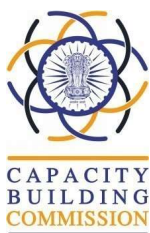




Capacity Building Commission

Annual Capacity Building Plan

Department of Administrative Reforms and Public Grievances



Capacity Building Commission, Government of India

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

Executive Summary

Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on the philosophy of creating an ecosystem of “competency driven training and human resource management” by transitioning from a '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 includes the Department of Administrative Reforms and Public Grievances (DARPG).

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 Department of Administrative Reforms and Public Grievances

The ACBP preparation process of Department of Administrative Reforms and Public Grievances (hereby referred to as “the Department”) began in month of December 2022 with a kick-off meeting held on 12th December under the leadership of the Secretary, DARPG. Interactions with the leadership of the Department were conducted to understand the organizational structure of the Department, key functions of the divisions within the Department, past capacity building interventions and key priorities of the Department. Following this to analyse the competency needs across designations in the Department a competency needs analysis form was circulated in February 2023 for all employees to perform self-assessment of required competencies at individual level. Once a significant response rate was achieved across the Department, competency needs were analyzed across domain, functional and behavioural areas. Following that, departmental FGDs were conducted to validate the competency needs emanating from the analysis.

As a next step, annual capacity building plan for the Department 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 domain, behavioural

& functional areas. At an organizational level, non-training interventions for enhancing organizational capacity like institutionalizing induction training for all new joiners in the Department, leveraging AI & ML for data analysis related to public grievance, Mentor/Buddy Program, Process walk throughs, etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Department, 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, office procedures, communication, stress management, etc. were decided to be undertaken by all employees of the Department.

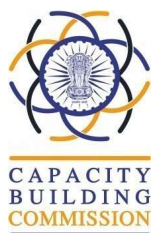
Finalization of the Annual Capacity Building Plan for the Department

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

Category	Summary of identified competencies	
Domain	<ul style="list-style-type: none"> Project/program Implementation and monitoring Knowledge of Central secretariat Manual of office procedure Knowledge on Establishment Matters DoPT notified Service Rules Research techniques and methodologies Conversant with latest administrative reforms 	<ul style="list-style-type: none"> Comparative analysis of performance standards Conversant with best practices in public administration and good governance Portal Support/ Portal Management Root Cause Analysis Documentation and report drafting
Functional	<ul style="list-style-type: none"> Digital Fluency Handling RTI Matters Cabinet Note Preparation Monitoring and Evaluation Financial Management (Budget/ PFMS) Grievance Redressal/ management 	<ul style="list-style-type: none"> Data Analytics Handling Parliamentary Matters Office Procedure, Noting & Drafting Public Procurement E-Office & office management CPGRAM
Behavioural	<ul style="list-style-type: none"> Communication Result Orientation Stress Management 	<ul style="list-style-type: none"> Decision Making Time Management Team Management & Development

Conclusion

Every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DARPG was constituted on 3rd January 2023 under the leadership of the Additional Secretary, DARPG to lead the exercise within the Department. The Department's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.

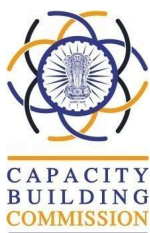


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List of Abbreviations

ACBP	Annual capacity Building Plan
AI	Artificial Intelligence
AR	Administrative Reforms
ARC	Administrative Reforms Commission
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CNA	Competency Needs Analysis
CSCS	Central Secretariat Clerical Service
CSMOP	Central Secretariat Manual of Office Procedure
CSS	Central Secretariat Service
CSSS	Central Secretariat Stenographers Service
D&D	Documentation and Dissemination
DARPG	Department of Administrative Reforms and Public Grievances
e-Gov	E-Governance
FGD	Focused Group Discussion
IE&C	International Exchange & Cooperation
iGOT	Integrated Government Online training
ISTM	Institute of Secretarial Training and Management
MDO	Ministry Department & organization
ML	Machine Learning
NCGG	National Centre for Good Governance
NeSDA	National e-Governance Services Delivery Assessment
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Organization & Methods
PG	Public Grievances
PMHRC	Prime Minister's Human Resource Council
SPV	Special Purpose Vehicle

