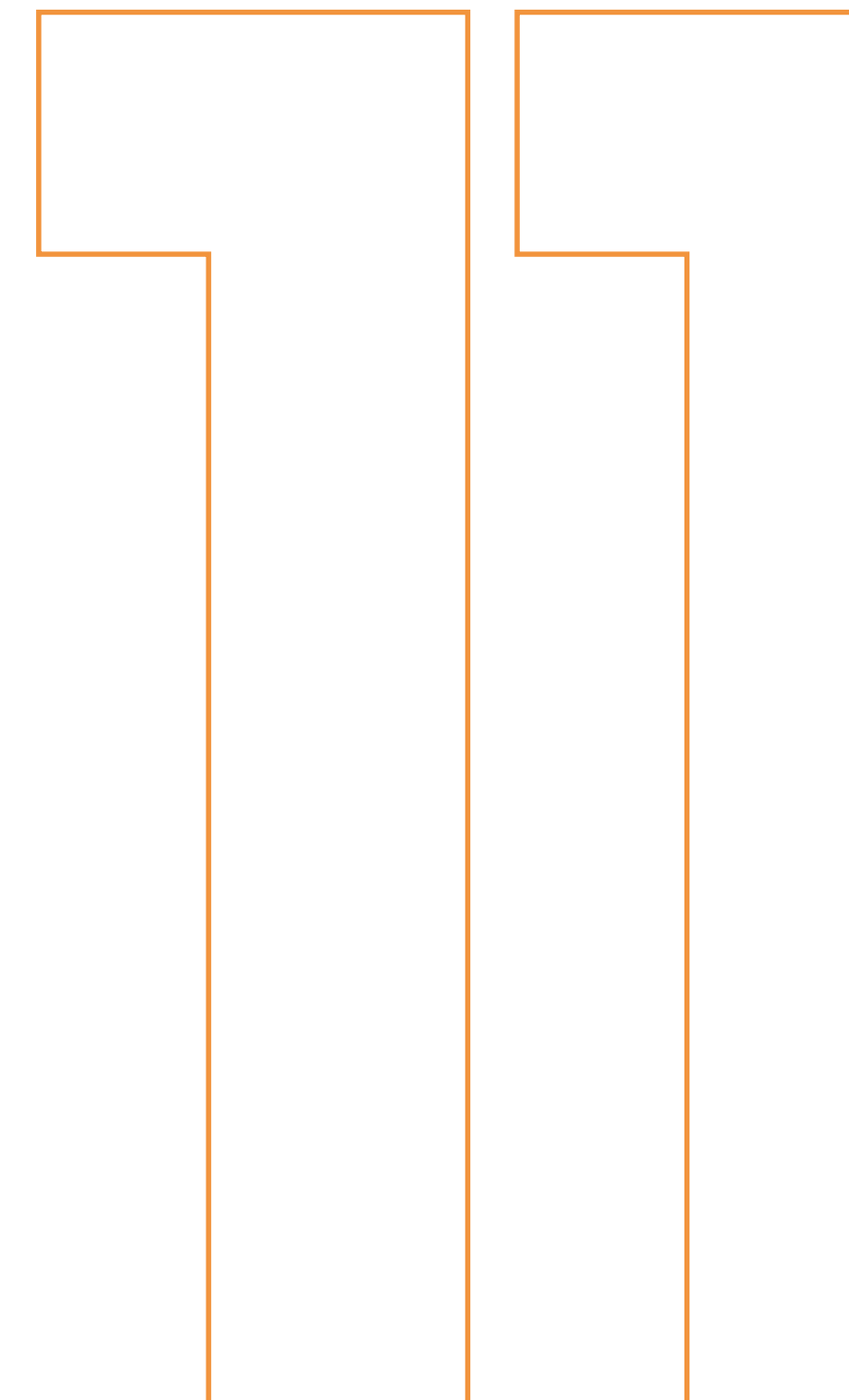
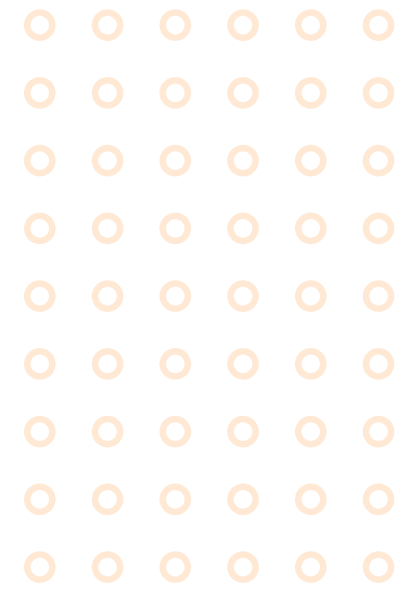
Functional Competencies with Definitions & Sub-Themes



