CAPACITY BUILDING COMMISSION

Executive Summary

Context

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

Annual Capacity Building Plan (ACBP)

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

As part of its mandate, CBC is facilitating the preparation of Annual Capacity Building Plan (ACBP) for participating Ministries / Departments / Organizations (MDOs). The plan entails specific, measurable, attainable, realistic and time-bound capacity building interventions of the Department. An orientation workshop for all participating MDOs was conducted on 1st December 2022 chaired by Hon'ble Cabinet Secretary for explaining the conceptual framework of ACBP, key steps for developing ACBPs and guidelines for monitoring implementation of the ACBPs.

ACBP for Cabinet Secretariat

The ACBP preparation process of Cabinet Secretariat (hereby referred to as "the Secretariat") began in month of December 2022 with a kick-off meeting held on 21st December under the leadership of the Additional Secretary, Cabinet Secretariat. Interactions with the leadership of the Secretariat were conducted to understand the organizational structure of the Department, key functions of the sections within the Secretariat, past capacity building interventions and key priorities of the Secretariat. Following this to analyse the competency needs across designations in the Secretariat a competency needs analysis form was circulated on 5th January 2023 for all employees to perform self-assessment of required competencies at individual level. Once a significant response rate was achieved across the Secretariat, competency needs were analyzed across domain, functional and behavioural areas. Following that, discussions were conducted to validate the competency needs emanating from the analysis.

As a next step, annual capacity building plan for the Secretariat has been drafted. The plan consists of both training & non-training interventions. At an individual level, based on competency requirements identified for each unique role training interventions have been recommended across behavioural & functional areas. At an organizational level, non-training interventions for enhancing organizational capacity like

institutionalizing induction training for all new joiners in the Secretariat, learning hours (monthly workshops/lectures) etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Secretariat, certain training programs for which courses are available on the iGOT platform were identified. To initiate the implementation of the capacity building plan, courses on digital fluency, data analysis, communication, stress management, etc. were decided to be undertaken by all employees of the Secretariat.

Finalization of the Annual Capacity Building Plan for the Secretariat

For finalization of the Annual Capacity Building Plan training courses have been mapped to the competency requirement of the Secretariat. The summary of competencies identified across functional & behavioural areas are showcased in the table below:

Category	Summary of identified competencies	
Functional	• Digital Fluency • Data Analysis • Noting and Drafting	• Precise Writing • Speed reading • Analysing Cabinet Notes
Behavioural	• Stress Management • Time Management • Communication	• Result Orientation • Teamwork • Analytical Thinking

Conclusion

The ACBP document shall act as the north star for the Secretariat in planning and monitoring capacity building initiatives. The team led by the Director (Administration) shall be responsible for monitoring the implementation and updating the capacity building plan annually.

List of Abbreviations

ABDM	Ayushman Bharat Digital Mission
ABPMJAY	Ayushman Bharat Pradhan Mantri Jan Arogya Yojana
ACBP	Annual Capacity Building Plan
ACC	Appointments Committee of the Cabinet
AI	Artificial Intelligence
ABAF	Advisory Body on Administrative and Financial Matters
APAR	Annual Performance Appraisal Report
AS	Additional Secretary
ASO	Assistant Section Officer
AVYAY	Atal Vayo Abhyuday Yojana
BJRCY	Babu Jagjivan Ram Chhatrawas Yojna
CBC	Capacity Building Commission
CGEGIS	Central Government Employees Group Insurance Scheme
CGHS	Central Government Health Scheme
CNA	Competency Needs Assessment
CoS	Committees of Secretaries
CSS	Central Secretariat Service
CSSS	Central Secretariat Stenographers Service
CWC	Chemical Weapons Convention
DARPG	Department of Administrative Reforms & Public Grievances
DBT	Direct Benefit Transfer
DDO	Drawing and Disbursing Officer
DFPR	Delegation of Financial Power Rules
DGFT	Directorate General of Foreign Trade
DPG	Directorate of Public Grievances
DRDO	Defence Research and Development Organisation
DS	Deputy Secretary
EPFO	Employees' Provident Fund Organisation
ESI	Employees' State Insurance
FDI	Foreign Direct Investment
GFR	General Financial Rules
GSITI	Geological Survey of India Training Institute
HIPA	Haryana Institute of Public Administration
IAS	Indian Administrative Service
ICC	Indian Chemical Council
IIPA	Indian Institute of Public Administration
IOT	Internet of Things

IPR	Intellectual Property Rights
ISO	International Organization for Standardization
ISTM	Institute of Secretariat Training & Management
JS	Joint Secretary
LGD	Local Government Directory
MIS	Management Information System
MPR	Monthly Progress Report
MSME	Ministry of Micro, Small and Medium Enterprises
NACWC	National Authority Chemical Weapons Convention
NEP	National Education Policy
NIC	National Informatics Centre
NPCI	National Payments Corporation of India
NPCSCB	National Programme for Civil Services Capacity Building
OPCW	Organization for the Prohibition of Chemical Weapons
PFMS	Public Financial Management System
PLI	Production Linked Incentive
PMHRC	Prime Minister's Human Resource Council
PMO	Prime Minister Office
PMSSY	Pradhan Mantri Swasthya Suraksha Yojana
PPP	Public Private Partnership
PPS	Principal Private Secretary
PSA	Principal Scientific Adviser
RP	Resource Person
RTI	Right to Information
RUSA	Rashtriya Uchchatar Shiksha Abhiyan
SAAT	Security Audit and Assessment Team
SAB	Scientific Advisory Board
SCOMET	Special Chemicals, Organisms, Materials, Equipment and Technologies
SGOS	Sectoral Group of Secretaries
SO	Section Officer
SPV	Special Purpose Vehicle
TS	Top Secret
UGC	University Grants Commission
UIDAI	Unique Identification Authority of India
US	Under Secretary
WITP	Wadhwani Institute of Technology and Policy

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1. Background

1.1 Mission Karmayogi

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

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

The following institutions have been created to operationalize the Mission:

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

Governance | Performance | Accountability

Prime Minister's HR Council
(Apex Body)

Cabinet Secretariat Coordination Unit
(Monitoring and Oversight)

Capacity Building Commission (CBC)
(Training standards, share resources & supervise central training institutions)

Karmayogi Bharat
(Not for Profit – SPV)
(100% Govt. owned online learning platform- iGOT Karmayogi)

Mission Karmayogi- National Programme for Civil Services Capacity Building

Figure 1: Framework for implementation and monitoring

1.2   Capacity Building Commission (CBC)

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

1.3   Annual Capacity Building Plan (ACBP)

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

CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

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

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

Domain Competencies	**Functional Competencies**	**Behavioural Competencies**
Knowledge areas that a role holder needs to carry out activities of specific domain such as: Policies, Acts & Provisions, Department specific SOPs, Global & Industry trends	Administrative and housekeeping competencies which translate to application of knowledge or skills required to perform effectively in a specific role or group of jobs, For e.g., Financial Management, Office Management, Noting & Drafting etc.	Key behavioural traits/ attributes that help a Ministry/ Department/ Organization/ Official perform effectively in a range of jobs.

Figure 2: Definition of competencies

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

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

This document details out the Annual Capacity Building Plan for Cabinet Secretariat.

2. Approach and Methodology adopted for the ACBP exercise

Following the orientation workshop with all MDOs, a kick-off meeting was organized at Cabinet Secretariat on 21st December 2022 chaired by Additional Secretary to plan the process of development of the capacity building plan for the Secretariat and introducing the team of ACBP consultants to support the exercise.

The following approach & methodology was discussed and agreed for the ACBP exercise for the Secretariat:
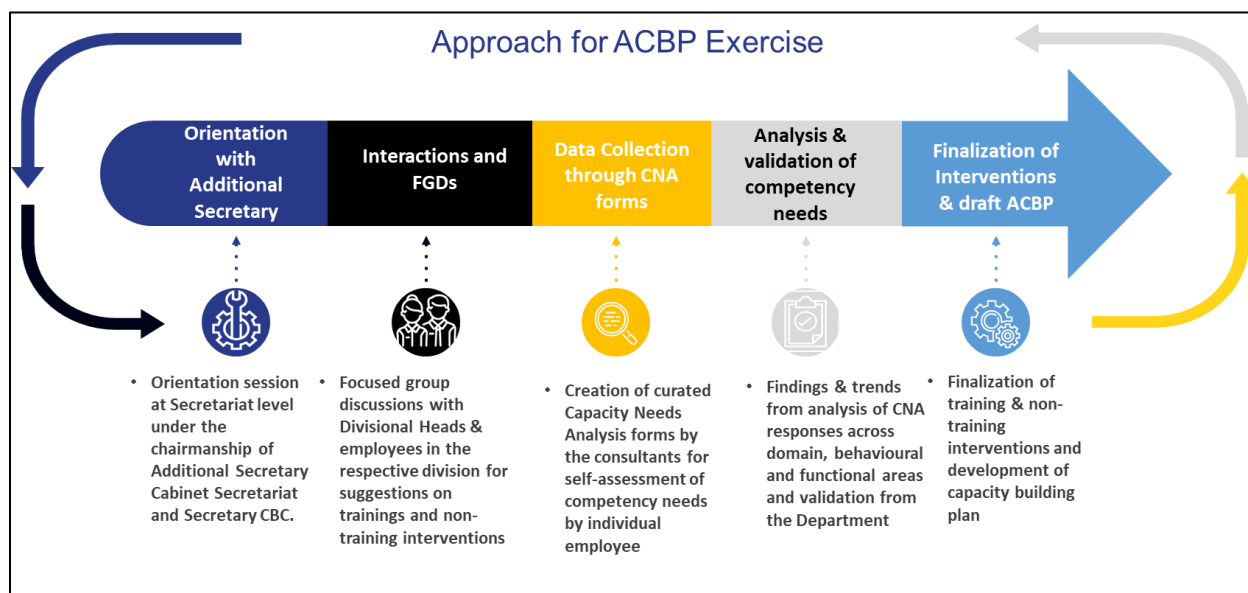
Figure 3: Steps for developing ACBP

It was decided that Director (Administration) will facilitate the creation of ACBP for the Secretariat.

3. Overview of Cabinet Secretariat

The Cabinet Secretariat plays a key coordinating role in the process of policy making at the highest level of government and operates directly under the Honorable Prime Minister. The Cabinet Secretary, who serves as the ex-officio Chairman of the Civil Services Board, is the administrative head of the Secretariat.

Cabinet Secretariat is responsible for the administration of the Government of India (Transaction of Business and Allocation of Business) Rules.

Cabinet Secretariat facilitates smooth transaction of business in Ministries/ Departments of the Government and aids in decision making by ensuring Inter-Ministerial coordination, resolving differences among Ministries/ Departments/ Organizations and establishing greater cooperation through sectoral group of secretaries. The Secretariat also ensures that the President, Vice- President, and Cabinet Ministers are kept aware of all the important activities of the Ministries/Departments. In nutshell, the following figure highlights the functions of the Cabinet Secretariat.

1	Secretarial assistance to cabinet and its committees	2	Facilitate smooth transaction of business in ministries/departments as per rules
3	Coordination amongst different ministries	4	Ensuring that the President, Vice-President and Ministers are updated with the important activities of the ministries/departments

Figure 4: Mandate of Cabinet Secretariat

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

3.1   Summary of As-is assessment of the Secretariat

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

- Allocation of Business Rules for the Secretariat
- Mapping of organization structure of the Secretariat along with functions of the different sections through conducting multiple interactions (one-on-one interviews and focused group discussions) with officials
- Past training initiatives undertaken by the Secretariat
- Existing opportunities at organizational level and way forward
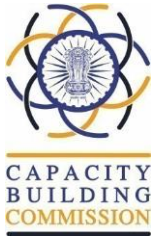
The As-is assessment report was finalized basis the input received from the Secretariat.

3.1.1 Organizational structure of the Secretariat

The Cabinet Secretariat comprises of the Main Secretariat and four attached offices/statutory bodies. The Cabinet Secretary is the administrative head of the Secretariat and Additional Secretaries and Joint Secretaries oversees various sections within the Secretariat. The four attached offices/statutory bodies, which operate under the purview of the Cabinet Secretariat, are as follows:

- Direct Benefit Transfer (DBT) Mission
- Directorate of Public Grievances (DPG)
- National Authority Chemical Weapons Convention (NACWC)
- Office of the Principal Scientific Adviser (O/o PSA)

The overall organogram of the Cabinet Secretariat is shown below:
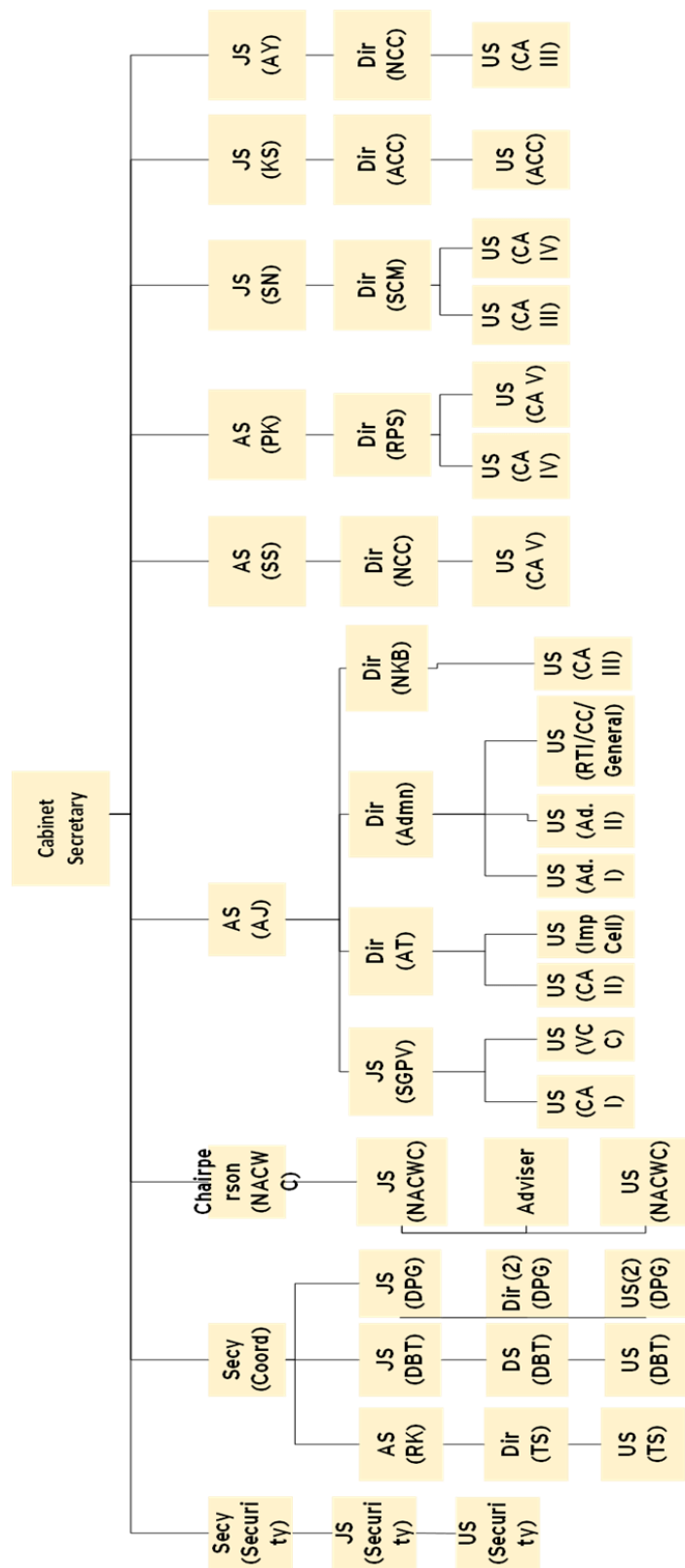
Figure 5: Organization Structure of Cabinet Secretariat

The five major constituents of the Main Secretariat are as follows:

- Sectoral Group of Secretaries (which fall under CA III, CA IV and CA V)
- Appointments Committee of the Cabinet
- Top Secret Cell
- Cabinet Section (CA I, CA II and Implementation Cell)
- Administration

The table below summarizes their broad functions[1]:

Table 1: Overview of divisions

Divisions	Description
Sectoral Group of Secretaries (SGOS)	There are ten such groups. Each sectoral group looks after a list of Ministries/Departments. The group renders advice to the Ministries/Departments upon request. It also resolves any kind of disagreements arising between the Ministries through Committee of Secretaries (CoS) meetings. The group also monitors the updates put up by the states for action taken following Cabinet decisions/observations via the E-Samiksha portal.
Appointments Committee of the Cabinet	It looks after the empanelment, postings and appointments to Senior Position in Government of India along with the heads of CPSEs/Autonomous/ Regulatory/ Statutory/ Constitutional Bodies.
Top Secret Cell	Major work of the TS Cell revolves around handling national security related issues at the national level. The cell coordinates with Ministries like M/O External Affairs, M/O Home Affairs, M/O Defence, M/O Parliamentary Affairs, M/O Information and Broadcasting and M/O Development of North-eastern Region, D/O Posts, M/O Law and Justice, D/O Atomic Energy, D/O Space on matters requiring consultation with Cabinet Secretariat.
Cabinet Section	Three sections namely CA I, CA II and Implementation Cell combined together form Cabinet Wing. Cabinet Wing provides secretarial assistance to the Council of Ministers, Cabinet and Cabinet Committees. It administers the Rules of Business viz. the Government of India (Allocation of Business) Rules, 1961 and the Government of India (Transaction of Business) Rules, 1961. Records of the meetings of Council of Ministers, Cabinet and Cabinet Committees are maintained and status of implementation of decisions taken are monitored for by this section.
Administration	The section is responsible for planning and executing a comprehensive range of administrative services which support the Secretariat's operations. This includes human resource management, facilities management, Court Cases, RTI Cell and other support services.

Organization structures and roles and responsibilities of the four attached offices/Statutory Bodies under the Cabinet Secretariat are detailed below[2]:

a) **Direct Benefit Transfer (DBT) Mission**: DBT, or Direct Benefit Transfer, is a government initiative aimed at reforming the delivery system of welfare schemes to ensure a simpler and faster flow of information and funds while accurately targeting beneficiaries, reducing fraud, and eliminating duplication. The objective of the Mission is to enable efficient and transparent transfer of

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[1] The detailed roles and responsibilities of the Main Secretariat are documented in the As-is report
[2] Roles and responsibilities of key officials is detailed out in Annexure 7.1

government benefits directly to the intended recipients. DBT enhances the efficiency, effectiveness, transparency, and accountability of the government system, instilling citizen confidence and promoting maximum governance with minimum bureaucracy.

Organization Structure and key functions of DBT

The organogram of DBT is shown below:

Figure 6: Organization Structure of DBT
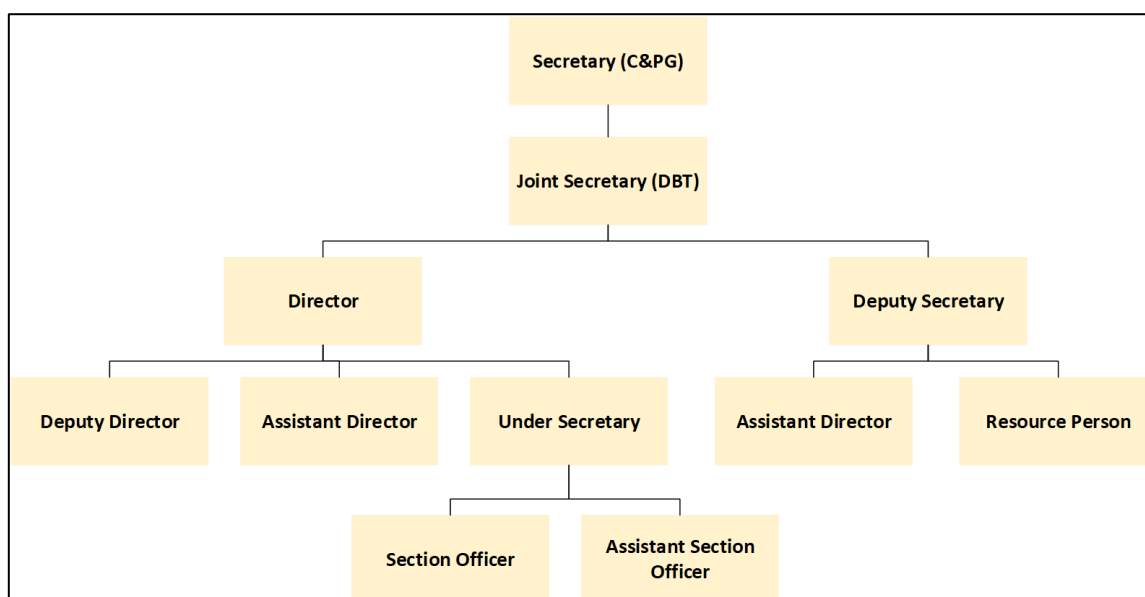
The key activities performed by the mission include:

- Oversee the implementation, coordination, and monitoring of the DBT schemes under various Ministries
- Ensure guidelines for effective implementation of any DBT scheme are complied with by the respective Ministries/ Departments
- Collaborate with various stakeholders, such as government departments, financial institutions, and technology providers to ensure smooth implementation
- Analysis of beneficiary data to generate insights for facilitating decision-making and program improvement
- Liaison with the IT team for efficient operations of the technological infrastructure of the DBT portal
- Address and manage complaints, grievances, and queries pertaining to DBT programs, and appropriately escalate them to the respective Ministries or Departments responsible for resolution

b) **National Authority Chemical Weapons Convention (NACWC):** The National Authority Chemical Weapons Convention (NACWC) is the designated organization responsible for implementing and ensuring compliance with the Chemical Weapons Convention (CWC). It serves as the central authority for all matters related to chemical weapons and the CWC in India. It works in close coordination with various government agencies, including the Ministry of External Affairs, Ministry of Defence, and Ministry of Home Affairs, among others.