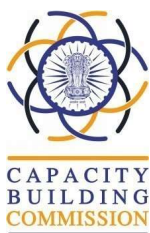


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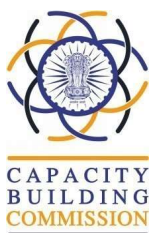
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1. Background

1.1 Mission Karmayogi

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

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

The following institutions have been created to operationalize the Mission:

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



Figure 1: Framework for implementation and monitoring

1.2 Capacity Building Commission (CBC)

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

1.3 Annual Capacity Building Plan (ACBP)

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

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

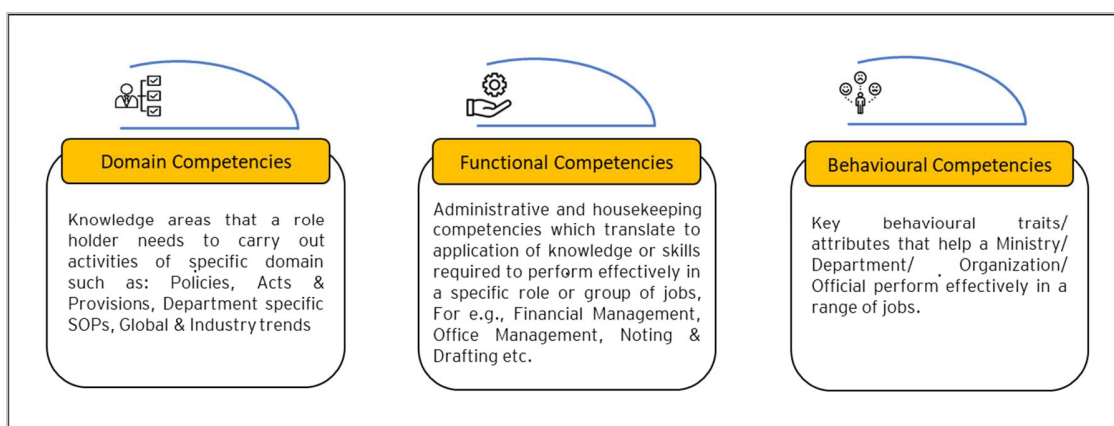


Figure 2: Definition of competencies

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 the Department of Administrative Reforms and Public Grievances.

2. Approach and Methodology adopted for the ACBP exercise

Following the orientation workshop with all MDOs, a kick-off meeting was organized at DARPG on 12th December 2022 chaired by the Hon'ble Secretary to plan the process of development of the capacity building plan for the Department 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 Department:

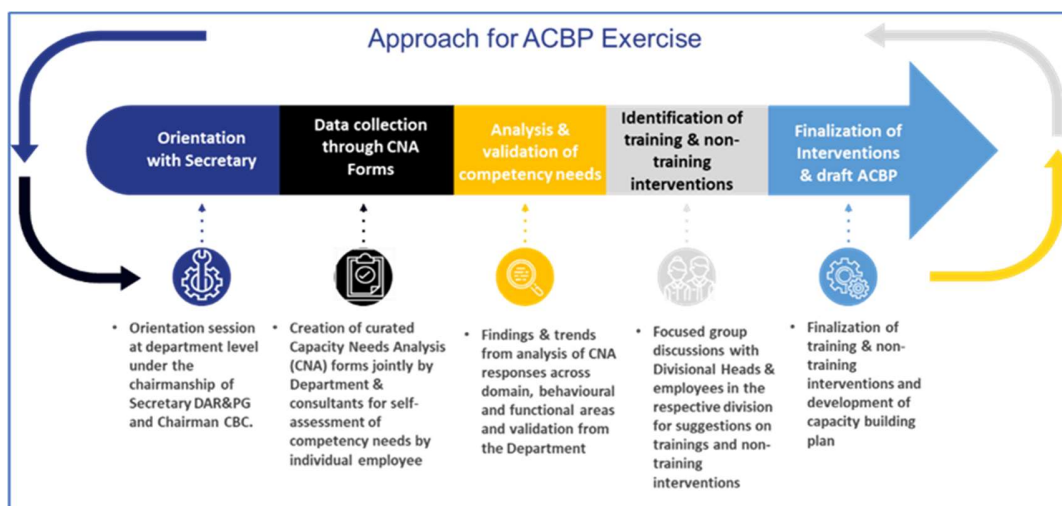


Figure 3: Steps for developing ACBP

Further the three key lenses for designing the capacity building plan were explained – contribution to national priorities, ability to assess emerging technologies impacting the future of the Department/ sector and citizen centric approach to be adopted by the MDOs to serve the nation. The key focus areas identified by the Department, under the three lenses, are summarized in the illustrative below:

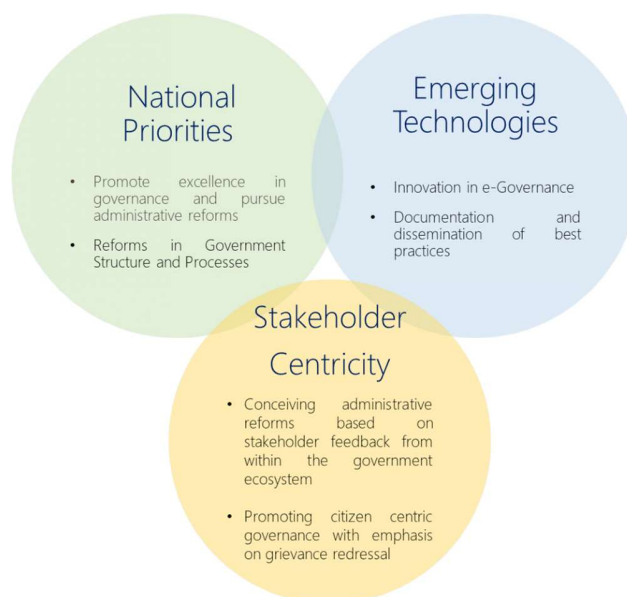


Figure 4: Lenses of capacity building for DARPG

Also, to fulfil the mandate on facilitating development of Annual Capacity Building Plan (ACBP), every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DARPG was constituted on 3rd January 2023 under the leadership of the Additional Secretary, DARPG to lead the exercise within the Department.

3. Overview of Department of Administrative Reforms and Public Grievances

3.1 Vision of the Department

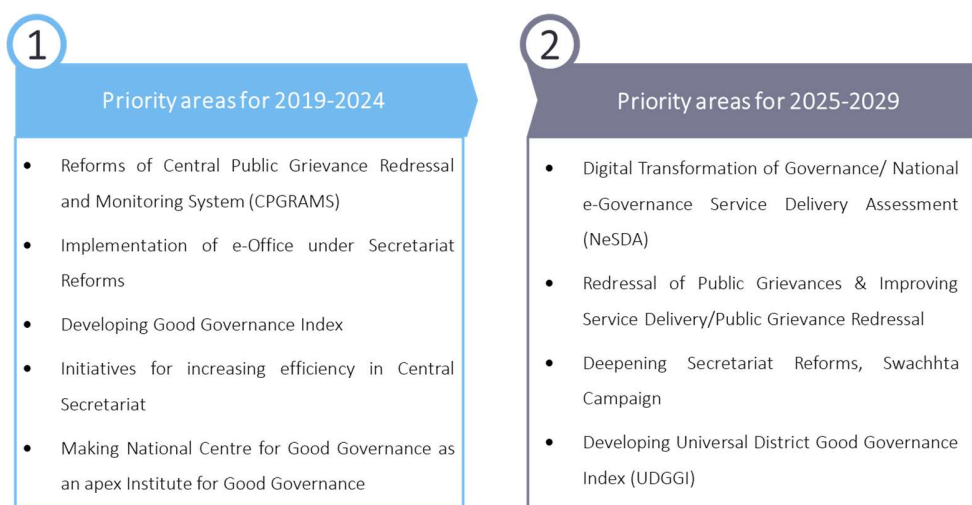
The Department of Administrative Reforms and Public Grievances (DARPG)'s vision is to drive administrative reforms throughout government as well as redress all grievances in public services. DARPG endeavors to ease citizen interaction with the Government by adopting best global practices and by documenting and disseminating good governance practices. The Department undertakes research in public management, liaison with State Governments, professional institutions etc. in public management matters. The DARPG has also the responsibility to administer the Central Secretariat Manual of Office Procedure.