Data Analytics

Definition

Collects, compiles, and assesses data, information, and knowledge resources in appropriate formats to enable interpretation and analysis for evidence-based decision-making. Scrutinizes data and reports with a keen eye for detail, evaluates their accuracy, relevance, trends, and anomalies, extracts insights, and contextualizes and critically analyses key points to develop data-driven strategic proposals and decisions while being mindful of prescribed rules & processes of data-handling within the government.



Data Analytics Sub-Themes

Data Management (Clean-up, segregation, processing)

Demonstrates the ability to collect and organize data, ensure data quality through data cleansing, protect data, store it, and transform it into usable and appropriate formats for warehousing, analyzing, and decision-making purposes.

Data Analysis & Visualization

Represents data through use of common graphics, such as charts, plots, infographics, and even animations for effective decision making through identification of patterns, trends, and correlations.

Data-led Decision Making

Utilizes data analytics to extract insights, present compelling perspectives, and make strategic decisions for the efficient disposal of business, improved citizen experience, and streamlining operations to fulfil the Department's mandate.

Data Use & Governance

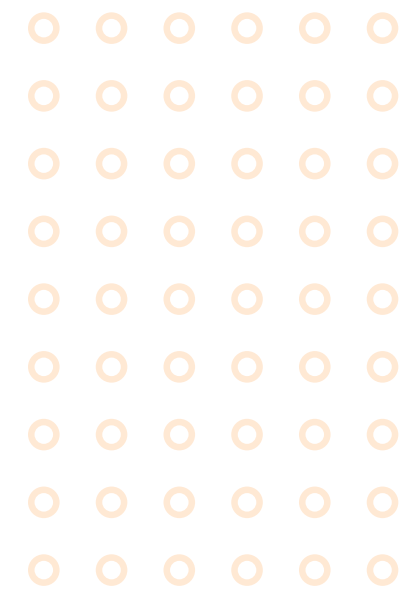
Utilizes data based on prescribed rules, processes, and role delegations. Drives implementation of rules, policies, and procedures around data management to ensure its accuracy, consistency, security, and legality through focus on data protection, data privacy, data quality management, and regulatory compliance.

Functional Competencies with Definitions & Sub-Themes

Establishment & HR

Definition

Demonstrates expertise in managing various processes and procedures related to establishment and human resource management, including manpower planning for efficient and optimal staffing, as well as managing service and personnel matters such as holding DPCs, managing promotions, pay fixation, allowances, transfers, postings, deputations, resignations, retirement, pension papers, employee grievances, reservations for various cadres, grades, and groups of services, and preventing sexual harassment within the Department or Ministry. Recognizes the accountability to provide prompt, accurate, and concise responses to employee queries by referring comprehensively to various FRSR, related rules, acts, policies, executive orders, etc., to satisfy government employees and mitigate factors that could lead to grievances or administrative tribunal cases.



Establishment & HR Sub-Themes

Establishment Matters

Demonstrates excellence in handling establishment matters through understanding extent and applicability of relevant rules, regulations, policies, for various establishment matters like holding DPCs (Departmental Promotion Committee), promotions, pay -fixation, transfer, posting, deputation, resignation, retirement, pension papers, employee grievances etc. to mitigate any potential grievance /complaints rising due to dissatisfaction of employees / staff. Involves setting new benchmarks and incentivizing exceptional performance of the employees. Conducts timely assessing current and future manpower needs, such as officers, supporting staff, and MTS, in the Ministry/Department. Manages employee grievances, providing prompt, clear, concise, and fact/rule-based responses to minimize administrative tribunal cases.