Organization Structure and key functions of NACWC

The organogram of NACWC is shown below:
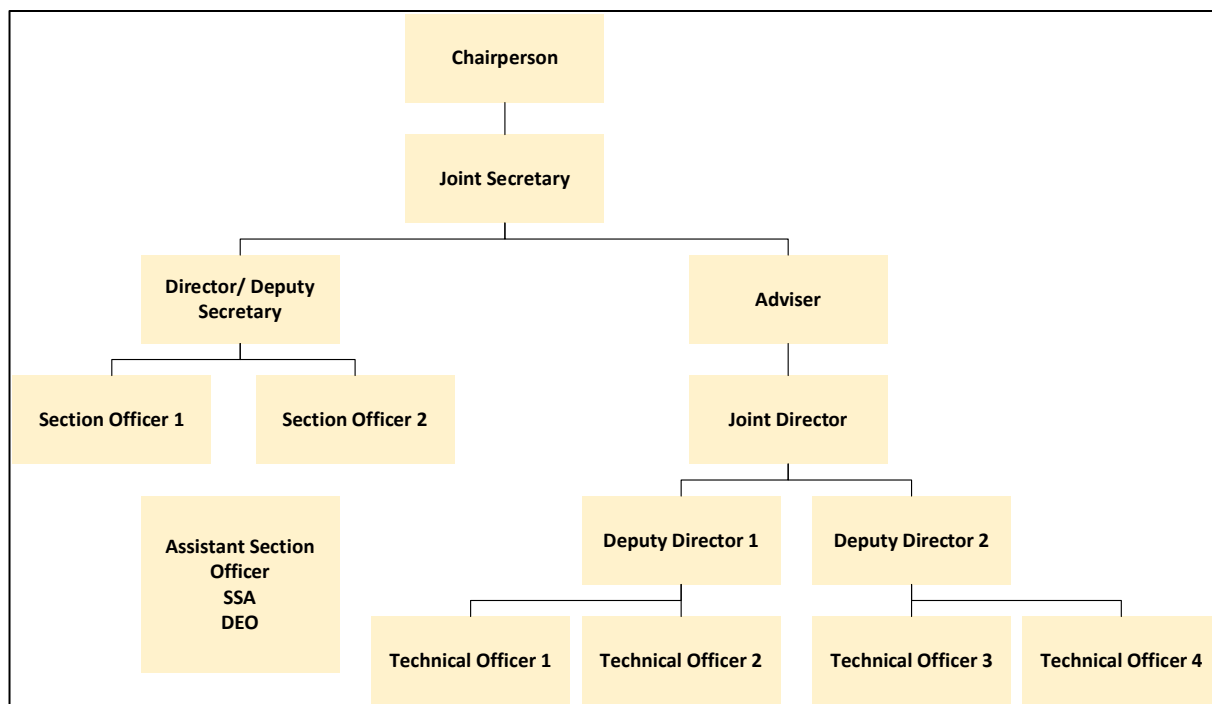
Figure 7: Organization Structure of NACWC

The primary functions of the NACWC include:

- Coordinating and facilitating implementation of the CWC provisions within the country
- Managing and reporting on India's chemical weapons-related activities to the Organization for the Prohibition of Chemical Weapons (OPCW)
- Ensuring compliance with reporting obligations, inspections, and verification measures under the CWC
- Facilitating cooperation and coordination with relevant government agencies, industry stakeholders, and research institutions to promote peaceful uses of chemical sciences while preventing misuse of chemical substances for prohibited purposes

c) **Directorate of Public Grievances (DPG):** Department of Administrative Reforms & Public Grievances (DARPG) was created in 1985 as the Nodal Authority for administrative reforms as well as redressal of public grievances. Recognizing the necessity for an independent body dedicated to addressing long-standing grievances, a separate grievance redressal authority was established.

Directorate of Public Grievances (DPG) was set up under the Cabinet Secretariat, with the approval of Cabinet, vide Resolution No. A-11013/1/88-Ad.I dated March 25, 1988. Initially, DPG was entrusted with the responsibility of addressing grievances related to 4 ministries/departments. However, this mandate was subsequently expanded in 2012, increasing the number of ministries/departments to be covered by DPG's grievance redressal activities to 15 as listed below:

- Ministry of Railways
- Department of Posts
- Department of Telecommunications
- Ministry of Housing and Urban Affairs (erstwhile Urban Development)
- Ministry of Petroleum and Natural Gas
- Ministry of Civil Aviation
- Ministry of Shipping
- Ministry of Road Transport & Highways
- Ministry of Tourism
- Department of Financial Services (Banking and Insurance, only Public Sector)
- Ministry of Labour & Employment (EPFO and ESI)
- Ministry of External Affairs (Regional Passport Authorities)
- Ministry of Health and Family Welfare (CGHS only)
- Ministry of Education
- Ministry of Youth Affairs

Organization Structure and key functions of DPG

The organogram of DPG is shown as follows:
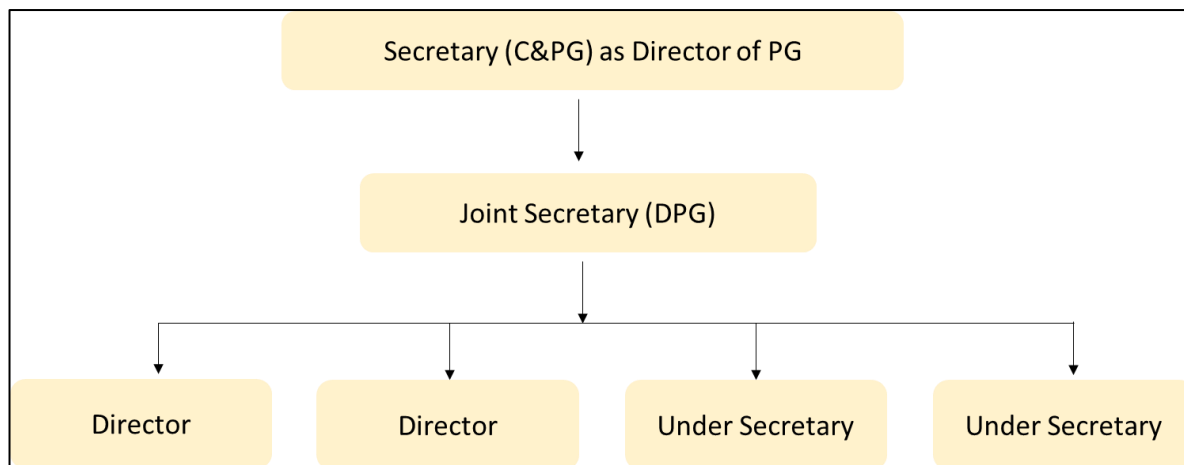
Figure 8: Organization structure of DPG

DPG is an appellate entity as they don't entertain fresh grievances. DPG takes up the matter when a complainant is not satisfied with the answer to his/her complaint from the respective department/ministry or the complaint has not been long pending. DPG is authorized to call for the relevant files/papers from any ministry/department concerned and its subsidiary offices and make suitable recommendations which is to be adopted by Ministries as a rule. It can also remit a case for vigilance or departmental enquiry as well as recommend appropriate action against the erring official.

Exception: Cases outside purview of DPG include those related to policy matter, cases decided with the approval of Minister, Sub-judice cases or where quasi-judicial procedures are prescribed for decision making, commercial contracts, service matters etc.

d) **Office of the Principal Scientific Adviser (O/o PSA)[3]**

The Government of India established the Office of the Principal Scientific Adviser (PSA) in November 1999. The core objective of O/o PSA is to provide objective and pragmatic advice on matters concerning Science and Technology to the Prime Minister and the Cabinet.

3.1.2 Summary of past capacity building interventions of Cabinet Secretariat

In order to understand existing capacity building initiatives in the Secretariat and exposure of its employees to trainings, data was collected on the following aspects:

- • Last training attended by the employees
- • Nature of training
- • Duration of training

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[3] O/o PSA is not covered as part of this ACBP exercise

- Mode of training
- Provider institute for training

A snapshot of the analysis is presented below:
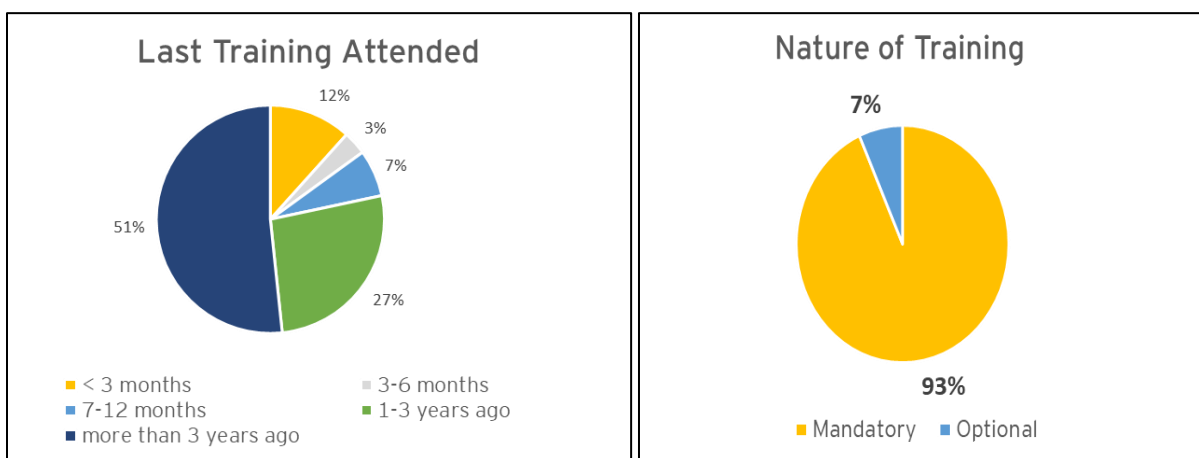
Figure 9: Last training attended and nature of training
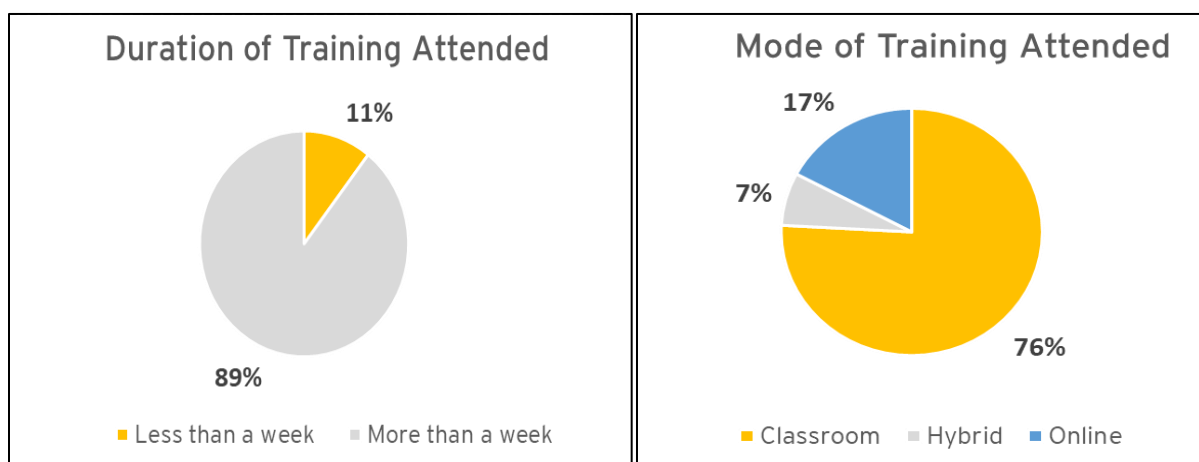
Figure 10: Duration and mode of trainings

It was observed that 78% of employees have not attended any training in last one year and 93% of the conducted trainings have been mandatory in nature (Fig 9). 89% of the trainings have been long duration trainings involving employees for more than a week and were conducted through classroom programs (Fig 10).

It was also observed in the analysis that ISTM is the major training institute where the employees have got trained on areas like Administration, Personnel Management, Leadership, Presentation, Government Programmes, Service Rules, Office Procedure, RTIs, Vigilance Matters, Court Cases, Parliament Procedure, Communication Skills etc. The themes of the trainings that respondents attended indicates that the majority of the trainings are mandatory ISTM trainings and are related to functional aspects (Fig 11).
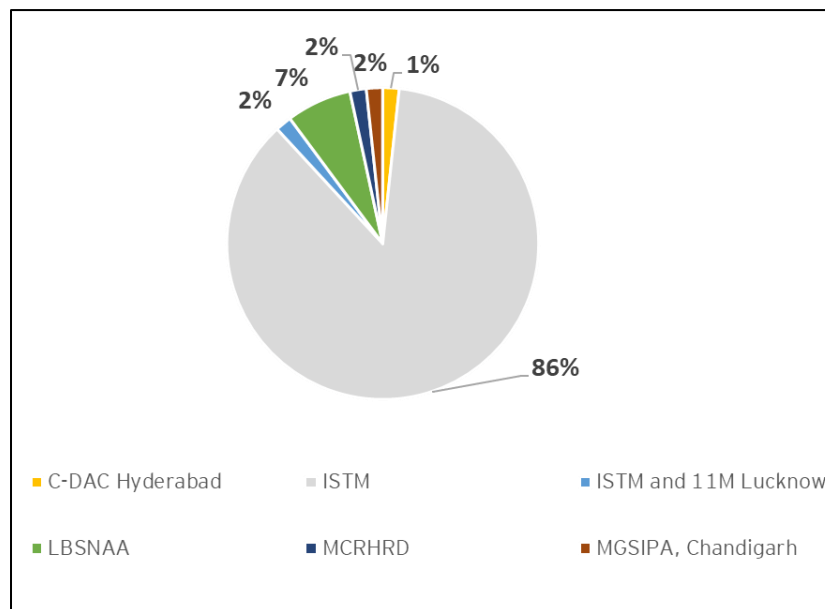
Figure 11: Provider institutes for training

4. Competency Need Analysis for the Cabinet Secretariat

Based on work allocation and functions of the different sections at Cabinet Secretariat, secondary research as well as primary consultations were conducted to identify the required competencies at unique role level. These individual level competencies were segregated into domain, functional and behavioural categories.

Additionally, a competency needs assessment form was also circulated within the Secretariat to perform self-assessment of required competencies at individual level by the present incumbents. The Karmayogi Manchitras (KYMs) were formulated to encompass a compilation of required competencies needed at the individual level, along with the corresponding immediate and yearly training needs.

4.1 Data collection for competency need analysis

A questionnaire was designed for the purpose of self-assessment of competency needs by the present incumbents in the Secretariat. Following steps were taken to identify competency needs through self-assessment:

- Devise comprehensive questionnaire (attached in Annexure) to capture:
    - **Profile of employee:** Basic details like designation, section, cadre etc.
    - **Previous trainings:** Document participation of the incumbent in previous training intervention, provider institutes, last instance of training, duration of training, etc.
    - **Competency requirement at individual level:** Domain, Functional, Behavioural competency needs of the present incumbents

- o **Employee's Voice:** Suggestions from employee to improve upon service delivery of the Secretariat to make it more citizen centric, understand organizational and institutional challenges faced by employees and seek suggestive solutions on these areas
- Review and approval of finalized questionnaire by CBC and the Admin Division at Cabinet Secretariat
- Identify and finalize the **means of sharing questionnaire**: For circulating the survey form amongst all employees, a dedicated Gmail account [cabsec.acbp@gmail.com] was created for the Secretariat, and the survey was distributed using Google Forms. Later NIC forms were also circulated to increase the accessibility of the form.
- A robust follow-up mechanism was set with Admin Division to encourage employees to fill in the forms within the stipulated time period and to achieve a statistically significant response rate

4.1.1 Survey coverage and data validation

The google from was circulated in the Secretariat on 5th January 2023 and responses were collected from the employees till 18th March 2023. Furthermore, NIC forms were circulated in the Secretariat on 2nd February. A total of 63 responses were received from employees across designations and divisions. The table below tabulates responses received across designations in the Secretariat.

Table 2: CNA Response Details

Designation	CNA Questionnaire floated to	No. of Responses received	Response Rate%
Director	9	6	67%
Under Secretary	15	8	53%
Section Officer	15	11	73%
Others	88	38	43%
Grand Total	127	63	50%

Once a significant response rate was achieved across all designations in the Secretariat, a confirmation was sought from the Secretariat and CBC to close the survey form to move towards the analysis stage. The following steps were taken to analyse the responses:

- Initiated competency need analysis (CNA) basis the questionnaire responses by present incumbents
- Identified required domain, functional and behavioural competency at individual level for each unique role
- Validated the preliminary findings from the CNA through discussions with vertical/wing head

- Deduced the most essential/must-have individual and organizational level competencies across all designations/roles by creating heatmaps
- Suggested the appropriate type of training and non-training interventions to address identified competency gaps for effective capacity building within the Secretariat

4.2   Key insights from CNA exercise

Based on the responses received across designations within Secretariat, the response data was analyzed to identify the competency needs arising out of the survey at individual level for unique job roles. The following sub-sections highlight key findings from the survey.

4.2.1 Respondents Analysis

An analysis of profile of the respondents was done to understand the number of employees working in different sections/ attached offices/ statutory bodies, cadre of employees for developing a baseline of employee profile of the Secretariat. A snapshot of the employee profile is provided below:

Designation	Response Rate	Response Received	Total Employees
Director	67%	6	9
Under Secretary	53%	8	15
Section Officer	73%	11	15
Others	43%	38	88
Grand Total	50%	63	127
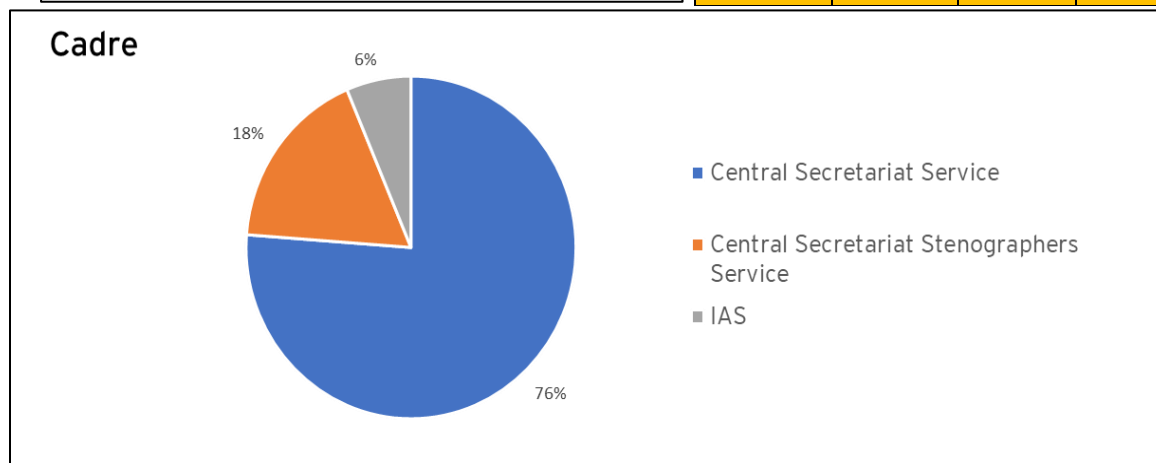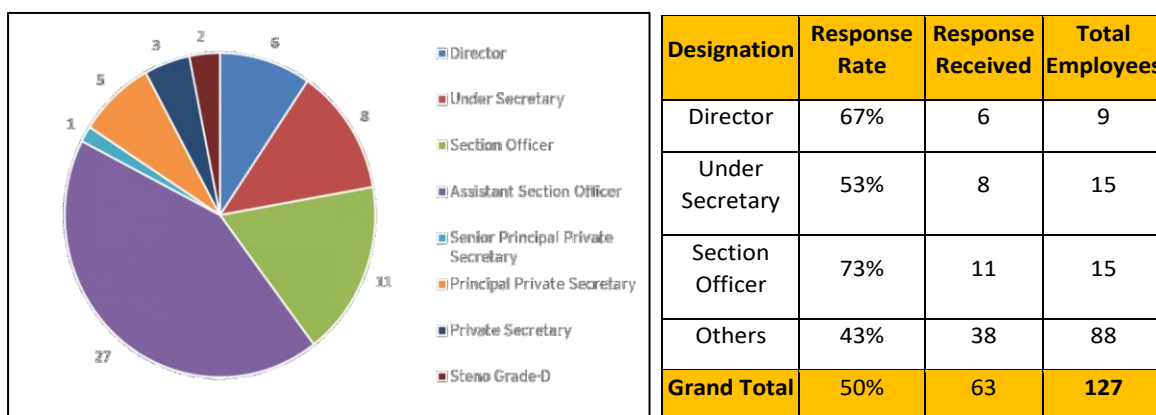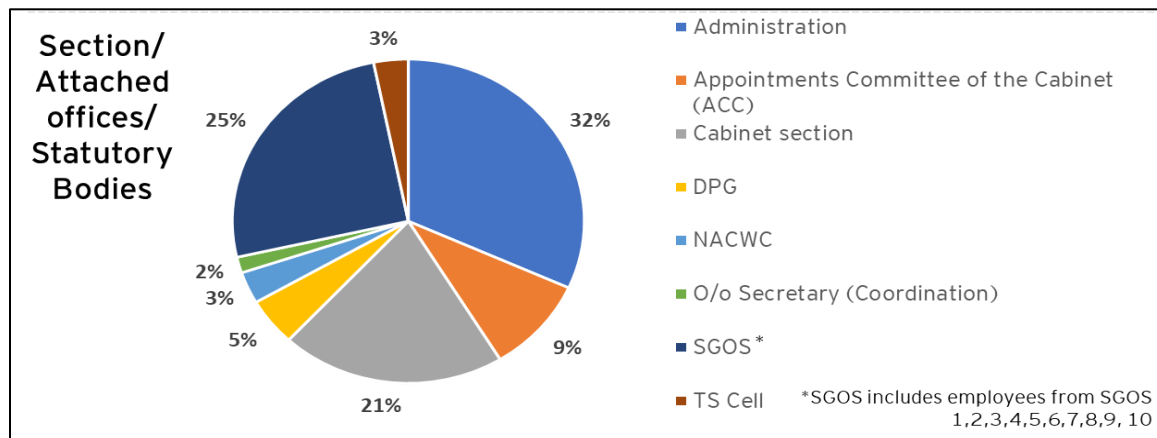
Figure 12: Analysis of Respondent Profile

A total of 63 participants have filled the CNA questionnaire. Respondent analysis elucidates that majority of respondent (76%) are from CSS cadre, followed by CSSS (18%) and IAS (6%). Respondents are distributed across five sections: Administration, ACC, TS Cell, Cabinet Section, and SGOS groups.