3.2 Mission of the Department

In order to fulfil its mandate, DARPG plans to move from digitization to digital transformation for creation of an agile, collaborative, and connected government using Artificial Intelligence (AI) and Machine Learning (ML) and evidence-based policy making. DARPG aims to foster excellence in governance and pursuit of administrative reforms through improvements in government policies, structures, and processes,

promoting citizen-centric governance with emphasis on grievance redressal, innovations in e-governance, awards, and documentation & dissemination of best practices.

In alignment with the above vision & mission, DARPG has identified key priority areas of reforms along with 5-year plans to achieve these as listed below.

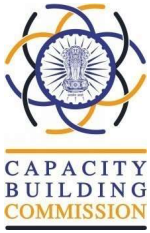


As part of the ACBP exercise, an As-Is assessment of the Department was conducted to gain understanding on the Department's current state. Interactions were held with the leadership of the Department (Additional Secretaries and Joint Secretaries) along with heads of various divisions for gaining understanding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

3.3 Summary of As-is assessment of the Department

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

- Vision and mission of the Department



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- Mapping of organization structure of the Department along with functions of the different divisions and wings through conducting multiple interactions (one-on-one interviews and focused group discussions) with Department officials
- Major schemes and programmes
- Inputs on past training initiatives undertaken by the Department
- Identified priorities of the Department and future path in alignment with national priorities, citizen-centric goals and emerging technologies impacting the functioning of the Department by performing secondary research (studying DARPG's annual report, website, induction material, etc.) and primary consultations
- Existing challenges and opportunities at organizational and institutional level and way forward

The As-is assessment report was finalized basis the inputs received from CBU and the Department.

3.3.1 Organizational structure of the Department

The DARPG is under the Ministry of Personnel, Public Grievances and Pensions and is headed by Secretary. Presently, the Department has one Additional Secretary, two Joint Secretaries and Divisional heads (DS/Directors) for the eight divisions viz.

- a) Administration
- b) Administrative Reforms
- c) Administrative Reforms Commission
- d) Documentation & Dissemination
- e) E-Governance
- f) International Exchange & Cooperation
- g) Organization & Methods
- h) Public Grievances

The overall organogram of DARPG is shown below:

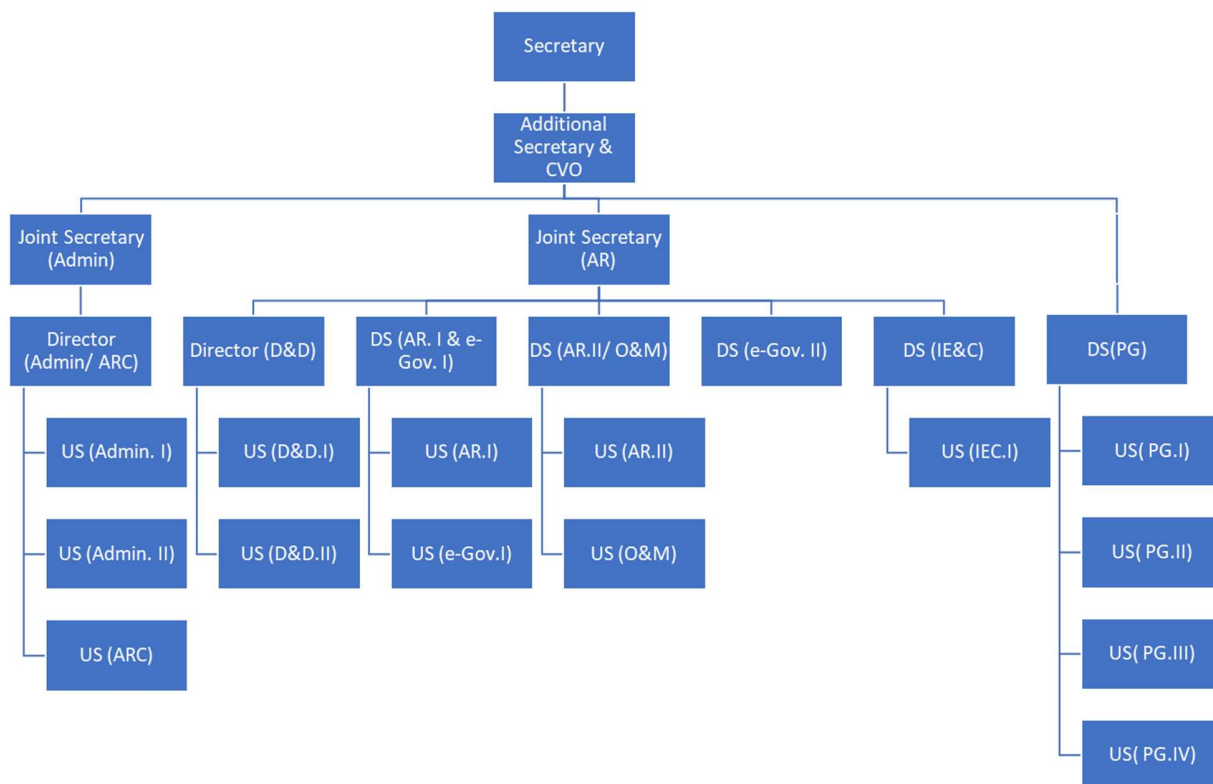


Figure 5: Organogram of DARPG

The table below summarizes the broad functions of the eight divisions in the Department.

Table 1: Overview of divisions

Divisions	Description
Administration	The Administration Division is headed by the Director (Admin & ARC) and consists of two branches Admin I (Establishment) and Admin II (General Administration). This division oversees all establishment matters of Group A, B & C officers, budget and account matters, vigilance matters, and matters related to Parliamentary Standing Committee.
Administrative Reforms	The Administrative Reforms Division consists of two branches AR I and AR II. This division looks after administrative reforms initiatives, state collaboration Initiative projects, and all affairs related to National Centre for Good Governance (NCGG). AR division also facilitates Prime Minister's Award for Excellence in Public Administration and organizes Civil Services Day.
Administrative Reforms Commission	This division is responsible for following up with the Nodal Ministries and the States regarding institutional mechanisms relating to the implementation of the accepted recommendations of the 2nd ARC.
Documentation & Dissemination	The Documentation and Dissemination (D&D) Division looks after dissemination of best practices. The division is headed by Director (D&D).

Divisions	Description
E-Governance	The e-gov division consists of two branches e-Gov. I and e-Gov. II. This division coordinates and supports implementation of National e-Governance Plan through National e-Governance Services Delivery Assessment (NeSDA), National Conference on e-Governance, National Awards for e-Governance etc.
International Exchange & Cooperation	This division handles matters relating to international cooperation in the field of Public Administration and Governance, including organizing programmes and visits of the foreign delegation to India and visits of Indian delegation abroad as part of projects / bilateral measures taken up in accordance with the Memorandum of Understandings (MOUs) / Agreements signed between India and other countries (bilateral or multilateral). The purpose of the international cooperation component is to enable sharing of information, best practice and movement of personnel across national government in areas of Public Administration and Governance Reforms
Organization & Methods	The Organization and Method Division handles matter related to implementation of Central Secretariat Manual of Office Procedure (CSMOP) and provides guidance on organization and methods to be followed to various Ministries.
Public Grievances	The Public Grievances Division looks after the policy, coordination and monitoring of issues relating to redressal of Public Grievances in general and grievances pertaining to Central Government Agencies.