Fundamental Rules / Supplementary Rules (FRSR)

Demonstrates understanding of the extent and application of Fundamental Rules and Supplementary Rules, including their definitions, relevance, and relation to other rules, guiding principles, general conditions of service, joining procedures, transfers, pay, allowances, delegations, pension, and associated O.M.s.

Reservations

Demonstrates ability to manage appointments and promotions through various modes, as well as providing applicable relaxations or concessions in fees, in accordance with extant instructions for reservations provided to Scheduled Castes (SCs), Scheduled Tribes (STs), Other Backward Classes (OBCs), Persons with Disabilities, Ex-servicemen (re-employment in central services and posts), Economically Weaker Sections (EWSs), and exemptions, as amended from time to time, within the Ministry / Department / Organization.

Prevention of Sexual Harassment Policy

Demonstrates understanding and knowledge of the clauses, processes, and procedures outlined in The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Takes appropriate measures to address any violation of the policy for promoting a respectful and inclusive work environment. Ensure Internal Complaints Committee formulation.

Performance Appraisal

Demonstrates understanding of Annual Performance Assessment Report process for each Government employee, for enabling evaluation of performance and determining their suitability for career progression opportunities such as confirmation, promotion, selection for deputation, or selection for foreign assignments.

Functional Competencies with Definitions & Sub-Themes



Office Management

Definition

Administration and enforcement of compliance in accordance with the most recent "Central Secretariat Manual of Office Procedures" (CSMOP) to ensure that the Section, Division, or Department operates effectively and efficiently. Understands the issues and analyses precedence, facts, ruling position etc., and records remarks and proposes actions for enabling competent authority to review and make decisions for timely disposal. Concisely drafts written correspondence such as O.M., memos, notices, reports, letters, e-mails etc. to be issued on approval of competent authority. Articulates all kinds of communications towards administration, policy administration, implementation, advisory, reporting, proposal writing and any other documentation towards handling departmental matter with focus on good governance.

Office Management Sub-Themes

E-Office

Utilizes the digital workplace designed to enable simplified, responsive, effective, and transparent working of all government offices, promotes collaboration, and facilitates effective knowledge sharing in the ecosystem.

File/DAK Management

Maintains files, organises & tracks file movement, arranges important papers, adds references, and handles records in a way that is appropriate for the department to facilitate day-to-day business disposal.

Office Procedures

Understands the Organizational Structure of Government of India, including the roles and responsibilities of its functionaries and functions, as well as the decision-making process. Additionally, proficiency in file management, records management, knowledge management, noting and drafting, case disposition, handling grievances and VIP references, addressing Parliament assurances, managing court cases and pending matters, ensuring the security of official documents and information, e-Office digitization, and conducting periodic inspections.