4.2.2 Competency needs identified across Secretariat and levels

4.2.2.1 Functional Competency Analysis

The graph below identifies the top 10 functional competencies highlighted by the Secretariat in the survey.
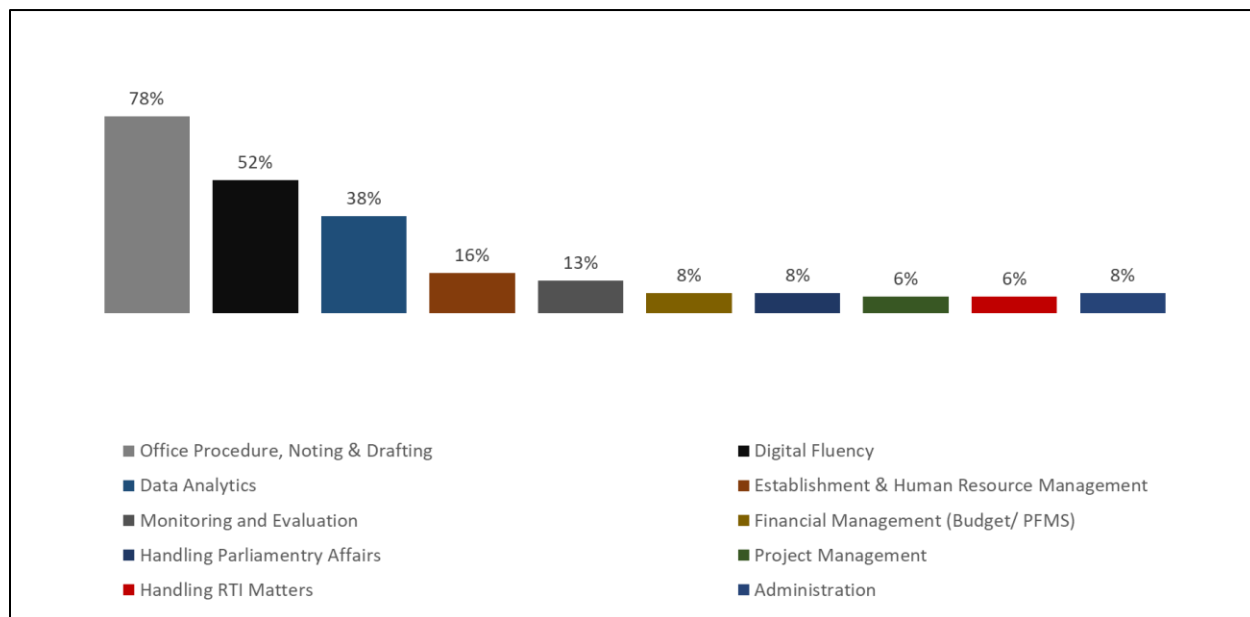
Figure 13: Organization Level Functional Competency Needs

Top functional competency needs from the CNA response analysis are office procedures, noting and drafting, digital fluency, data analysis, establishment and human resource management, monitoring and evaluation, financial management, handling Parliamentary Matters, Project Management, handling RTI matters and Administration. Further analysis was done on the functional competency requirements at designation level as depicted in the following graphs (Fig 14).

Director (Responses – 6)

33%, 17%, 17%, 17%, 17%

- Data Analytics
- Project Management
- Administration
- Establishment & Human Resource Management
- Financial Management (Budget/ PFMS)

Under Secretary (Responses – 8)

88%, 75%, 38%, 38%, 38%, 38%

- Digital Fluency
- Data Analytics
- Handling RTI Matters
- Office Procedure, Noting & Drafting
- Establishment & Human Resource Management
- Handling Parliamentry Affairs

Section Officer (Responses – 11)

64%, 55%, 45%, 36%, 27%, 18%, 18%

- Office Procedure, Noting & Drafting
- Digital Fluency
- Establishment & Human Resource Management
- Data Analytics
- Monitoring and Evaluation
- Financial Management (Budget/ PFMS)
- Handling Parliamentry Affairs

Section Officer (Responses – 11)

100%, 59%, 41%, 15%, 7%, 7%, 7%

- Office Procedure, Noting & Drafting
- Digital Fluency
- Data Analytics
- Monitoring and Evaluation
- Project Management
- Administration
- GFR

Steno Grade – D (Responses – 2)

100%, 100%, 50%, 50%, 50%, 50%, 50%

- Office Procedure, Noting & Drafting
- Digital Fluency
- Decision Making
- Policy Making
- Project Management
- Data Analytics

Sr. PPS, PPS, PS (Responses – 9)

67%, 22%, 11%

- Office Procedure, Noting & Drafting
- Digital Fluency
- English Shorthand & Interpretation skills

Figure 14: Designation wise functional competencies

The finalized functional competency required for each unique role is mapped in section 4.3.

4.2.2.2   Behavioural Competency Analysis

The graph below identifies the top 9 behavioural competencies highlighted by the Secretariat in the survey.
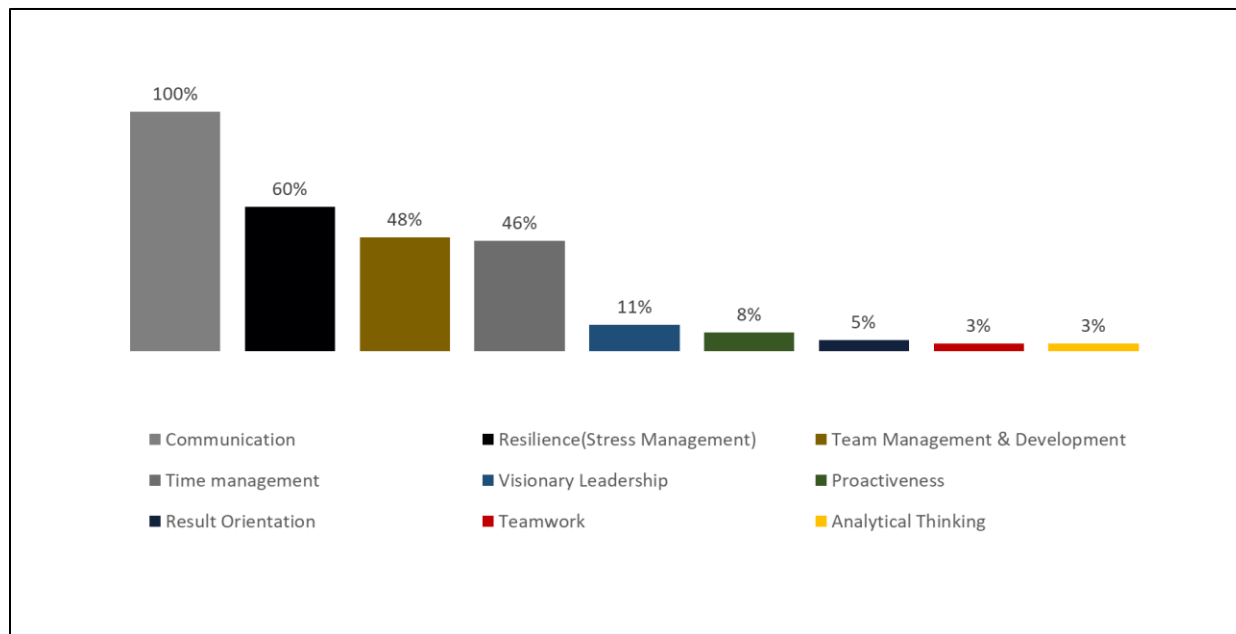
Figure 15: Organization Level Behavioural Competency Needs

The top behavioural competency needs for the Secretariat are Communication, Stress Management, Team Management & Development, Time Management, Visionary Leadership, Proactiveness, Result Orientation, teamwork, and Analytical Thinking. Further analysis was done on the behavioural competency requirements at designation level as depicted in the following graphs (Fig 16).
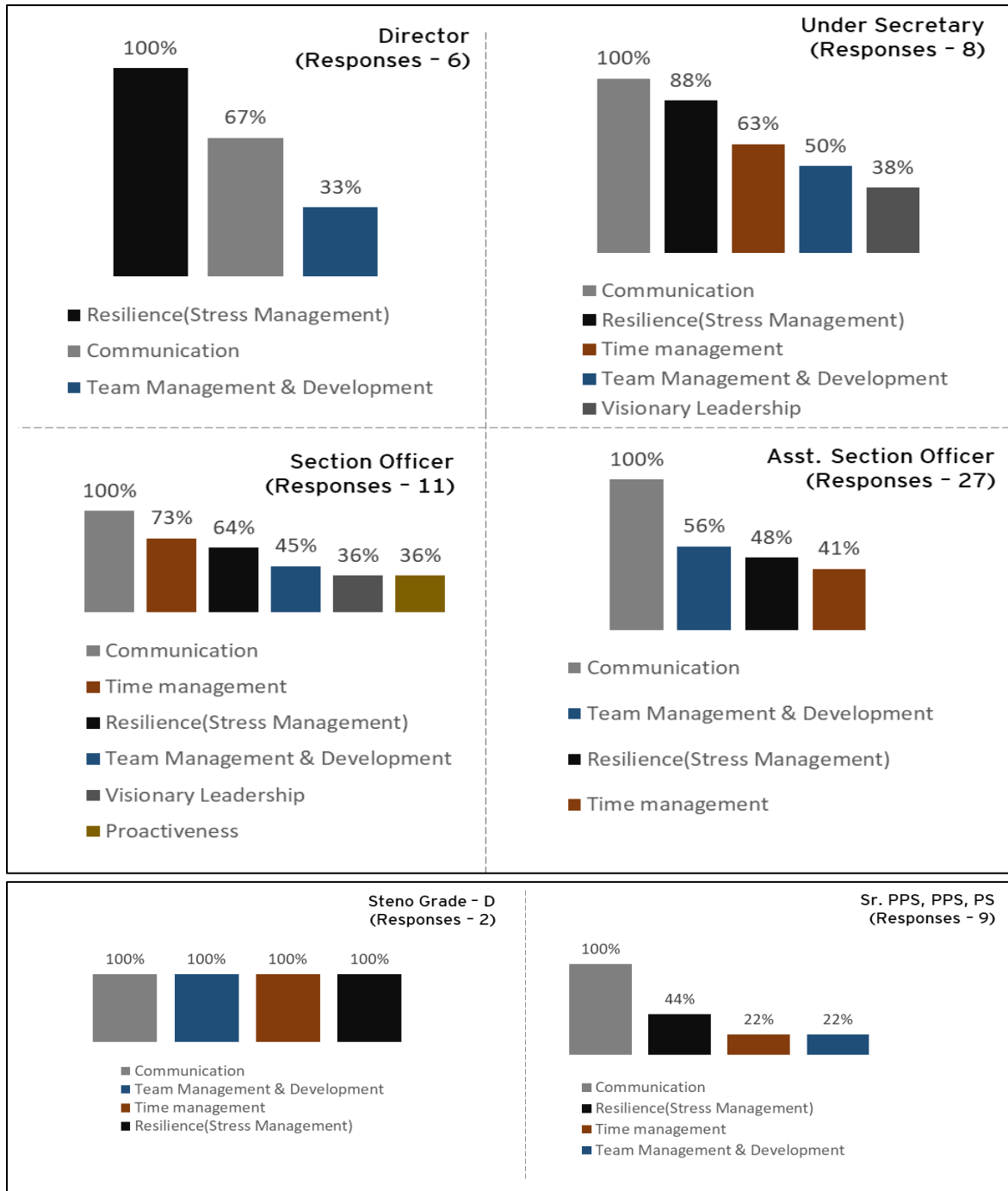
Figure 16: Designation wise Behavioural Competency Needs

The finalized behavioural competency required for each unique role is mapped in section 4.3.

4.3   Detailed competency needs analysis at unique position level

This section contains the detailed competency need analysis at unique position level for Main Secretariat, DBT, DPG and NACWC. The competencies have been identified across domain (for Main Secretariat and DBT), functional and behavioural areas.

4.3.1. Main Secretariat

Competency requirement of the Main Secretariat at an individual level emanating from the need analysis exercise and further validated through discussions with the sections is outlined in the table for each unique role:

Table 3: Detailed competency requirement AS-JS

Incumbent	Domain	Behavioural	Functional
AS (Cabinet Section, Administration, Resources)	• Knowledge on establishment matters • Knowledge on rules and procedures with regard to cabinet proceedings • Knowledge on recent policies and initiatives of Government in various sectors • Knowledge on national priorities concerning the resources sector • Emerging trends & global leading practices in energy & resources sector (e.g., Clean Technologies for Energy Transition, Green Economy etc.) • Emerging trends in climate finance & carbon credits	• Leadership • Whole of Government Thinking • Result Orientation • Decision making • Stress Management • Stakeholder Management	• Precise Writing • Speed reading • Analysing Cabinet Notes • Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Citizen centricity for cabinet note analysis
AS (Commerce & Industries, Rural & Agriculture)	• Knowledge updates on regulations in industries & commodities globally • Knowledge on updates in IPR, FDI, Foreign Trade Policy, Import & Export Laws /Regulations	• Leadership • Whole of Government Thinking • Result Orientation • Decision making • Stress Management	• Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Speed reading • Precise Writing

Incumbent	Domain	Behavioural	Functional
	• Knowledge on Bilateral and Multilateral Agreements/ International Co-operation/International Relations • Knowledge on Public Private Partnership • Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc. (e.g., developments in natural organic farming, better irrigation methods, new methods of livelihood development) • Emerging trends on Water Conservation & Management • Cross sectoral analysis of policy impacts – view of whole Government and citizen impact • Understanding of SDGs applicable for the sector • Knowledge on key schemes & acts notified by the Ministries under the SGOS	• Stakeholder Management	• Analysing Cabinet Notes • Citizen centricity for cabinet note analysis
AS (Technology, Welfare)	• Emerging technologies focused on Biotech, earth sciences, semiconductors, etc. • Industry 4.0 skills impacting the Technology Sector– AI, IOT, Cloud Computing • Emerging trends in Robotic Process Automation • Emerging technologies with respect to MSME (e.g., Digital Transformation, E-Commerce and Online marketplaces, sustainability) • Knowledge on various programmes/ schemes for social, educational and economic development of the target groups (AVYAY, BJRCY, etc.) • Emerging trends and leading practices in development of indigenous population	• Leadership • Whole of Government Thinking • Result Orientation • Decision making • Stress Management • Stakeholder Management	• Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Speed reading • Precise Writing • Analysing Cabinet Notes • Citizen centricity for cabinet note analysis

Incumbent	Domain	Behavioural	Functional
	• Knowledge on key schemes & acts notified by the Ministries under the SGOS		
JS (ACC)	• Human Resource Management for whole of Govt. • Knowledge on Government Procedures/rules and regulations related to appointments • Knowledge on cultural awareness, right fitment of resources across departments • DoPT specified guidelines/notifications on empanelment/postings/appointments of officers	• Leadership • Whole of Government Thinking • Result Orientation • Decision making • Stress Management • Stakeholder Management	• Precise Writing • Speed reading • Analysing Cabinet Notes
JS (Cabinet Section)	• Knowledge on rules and procedures with regard to cabinet proceedings • Administration of rules of business [AoB and ToB Rules] • Knowledge on the procedure of amendment in AoB/ToB	• Leadership • Whole of Government Thinking • Result Orientation • Decision making • Stress Management • Stakeholder Management	• Precise Writing • Speed reading • Analysing Cabinet Notes
JS (TS Cell)	• Knowledge on International Relations (Geopolitical Landscape, International Organizations, diplomatic protocols, international law) • Cybersecurity/ Data Security • Knowledge of the national priorities concerning the sector • Knowledge of functioning of the departments, organizations and offices working in foreign and security • Defence procurement – policy, SoPs	• Leadership • Whole of Government Thinking • Result Orientation • Attention to details • Discretion • Learning Agility • Decision making • Stress Management • Stakeholder Management	• Situational analysis of national imperatives • Speed reading • Precise Writing • Analysing Cabinet Notes • Citizen centricity for cabinet note analysis

Incumbent	Domain	Behavioural	Functional
JS (Finance & Economy, Infrastructure)	• Emerging trends globally in infrastructure financing, transport & logistics and civil aviation • Emerging trends globally in planning & governance of urban ecosystem • Advancements in Fintech and digital currencies, concepts of open banking • Global emerging trends in infrastructure financing and funding for e.g. PPP model, viability gap funding • Cross sectoral analysis of policy impacts – view of whole Government and citizen impact	• Leadership • Whole of Government Thinking • Result Orientation • Decision making • Stress Management • Stakeholder Management	• Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Speed reading • Precise Writing • Analysing Cabinet Notes • Citizen centricity for cabinet note analysis
JS (Social & Governance)	• Knowledge of the National Education Policy (NEP 2020) and follow up UGC Regulations • Knowledge of Public Healthcare Policies & Programmes of GoI (AB PM-JAY, ABDM, COVID Vaccination Programme, Ni-Kshay Scheme, etc.) including funding models, regulatory framework and monitoring parameters • Policy formulation in a wide range of social & governance sector themes - from sports recruitment & career progression of sportspersons to Production Linked Incentive Schemes in Pharmaceuticals, overhauling the skilling ecosystem (including convergence of skill development initiatives of GoI and maximizing employment opportunities for Indians in overseas markets), IPR protection to Indian Systems of Medicine, multidisciplinary approach to AYUSH research etc.	• Visionary Leadership • Whole of Government Thinking • Result Orientation • Decision making • Stress Management • Stakeholder Management	• Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Speed reading • Precise Writing • Analysing Cabinet Notes • Citizen centricity for cabinet note analysis