3.3.2 Summary of past capacity building interventions

In order to understand existing capacity building initiatives in the Department 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
- Mode of training
- Provider institute for training

A snapshot of the analysis is presented below:

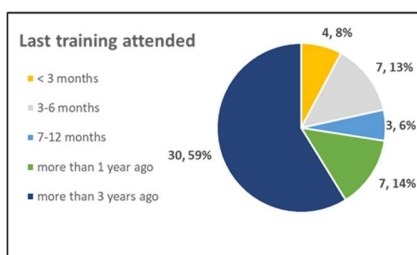


Figure 6: Last training attended

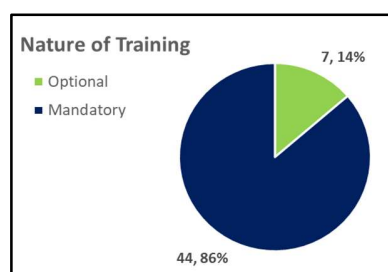


Figure 7: Nature of training

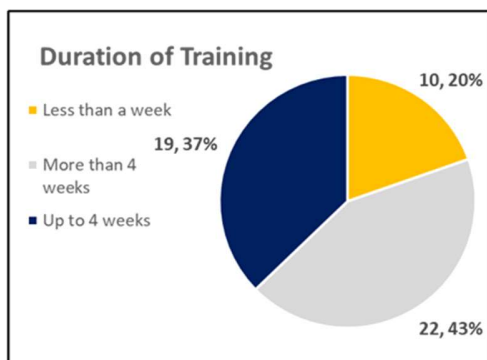


Figure 8: Duration of training

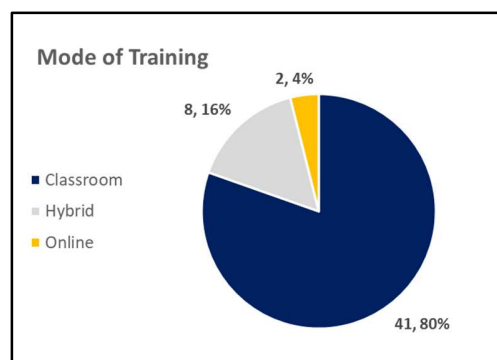


Figure 9: Mode of training

It was observed that 73% of employees have not attended any training in last one year (Fig 6) and 86% of these trainings have been mandatory in nature (Fig 7). 80% of the trainings have been long trainings involving employees for over a week to 4 weeks and was conducted through classroom programs (Fig 8 & 9).

It was also observed in the analysis that ISTM is the major training institute where the departmental employees have got trained on areas like noting, drafting and rules and regulations, RTI, e-Office, cabinet note, budgeting & financing, Conduct Rules, Leave Rules, LTC Rules, TA Rules, Parliamentary Procedures, Stress Management, Time Management 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 largely.

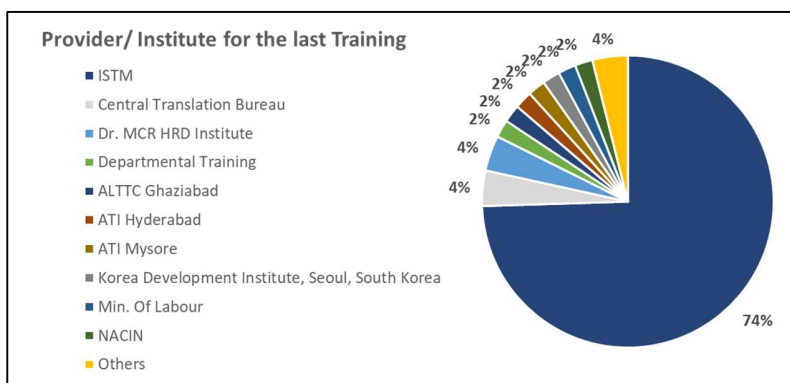


Figure 10: Provider institutes for training

The DARPG organizes training programs specifically focused on CPGRAMS, which are provided to grievance redressal officers from various Ministries, Departments, and Organizations at both the central and state levels. These training sessions aim to enhance their knowledge and skills in handling grievances effectively.