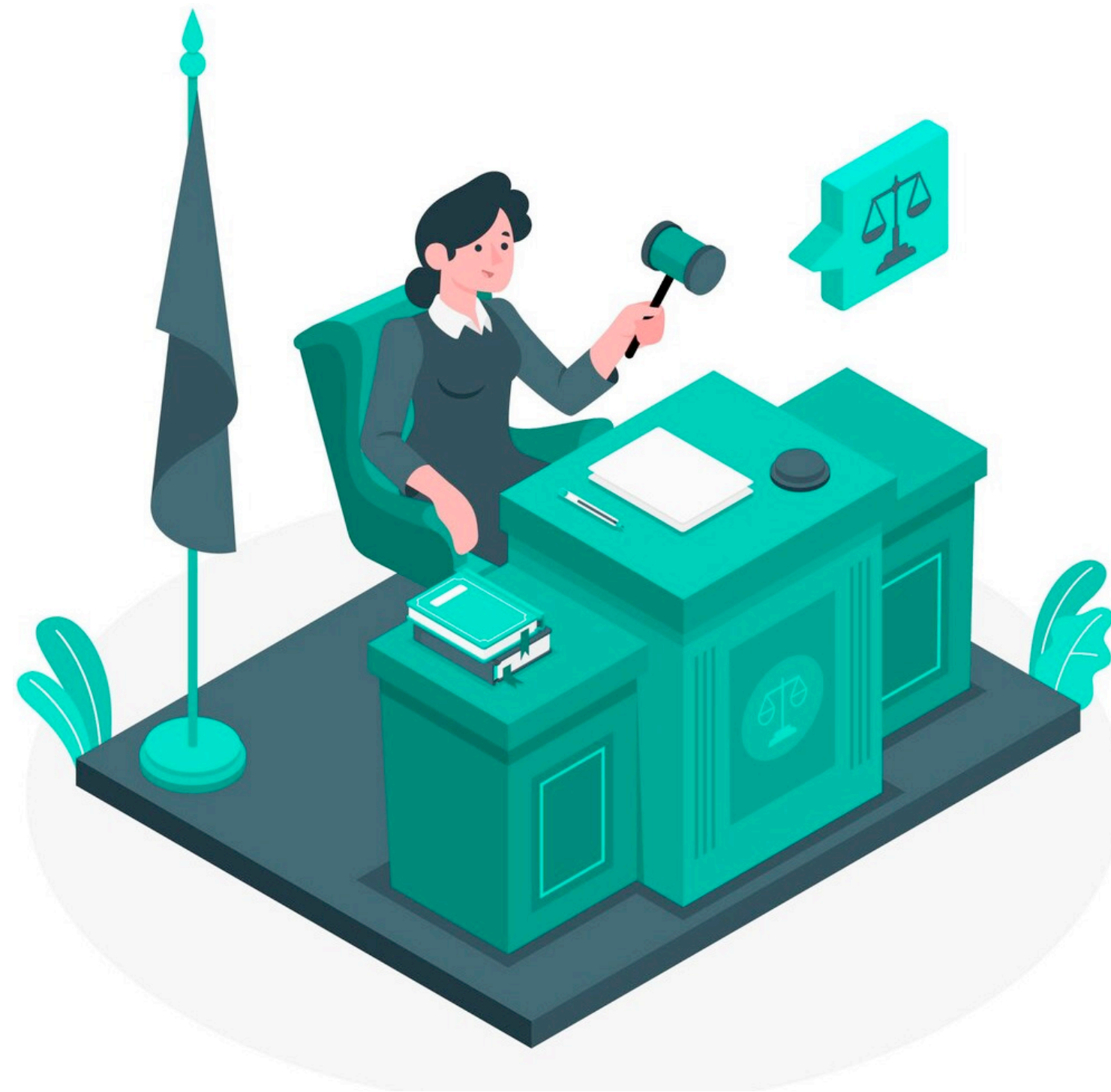
Noting & Drafting of official Communications

Prepares the brief essence of a proposal or a paper under consideration with correct facts, statistics, and ruling position, etc., in the file to make an important final decision by a government officer on the file. Ability to prepare rough draft of an official communication to be issued after approval by the officer concerned.

Technical Proposal / Report writing

Creates reports / proposals clearly stating objective, need, supporting facts, various parameters, observations, conclusions, and recommendations depending on the requirement of the Department / Ministry / Mission etc.

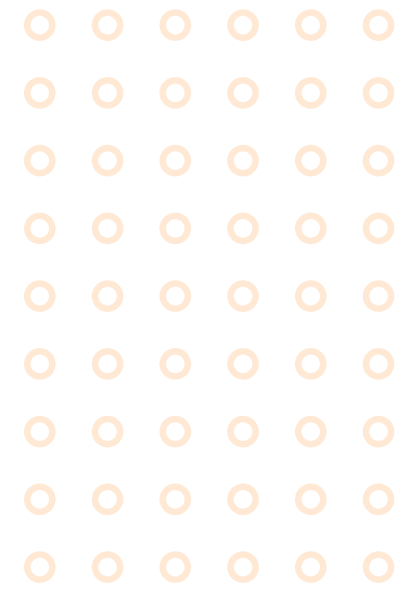
Functional Competencies with Definitions & Sub-Themes