Table 4: Detailed Competencies for Directors

Incumbent	Domain	Behavioural	Functional
Dir. (ACC)	• Knowledge on Human Resource Management • Knowledge on Government Procedures/rules and regulations related to appointments • Knowledge on cultural awareness, right fitment of resources across departments • DoPT specified guidelines/notifications on empanelment/postings/appointments of officers	• Analytical Thinking • Time Management • Stress Management • Leadership • Stakeholder Management • Team Management and Development	• Vigilance and Disciplinary matters • Handling Parliamentary matters • Note making (for ACC) • Knowledge of monitoring Portals/Dashboards in GoI • HR Management • Digital Fluency (MS Word/MS Excel/MS PowerPoint/MS Access) • Precise Writing • Speed reading • Analysing Cabinet Notes
Dir. (Administration)	• Knowledge on DoPT notified Service Rules (Leave, Pension, Pay Fixation etc.)	• Analytical Thinking • Time Management • Team Management and Development • Decision Making • Result Orientation • Leadership • Stress Management	• Digital Fluency • Vigilance and Disciplinary matters • Establishment and Human Resource Management • Precise writing and Speed reading
Dir. (Cabinet Section, Resources)	• Administration of Rules of Business [AoB and ToB Rules] • Knowledge on rules and procedures with regard to cabinet proceedings • Knowledge on recent policies and initiatives of Government in various sectors • Knowledge on the procedure of amendment in AoB/ToB • Emerging trends & global leading practices in energy & resources sector (e.g., Clean	• Time Management • Analytical Thinking • Crisis Management • Leadership • Team Management and Development • Decision Making • Stress Management • Stakeholder Management	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Precise Writing • Speed reading • Analysing cabinet notes • Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Cross Sectoral analysis of policy impact

Incumbent	Domain	Behavioural	Functional
	Technologies for Energy Transition, Green Economy etc.) • Emerging trends in climate finance & carbon credits • Policies including mining regulations, environmental regulations and land use policies • Sustainable Development Goals, Waste Management, Climate Change Measures		
Dir. (TS Cell)	• Knowledge on International Relations (Geopolitical Landscape, International Organizations, diplomatic protocols, international law) • Cybersecurity/ Data Security • Knowledge of the national priorities concerning the sector • Knowledge of functioning of the departments, organizations and offices working in foreign and security • Defence procurement – policy, SoPs • Knowledge of rules, procedures pertaining to establishment matters	• Leadership • Team Development and Management • Time Management • Stress Management • Analytical Thinking • Stakeholder Management	• Precise Writing • Speed reading • Data analysis • Preparation of EFC notes • Digital Fluency • Analysing cabinet notes
Dir. (Commerce & Industries, Rural & Agriculture)	• Knowledge on updations in market surveillance mechanisms, decriminalization of minor offences, ease of doing business etc. • Knowledge about analyzing the trends of prices of essential commodities • Knowledge on updations in IPR, FDI, Foreign Trade Policy, Import & Export Laws /Regulations	• Leadership • Team Development and Management • Time Management • Stress Management • Analytical Thinking • Stakeholder Management	• Precise Writing • Speed reading • Data analysis • Knowledge of monitoring Portals/Dashboards in GoI • Digital Fluency • Analysing cabinet notes • Data synthesis from multiple knowledge sources including field experiences

Incumbent	Domain	Behavioural	Functional
	• Knowledge on Bilateral and Multilateral Agreements/ International Co-operation/International Relations • Knowledge on Public Private Partnership • Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc. (e.g., developments in natural organic farming, better irrigation methods, new methods of livelihood development) • Emerging trends on Water Conservation & Management • Cross sectoral analysis of policy impacts – view of whole Government and citizen impact • Understanding of SDGs applicable for the sector • Knowledge on key schemes/flagship programs & acts notified by the Ministries under the SGOS		• Application of anecdotal experience • Cross Sectoral analysis of policy impact
Dir. (Finance & Economy, Infrastructure)	• Emerging trends globally in infrastructure financing, transport & logistics and civil aviation • Emerging trends globally in planning & governance of urban ecosystem • Advancements in Fintech and digital currencies, concepts of open banking • Global emerging trends in infrastructure financing and funding for e.g. PPP model, viability gap funding • Cross sectoral analysis of policy impacts – view of whole Government and citizen impact • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Leadership • Team Development and Management • Time Management • Stress Management • Analytical Thinking • Stakeholder Management	• Precise Writing • Speed reading • Data analysis • Knowledge of monitoring Portals/Dashboards in GoI • Digital Fluency • Analysing cabinet notes • Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Cross Sectoral analysis of policy impact

Incumbent	Domain	Behavioural	Functional
Dir. (Social & Governance)	• Knowledge of the National Education Policy (NEP 2020) and follow up UGC Regulations • Knowledge of Public Healthcare Policies & Programmes of GoI (AB PM-JAY, ABDM, COVID Vaccination Programme, Ni-Kshay Scheme, etc.) including funding models, regulatory framework and monitoring parameters • Policy formulation in a wide range of social & governance sector themes - from sports recruitment & career progression of sportspersons to Production Linked Incentive Schemes in Pharmaceuticals, overhauling the skilling ecosystem (including convergence of skill development initiatives of GoI and maximizing employment opportunities for Indians in overseas markets), IPR protection to Indian Systems of Medicine, multidisciplinary approach to AYUSH research etc.	• Visionary Leadership • Team Development and Management • Time Management • Stress Management • Analytical Thinking • Stakeholder Management • Articulation & communication - both verbal, non-verbal and written • Decision Making • Coordination • Consensus building	• Precise Writing • Speed reading • Data analysis • Knowledge of monitoring Portals/Dashboards in GoI • Digital Fluency • Analysing Cabinet Notes • Data synthesis from multiple knowledge sources, including from field experiences • Application of anecdotal experience • Cross-sectoral competence in policy analysis and monitoring

Incumbent	Domain	Behavioural	Functional
Dir. (Welfare, Technology)	• Knowledge on various programmes/schemes for social, educational and economic development of the target groups (AVYAY, BJRCY, etc.) • Emerging trends & leading practices in development of indigenous population • Emerging technologies focused on Biotech, earth sciences, semiconductors, etc. • Industry 4.0 skills impacting the Technology Sector– AI, IOT, Cloud Computing • Emerging technologies with respect to MSME (e.g., Digital Transformation, E-Commerce and Online marketplaces, sustainability) • Monitoring PLI scheme in the assigned sector • Knowledge on self-help groups, community driven initiatives • Knowledge of supply and demand dynamics, market structures, pricing mechanisms, cost analysis, or macroeconomic factors impacting the sector	• Leadership • Team Development and Management • Time Management • Stress Management • Analytical Thinking • Stakeholder Management	• Precise Writing • Speed reading • Data analysis • Knowledge of monitoring Portals/Dashboards in GoI • Digital Fluency • Analysing cabinet notes • Data synthesis from multiple knowledge sources including field experiences • Application of anecdotal experience • Cross Sectoral analysis of policy impact • Project Management

Table 5: Detailed Competencies for US

Incumbent	Domain	Behavioural	Functional
US (Admin I: HR and Cash Cell)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on DoPT notified Service Rules (Leave, Pension, Pay Fixation etc.)	• Analytical Thinking • Time Management • Team Management and Development • Decision Making • Result Orientation • Communication	• Contract Management • Financial Management (Budget and PFMS) • Data Analysis • Digital Fluency • Establishment and Human Resource Management

Incumbent	Domain	Behavioural	Functional
		• Stress Management	
US (Admin II: Logistics)	• Knowledge of GeM portal • Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on public procurement principles/practices • Knowledge on GFR, DFPR, CGHS rules • Knowledge of library matters • Knowledge of e-Sampada and matters regarding govt. accommodation	• Analytical Thinking • Time Management • Team Management and Development • Decision Making • Result Orientation • Communication • Stress Management	• Contract Management • Public Procurement • Financial Management (Budget and PFMS) • Data Analysis • Digital Fluency • Handling RTI matters • Establishment and Human Resource Management
US (General, RTI, CC)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • RTI Act • Knowledge on working of courts • Knowledge on RTI- MIS	• Time Management • Team Management and Development • Decision Making • Communication • Stress Management • Stakeholder Management	• Data Analysis • Digital Fluency • Handling RTI matters
US (ACC)	• Knowledge on Human Resource Management • Knowledge on Government Procedures/rules and regulations related to appointments • Knowledge on cultural awareness, right fitment of resources across departments • DoPT specified guidelines/notifications on empanelment/postings/appointments of officers	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Handling Parliamentary matters • Note making (for ACC) • Data Analysis • HR Management • Digital Fluency (MS Word/MS Excel/MS PowerPoint/MS Access, Adobe) • Office Procedures • Dashboard Making/ Database Management
US (Cabinet section)	• Knowledge on Government Procedures/rules and regulations • Administration of Rules of Business [AoB and ToB Rules]	• Time Management • Analytical Thinking • Crisis Management • Team Management and Development	• Noting and Drafting • Office Procedures • Handling RTI Matters • Parliamentary Procedures

Incumbent	Domain	Behavioural	Functional
	• Rules and Procedures with regard to Cabinet Proceedings • Recent Policies and Initiatives of Government in various sectors • Knowledge on the Procedure of Amendment in AoB/ToB	• Decision Making • Stress Management • Leadership • Motivation • Stakeholder Management • Empathy • Communication	• Data Analysis • Digital Fluency (MS Office Training)
US (TS Cell)	• Knowledge on International Relations (Geopolitical Landscape, International Organizations, diplomatic protocols, international law) • Cybersecurity/ Data Security • Knowledge of the national priorities concerning the sector • Knowledge of functioning of the departments, organizations and offices working in foreign and security • Defence procurement – policy, SoPs	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling RTI matters
US (Commerce & Industries)	• Knowledge updates on regulations in industries & commodities globally • Knowledge on updations in IPR, FDI, Foreign Trade Policy, Import & Export Laws /Regulations • Knowledge on Bilateral and Multilateral Agreements/ International Co-operation/International Relations • Knowledge on Public Private Partnership	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters

Incumbent	Domain	Behavioural	Functional
US (Finance & Economy)	• Advancements in Fintech and digital currencies, concepts of open banking • Leading practices and global trends in Financial Analysis and Financial Planning for public finance • Global trends in Labour movement & employment practices • Knowledge on disinvestment and public asset management • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters
US (Infrastructure)	• Emerging trends globally in infrastructure financing, transport & logistics and civil aviation • Emerging trends globally in planning & governance of urban ecosystem • Global emerging trends in infrastructure financing and funding for e.g. PPP model, viability gap funding • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters
US (Resources)	• Emerging trends & global leading practices in energy & resources sector (e.g., Clean Technologies for Energy Transition, Green Economy etc.) • Emerging trends in climate finance & carbon credits • Policies including mining regulations, environmental regulations and land use policies	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters

Incumbent	Domain	Behavioural	Functional
	• Sustainable Development Goals, Waste Management, Climate Change Measures • Knowledge on schemes & acts notified by the Ministries under the SGOS • Coal Stocks in Power Plants and related issues • Review of Jharia Master Plan • Mission Lifestyle for Environment (LiFE) • Resolution of issues in Exploration and Production activities in hydrocarbon sector through Empowered Coordination Committee		
US (Rural & Agriculture)	• Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc. (e.g., developments in natural organic farming, better irrigation methods, new methods of livelihood development) • Emerging trends on Water Conservation & Management • SDGs applicable for the sector • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters
US (Social)	• Knowledge on Education Policy and Regulations (NEP 2020), Accreditation of Higher Educational Institutions, Rashtriya Uchchatar Shiksha Abhiyan (RUSA) • Knowledge on Healthcare Policy and Regulations (including funding models, regulatory requirements and quality standards), Programmes of GoI on Health Sector (AB-PMJAY, ABDM, PMSSY, Covid Vaccination Programme)	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters

Incumbent	Domain	Behavioural	Functional
	• Emerging trends & leading practices globally in public health, education & entrepreneurship • Production Linked Incentive Schemes of Pharmaceuticals • Intellectual property right protection for Indian System of Medicine		
US (Technology)	• Emerging technologies focused on Biotech, earth sciences, semiconductors, etc. • Industry 4.0 skills impacting the Technology Sector– AI, IOT, Cloud Computing • Emerging trends in Robotic Process Automation • Emerging technologies with respect to MSME (e.g., Digital Transformation, E-Commerce and Online marketplaces, sustainability) • Knowledge on schemes & acts notified by the Ministries under the SGOS • Telecom connectivity in Border Areas • Universalization of Quality Education through Satellite Communication	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters
US (Welfare)	• Knowledge on various programmes/schemes for social, educational and economic development of the target groups (AVYAY, BJRCY, etc.) • Emerging trends & leading practices in development of indigenous population • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Team Management and Development	• Office Procedures • Data Analysis • Digital Fluency (MS Office Training) • Handling Parliamentary matters • Handling RTI matters

Table 6: Detailed Competencies for SOs

Incumbent	Domain	Behavioural	Functional
SO (Admin I: HR)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on DoPT notified Service Rules (Leave, Pension, Pay Fixation etc.)	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness • Accountability	• Contract Management • Financial Management (Budget and PFMS) • Data Analysis • Digital Fluency • Vigilance and Disciplinary matters • Establishment and Human Resource Management • Record Management • Noting and drafting
SO (Cash Cell)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on DoPT notified Service Rules (Leave, Pension, Pay Fixation etc.) • Knowledge on Cash Management system	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness • Accountability	• Financial Management (Budget and PFMS) • Finance and Accounts • Noting and drafting
SO (Admin II: Logistics)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on public procurement principles/practices • Knowledge on GFR, DFPR	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness • Accountability	• Contract Management • Public Procurement • Financial Management (Budget and PFMS) • Data Analysis • Digital Fluency • Handling RTI matters • Establishment and Human Resource Management • Record Management • Noting and drafting

Incumbent	Domain	Behavioural	Functional
SO (General, RTI, CC)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • RTI Act • Knowledge on working of courts • Knowledge on RTI- MIS • Knowledge on Allocation of Business Rules • Knowledge on e-Samiksha	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness • Accountability	• Data Analysis • Digital Fluency • Handling RTI matters • Noting and Drafting • Record Management • Handling legal matters
SO (ACC)	• Knowledge on Human Resource Management • Knowledge on Government Procedures/rules and regulations related to appointments • Knowledge on cultural awareness, right fitment of resources across departments • DoPT specified guidelines/notifications on empanelment/postings/appointments of officers	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Communication • Teamwork	• Handling Parliamentary matters • Note making (for ACC) • Data Analysis • HR Management • Database Management • Dashboard Making • Digital Fluency (MS Word/MS Excel/MS PowerPoint/MS Access, Adobe) • Handling RTI Matters • Handling court cases
SO (Cabinet section)	• Knowledge on Government Procedures/rules and regulations • Administration of Rules of Business [AoB and ToB Rules] • Rules and Procedures with regard to Cabinet Proceedings • Recent Policies and Initiatives of Government in various sectors • Knowledge on the Procedure of Amendment in AoB/ToB	• Communication Skills • Time Management • Analytical Thinking • Crisis Management • Teamwork • Stress Management • Motivation	• Noting and Drafting • Office Procedures • Handling RTI Matters • Parliamentary Procedures • Data Analysis • Digital Fluency (MS Office Training)

Incumbent	Domain	Behavioural	Functional
SO (TS Cell)	• Knowledge on International Relations (Geopolitical Landscape, International Organizations, diplomatic protocols, international law) • Cybersecurity/ Data Security • Knowledge of the national priorities concerning the sector • Knowledge of functioning of the departments, organizations and offices working in foreign and security • Defence procurement – policy, SoPs • Knowledge on Governance matters	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Monitoring Portals/Dashboards in GoI • Record Management • Digital fluency (MS Office Training) • Noting and drafting
SO (Commerce & Industries)	• Knowledge updates on regulations in industries & commodities globally • Knowledge on updations in IPR, FDI, Foreign Trade Policy, Import & Export Laws /Regulations • Knowledge on Bilateral and Multilateral Agreements/ International Co-operation/International Relations • Knowledge on Public Private Partnership	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
SO (Finance & Economy)	• Advancements in Fintech and digital currencies, concepts of open banking • Leading practices and global trends in Financial Analysis and Financial Planning for public finance • Global trends in Labour movement & employment practices • Knowledge on disinvestment and public asset management	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

Incumbent	Domain	Behavioural	Functional
	• Knowledge on schemes & acts notified by the Ministries under the SGOS		
SO (Infrastructure)	• Emerging trends globally in infrastructure financing, transport & logistics and civil aviation • Emerging trends globally in planning & governance of urban ecosystem • Global emerging trends in infrastructure financing and funding for e.g. PPP model, viability gap funding • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
SO (Resources)	• Emerging trends & global leading practices in energy & resources sector (e.g., Clean Technologies for Energy Transition, Green Economy etc.) • Emerging trends in climate finance & carbon credits • Policies including mining regulations, environmental regulations and land use policies • Sustainable Development Goals, Waste Management, Climate Change Measures • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
SO (Rural & Agriculture)	• Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc. (e.g., developments in natural organic farming, better irrigation methods, new methods of livelihood development)	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

Incumbent	Domain	Behavioural	Functional
	• Emerging trends on Water Conservation & Management • SDGs applicable for the sector • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Proactiveness • Accountability	
SO (Social)	• Knowledge on Education Policy and Regulations (NEP 2020), Accreditation of Higher Educational Institutions, Rashtriya Uchchatar Shiksha Abhiyan (RUSA) • Knowledge on Healthcare Policy and Regulations (including funding models, regulatory requirements and quality standards), Programmes of GoI on Health Sector (AB-PMJAY, ABDM, PMSSY, Covid Vaccination Programme) • Emerging trends & leading practices globally in public health, education & entrepreneurship • Production Linked Incentive Schemes of Pharmaceuticals • Intellectual property right protection for Indian System of Medicine	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
SO (Technology)	• Emerging technologies focused on Biotech, earth sciences, semiconductors, etc. • Industry 4.0 skills impacting the Technology Sector– AI, IOT, Cloud Computing • Emerging trends in Robotic Process Automation • Emerging technologies with respect to MSME (e.g., Digital Transformation, E-Commerce and Online marketplaces, sustainability)	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

Incumbent	Domain	Behavioural	Functional
	• Knowledge on schemes & acts notified by the Ministries under the SGOS		
SO (Welfare)	• Knowledge on various programmes/schemes for social, educational and economic development of the target groups (AVYAY, BJRCY, etc.) • Emerging trends & leading practices in development of indigenous population • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

Table 7: Detailed Competencies for ASOs

Incumbent	Domain	Behavioural	Functional
ASO (Admin I: HR)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on DoPT notified Service Rules (Leave, Pension, Pay Fixation etc.) • Knowledge on Fundamental Rules and Supplementary Rules • Knowledge on GFR/DFPR	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness • Accountability	• Financial Management (Budget and PFMS) • Digital Fluency • Record Management • Noting and drafting
ASO (Cash Cell)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on DoPT notified Service Rules (Leave, Pension, Pay Fixation etc.) • Knowledge on Cash Management system	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness	• Financial Management (Budget and PFMS) • Digital Fluency • Record Management • Finance and Accounts • Noting and drafting

Incumbent	Domain	Behavioural	Functional
		• Accountability	
ASO (Admin II: Logistics)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • Knowledge on public procurement principles/practices • Knowledge on GFR, DFPR	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness • Accountability	• Public Procurement (GeM) • Financial Management (Budget and PFMS) • Digital Fluency • Record Management • Noting and drafting
ASO (General, RTI, CC)	• Knowledge on Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • RTI Act • Knowledge on working of courts • Knowledge on RTI- MIS • Knowledge on Allocation of Business Rules • Knowledge on E-Samiksha	• Time Management • Teamwork • Result Orientation • Communication • Stress Management • Proactiveness • Accountability	• Digital Fluency • Handling RTI matters • Noting and Drafting • Record Management • Handling Legal Matters
ASO (ACC)	• Knowledge on Human Resource Management • Knowledge on Government Procedures/rules and regulations related to appointments • Knowledge on cultural awareness, right fitment of resources across departments • DoPT specified guidelines/notifications on empanelment/postings/appointments of officers	• Analytical Thinking • Time Management • Stress Management • Result Orientation • Communication • Teamwork	• Handling Parliamentary matters • Noting and Drafting • Data Analysis • HR Management • Database Management • Dashboard Making • Digital Fluency (MS Word/MS Excel/MS PowerPoint/MS Access, Adobe) • Handling court cases • Handling RTI Matters

Incumbent	Domain	Behavioural	Functional
ASO (Cabinet section)	• Knowledge on Government Procedures/rules and regulations • Administration of Rules of Business [AoB and ToB Rules] • Rules and Procedures related to cabinet meetings • Recent Policies and Initiatives of Government in various sectors • Knowledge on legislative procedures • Knowledge of writing cabinet notes	• Communication Skills • Time Management • Analytical Thinking • Crisis Management • Teamwork • Stress Management • Professionalism	• Noting and Drafting • Office Procedures • Data Analysis and compilation • Digital Fluency (MS Excel, MS PowerPoint)
ASO (TS Cell)	• Knowledge on International Relations (Geopolitical Landscape, International Organizations, diplomatic protocols, international law) • Cybersecurity/ Data Security • Knowledge of the national priorities concerning the sector • Knowledge of functioning of the departments, organizations and offices working in foreign and security • Defence procurement – policy, SoPs	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Knowledge of monitoring Portals/Dashboards in GoI • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
ASO (Commerce & Industries)	• Knowledge updates on regulations in industries & commodities globally • Knowledge on updations in IPR, FDI, Foreign Trade Policy, Import & Export Laws /Regulations • Knowledge on Bilateral and Multilateral Agreements/ International Co-operation/International Relations • Knowledge on Public Private Partnership	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

Incumbent	Domain	Behavioural	Functional
ASO (Finance & Economy)	• Advancements in Fintech and digital currencies, concepts of open banking • Leading practices and global trends in Financial Analysis and Financial Planning for public finance • Global trends in Labour movement & employment practices • Knowledge on disinvestment and public asset management • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
ASO (Infrastructure)	• Emerging trends globally in infrastructure financing, transport & logistics and civil aviation • Emerging trends globally in planning & governance of urban ecosystem • Global emerging trends in infrastructure financing and funding for e.g. PPP model, viability gap funding • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
ASO (Resources)	• Emerging trends & global leading practices in energy & resources sector (e.g., Clean Technologies for Energy Transition, Green Economy etc.) • Emerging trends in climate finance & carbon credits • Policies including mining regulations, environmental regulations and land use policies	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

Incumbent	Domain	Behavioural	Functional
	• Sustainable Development Goals, Waste Management, Climate Change Measures • Knowledge on schemes & acts notified by the Ministries under the SGOS		
ASO (Rural & Agriculture)	• Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc. (e.g., developments in natural organic farming, better irrigation methods, new methods of livelihood development) • Emerging trends on Water Conservation & Management • SDGs applicable for the sector • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
ASO (Social)	• Knowledge on Education Policy and Regulations (NEP 2020), Accreditation of Higher Educational Institutions, Rashtriya Uchchatar Shiksha Abhiyan (RUSA) • Knowledge on Healthcare Policy and Regulations (including funding models, regulatory requirements and quality standards), Programmes of GoI on Health Sector (AB-PMJAY, ABDM, PMSSY, Covid Vaccination Programme) • Emerging trends & leading practices globally in public health, education & entrepreneurship • Production Linked Incentive Schemes of Pharmaceuticals • Intellectual property right protection for Indian System of Medicine	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

Incumbent	Domain	Behavioural	Functional
ASO (Technology)	• Emerging technologies focused on Biotech, earth sciences, semiconductors, etc. • Industry 4.0 skills impacting the Technology Sector– AI, IOT, Cloud Computing • Emerging trends in Robotic Process Automation • Emerging technologies with respect to MSME (e.g., Digital Transformation, E-Commerce and Online marketplaces, sustainability) • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting
ASO (Welfare)	• Knowledge on various programmes/schemes for social, educational and economic development of the target groups (AVYAY, BJRCY, etc.) • Emerging trends & leading practices in development of indigenous population • Knowledge on schemes & acts notified by the Ministries under the SGOS	• Communication Skills • Stress Management • Time Management • Teamwork • Empathy • Proactiveness • Accountability	• Office Procedures • Data Analysis • Record Management • Digital Fluency (MS Office Training) • Noting and drafting

4.3.2 DBT

Discussion was held with the officials at DBT to get insights into the competencies required at an individual level. Competencies were then categorized across domain, functional and behavioural areas for different designations.