Change impact of training: On a positive note, 92% of the employees believe trainings lead to better efficiency and a training program suited to employees ask and role’s requirement would surely have a positive impact on employee’s morale.

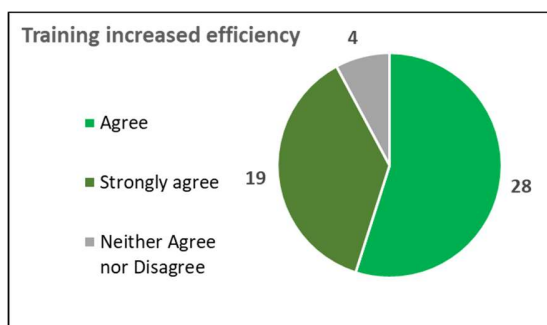


Figure 11: Change impact of trainings

There is a strong need of increasing training interventions in the Department to keep the employees abreast of the advancements in the domain and upskill them. A shift in focus from mandatory cadre-based trainings to role-based training interventions is need of hour. More byte sized learning programs needs to be developed and make learning more accessible and learner driven. Also, classroom trainings alone cannot address the growing need to upskilling employees – anyplace, anytime trainings should be accessible and available to learners at their comfort. Focus on training in domain areas along with functional and behavioural needs to be developed - a comprehensive capacity building plan including the best of training courses and institutes needs to be developed to address the employees need. In order to identify training needs across domain, functional and behavioural areas a comprehensive competency need analysis for the Department was conducted.

4. Competency Need Analysis for the Department

Based on work allocation and functions of the different divisions at DARPG, 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 Department to perform self-assessment of required competencies at individual level by the present incumbents.

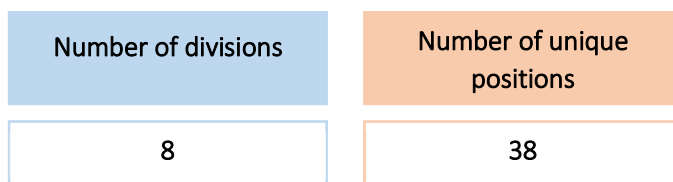


Figure 12: Coverage across the Department

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 Department. Following steps were taken to ensure a well-crafted and effective questionnaire:

- Devise comprehensive questionnaire (attached in Annexure) to capture:
 - **Profile of employee:** Basic details like designation, division, cadre, time spent in Department, etc.
 - **Roles and responsibilities** of the present incumbents
 - **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 and Technology competency needs of the present incumbents
 - **Employee's Voice:** Suggestions from employee to improve upon service delivery of the Department to make it more citizen centric, understand organizational and institutional challenges faced by employees and seek suggestive solutions on these areas
- Inputs/feedback were taken from the Department for finalization of the questionnaire
- Finalised questionnaire was reviewed and approved by CBC and CBU
- Identify and finalize the **means of sharing questionnaire:** For circulating the survey form amongst all employees, a dedicated Gmail account [darpq.acbp@gmail.com] was created for the Department, and the survey was distributed using Google Forms

A robust follow-up mechanism was set with CBU 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 form was circulated in the Department on 18th January 2023 and responses were collected from the employees till 27th January 2023. A total of 51 responses (87%) were received from employees across designations and divisions. The table below tabulates responses received across designations in the Department.