Handling Parliamentary Matters

Definition

Administration and enforcement of compliance in accordance with the most recent "Central Secretariat Manual of Office Procedures" (CSMOP) to ensure that the Section, Division, or Department operates effectively and efficiently. Understands the issues and analyses precedence, facts, ruling position etc., and records remarks and proposes actions for enabling competent authority to review and make decisions for timely disposal. Concisely drafts written correspondence such as O.M., memos, notices, reports, letters, e-mails etc. to be issued on approval of competent authority. Articulates all kinds of communications towards administration, policy administration, implementation, advisory, reporting, proposal writing and any other documentation towards handling departmental matter with focus on good governance.



Handling Parliamentary Matters Sub-Themes

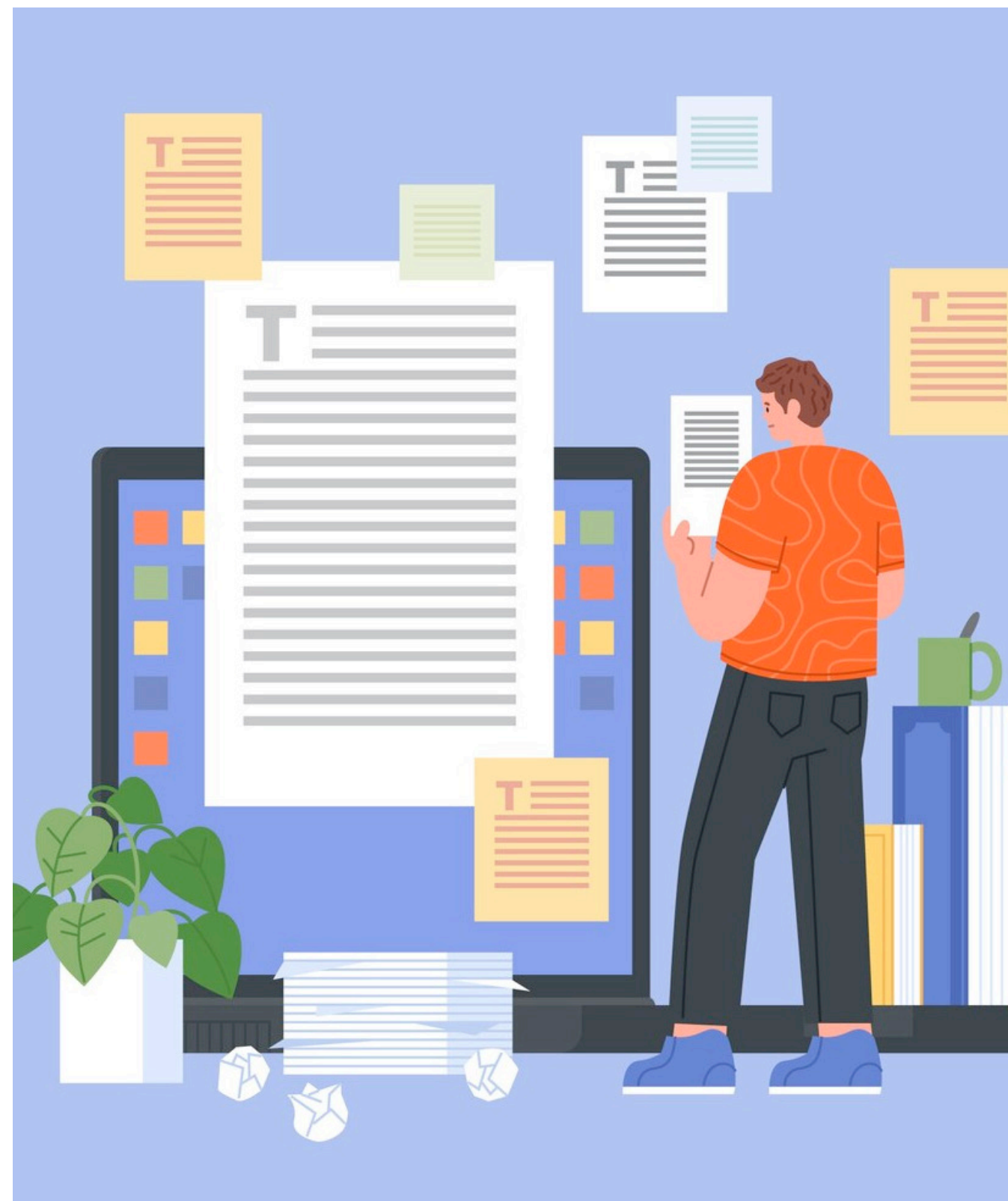
Submission of briefs, supply of information