The below table outlines the competency requirements at an individual level that were highlighted in the discussion at DBT:

Table 8: Competency needs analysis at unique position level for DBT

Role	Domain	Behavioural	Functional
Director/DS	• Knowledge on DBT Schemes (Overview of scheme, types of benefits offered) • Aadhar Act • Regulations/ Guidelines of UIDAI	• Leadership • Team Management and Development • Analytical Thinking • Stakeholder Management • Stress Management	• Handling Parliamentary Matters • Citizen Centricity • Government Program Formulation & Implementation • Change Management • Data Analysis • Digital Fluency (MS Word/MS Excel/MS PowerPoint)
DD/AD/US/RP	• Knowledge on DBT Schemes (Overview of scheme, types of benefits offered) • Aadhar Act • Regulations/ Guidelines of UIDAI	• Team Management and Development • Communication • Time Management • Analytical Thinking • Stakeholder Management • Learning Agility • Stress Management	• Handling Parliamentary Matters • Handling RTI Matters • Citizen Centricity • Government Program Formulation & Implementation • Budget/ PFMS • Change Management • Data Analysis • Monitoring and Evaluation • Digital Fluency (MS Word/MS Excel/MS PowerPoint)
SO/ASO/PS/PPS	• Knowledge on DBT Schemes (Overview of scheme, types of benefits offered) • Aadhar Act • Regulations/ Guidelines of UIDAI	• Time Management • Teamwork • Communication • Learning Agility	• Grievances Redressal • Citizen Centricity • Digital Fluency (MS Word/MS Excel/MS PowerPoint) • eOffice and Office Management

4.3.3 NACWC

Discussion was held with the officials at NACWC to get insights into the competencies required at an individual level. These competencies were subsequently categorized into functional and behavioural areas, specific to the technical and administrative roles within the organization. Technical roles encompass Adviser, Joint Director, Deputy Director, and Technical Officer, while administrative roles comprise of Director, Deputy Secretary, and Section Officer. The table below presents a summary of the highlighted competency requirements discussed at NACWC.

Table 9: Competency needs analysis at NACWC

Role	Functional	Behavioural
Technical	• Digital Fluency • Data Analysis • Government Program Formulation and Implementation • Change Management	• Stress Management • Analytical Thinking • Learning Agility • Innovation • Conflict Management • Decision Making
Administrative	• Contract Management • Public Procurement Framework • Budget/PFMS • Digital Fluency • Establishment and Human Resource Management • E-Office and Office Management • Office Procedures, Noting and Drafting • Handling RTI Matters	• Communication • Stress Management • Team Management and Development • Influencing & Negotiation • Problem Solving and Decision Making • Learning Agility

4.3.4 DPG

During the discussion with DPG officials, insights were obtained regarding the competencies required at the individual level. These competencies were subsequently classified into functional and behavioural categories, tailored for various designations. A notable convergence in competencies was observed between the Director and Under Secretary levels. Additionally, specific operational level competencies were identified for positions such as SO, ASO, and Data Entry Operator. The following table provides a summary of the individual competency requirements highlighted during the discussion at DPG.

Table 10: Competency needs analysis at DPG

Role	Functional	Behavioural
Director	• Citizen Centricity • Digital Fluency • Data Analysis • E-Office and Office Management • Grievance Redressal • Vigilance and Disciplinary Matters • Handling RTI Matters	• Stress Management • Communication • Influencing & Negotiation • Problem Solving and Decision Making • Learning Agility
Under Secretary	• Citizen Centricity • Digital Fluency • Data Analysis • E-Office and Office Management • Grievance Redressal • Vigilance and Disciplinary Matters • Cabinet Note Preparation • Handling RTI Matters	• Stress Management • Communication • Influencing & Negotiation • Problem Solving and Decision Making • Learning Agility
SO/ASO/Data Entry Operator Staff	• E-Office and Office Management • Office Procedure, Noting & Drafting • Handling RTI Matters • Administration	• Learning Agility • Time Management

4.4   Heatmap for functional and behavioural competencies for Main Secretariat

In section 4.3, competency need across functional and behavioural areas for each unique position across the organization have been detailed out. To understand the training interventions based on these identified competency needs across the organization the following heat maps have been plotted.

Table 11: Heat map for trainings on functional competencies

Position	Digital Fluency	Data Analysis	Noting & Drafting	Precise Writing	Speed reading	Analyzing Cabinet Notes	Office Procedures	Record Management	Handling RTI Matters	Establishment and Human Resource Management	Financial Management (Budget and PFMS)
AS (Cabinet Section, Administration, Resources)				✓	✓	✓					
AS (Commerce & Industries, Rural & Agriculture)				✓	✓	✓					
AS (Technology, Welfare)				✓	✓	✓					
JS (ACC)				✓	✓	✓					
JS (Cabinet Section)				✓	✓	✓					
JS (TS Cell)				✓	✓	✓					
JS (Finance & Economy, Infrastructure)				✓	✓	✓					
JS (Social & Governance)				✓	✓	✓					
Dir. (ACC)	✓			✓	✓	✓				✓	
Dir. (Administration)	✓			✓	✓					✓	

Position	Digital Fluency	Data Analysis	Noting & Drafting	Precise Writing	Speed reading	Analyzing Cabinet Notes	Office Procedures	Record Management	Handling RTI Matters	Establishment and Human Resource Management	Financial Management (Budget and PFMS)
Dir. (Cabinet Section, Resources)	✓	✓		✓	✓	✓	✓				
Dir. (TS Cell)	✓	✓		✓	✓	✓					
Dir. (SGOS)		✓		✓	✓	✓					
US (Admin I: HR and Cash Cell)	✓	✓								✓	✓
US (Admin II: Logistics)	✓	✓							✓	✓	✓
US (General, RTI, CC)	✓	✓							✓		
US (ACC)	✓	✓					✓			✓	
US (Cabinet section)	✓	✓	✓				✓		✓		
US (TS Cell)	✓	✓					✓		✓		
US (SGOS)	✓	✓					✓		✓		
SO (Admin I: HR)	✓	✓	✓					✓		✓	✓
SO (Cash Cell)			✓								✓
SO (Admin II: Logistics)	✓	✓	✓					✓	✓	✓	✓
SO (General, RTI, CC)	✓	✓	✓					✓	✓		
SO (ACC)	✓	✓							✓	✓	
SO (Cabinet section)	✓	✓	✓				✓		✓		
SO (TS Cell)	✓	✓	✓				✓	✓			
SO (SGOS)	✓	✓	✓				✓	✓			
ASO (Admin I: HR)	✓		✓						✓		✓
ASO (Cash Cell)	✓		✓						✓		✓
ASO (Admin II: Logistics)	✓		✓						✓		✓

Position	Digital Fluency	Data Analysis	Noting & Drafting	Precise Writing	Speed reading	Analyzing Cabinet Notes	Office Procedures	Record Management	Handling RTI Matters	Establishment and Human Resource Management	Financial Management (Budget and PFMS)
ASO (General, RTI, CC)	✓		✓					✓	✓		
ASO (ACC)	✓	✓	✓						✓	✓	
ASO (Cabinet section)	✓	✓	✓				✓				
ASO (TS Cell)	✓	✓	✓				✓	✓			
ASO (SGOS)	✓	✓	✓				✓	✓			
Total	**26**	**21**	**16**	**13**	**13**	**12**	**11**	**11**	**11**	**9**	**8**
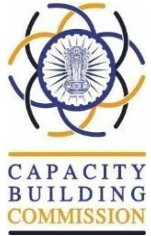
Some of the other functional competencies that were identified across different designations include:

- Data synthesis from multiple knowledge base including field experiences
- Application of anecdotal experience
- Handling Parliamentary matters
- Contract Management
- Citizen centricity for cabinet note analysis
- Public Procurement
- Knowledge of monitoring Portals/Dashboards in GoI
- Vigilance and Disciplinary matters
- Database Management
- Dashboard Making
- Cross Sectoral analysis of policy impact
- Situational analysis of national imperatives
- Finance and Accounts
- Handling legal matters
- Handling court cases

Table 12: Heat map for trainings on behavioural competencies

Position	Stress Management	Time Management	Result Orientation	Communication	Team work	Analytical Thinking	Decision making	Leadership	Stakeholder Management	Proactive ness	Accoun tability	Team Management and Development
AS (Cabinet Section, Administration, Resources)	✓		✓				✓	✓	✓			

Position	Stress Management	Time Management	Result Orientation	Communication	Team work	Analytical Thinking	Decision making	Leadership	Stakeholder Management	Proactiveness	Accountability	Team Management and Development
AS (Commerce & Industries, Rural & Agriculture)	✓		✓				✓	✓	✓			
AS (Technology, Welfare)	✓		✓				✓	✓	✓			
JS (ACC)	✓		✓				✓	✓	✓			
JS (Cabinet Section)	✓		✓				✓	✓	✓			
JS (TS Cell)	✓		✓				✓	✓	✓			
JS (Finance & Economy, Infrastructure)	✓		✓				✓	✓	✓			
JS (Social & Governance)	✓		✓				✓	✓	✓			
Dir. (ACC)	✓	✓				✓		✓	✓			✓
Dir. (Administration)	✓	✓	✓			✓	✓	✓				✓
Dir. (Cabinet Section, resources)	✓	✓				✓	✓	✓	✓			✓
Dir. (TS Cell)	✓	✓				✓		✓	✓			✓
Dir. (SGOS)	✓	✓				✓		✓	✓			✓
US (Admin I: HR and Cash Cell)	✓	✓	✓	✓		✓	✓					✓
US (Admin II: Logistics)	✓	✓	✓	✓		✓	✓					✓

Position	Stress Management	Time Management	Result Orientation	Communication	Team work	Analytical Thinking	Decision making	Leadership	Stakeholder Management	Proactiveness	Accountability	Team Management and Development
US (General, RTI, CC)	✓	✓		✓			✓		✓			✓
US (ACC)	✓	✓	✓			✓						✓
US (Cabinet section)	✓	✓		✓		✓	✓	✓	✓			✓
US (TS Cell)	✓	✓	✓			✓						✓
US (SGOS)	✓	✓	✓			✓						✓
SO (Admin I: HR)	✓	✓	✓	✓	✓					✓	✓	
SO (Cash Cell)	✓	✓	✓	✓	✓					✓	✓	
SO (Admin II: Logistics)	✓	✓	✓	✓	✓					✓	✓	
SO (General, RTI, CC)	✓	✓	✓	✓	✓					✓	✓	
SO (ACC)	✓	✓	✓	✓	✓	✓						
SO (Cabinet section)	✓	✓		✓	✓	✓						
SO (TS Cell)	✓	✓		✓	✓					✓	✓	
SO (SGOS)	✓	✓		✓	✓					✓	✓	
ASO (Admin I: HR)	✓	✓	✓	✓	✓					✓	✓	
ASO (Cash Cell)	✓	✓	✓	✓	✓					✓	✓	

Position	Stress Management	Time Management	Result Orientation	Communication	Team work	Analytical Thinking	Decision making	Leadership	Stakeholder Management	Proactive ness	Accoun tability	Team Management and Development
ASO (Admin II: Logistics)	✓	✓	✓	✓	✓					✓	✓	
ASO (General, RTI, CC)	✓	✓	✓	✓	✓					✓	✓	
ASO (ACC)	✓	✓	✓	✓	✓	✓						
ASO (Cabinet section)	✓	✓		✓	✓	✓						
ASO (TS Cell)	✓	✓		✓	✓					✓	✓	
ASO (SGOS)	✓	✓		✓	✓					✓	✓	
Total	36	28	24	20	16	15	14	14	14	12	12	12

Whole of Government Thinking, Empathy, Crisis Management, Attention to details, Discretion, Learning Agility, motivation and professionalism are some of the other behavioural competencies that were identified across different designations.

Table 13: Heatmap for behavioural competencies of CSSS cadre

Position	Communication	Stress Management	Learning Agility	Result Orientation	Collaboration	Analytical Skill	Decision Making	Proactiveness	Team Management & Development
Private Secretary	✓	✓	✓	✓	✓	✓			
Principal Private Secretary	✓	✓	✓	✓	✓	✓	✓		
Steno Grade D	✓	✓	✓		✓	✓		✓	
Personal Assistant	✓	✓	✓		✓	✓		✓	
Principal Staff Officer	✓	✓	✓	✓	✓	✓	✓		✓
Senior Principal Private Secretary	✓	✓	✓	✓	✓	✓	✓		

5. Capacity Building Plan

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

5.1 Individual capacity building initiatives (training interventions): Main Secretariat

As part of the plan, training courses have been identified from different training providers across functional and behavioural areas. Training courses have been suggested for both halves of the year (H1 and H2), with few courses designated as mandatory for each half. The mandatory courses are highlighted as green in the training calendars. Apart from the mandatory courses, each role holder needs to complete atleast 3 hours of additional training in each half of the year from the bouquet of optional courses. The courses are classified into L1, L2, L3 and L4 categories according to their duration/mode of delivery/complexity etc. The following sections outline the training schedule for different levels.

Figure 17:Categorization of courses

5.1.1 Training calendar at SO/ASO level

Table 14: Training calendar at SO/ASO level

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	-	DAKSHTA	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	-	13h 40m	L3	H1
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L2	H1
Functional	Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L2	H1
Functional	Cyber Awareness	Stay Safe in Cyber Space	The aim of this course is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short,	Online	iGOT	i4C	1h 16m	L1	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
			simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L2	H2
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	CBC	2h 20m	L2	H2
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	L2	H2
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	H2
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables,	Online	iGOT	Microsoft	3h 49m	L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
			sparklines, data validation, VLOOKUP, macros						
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity- spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	H2
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	H2
Functional	Digital Fluency	Power BI	To be determined	Online	iGOT	Microsoft	0 - 8h	L1/L2	H2
Functional	Financial Management	Finance for Non- Finance Executives	To be determined	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	H2
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course imparts its learner's fundamental knowledge of the Right to Information (RTI) Act. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	L1	H2
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	H1

Capacity Building Commission, Government of India

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

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Stress Management (Any one course)	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	H1
Behavioural		Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	H1
Behavioural	Communication	Social media Dos & Don'ts	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2
Behavioural	Communication	Enhancing ways of presentation	CBC is in process of curating courses on Improving presentation delivery	Online	iGOT	Indian Institute of Mass Communication	0 - 8H	L1/L2	H2
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	H2
Behavioural	Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	L1	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Result orientation	Service Delivery Management	This course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision-making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L2	H2
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	H2
Behavioural	Time Management	Course on Time management	Harappa Education's Time management course is designed to transform participants into exceptional performers by mastering time management, developing a strong work ethic, and incorporating valuable tips and best practices for maximizing productivity and enriching their lives.	Online	iGOT	Harappa	0 - 8h	L1/L2	H2

* Further decision on engaging with external agency for undergoing the suggested training course to be taken by the Secretariat

5.1.2 Training calendar at US level

Table 15: Training calendar at US level

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	-	VIKAS	The VIKAS Program will include modules on functional and behavioural aspects. Courses on the functional competencies include RTI Parliamentary Procedures, GFR, MS Office Suite, CPGRAM, Cabinet Note, APAR, Budgeting, Litigation Management, Contract Management, PFMS, Legislative Writing, Monitoring & Evaluation of Schemes, EFC Note, Departmental & Disciplinary Proceedings. Courses on the behavioural competencies include Communication, Stress Management, Leadership, Team and Expectations Management, Time Management, Stakeholder Management, Negotiation., Citizen-Centricity, Result-Orientation and Crisis Management	Online/Offline	iGOT	CBC	To be determined	L3	H1
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L2	H2
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	CBC	2h 20m	L2	H2
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	H2
Functional	Financial Management	Finance for Non-Finance Executives	To be determined	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	H2
Functional	Digital Fluency	Power BI	To be determined	Online	iGOT	Microsoft	0 - 8h	L1/L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Communication	Social media Dos & Don'ts	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	H2

* Further decision on engaging with external agency for undergoing the suggested training course to be taken by the Secretariat

5.1.3 Training calendar at Director level

Table 16: Training calendar at Director level

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	H1
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L2	H1
Functional	Data Analytics	Insights from Data for Policy	The course focusses on providing a better understanding of commonly used concepts in the analysis of data, including an introduction to useful approaches to its analysis. The course helps to develop an understanding of the hidden structures in raw data, diagnostic tools to expose fallacies, and being smart in the use of data and analysis for making decisions.	Online	iGOT	ISB	5h 19m	L2	H1
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	CBC	2h 20m	L2	H1

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	H1
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	H1
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	H1
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	H1
Functional	Digital Fluency	Power BI	To be determined	Online	iGOT	Microsoft	0 - 8h	L1/L2	H1
Functional	Handling parliamentary matters	Parliament at Work	The module covers the legislative process in Parliament, including the classification and stages of bills, constitutional amendments, and the President's assent. It also explains the constitution, types, composition, and functions of parliamentary committees, including financial committees. Additionally, it covers the importance and types of parliamentary questions, handling procedures, and government assurances, including their monitoring and categorization.	Online	iGOT	ISTM	5h 41m	L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Handling RTI matters	Right to Information - Public Information Officers/ Appellate Authority	To be determined	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	H2
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	L1	H2
Functional	Speed Reading	Become a SuperLearner® 2: Learn Speed Reading & Boost Memory*	This course will teach you how to read approximately three times faster than the average college graduate while maintaining above-average comprehension and retention levels. You will acquire the same skills used by World Champions in Memorization, enabling you to memorize vast amounts of data effectively. Additionally, you will learn how to process and internalize information in a highly efficient manner and apply these techniques to master any skill you desire to learn.	Online	Udemy	Udemy	5h 6m	L2	H2
Functional	Speed Reading	Course on Speed Reading	The objective of Harappa's Reading Deeply course is to teach participants the three stages of reading and enhance their comprehension and understanding of various data types.	Online	iGOT	Harappa	0 - 8 h	L1/L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	H1
Behavioural	Stress Management (Any one course)	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	H1
Behavioural		Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	H1
Behavioural		Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	H1
Behavioural	Communication	Communication with external stakeholder	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Communication	Social media Dos & Don'ts	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2
Behavioural	Communication	Enhancing ways of presentation	CBC is in process of curating courses on Improving presentation delivery	Online	iGOT	Indian Institute of Mass Communication	0 - 8H	L1/L2	H2
Behavioural	.Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	H2
Behavioural	Emotional Intelligence	Course on Emotional intelligence	This course aims to equip participants with a comprehensive understanding of emotional intelligence's pivotal role in professional success. Through practical techniques and experiential learning, participants will develop the skills to enhance self-awareness, manage emotions, improve social interactions, and foster effective relationship management. Ultimately, the course seeks to empower individuals to thrive in workplace environments by harnessing the power of emotional intelligence for better communication, leadership, and overall well-being.	Online	iGOT	Harappa	0 - 8h	L1/L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Leadership	Leadership	The course on Leadership states that in a particular situation any person can be a good leader whether they come from group B or group C. The course also explains that leaders should create a vision and transfer it to their followers, motivate the followers and make them own the vision. Good leaders listen to their followers and make corrective steps	Online	iGOT	DoPT	1h 35m	L1	H2
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	H2
Behavioural	Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving for problem solving	Online	iGOT	ISTM	35m	L1	H2
Behavioural	Public Speaking	Course on Public Speaking	The Speaking Effectively online course teaches fundamental principles and techniques of public speaking, including Aristotle's Appeals, the Rule of Three, and nonverbal communication, to help participants excel in various professional situations and effectively convey their messages.	Online	iGOT	Harappa	0 - 8h	L1/L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L2	H2
Behavioural	Time Management	Course on Time management	Harappa Education's Time management course is designed to transform participants into exceptional performers by mastering time management, developing a strong work ethic, and incorporating valuable tips and best practices for maximizing productivity and enriching their lives.	Online	iGOT	Harappa	0 - 8h	L1/L2	H2
* Further decision on engaging with external agency for undergoing the suggested training course to be taken by the Secretariat									

5.1.4 Training calendar at AS/JS level

Table 17: Training calendar at AS/JS level

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key	Online	iGOT	i4C	1h 16m	L1	H1

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
			citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L2	H1
Functional	Data Analytics	Insights from Data for Policy	The course focusses on providing a better understanding of commonly used concepts in the analysis of data, including an introduction to useful approaches to its analysis. The course helps to develop an understanding of the hidden structures in raw data, diagnostic tools to expose fallacies, and being smart in the use of data and analysis for making decisions.	Online	iGOT	ISB	5h 19m	L2	H1
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	CBC	2h 20m	L2	H1
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	H1

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Speed Reading	Become a SuperLearner® 2: Learn Speed Reading & Boost Memory*	This course will teach you how to read approximately three times faster than the average college graduate while maintaining above-average comprehension and retention levels. You will acquire the same skills used by World Champions in Memorization, enabling you to memorize vast amounts of data effectively. Additionally, you will learn how to process and internalize information in a highly efficient manner and apply these techniques to master any skill you desire to learn.	Online	Udemy	Udemy	5h 6m	L2	H1
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	H2
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	H2
Functional	Digital Fluency	Powerpoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Speed Reading	Course on Speed Reading	The objective of Harappa's Reading Deeply course is to teach participants the three stages of reading and enhance their comprehension and understanding of various data types.	Online	iGOT	Harappa	0 - 8 h	L1/L2	H2
Functional	Application of anecdotal experience	Reflective Practice: An Approach For Expanding Your Learning Frontiers	The course is an introduction to the approach of Reflective Practice developed by Donald Schön. It is an approach that enables professionals to understand how they use their knowledge in practical situations and how they can combine practice and learning in a more effective way. Through greater awareness of how they deploy their knowledge in practical situations, professionals can increase their capacities of learning in a more timely way. Understanding how they frame situations and ideas helps professionals to achieve greater flexibility and increase their capacity of conceptual innovation.	Online	MITOPENCOURSEWARE	MIT	4h	L2	H2
Behavioural	Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	H1

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Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Decision Making	Decision Making for Managerial Effectiveness	This course focusses on addressing a crucial gap in decision-making knowledge by providing participants with insights into the underlying influences and factors that shape decisions made by managers. It goes beyond individual decisions and explores how decision-making is framed and contextualized within teams, organizations, and real-world scenarios. By exploring various perspectives, the course aims to enhance participants' understanding of decision-making processes and equip them with valuable insights for making effective decisions in real world context.	Offline	-	IIM B	3 days	L4	H1
Behavioural	Leadership (Any one course)	Leadership and Change Management	This course will focus on Leadership in Complex Situations. It will also deal with various Leadership Styles, Managing Change, Taking Charge and Leading Strategy	Offline/ Online	-	IIM A	5 days	L4	H1
Behavioural		Leadership	The course on Leadership states that in a particular situation any person can be a good leader whether they come from group B or group C. The course also explains that leaders should create a vision and transfer it to their followers, motivate the followers and make them own the vision. Good leaders listen to their followers and make corrective steps	Online	iGOT	DoPT	1h 35m	L1	H1

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Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural		Agile Leadership Today and Tomorrow	This course focuses on building agile Leadership through change management and resilient leadership. This course will enable the participant in developing skills of motivating teams, encouraging loyalty and influence people	Offline	-	ASCI	3 days	L3	H1
Behavioural	Communication	Communication with external stakeholder	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2
Behavioural	Communication	Social media Dos & Don'ts	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2
Behavioural	Communication	Enhancing ways of presentation	CBC is in process of curating courses on Improving presentation delivery	Online	iGOT	Indian Institute of Mass Communication	0 - 8H	L1/L2	H2
Behavioural	Emotional Intelligence	Course on Emotional intelligence	This course aims to equip participants with a comprehensive understanding of emotional intelligence's pivotal role in professional success. Through practical techniques and experiential learning, participants will develop the skills to enhance self-awareness, manage emotions, improve social interactions, and foster effective relationship management. Ultimately, the course seeks to empower individuals to thrive in workplace environments by harnessing the power	Online	iGOT	Harappa	0 - 8h	L1/L2	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
			of emotional intelligence for better communication, leadership, and overall well-being.						
Behavioural	Influencing and Negotiation	Mastering Negotiation and Influence	This course focuses on developing strategies on negotiation of one-to-one, multi-party and multi issue. This course will enable the participant in skills of influence and persuasion	Offline	-	ISB	2 days	L3	H2
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	H2
Behavioural	Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving for problem solving	Online	iGOT	ISTM	35m	L1	H2

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Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Public Speaking	Course on Public Speaking	The Speaking Effectively online course teaches fundamental principles and techniques of public speaking, including Aristotle's Appeals, the Rule of Three, and nonverbal communication, to help participants excel in various professional situations and effectively convey their messages.	Online	iGOT	Harappa	0 - 8h	L1/L2	H2
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L2	H2
Behavioural	Stress Management (Any one course)	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	H2
Behavioural		Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	H2
Behavioural		Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	H2

Competency Category	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Behavioural	Team Management & Development	Building High-Performance Teams	This course focuses on building high performing team and enhance skills of trust, collaboration and diversity by building shared values, purpose and goals	Offline	-	ISB	2 days	L3	H2
* Further decision on engaging with external agency for undergoing the suggested training course to be taken by the Secretariat									

5.1.5. Training Calendar for CSSS

Table 18: Training calendar for CSSS

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good.	Online	iGOT	WITP	2h 20 m	L2	H1	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L2	H1	All positions
Functional	Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work	Online	iGOT	Microsoft	3h	L2	H1	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
			processes, better document formatting, and enhanced proofreading capabilities.							
Functional	Data Analytics	Data Driven Decision Making For Government	This course aims at building awareness of Data Science and Analytics and data visualization tools among government officials enabling them to make informed data-driven decisions thereby impacting lives for the social good	Online	iGOT	WITP	2h 30m	L2	H1	All positions
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about: • File management	Online	iGOT	ISTM	2h 17m	L2	H1	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
			system • Management of DAK • Decision making in government • Record management							
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications	Online	iGOT	Invest India	25 min	L1	H2	All positions
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It teaches about how to identify phishing as well as digital risks. Furthermore,	Online	iGOT	Microsoft	1h 15m	L1	H2	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
			the course explores concept of being a good digital citizen.							
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	L2	H2	All positions
Functional	Official language knowledge	Rajbhasha Hindi	This modules provides an overview of Rajbhasa adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	H2	All positions
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	H2	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (Go). This training program will digitally empower officials to identify different types of cybercrime.	Online	iGOT	i4C	1h 16m	L1	H2	All positions
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	course being developed by NIC	1h	L1	H2	All positions
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at	Online	iGOT	ISTM	1h 51m	L1	H1	All positions

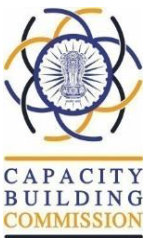| Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
			Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and retention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.							

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L2	H1	Private Secretary, Principal Private Secretary, Principal Staff Officer, Senior Principal Private Secretary
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-	Online	iGOT	Art of Living	1h 16m	L1	H1	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
			leadership by Gurudev Sri Sri Ravi Shankar.							
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication.	Online	iGOT	IIMB	5h 34m	L2	H1	All positions
Behavioural	Result Orientation	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to	Online	iGOT	DoPT	40m	L1	H1	Private Secretary, Principal Private Secretary, Principal Staff Officer, Senior Principal Private Secretary

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
			achieve it. The course places emphasis on setting SMARTER goals.							

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Motivation	Understanding Motivation	By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation.	Online	iGOT	LBSNAA	1h 35m	L1	H1	Principal Staff Officer, Senior Principal Private Secretary

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	H2	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	H2	Principal Private Secretary, Principal Staff Officer, Senior Principal Private Secretary

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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	H2	All positions
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	H2	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Team Work	Team work and Collaboration	This course may focus on building a strong foundation of teamwork and collaboration within organization.	Online		Course to be developed by CBC	1h	L1	H2	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Learning Agility	Learning agility	The course may focus on providing a better understanding about learning agility, as well as best practices how to improve learning ability in an agile way, effectively and efficiently.	Online		Course to be developed by CBC	1h	L1	H2	All positions

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline	Applicable position
Behavioural	Stakeholder Management	Stakeholder Management	This course may offer a comprehensive overview of stakeholder management approaches and techniques. This course should focus on the key skills in identifying and analyzing stakeholders, understanding their needs and expectations, planning collaboration, and helping stakeholders navigate organizational change.	Online		CBC shall curate course	3h	L1	H2	Principal Staff Officer, Senior Principal Private Secretary
Behavioural	Communication	Social media Dos & Don'ts	TBD	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2	All positions

5.2 Individual capacity building initiatives (training and non-training interventions): DBT

Training interventions

As part of the plan, training courses have been identified from different training providers across functional and behavioural areas. Training courses have been suggested for both halves of the year (H1 and H2), with few courses designated as mandatory for each half. The mandatory courses are highlighted as green in the training calendars. Apart from the mandatory courses, each role holder needs to complete atleast 3 hours of additional training in each half of the year from the bouquet of optional courses. The courses are classified into L1, L2, L3 and L4 categories according to their duration/mode of delivery/complexity etc.

Table 19: Training Calendar: DBT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
Functional	-	DAKSHTA on iGOT	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	-	13h 40m	SO/ASO	L3	H1
Functional	-	VIKAS	The VIKAS Program will include modules on functional and	Online/ Offline	iGOT	-	TBD	US	L3	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			behavioural aspects. Courses on the functional competencies include RTI Parliamentary Procedures, GFR, MS Office Suite, CPGRAM, Cabinet Note, APAR, Budgeting, Litigation Management, Contract Management, PFMS, Legislative Writing, Monitoring & Evaluation of Schemes, EFC Note, Departmental & Disciplinary Proceedings. Courses on the behavioural competencies include Communication, Stress Management, Leadership, Team and Expectations Management, Time Management, Stakeholder Management, Negotiation., Citizen-Centricity, Result-Orientation and Crisis Management							
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data	Online	iGOT	Microsoft	3h 49m	Director, DS, DD, AD, RP	L2	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			validation, VLOOKUP, macros							
Functional	Digital Fluency	Microsoft Word Beginners	This course focusses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	Director, DS, DD, AD, RP	L2	H1
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	Director, DS, DD, AD, RP	L2	H1
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics,	Online	iGOT	Microsoft	3h 17m	Director, DS, DD, AD, RP	L2	H1

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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			charts and presentation templates							
Functional	Data Analysis	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	Director, DS, DD, AD, RP	L2	H1
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity- spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	Director, DS, DD, AD, RP	L1	H1
Functional	Digital Fluency	Word Advanced	This course focusses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	Director, DS, DD, AD, RP	L2	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
Functional	Budget/ PFMS	Budget	This course provides an overview of Indian Budgetary system. It includes basic aspect of Budgeting in India, Technical aspect of Budget preparation, and presentation and voting on the budget.	Online	iGOT	ISTM	1h40m	DD, AD, RP	L1	H1
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help	Online	iGOT	i4C	1h 16m	Director, DS, DD, AD, US, RP, SO, ASO, PS, PPS	L1	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			participants create a cyber secure Digital ecosystem.							
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	Director, DS, DD, AD, RP	L2	H2
Functional	Handling RTI Matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	DD, AD, RP	L1	H2
Functional	Government Program Formulation & Implementation	Formulation of Public Policies	This course focusses on meaning and scope of public policy, frameworks for public policy, different stages of public policy formulation, and the key elements in formulating a public policy	Online	iGOT	ISTM	1h15m	Director, DS, DD, AD, US, RP	L1	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
Functional	Handling RTI Matters	Right to Information - Public Information Officers/ Appellate Authority	To be determined	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	DD, AD, RP	L1	H2
Functional	Grievances Redressal	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	SO, ASO, PS, PPS	L1	H2
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good.	Online	iGOT	WITP	2h 20 m	Director, DS, DD, AD, US, RP	L2	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.							
Functional	Change Management	Change Management*	This course focusses on different models of change management, understanding the process of change management, and the different change management models	Online	Udemy	Udemy	35m	Director, DS, DD, AD, US, RP	L1	H2
Functional	Handling Parliamentary Matters	Parliament at Work	The module covers the legislative process in Parliament, including the classification and stages of bills, constitutional amendments, and the President's assent. It also explains the constitution, types, composition, and functions of parliamentary committees, including financial committees. Additionally, it covers the importance and types of parliamentary questions, handling procedures, and government	Online	iGOT	ISTM	5h 41m	Director, DS, DD, AD, RP	L2	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			assurances, including their monitoring and categorization.							
Functional	Citizen Centricity	Digital Government: Designing customer centric organization*	This courses focusses on the concept of why the government needs to re-design public service towards user centricity, customer centricity principles and case studies.	Online	Udemy	Udemy	2h	Director, DS, DD, AD, RP	L1	H2
Functional	Monitoring and Evaluation	Course to be curated by CBC with help of DMEO	To be determined	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	DD, AD, RP	L1	H2
Functional	eOffice and Office Management	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	PS, PPS	L1	H2
Functional	Change Management	Change Management	To be determined	Online	iGOT	Harappa	0 - 8h	Director, DS, DD, AD, US, RP	L1/L2	H2
Functional	Digital Fluency	Power BI	To be determined	Online	iGOT	Microsoft	0 - 8h	DD, AD, US, RP	L1/L2	H2
Behavioural	Stakeholder Management	Stakeholder Management*	This course focusses on strategies to build on effective relation with stakeholders and manage them successfully	Online	Udemy	Udemy	1h	Director, DS, DD, AD, RP	L1	H1
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and	Online	iGOT	Art of Living	1h 7m	Director, DS, DD, AD, RP	L1	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			meditation techniques. It focuses on transforming emotions for improved well-being.							
Behavioural	Leadership	Leadership	This course focusses on leadership qualities and attributes, how can one lead self, and how to motivate your team as a leader	Online	iGOT	DoPT	1h35m	Director, DS	L1	H1
Behavioural	Team Management and Development	BSNL Mission Karmyogi	This course focuses on personal effectiveness, change management, time management, result orientation, and goal setting. It also covers Managing teams, delegation, performance assessment, coaching, accountability.	Online	iGOT	BSNL	9h 5m	Director, DS, DD, AD, RP	L3	H1
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the	Online	iGOT	ISTM	1h 51m	Director, DS, DD, AD, US, RP, SO, ASO, PS, PPS	L1	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.							
Behavioural	Communication	Effective Communication	This course focusses on the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	DD, AD, RP, PS, PPS	L2	H2
Behavioural	Analytical Thinking	The Art of Analytical Thinking*	This course focusses on basics of analytical thinking, improve decision making skills, analytical communication methods, and problem solving skills	Online	Udemy	Udemy	1h35m	Director, DS, DD, AD, RP	L1	H2
Behavioural	Team Work	Teamwork and Team building*	This course focusses on different stages of team development, team building activities, and encouraging team work and solving problems together	Online	Udemy	Udemy	35m	SO, ASO, PS, PPS	L1	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
Behavioural	Time Management	Course on Time management	Harappa Education's Time management course is designed to transform participants into exceptional Behavioural performers by mastering time management, developing a strong work ethic, and incorporating valuable tips and best practices for maximizing productivity and enriching their lives.	Online	iGOT	Harappa	0 - 8h	DD, AD, RP, PS, PPS	L1/L2	H2
Behavioural	Learning Agility	Enable your learning agility*	This course focusses on assessing personal learning agility, what are the key enablers for learning agility, and learning by doing.	Online	Udemy	Udemy	1h	DD, AD, US, RP, SO, ASO, PS, PPS	L1	H2
Behavioural	Emotional Intelligence	Course on Emotional intelligence	This course aims to equip participants with a comprehensive understanding of emotional intelligence's pivotal role in professional success. Through practical techniques and experiential learning, participants will develop the skills to enhance self-awareness, manage emotions, improve social interactions, and	Online	iGOT	Harappa	0 - 8h	Director, DS, DD, AD, US, RP	L1/L2	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			foster effective relationship management. Ultimately, the course seeks to empower individuals to thrive in workplace environments by harnessing the power of emotional intelligence for better communication, leadership, and overall well-being.							
Behavioural	Communication	Social media Dos & Don'ts	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	Director, DS, DD, AD, US, RP, SO, ASO, PS, PPS	L1/L2	H2
Behavioural	Communication	Communication with external stakeholder	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	Director, DS	L1/L2	H2
Behavioural	Communication	Enhancing ways of presentation	CBC is in process of curating courses on Improving presentation delivery	Online	iGOT	Indian Institute of Mass Communication	0 - 8H	Director, DS, DD, AD, RP, PS, PPS	L1/L2	H2

* Further decision on engaging with external agency for undergoing the suggested training course to be taken by the Secretariat

Non Training interventions

Field Visits in States for DBT officers: It is observed that on-ground experience allows the policymakers to identify the lacunae or gaps in the existing framework and formulate more effective and tailored solutions to address the citizen's needs. Planned field visits by selected officers will provide first-hand

insights into the challenges experienced by DBT beneficiaries at the ground level. Further insights gained through field visits can be shared with the larger ecosystem through a workshop model as explained in following suggested intervention.

Organizing workshop: A workshop on "Accelerating DBT mechanisms across schemes" may be organized to address and analyze the challenges and shortcomings encountered during the execution of the Direct Benefit Transfer (DBT) schemes in states. Relevant stakeholders from states and centre may share their experiences during the workshop. The workshop can provide a platform for open discussions, where participants discuss the complexities faced at the ground level, including issues related to data verification, beneficiary identification, Aadhaar authentication, and timely disbursement of benefits etc.

5.3   Individual capacity building initiatives (training interventions): NACWC

As part of the plan, training courses have been identified from different training providers across functional and behavioural areas. Training courses have been suggested for both halves of the year (H1 and H2), with few courses designated as mandatory for each half. The mandatory courses are highlighted as green in the training calendars. Apart from the mandatory courses, each role holder needs to complete atleast 3 hours of additional training in each half of the year from the bouquet of optional courses. The courses are classified into L1, L2, L3 and L4 categories according to their duration/mode of delivery/complexity etc.