Demonstrates the ability to prepare responses to parliamentary questions for the Minister through suitable data analysis, coordination, and articulation of responses to parliamentary questions.

Maintaining records of parliamentary matters

Demonstrates the ability to ensure maintenance of departmental records of parliamentary proceedings for ready reference including questions, discussions, notices etc. in accordance with the established guidelines and standards.

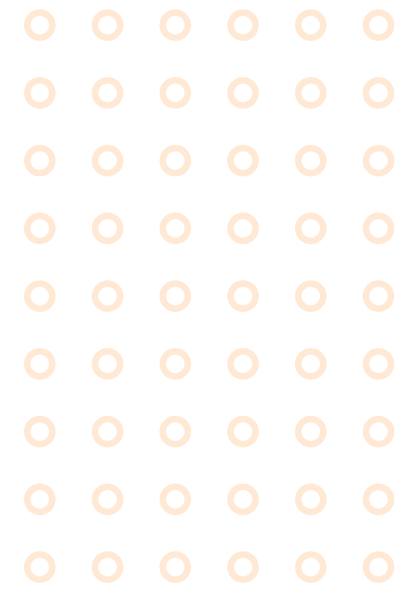
Functional Competencies with Definitions & Sub-Themes



Handling RTI Matters

Definition

Administration and enforcement of compliance in accordance with the most recent "Central Secretariat Manual of Office Procedures" (CSMOP) to ensure that the Section, Division, or Department operates effectively and efficiently. Understands the issues and analyses precedence, facts, ruling position etc., and records remarks and proposes actions for enabling competent authority to review and make decisions for timely disposal. Concisely drafts written correspondence such as O.M., memos, notices, reports, letters, e-mails etc. to be issued on approval of competent authority. Articulates all kinds of communications towards administration, policy administration, implementation, advisory, reporting, proposal writing and any other documentation towards handling departmental matter with focus on good governance.



Handling RTI Matters Sub-Themes

RTI Responsiveness

Understands the request /query/ complaint/appeal and drafts responses by retrieving relevant information available in Section / Division and ensures timely disposal of the requests through PIO (Public Information Officer).

RTI Records and Report management

Maintains departmental records of RTIs for effective and comprehensive public disclosure of information of the Department.

Functional Competencies with Definitions & Sub-Themes



Grievance Redressal

Definition

Demonstrates the ability to address grievances promptly and efficiently while prioritizing transparency and citizen-centricity. Utilizes the Centralised Public Grievance Redress and Monitoring System (CPGRAMS) to manage grievance redressal, ensuring access of the digital systems to all citizens, tracking their status, and obtaining resolutions in accordance with established guidelines and procedures. Measures the effectiveness and efficiency of the Department/Ministry's administration by analysing data and providing feedback for enhancing processes and procedures.

Grievance Redressal Sub-Themes

Manage cases on CPGRAMS

Demonstrates the ability to monitor reports & dashboards of grievances received, pending for closure, and resolved cases as per the requirement of Ministries/ Departments/Organizations for driving effective resolution for pending grievances.

Public Grievance Handling

Collaborates with multiple stakeholders to obtain inputs and context for formulating responses to grievances received and ensure prompt resolution of complaints / VIP references.

Functional Competencies with Definitions & Sub-Themes



Vigilance Administration

Definition

Demonstrates a thorough understanding and practical application of administrative vigilance and disciplinary procedures, which serve as safeguards to ensure the proper implementation of government processes, policies, and rules, while identifying instances of breach by government employees who may abuse their authority or power of approval for personal gain. Facilitates in building a positive perception and image of the government and its policies, both within the government ecosystem, among citizens, and globally. Adheres to guidelines on implementation of strict anti-corruption measures, vigilant oversight, and a commitment to integrity in public service.