Table 20: Training Calendar: NACWC

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	-	DAKSHTA on iGOT for ASO/SO	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	-	13h 40m	L3	H1
Functional	-	VIKAS for US	The VIKAS Program will include modules on functional and behavioural aspects. Courses on the functional competencies include RTI Parliamentary Procedures, GFR, MS Office Suite, CPGRAM, Cabinet Note, APAR, Budgeting, Litigation Management, Contract Management, PFMS, Legislative Writing, Monitoring & Evaluation of Schemes, EFC Note, Departmental & Disciplinary Proceedings. Courses on the behavioural competencies include Communication, Stress Management, Leadership, Team and Expectations Management, Time Management, Stakeholder	Online/Offline	iGOT	-	TBD	L3	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			Management, Negotiation., Citizen-Centricity, Result-Orientation and Crisis Management						
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	H1
Functional	Digital Fluency	Microsoft Word Beginners	This course focusses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L2	H1
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	H1
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L2	H1
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	H1
Functional	Digital Fluency	Word Advanced	This course focusses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	H1
Functional	Public Procurement Framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	H1
Functional	Government Program	Formulation of Public Policies	This course focusses on meaning and scope of public policy, frameworks for public policy, different stages of public policy formulation, and the key elements in formulating a public policy	Online	iGOT	ISTM	1h15m	L1	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
	Formulation and Implementation								
Functional	Handling RTI Matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	L1	H1
Functional	Cyber Awareness	Stay Safe in Cyber Space	The aim of this course is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	H2
Functional	Budget/PFMS	Budget	This course provides an overview of Indian Budgetary system. It includes basic aspect of Budgeting in India, Technical aspect of Budget preparation, and presentation and voting on the budget.	Online	iGOT	ISTM	1h 40m	L1	H2
Functional	Data Analysis	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	L2	H2
Functional	Handling RTI Matters	Right to Information - Public Information Officers/ Appellate Authority	To be determined	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	H2
Functional	Data Analysis	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20 m	L2	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Change Management	Change Management*	This course focusses on different models of change management, understanding the process of change management, and the different change management models	Online	Udemy	Udemy	35m	L1	H2
Functional	Establishment and Human Resource Management	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals	Online	iGOT	DoPT	40 m	L1	H2
Functional	E-Office and Office Management	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	H2
Functional	Office Procedures, Noting and Drafting	Office Procedure	This course focusses on organisational structure of government of India, functionaries and functions, management of dak, file management system, decision making in government and records management	Online	iGOT	ISTM	2h17m	L2	H2
Functional	Office Procedures, Noting and Drafting	Noting and Drafting	This course focusses on noting guidelines, level of disposal and channel of submission, deviations (including oral discussions), modification of notes, and functional approach to noting	Online	iGOT	ISTM	2h	L1	H2
Functional	Problem solving and Decision Making	Course on Problem solving and decision making	Harappa Education's Making Decisions course is designed to teach participants the art of ethical decision-making, equipping them with techniques to overcome biases, peer pressure, and lack of clarity. By enrolling in this course, individuals can make informed and smart decisions for achieving success in various aspects of life.	Online	iGOT	Harappa	0 - 8h	L1/L2	H2
Functional	Change Management	Change Management	To be determined	Online	iGOT	Harappa	0 - 8h	L1/L2	H2
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Innovation	Learn the Fundamentals for Successful Innovation*	This course focusses on framework to evaluate ideas, understand the psychology behind innovation and understand the 4 elements that drive innovation success	Online	Udemy	Udemy	34m	L1	H1
Behavioural	Conflict Management	Conflict Management*	This course focusses on understanding the basic elements of conflict, how can conflicts be mediated, role of culture in understanding conflicts and how to resolve conflict successfully	Online	Udemy	Udemy	2h	L1	H1
Behavioural	Problem Solving and Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	H1
Behavioural	Problem Solving and Decision Making	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	L1	H1
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	H1
Behavioural	Communication	Effective Communication	This course focusses on the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	H2
Behavioural	Analytical Thinking	The Art of Analytical Thinking*	This course focusses on basics of analytical thinking, improve decision making skills, analytical communication methods, and problem-solving skills	Online	Udemy	Udemy	1h35m	L1	H2
Behavioural	Learning Agility	Enable your learning agility*	This course focusses on assessing personal learning agility, what are the key enablers for learning agility, and learning by doing.	Online	Udemy	Udemy	1h	L1	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Influencing & Negotiation	Influencing and Negotiating*	This course focusses on the key components of influence, personality types in influencing, the skill of listening for influencing, drivers of success in negotiation, how to prepare for negotiation, and how to close a negotiation	Online	Udemy	Udemy	1h30m	L1	H2
Behavioural	Emotional Intelligence	Course on Emotional intelligence	This course aims to equip participants with a comprehensive understanding of emotional intelligence's pivotal role in professional success. Through practical techniques and experiential learning, participants will develop the skills to enhance self-awareness, manage emotions, improve social interactions, and foster effective relationship management. Ultimately, the course seeks to empower individuals to thrive in workplace environments by harnessing the power of emotional intelligence for better communication, leadership, and overall well-being.	Online	iGOT	Harappa	0 - 8h	L1/L2	H2
Behavioural	Communication	Social media Dos & Don'ts	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2
Behavioural	Communication	Communication with external stakeholder	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	L1/L2	H2
Behavioural	Communication	Enhancing ways of presentation	CBC is in process of curating courses on Improving presentation delivery	Online	iGOT	Indian Institute of Mass Communication	0 - 8H	L1/L2	H2

* Further decision on engaging with external agency for undergoing the suggested training course to be taken by the Secretariat

In case of overlap between VIKAS/DAKSHTA module and suggested courses the role learner need not redo the courses again.

5.4   Individual capacity building initiatives (training interventions): DPG

As part of the plan, training courses have been identified from different training providers across functional and behavioural areas. Training courses have been suggested for both halves of the year (H1 and H2), with few courses designated as mandatory for each half. The mandatory courses are highlighted as

green in the training calendars. Apart from the mandatory courses, each role holder needs to complete atleast 3 hours of additional training in each half of the year from the bouquet of optional courses. The courses are classified into L1, L2, L3 and L4 categories according to their duration/mode of delivery/complexity etc.

Table 21: Training Calendar: DPG

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
Functional	-	DAKSHTA on iGOT	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	-	13h 40m	SO/ASO	L3	H1
Functional	-	VIKAS	The VIKAS Program will include modules on functional and behavioural aspects. Courses on the functional competencies include RTI Parliamentary Procedures, GFR, MS Office Suite, CPGRAM, Cabinet Note, APAR, Budgeting, Litigation Management, Contract Management, PFMS, Legislative Writing, Monitoring & Evaluation of Schemes, EFC Note, Departmental & Disciplinary Proceedings. Courses on the behavioural competencies include Communication, Stress Management, Leadership, Team and Expectations Management, Time Management, Stakeholder Management, Negotiation., Citizen-Centricity, Result-Orientation and Crisis Management	Online/ Offline	iGOT	-	TBD	US	L3	H1
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance,	Online	iGOT	WITP	2h 20 m	Dir, US	L2	H1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			their applications, problem-solving abilities, and limitations.							
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	Dir	L2	H1
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	Dir	L2	H1
Functional	Digital Fluency	Microsoft Word Beginners	This course focusses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	Dir	L2	H1
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	Dir	L1	H1
Functional	Handling RTI Matters	Right to Information - Public Information Officers/ Appellate Authority	To be determined	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	Dir	L1	H1
Functional	E-Office and Office Management	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	Dir	L1	H1

Capacity Building Commission, Government of India

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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	Director, US, ASO, SO, Data Entry Operator Staff	L1	H2
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	Dir	L2	H2
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	Dir	L2	H2
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	Dir	L2	H2
Functional	Digital Fluency	Word Advanced	This course focusses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	Dir	L2	H2
Functional	Vigilance and Disciplinary Matters	Conduct of Enquiry in Disciplinary Matters	This course is based on the CCS(CCA) Rules 1965 which is applicable to most of the Central Government servants, yet the essential of Inquiry is the same irrespective of the nature of the Government organization be it a	Online	iGOT	ISTM	36m	Dir	L1	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			Nationalized Bank, Government Corporation, Autonomous body etc.							
Functional	Handling RTI Matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	Dir	L1	H2
Functional	Grievance Redressal	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	Dir	L1	H2
Functional	Office Procedure, Noting & Drafting	Office Procedure	This course focusses on organisational structure of government of India, functionaries and functions, management of dak, file management system, decision making in government and records management	Online	iGOT	ISTM	2h17m	Data Entry Operator Staff	L2	H2
Functional	Office Procedure, Noting & Drafting	Noting and Drafting	This course focusses on noting guidelines, level of disposal and channel of submission, deviations (including oral discussions), modification of notes, and functional approach to noting	Online	iGOT	ISTM	2h	Data Entry Operator Staff	L1	H2
Functional	Citizen Centricity	Digital Government: Designing customer centric organization*	This courses focusses on the concept of why the government needs to re-design public service towards user centricity, customer centricity principles and case studies.	Online	Udemy	Udemy	2h	Dir	L1	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
Functional	Problem solving and Decision Making	Course on Problem solving and decision making	Harappa Education's Making Decisions course is designed to teach participants the art of ethical decision-making, equipping them with techniques to overcome biases, peer pressure, and lack of clarity. By enrolling in this course, individuals can make informed and smart decisions for achieving success in various aspects of life.	Online	iGOT	Harappa	0 - 8h	Dir, US	L1/L2	H2
Behavioural	Communication	Effective Communication	This course focusses on the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	Dir	L2	H1
Behavioural	Learning Agility	Enable your learning agility*	This course focusses on assessing personal learning agility, what are the key enablers for learning agility, and learning by doing.	Online	Udemy	Udemy	1h	Dir, US, ASO, SO, Data Entry Operator Staff	L1	H1
Behavioural	Time Management	Time Management for Professionals*	This course focusses on how to manage time better and become more productive, the art of delegation, optimize working environment, and how to fight procrastination	Online	Udemy	Udemy	35m	ASO, SO, Data Entry Operator Staff	L1	H1
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	Dir, US, ASO, SO, Data Entry Operator Staff	L1	H1
Behavioural	Resilience	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the	Online	iGOT	Art of Living	1h 11m	Dir	L1	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			powerful and life transforming Padmasadhana and Suryanamaskar.							
Behavioural	Resilience	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	Dir	L1	H2
Behavioural	Influencing & Negotiation	Influencing and Negotiating*	This course focusses on the key components of influence, personality types in influencing, the skill of listening for influencing, drivers of success in negotiation, how to prepare for negotiation, and how to close a negotiation	Online	Udemy	Udemy	1h30m	Dir, US	L1	H2
Behavioural	Problem Solving and Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	Dir, US	L1	H2
Behavioural	Problem Solving and Decision Making	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	Dir, US	L1	H2
Behavioural	Emotional Intelligence	Course on Emotional intelligence	This course aims to equip participants with a comprehensive understanding of emotional intelligence's pivotal role in professional success. Through practical techniques and experiential learning, participants will develop the skills to enhance self-awareness, manage emotions, improve social interactions, and foster effective relationship management. Ultimately, the course seeks to empower individuals to thrive in workplace environments by harnessing the power of emotional	Online	iGOT	Harappa	0 - 8h	Dir, US	L1/L2	H2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Target Audience	Level	Timeline
			intelligence for better communication, leadership, and overall well-being.							
Behavioural	Communication	Social media Dos & Don'ts	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	Dir, US, ASO, SO, Data Entry Operator Staff	L1/L2	H2
Behavioural	Communication	Communication with external stakeholder	To be determined	Online	iGOT	Indian Institute of Mass Communication	0 - 8h	Dir, US	L1/L2	H2
Behavioural	Communication	Enhancing ways of presentation	CBC is in process of curating courses on Improving presentation delivery	Online	iGOT	Indian Institute of Mass Communication	0 - 8H	Dir, Data Entry Operator Staff	L1/L2	H2

* Further decision on engaging with external agency for undergoing the suggested training course to be taken by the Secretariat

Also policy for pricing and payment for courses on platforms to be determined by CBC.

5.5   Responsibility Allocation

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

Table 22: Responsibility Allocation Matrix

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

5.6   Monitoring and Evaluation Matrix

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

Table 23: Monitoring and evaluation framework

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

Completion of training courses on iGOT can be monitored by the CBU through the MDO Admin log- in credentials provided by the Karmayogi Bharat Team to the Department.

5.7   Organizational capacity building initiatives

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

- People
- Process
- Technology
- Policy

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

Table 24: Organization Level Intervention

Dimension		Observed Challenge	Suggested interventions
	Systems and Processes	**Process Improvement:** Need improvement in existing systems and processes. E.g., Getting first time right information through e-Samiksha portal	**Sample answers/ FAQs** may be included in the portal in order to provide Ministries with a clear understanding of expectations. This will give the employees a reference point and guidance on the anticipated responses and information they should provide thereby ensuring consistency and accuracy in their communications
	Resources and Assets	**Learning Culture:** Need for institutionalizing a robust mechanism to ensure effective knowledge transfer from past incumbents to new incumbents, fostering continuity and seamless transition	Institutionalizing **formal knowledge transfer mechanism for all senior roles.**
	Partnerships and Relationships	**New partnership:** Need to focus on partnering with reputed institutions / organizations for understanding the policy implications of the key technologies on the sector	**Organizing workshops/regular meetings** with SMEs to understand the policy implications of emerging technologies on the sector. Mandating learning hours on emerging areas.
	Personnel Management	**Refresher course/ optional training:** 78% of employees have not attended any training in last one year and 93% of the conducted trainings have been **mandatory trainings required for promotions**	**Periodic Trainings**: Training need assessment has to be done periodically and based on identified needs, training interventions need to be institutionalized
		Employee motivation: Need to focus on ways to enhance employee belongingness and cohesiveness in order to motivate employees and boost their work morale	**Small team building activities** should be organized to increase interactions among employees. These activities can be planned intra division or even inter division to increase networking amongst employees

The following figure presents an overview of the capacity building interventions at the organizational level that can be implemented.


Collaboration with other ministries
- Representatives from the Cabinet Secretariat may be nominated for **immersion programs with other ministries/departments**
- **Immersion visits to the respective line-ministries** for **SGOS** to provide officers with a better understanding of their functions, schemes and operations

Partnerships
- **Identify and network** with experienced civil servants/practitioners in relevant sectors
- **Access and exposure to industry** networks/contacts for better understanding and gaining **hands-on experience on industry practices**
- **Attend** relevant **conferences, events for understanding emerging trends** in relevant sectors

Conduct workshops/monthly lectures
- **Conduct workshops/monthly lectures on thematic areas** such as Artificial Intelligence, use of Big Data, Policy making in a VUCA *(Volatile, Uncertain, Complex & an Ambiguous)* world

Knowledge Management System
- **Internal knowledge management, transfer and communication portal** which can enable cross-sectoral knowledge exchange

Figure 18: Organization Level Interventions

5.8   Induction module for the Department

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

Table 25: Induction module for Secretariat

S. No	Modules	Details
1.	Know your Ministry (Cabinet Secretariat)	• Vision/Mission • Organization Structure • Divisions and their mandate • Key stakeholders • Priority/ pending issues with the division
2.	Policy & Procedures	• Modules on the policies and procedures relevant to the Cabinet Secretariat • Module on Standard Operating Procedures, SPOCs list, and Escalation Matrix
3.	Communication and networking	• Introduction with key counterparts in tagged ministries and states
4.	Glossary of terms	• Glossary of terms related to the assigned subjects managed by the vertical
5.	Protocol	• Handling of classified information/ confidentiality/ protocol related training
6.	Vertical specific	• Overview of the assigned Ministries/ Departments/ Organizations • Sectoral statutes/ key programs
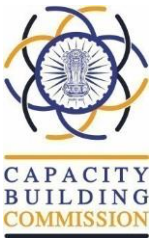
6. Conclusion

The ACBP document shall act as the north star for the Secretariat in planning and monitoring capacity building initiatives and help transition from rule-based approach to role-based approach. The Admin Division shall be responsible for monitoring the implementation and updating the capacity building plan annually.

7 Annexures

7.1 Functions of the attached offices to the Cabinet Secretariat

7.1.1 DBT Mission

Roles and Responsibilities at various levels in DBT

Basis discussion with officials at DBT and analysis of data shared by the Mission broad roles and responsibilities of the officials in DBT mission are as follows:

Deputy Director:

- Ensuring smooth implementation of DBT schemes of the assigned Ministries/Departments/States
- Coordination work relating to notification under Section 7 of Aadhaar Act (CS, CSS and States/UTS Schemes)
- Overall coordination related to web-services integration of DBT schemes
- Matters related to DBT payments, returns and scheme codes
- Overall coordination related to end-to-end digitization across Ministries/Departments
- Work related to Annual progress report
- Work related to formats and features for monthly progress reports and other design and functionalities for user interface of DBT Bharat Portal
- Guidelines related to estimation of Savings and Give it up

Assistant Director:

- Ensuring smooth implementation of DBT schemes of the assigned Ministries/Departments/States
- On-boarding of DBT schemes on UMANG across Ministries/Departments and States / UTs
- Matters related to financial inclusion & network connectivity
- Matters pertaining to ranking of Ministries / Departments on DBT Performance
- Matters relating to PFMS and NPCI
- Matters related to Local Government Directory (LGD) and compilation of district-level DBT reports
- Matters pertaining to Aadhaar/ UIDAI including coordination work related to Aadhaar Vault
- Implementation of Service Plus in DBT Schemes across Ministries/Departments and States / UTS
- Overall coordination related to end-to-end digitization across States/ UTs
- Matters relating to DBT conferences / workshops and meetings with foreign delegations/ multilateral organisations
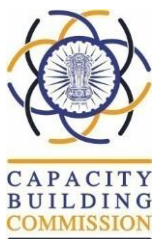
Under Secretary:

- Ensuring smooth implementation of DBT schemes of the assigned Ministries/Departments/States
- Following matters related to DBT Bharat Portal
  - Coordination with Ministries/Departments to sort out all technical matters related to DBT Bharat Portal
  - Web-services integration of DBT Bharat Portal with IT systems of Ministries/Departments, State DBT Portals, PFMS and PMO dashboards for exchange of information
  - Coordination for regular enhancement of features, technology and interface on DBT Bharat Portal
  - Design and implementation of DBT Bharat Portal v2.0 and v3.0
  - Matters relates to engagement of manpower for DBT Bharat Portal
- Coordination, monitoring, expansion related matters of National Scholarship Portal
- Works as a Head of Office, responsible for all administrative and establishment matters of DBT Mission
- Handling RTI applications, court cases, VIP references, PRAGATI, e-Samiksha
- All Parliament related Matters including Parliament Questions
- Handling court cases, VIP References, PRAGATI, e-Samiksha

Resource Person:

- Ensuring smooth implementation of DBT schemes of the assigned Ministries/Departments/States
- PMO reporting: Monthly Progress Report (MPR), State DBT status
- Compilation of estimated DBT benefits/gains
- Inter-State Council Secretariat related matters on DBT
- Work related to Action Taken Reports of decisions taken by PM, PMO, Cabinet Secretary etc.
- Monthly Progress Report on roll out of Core Banking and Core Insurance Programmes in D/o Posts
- Compilation of data/information regarding meetings/communications with Ministries/Departments/ States
- Management of DBT Bharat Portal on day-to-day basis with support of technical team
- Moderator for content on DBT Bharat portal including technical documents

7.1.2 National Authority Chemical Weapons Convention

Roles and Responsibilities at various levels in NACWC

The broad roles and responsibilities of officials in NACWC are as follows:

Joint Secretary

- All functions related with duties and obligation of the Director of NACWC
- Implementation of the Chemical Weapons Convention (CWC) and CWC Act
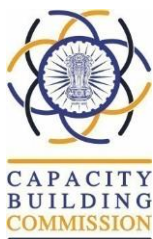
- Close monitoring and quality control of timely declarations, effective inspections
- Developing and articulating policy on various CWC related issues for EC / CSP / Review Conference
- Overall coordination and quality control of Administrative and Technical Issues

Adviser

- All CWC issues related to Articles of CWC
- Schedule 1 declarations / inspections
- Timely dispatch of Schedule 1, RCA, and Article X declarations
- EC / CSP/ RC nominations
- Agenda for EC / CSP / RC meetings and NA Directors' meetings
- Escort Officer for OPCW Inspections
- Checking of assigned declarations before being sent to OPCW
- Ensuring timely dispatch of declarations to OPCW
- Monitoring of NACWC, DGFT, RTM Declaration Portal
- Matters related to financial approval

Joint Director

- SAB issues
- Nominations for OPCW Committees like SAB, ABAF, Confidentiality Commission, SAAT etc.
- All matters relating to SCOMET
- Matters relating to OPCW proficiency tests and designation of labs, Bio-medical sampling
- Industry issues
- Issues related to transfer discrepancies
- Escort Officer for OPCW Inspections.
- Matters relating to ISO 9001 certification & MR
- Monitoring of NACWC, DGFT, RTM Declaration Portal
- Matters related to ICC

Under Secretary

- All functions of Head of Office (HoO) NACWC
- All functions of Central Public Information Officer (CPIO)
- Information Technology matters

Deputy Director

- Acknowledging and processing CWC issues related to Articles of CWC on relevant files
- Initiation of receipts for Schedule 1 related declarations
- Verification of assigned declarations before being sent to OPCW
- Escort Officer for OPCW Inspections

- Preparation of Article VI Declarations in EDNA/EDIS
- Update/maintenance of all Declarations and Inspection list
- Keeping track of all OPCW/Other queries related to Declarations and Inspections and completion of inspections files till closure by OPCW
- Escort Officer for OPCW Inspections
- Initiation of work for ISO 9001
- Checking of assigned declarations before being sent to OPCW

Section Officer

- Acknowledging and processing CWC issues related to Articles of CWC on relevant file
- Initiation of receipts for Schedule 1 related declarations
- Verification of assigned declarations before being sent to OPCW
- Escort Officer for OPCW Inspections
- Preparation of Article VI Declarations in EDNA/EDIS
- Update/maintenance of all Declarations and Inspection list
- Keeping track of all OPCW/Other queries related to Declarations and Inspections and completion of inspections files till closure by OPCW
- Initiation of work for ISO 900
- DDO functions
- All Budget related matters, RTI matters
- All Matters relating to appointment / filling up of Technical Posts i.e. Technical Officers, Deputy Directors, Joint Director, Advisor
- Hiring of vehicles (Staff Cars) for office of NACWC
- Procurement and distribution of stationary, Photocopier machines, computers, Printers etc.
- Amendment of Recruitment Rules

Technical Officer

- Initiation of all receipts of Article VI of CW
- Checking of assigned declarations before being sent to OPCW
- Liaison and upkeep for NACWC portal for monitoring declarations
- Maintenance and Upkeep of relevant files in physical &/ eOffice
- Escort Officer for OPCW Inspections
- Initiation of all receipts on Trade Discrepancies
- Keeping a calendar of dates to ensure timely dispatch of all letters in the respective areas by following up with Section
- Initiation of SCOMET matters and related issues
- Initiate receipts on SAB issues and Initiate files on nominations, meetings
- Liaison and upkeep for portal of DGFT

Data Processing Assistant

- Assist in preparation and maintenance of OPCW declarations database and list of inspections and OPCW inspectors
- E-office Implementation and Maintenance including scanning of documents
- Bid/ GeM related work as assigned by reporting officer
- Maintenance of NACWC Website
- Inventory management of all IT Items of NACWC
- Attending to complaints related to IT items and resolution thereof
- Biometric attendance System: Records, maintenance and upkeep

Assistant Section Officer

- All functions of Cashier, NACWC
- Budget and other financial matters related to NACWC
- Matters related to filling up of technical posts in NACWC
- Annual Contribution to OPC
- Handling RTI matters
- Amendment of Recruitment Rules
- Handling matters related to official tours of officers of NACWC, and tour claims etc.
- Handling staff car related matters and allied outsourcing matters
- Handling matters related to outsourcing of technical and non-technical manpower
- Handling all matters related to ICC/ NGO Darpan

Senior Secretariat Assistant

- Handling all AMC related matters in NACWC
- Procurement of all goods and services in NACWC
- Assisting Stock Manager in inventory management
- Coordination with AMC Vendors for resolution of complaints etc.
- Handling matters related to Protocol Officers and deployment of officers for protocol duties
- Performing caretaking duties including monitoring of cleanliness and general operation of DG SET, ACs, Electricals etc. in the office premises
- Payment of bills of rent, electricity, newspaper, hospitality etc.
- Arrangement of newspapers and magazines etc. in the office
- Arrangement of refreshments etc. for meetings
- Handling matters related to record retention schedule and biometric attendance system

Data Entry Operator

- Stock Management of all goods/ assets of NACWC

- Inventory managements and maintenance of Stock Registers as per General Financial Rules
- Handling matters related to OPCW Inspections as far as role of Administration section is concerned
- Booking of travel tickets and making all other boarding lodging arrangements for official tours of officers of NACWC
- Maintenance and monitoring of records of payments
- Handling all GeM related matters and placement of bids etc.
- Issue of stationary and other items to officers of NACWC against their requisitions

7.1.3 DPG

Roles and Responsibilities at various levels in DPG

The broad roles and responsibilities of officials in DPG are as follows:

Director:

- Assessment of complaint whether it falls within DPG purview and the gravity of the complaint
- Based on the complaint, writing to the concerned department or organization or transfer the grievance to DPG, requesting DPG to directly deal with the matter
- Recommending a vigilance enquiry if deemed fit considering the gravity of the complaint
- In case of partially resolved cases, Director/Under Secretary need to take Joint Secretary (DPG) approval before closing the case whereas in fully resolved cases Director/Under Secretary can close the case at their level

Under Secretary

- Following up with the concerned department or organization regarding the progress in resolving the complaint
- Looking into the vigilance enquiry from start to end
- Seeking approvals for complaint closures
- In case of partially resolved cases, Director/Under Secretary need to take Joint Secretary (DPG) approval before closing the case whereas in fully resolved cases Director/Under Secretary can close the case at their level
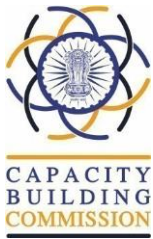
7.2 Finalized CNA questionnaire for the Department

Capacity Needs Assessment (CNA) Form for Cabinet Secretariat

Capacity Needs Assessment (CNA) Form

The form is intended to understand your competency requirements (Behavioral, Domain, Functional, Digital) to perform the role as well as suggestions for enhancing the capacity of the Department for future readiness.

* Indicates required question

1. Name of the employee *

   _____

2. Designation *

   Mark only one oval.

   ◯ Director
   ◯ Under Secretary
   ◯ Section Officer
   ◯ Assistant Section Officer
   ◯ Personal Assistant
   ◯ MTS
   ◯ Other: _____
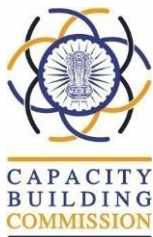
3. Please mention the section/wing you are aligned with. *

   Tick all that apply.

   ☐ SGOS 1: Rural and Agriculture
   ☐ SGOS 2: Infrastructure
   ☐ SGOS 3: Resources
   ☐ SGOS 4: Social
   ☐ SGOS 5: Welfare
   ☐ SGOS 6: Finance and Economy
   ☐ SGOS 7: Commerce and Industries
   ☐ SGOS 8: Technology
   ☐ SGOS 9: Governance
   ☐ SGOS 10: Security and Foreign Affairs
   ☐ Appointments Committee of the Cabinet (ACC)
   ☐ Cabinet section
   ☐ Administration
   ☐ Other: _____

4. Please mention your cadre/services? *

   _____
   _____
   _____
   _____
   _____

   Trainings

5. Have you been part of any training program? *

   Mark only one oval.

   ◯ Yes   *Skip to question 6*
   ◯ No   *Skip to question 13*

   Previous Trainings

   Please answer the following questions related to previous trainings you were a part of.
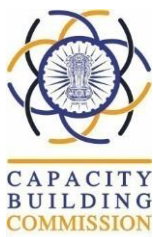
6. When was the last time you participated in a training program? *

    Mark only one oval.

    ◯ < 3 months

    ◯ 3-6 months

    ◯ 7-12 months

    ◯ 1-3 years ago

    ◯ more than 3 years ago

7. Whether the above training was mandatory or optional? *

    Mark only one oval.

    ◯ Yes: It was mandatory

    ◯ No: It was optional

8. What was the duration of the training? *

    Mark only one oval.

    ◯ Less than a week

    ◯ More than a week

9. List down the topics/areas/themes that you received training for: *

    _____

    _____

    _____

    _____

    _____

10. What was the mode of the training programs? *

Mark only one oval.

◯ Online

◯ Classroom

◯ Hybrid

11. Who was the provider/ institute for the last training session? (for example, ISTM/LBSNAA/IIPA, etc.) *

_____

_____

_____

_____

_____

12. Did the last training help you in improving your work efficiency? *

Mark only one oval.

◯ Strongly Agree

◯ Agree

◯ Neither Agree or Disagree

◯ Disagree

◯ Strongly Disagree

Domain competencies

These areas are specialized knowledge areas and skills specific to roles in Cabinet Secretariat (for example, knowledge related to the ministries, cabinet note making, cabinet note analysis etc.)

13. List the domain competencies you feel are required to perform your roles and activities efficiently? *

_____

_____

_____

_____

_____

14. Please mention any domain level trainings/ workshops etc. you feel will help you in performing your role in a better manner. *

_____

_____

_____

_____

Functional Competencies

These are operational requirements for the Department/ Vertical/ Ministry towards seamless operations or cross - cutting requirements across divisions/ departments/ministries. It encapsulates the common way of working across the Government of India (for example data analysis, project monitoring, office procedures, record management etc.

15. List the functional competencies you feel are required to perform your roles and activities efficiently? *
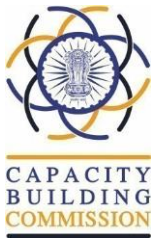
_____

_____

_____

_____

_____

16. Please mention any functional level trainings/workshops etc. you feel will help * you in performing your role in a better manner.

_____

_____

_____

_____

Technology System

Technology system entails usage of computing, telecommunication and IT infrastructure to access, store, transmit, understand information (for example, using EHRMS, E-Samiksha, GTE, PFMS, MS Office Application (Word / Excel / Power Point/ Access) etc.). It reflects an employee's ability to comfortably and efficiently use the technology required to do their work.

17. Which technology systems you feel, you require to use for the role? *

_____

_____

_____

_____

18. Please mention any technology systems related trainings/workshops etc. you * feel will help you in performing your role in a better manner.

_____

_____

_____

_____

Behavioral competencies

These are a set of key behaviors, attitudinal or soft skills that are required to enhance the performance of a given role. These competencies can be displayed (or observed/ felt by stakeholders or beneficiaries) across a range of positions or roles and functions within Cabinet Secretariat. (For example, interpersonal communication, written and verbal communication, stress management, time management, team building etc.)

19. List the behavioral competencies you feel are required to perform your roles and activities efficiently? *

_____

_____

_____

_____

_____

20. Please mention any behavioral level trainings/workshops etc. you feel will help * you in performing your role in a better manner.

_____

_____

_____

_____

_____

Skip to question 21

Suggestions

21. What is your preferred mode of training/session? *

Mark only one oval.
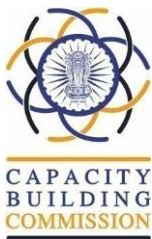
◯ Online

◯ Classroom

◯ Hybrid

22. Please select **'Yes'** if you are a Director *

Mark only one oval.

◯ Yes   *Skip to question 23*

◯ No

Divisional Level Understanding and Alignment with India @2047

The aim of the section is to align the capacity building requirements of the division with future vision of the secretariat.

23. How is the vision of your division/office aligned with India@2047? *

_____

_____

_____

_____

_____

24. List the domain, functional, behavioral, digital competencies you feel are required for your employees to perform their role more efficiently. *

_____

_____

_____

_____

_____

Organizational Capacity Needs

The objective of this sub-section is to understand the capacity building requirements at the organizational level with respect to the parameters mentioned in the following questions.

25. a. Technology and Data (for example, using data dashboards for decision   *
making)

_____

_____

_____

_____

_____

26. b. Systems and Processes (for example, divisional level orientation to help the   *
new employee adapt faster to the job)

_____

_____

_____

_____

_____

27. c. Resources and Assets (for example, requirement of an internal record   *
management system)

_____

_____

_____

_____

_____

28. d. Partnerships and Relationships (for example, communicating with ministries   *
through E- Samiksha)
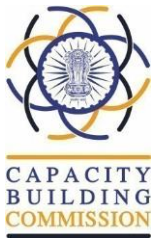
_____

_____

_____

_____

_____

29. e. Personnel Management (for example, non monitory incentives - rewards and recognition) *

_____

_____

_____

_____

_____

7.3 Annual Capacity Building Plan| Quick Win| Driver's Training Program

Context

Mission Karmayogi strives to build a future-ready workforce by enhancing the capacity, efficiency and effectiveness of the government employees and civil servants. Under the mission, various training programs, workshops and capacity building initiatives are being organized to equip the employees with the new skills and competencies.

As a part of the ACBP (Annual Capacity Building Plan) development exercise, a need for trainings on etiquette, grooming, soft skills for drivers was identified by the ACBP team through various focus group discussions held with the Vertical Heads at Cabinet Secretariat.

Objective

The Driver's Training Program is a comprehensive training program designed to improve the soft skills and provide holistic and tailored service, and better experience to every officer. The program consists of hands-on activities, interactive discussions, and role plays covering a range of topics such as verbal and non-verbal communication skills, grooming, etc. and is delivered by experienced and certified trainers from the Taj Learning Centre, New Delhi.

Scope

The program is intended for the drivers employed at Cabinet Secretariat. It is being organized in phased manner. The first training session was attended by two drivers and was conducted on 28th February 2023 at Indian Institute of Public Administration, New Delhi.

Duration and Methodology Used

The training program spanned the entire day providing participants a comprehensive learning experience. The program adopted a blended approach consisting of lectures, discussions and role play (Classroom and Practical Sessions).

Key Takeaways

The training was facilitated by two trainers from the Taj Learning Centre, New Delhi. The training session covered the following aspects:

1) **Interpersonal and Communication skills:** The session described ways of communicating effectively with officers and co-workers which included listening actively, expressing oneself clearly and concisely using the right choice of words. This would thereby help in avoiding misunderstandings and conflicts.
2) **Service Essentials:** The session focussed on the importance of having the right attitude along with the required knowledge and skills. This was explained through role plays and by providing relevant examples/scenarios.

3) **Enhancing empathy:** The session explained the importance of providing sensible service to officers which included understanding and anticipating the needs and concerns of officers and providing a more holistic service.

4) **Grooming:** The session also provided guidance on personal grooming such as proper hygiene, appropriate dressing and maintaining a clean and neat appearance. Emphasis was laid on the importance of following proper grooming practices which aid in projecting a professional image both with respect to appearance, demeanour and building trust and confidence among officers.

5) **Nonverbal communication:** The training was also focussed on explaining ways of communicating effectively through nonverbal cues such as body language, gestures, facial expressions, and tone of the voice. The session provided guidance on recognising and interpreting nonverbal cues accurately. There was also a discussion on effective use of eye contact in social and professional settings and maintaining a confident and positive posture while interacting with officers which would eventually help in creating a more cohesive relation between the drivers and the officers.

The blended approach adopted by the trainers helped the participants stay engaged and motivated throughout the session. The session concluded by summarizing key takeaways from the programme which helped to reinforce the learning.
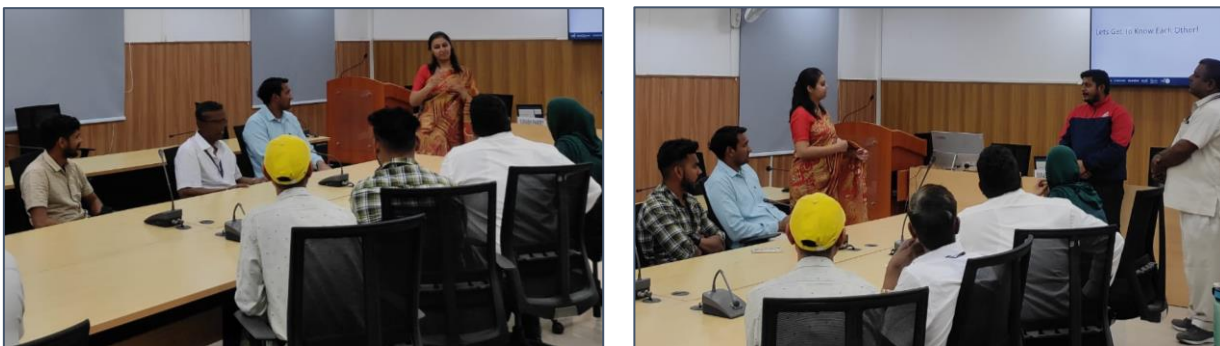

Figure 19: Driver's Training Program at IIPA

7.4 Annual Capacity Building Plan| Quick Win| Process Improvement | Kaizen Institute

Background and Objective:

As a part of the ACBP (Annual Capacity Building Plan) development exercise, an AS-IS study was conducted for the Secretariat, and it was identified that there is a potential scope of process improvement in the Dak management/handling process in the Cabinet Secretariat.
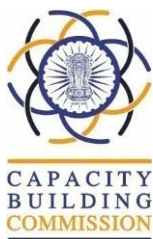
The objective of the proposed intervention is to optimize the dak management/handling process and streamline workflows in order to reduce the time and effort required to produce the desired output, without compromising on quality.

Details of the meeting:

ACBP team scheduled a meeting between Kaizen Institute and the Dak Section in the Cabinet Secretariat as part of the proposed non training intervention. The meeting was held in the Cabinet Secretariat on 28th March 2023. One Section Officer and two Assistant Section Officers were part of the meeting.

The following are the **key takeaways** of the meeting:

- Section Officer, Dak Section explained the entire dak handling process right from receipts entry at the Cabinet Secretariat to the time it is delivered to the intended addressees. He also described the process of dispatch of the outbound letters.
- The Section gave an overview of the types of dak handled by them which includes-
  - Inward Receipt- These consist of receipts addressed to employees working in the Secretariat
  - Outbound dispatch- These consist of dossiers/bundles and closed envelopes and cabinet notes
- The Section also mentioned that presently the dak handling process is mostly manual as a lot of confidential data is involved (e.g., cabinet notes)

7.5 Annual Capacity Building Plan| Quick Win | Learning Hour Session on Generative AI

Context

Mission Karmayogi aims to create a well-trained and future ready civil service through extensive capacity building and is based on the philosophy of creating an ecosystem of competency driven training and human resource management by transitioning from a 'rules-based' system to a 'roles-based' approach. Under this programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and facilitating formation of Capacity Building Units in every Ministry/ Department / Organization for developing annual capacity building plans (ACBPs) for respective Ministry/ Department / Organization and implementation of the plan.

EY has been mandated to undertake the ACBP development exercise for the Cabinet Secretariat. As part of the Annual Capacity Building Plan (ACBP) development exercise, an organizational level need of institutionalizing 'learning as a culture' was identified. Hence, as an organizational level intervention, 'monthly learning hour' was proposed. The learning hour session would be a monthly, comprehensive one-hour program designed to foster a learning culture and facilitate continuous development on emerging trends, both national and global, among the employees of the Secretariat.

In this context, on 9th June 2023, as part of the Annual Capacity Building Plan, a knowledge-sharing session on Generative AI was conducted for all officers and staff of the Cabinet Secretariat at Defence Research and Development Organisation (DRDO) premises. This was one of the pioneering initiatives of institutionalizing learning as a culture across Departments.

Objective

The objective of the learning hour is to keep participants updated and informed about emerging trends in their respective fields and in general, ultimately leading to improved information-based decision making. These sessions are designed to ensure that individuals remain equipped with the necessary current knowledge and skills aligned to their roles.

Recognizing the ever-changing nature of the world and the potential disruption that may be caused by Artificial Intelligence Chatbots, it was decided to conduct a session on Generative AI to empower officials of the Cabinet Secretariat with the knowledge and skills to effectively utilize the functionalities of different Generative AI tools like ChatGPT, Bard etc. The aim was to understand the different capabilities of these tools and how it can be leveraged for work done by the Secretariat.

Scope

The session was intended for all the employees of Cabinet Secretariat. It was organized as part of the monthly learning hour sessions under ACBP.
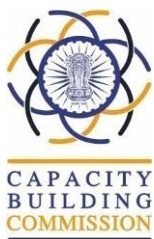
Duration and Methodology Used

The session was inaugurated by the Additional Secretary, Shri Ashutosh Jindal and a brief update on the progress of capacity building plan was presented by the ACBP consultants.

This was followed by the one hour long 'learning hour' session. Dr. Preet Deep Singh, Vice President - Invest India, was the guest speaker to conduct the learning hour session. The methodology used was a trainer led classroom session which was interactive in nature and consisted of visuals and live demonstrations of various Generative AI tools.

Key Takeaways

The session covered the following aspects:

1) **Introduction to different Generative AI tools**: Information on capabilities & functionalities of different AI tools in use like ChatGPT, Bard, AI enabled Bing & Microsoft suite were shared with the participants. Live demonstrations were used to showcase the functionality of the different tools and the variance in results for the same query in different tools. The session also covered effective ways of writing queries on these tools.

2) **Practical Applications:** Dr. Preet Deep Singh highlighted various practical applications of ChatGPT in the context of the Cabinet Secretariat. Participants learned how ChatGPT can be leveraged to access data to assist in decision-making processes and source accurate and relevant information. The trainer demonstrated the functionality/ use case by asking the tools to list down the top schemes under Government of India.

3) **Enhancing Communication**: Participants learned how ChatGPT can be utilized to improve communication. To demonstrate this functionality, the trainer used a fun example of asking ChatGPT to generate a love poem.

4) **Using AI enabled MS Suite**: The trainer demonstrated how generative AI can be used as a plug-in along with other widely used applications such as Microsoft Suite.

5) **Shortcomings/ Limitations of ChatGPT**: Wherever relevant, the trainer showcased ChatGPT's shortcomings/ limitations. For example, ChatGPT cannot generate real-time information like search engines and has a knowledge cut-off date. The tool is still learning and is about 86% accurate.

Overall, the session provided valuable insights into the potential applications of Generative AI enabled tools within the context of the Cabinet Secretariat. Participants gained understanding of how these tools can be harnessed to improve their work processes, enhance communication, and stay abreast of changes and developments.

Mr. Adil Zainulbhai, Chairman of the Capacity Building Commission, delivered closing remarks to conclude the session. In order to encourage participation and active engagement, he assigned a hands-on experience task to all participants regarding the use of ChatGPT. The assignment question posed was focused on identifying the major central schemes of the Indian government and determining the expenditure on those schemes for the fiscal year 2022-2023. This assignment aimed to provide practical application of the knowledge gained during the session.

7.6   KYMs