Vigilance Administration Matters Sub-Themes

Conduct Rules

Understands the extent, applicability, intent, and content of the Central Civil Services (Conduct) Rules, 1964 (updated) for Government servants with a view to maintain integrity in public services by taking required action to promote its adherence.

Provisions on Suspension

Displays understanding of extent, applicability and intent of the CCS (CCA)(Classification, control & Appeal) Rules, 1965- Central Civil Services, Group 'A', Group 'B', 'C','D' (classification of service, posts), AIS (Discipline & Appeal) Rules, 1969 for officers from All India Services, Central Civil Services (Classification, Control and Appeal (CCA)) Rules, 1965 (rule 10); FR 53 & 54 (b), in relation to provisions and circumstances under which a Government servant may be placed under suspension in the Ministry/Department. Ensures timely payment of subsistence allowance in cases of suspension.

Proposal preparation for disciplinary proceedings

Demonstrates prudence and clarity in comprehending and implementing The Public Servants Inquiries ACT, Action on complaints forwarded by the Administrative Ministry / Department, Disposal of complaints of non-vigilance nature, Action on anonymous/ pseudonymous complaints, procedure for dealing with complaints and engagement of retired officials to conduct Investigation and perform other vigilance functions.

Handling prosecution cases; supporting investigations

Demonstrates ability and understanding to support investigation processes aptly and promptly, handling procedures for prosecution cases, and imposing minor and major penalties.

Preventive Vigilance

Fosters an environment of transparency, integrity, and accountability and identify acts of unethical behavioural, fraud and corruption in the ecosystem. Adopts suitable checks and balances to improve systems / procedures to eliminate corruption / discretion in the processes and procedures. Assists in systemic improvements and setting up of effective systems for curbing any potential avenues for corruption in the Ministry / Department / Organization.

Functional Competencies with Definitions & Sub-Themes



Litigation Management

Definition

Provides support during legal proceedings pertaining to the Union of India by demonstrating legal know-how and engaging law officers or approved panel counsels for a range of court cases. Keeps track of and manages information and updates regarding multiple cases on the LIMBS portal to ensure timely and necessary actions.



Litigation Management Sub-Themes

Legal Know-how: Basic Knowledge of Legal drafting

Manages various legal tasks such as preparing and analyzing paragraph-wise comments on writs, drafting counter replies or petitions, arranging files for consideration, identifying different case and petition types, working with advance notice of grievances, presenting a comprehensive legal position of the government in affidavit form, and briefing government counsel.

Court Cases Management

Oversees execution of legal procedures in accordance with the National Litigation Policy, as well as to follow instructions and stay updated on legal matters from various competent authorities such as CAT, AMRD, AMRCD, and PIMS. Demonstrates understanding of pre-litigation procedures and adept at effectively managing court cases, notices, stay orders, appellate court directions, and pending appeals, as well as ensuring diligent compliance with conditional implementation.

LIMBS Portal Management

Leverages LIMBS portal for registering on the platform, working as a local officer or nodal admin, entering new cases and editing existing ones, keeping track of hearing dates, and generating reports from MIS reports, dashboard, and other related details to effectively manage and monitor court cases on the portal.

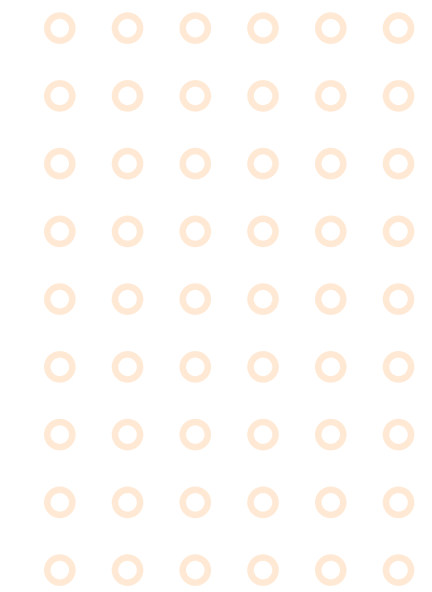
Functional Competencies with Definitions & Sub-Themes



Information & Communication Management

Definition

Disseminates information through various media channels on behalf of the government to increase public awareness and advocacy of government policies and schemes and addresses any misconceptions using a range of media vehicles such as government websites. Facilitates in generating positive media coverage, building relationships with key stakeholders, managing conflicts or criticisms, and improving public understanding of a Ministry/Department/Organization and its objectives. Utilizes social media to communicate official government policies and information to the public, with a focus on creating an informed citizenry through a people-centric communication approach.



Information & Communication Mgt Sub-Themes

Dissemination of Information

Disseminates strategic communications, crisis communication, information and awareness about government policies and schemes to the citizens of the country, making pertinent information publicly, freely, and directly accessible, in understandable and comprehensible form and format.

Handling social media (engagement)

Monitors and manages information and narratives on social media platforms, creates and publishes content, engages with and responds to the community of followers/ customers, and conducts impact analysis and reporting.

Management of information on official websites

Ensures compliance with the 'Guidelines for Indian Government Websites' (GIGW) in maintaining official websites of all Central Government Ministries, Departments, Offices, and CPSEs. This includes keeping the data and information updated and providing user-friendly interfaces and transactions that meet the high expectations of citizens and customers with respect to security, privacy of personal data, and accuracy of information.

Functional Competencies with Definitions & Sub-Themes



Change Management

Definition

Adopts a structured approach for the effective initiation and implementation of multi-level, multi-faceted changes in the government ecosystem, with the aim of achieving a prescribed mandate as part of a Govt. program, scheme, project, or government initiative. Drives preparedness to unlearn and relearn, communicates the need for change to gain stakeholder acceptance and shared commitment, and drives change from the current state to the desired future state.



Change Management Sub-Themes

Change Readiness

Communicates effectively, enabling to comprehend the cause and purpose of proposed change, the vision of the change, and the anticipated impact (such as increased efficiency in processes, transparency, speed, accuracy, etc.) for the beneficiaries (including government employees, staff, citizens, etc.), in order to foster willingness and preparedness to adopt the change.

Accepting Change

Drives willingness and acceptance to change and manages resistance to change at the Ministerial, Departmental or Organizational level. Identifies practical challenges associated with the said change, stays open to new opportunities, and maintains a proactive and positive mindset toward achieving goals.

Implementing Change

Demonstrates the ability to define objectives, allocate resources, assess Ministerial / Departmental / Organizational capacity (such as workforce, technology, infrastructure, etc.), establishes accountability mechanisms and ensures creation and implementation of monitoring and evaluation frameworks for assessing adoption of change. Develops and drives an effective implementation plan by breaking away from existing patterns and adopting new ones, and ensures that the change is sustained to achieve the expected outcomes and associated benefits.

Functional Competencies with Definitions & Sub-Themes



Administration Matters

Definition

Demonstrates the ability to handle various administrative processes and procedures relating to Allowances & Reimbursement, Leave and Travel related matters. miscellaneous matters (Car, Residence, Personal Staff etc.), Official Language duty and ensures implementation across the Department / Ministry.



Change Management Sub-Themes

Allowances & Reimbursements

Demonstrates understanding and ability to apply the relevant rules, regulations and guidelines for processing of Allowances and Reimbursements related matters in the Ministry, Department or Organization.

Leave and Travel

Demonstrates understanding and ability to apply the relevant rules, regulations and guidelines for processing of Leave and Travel related matters in the Ministry, Department or Organization.

Miscellaneous matters (Telephone, Car, Residence, Personal Staff etc.)

Demonstrates understanding and ability to apply diverse provisions, methodologies, and protocols for overseeing miscellaneous affairs including Telephone, Car, Residence, Personal Staff etc in the Ministry, Department or Organization.

Implementing Official Language

Carries out all official communication within central and state government offices in accordance with the Official Languages Act, 1963, in Hindi. Promotes the usage of the Official Language in the day-to-day work in the Ministry, Department or Organization.