Table 2: CNA Response Details

Designation	CNA Questionnaire floated to	No. of Responses received	Response Rate%
Director	4	3	75%
Deputy Secretary	5	.4	80%

Designation	CNA Questionnaire floated to	No. of Responses received	Response Rate%
Under Secretary	16	15	93%
Section Officer	13	11	84%
Assistant Section Officer	15	15	100%
Senior Secretariat Assistant	4	2	50%
Junior Secretariat Assistant	1	1	100%
Grand Total	58	51	87%

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

- Initiated Competency Need Analysis basis the questionnaire responses by present incumbents
- Identified required domain, functional and behavioural competency at individual level for each unique role
- Identified competency requirements division wise, position wise as well as at an organizational level
- Validated the preliminary findings from the CNA through FGDs 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 interventions to address identified competency gaps for effective capacity building within the Department



Figure 13:FGDs with vertical/ wing head for validation of competency needs

4.2 Key insights from CNA exercise

Based on the responses received across Department and designations, 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 cadre of employees working in the Department, years of experience of working in the Department, years spent on same post etc. for developing a baseline of employee profile of the Department. A snapshot of the employee profile is provided below:

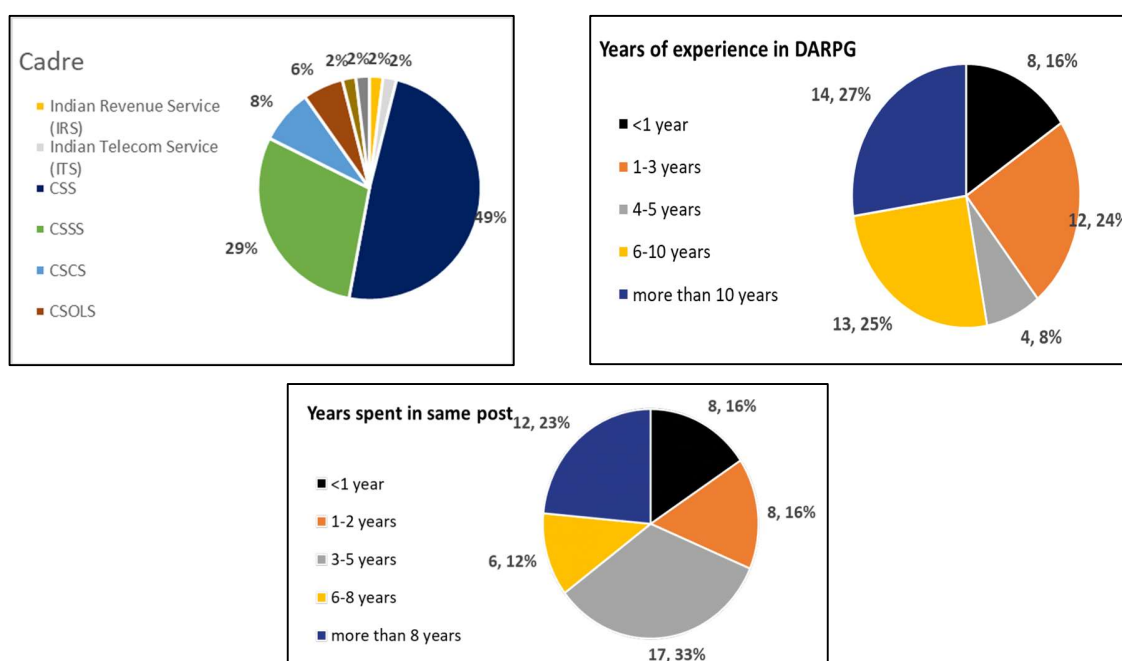


Figure 14: Analysis of respondent profile

Respondent analysis elucidates that majority of respondent (49%) are from CSS cadre, followed by CSSS (29%) and CSCS (8%). The senior officers are deputed in the Department through central staffing scheme (IRS and ITS cadre).

Years of experience in DARPG: 52% of the employee have more than 6 years of experience in the Department. Also, **16% of the employee** have also been inducted recently (<1 year in the Department) indicating a need for a strong induction programme for the Department.

Years spent in the same post: 32% of employees have seen change in designation in last 1-3 years, they may need trainings to reinforce competencies or acquire new competencies in domain, functional or behavioural category.

4.2.2 Competency needs identified across Department and levels

4.2.2.1 Domain Competency Analysis

The graph below identifies the top 6 domain competencies highlighted by the Department in the survey.

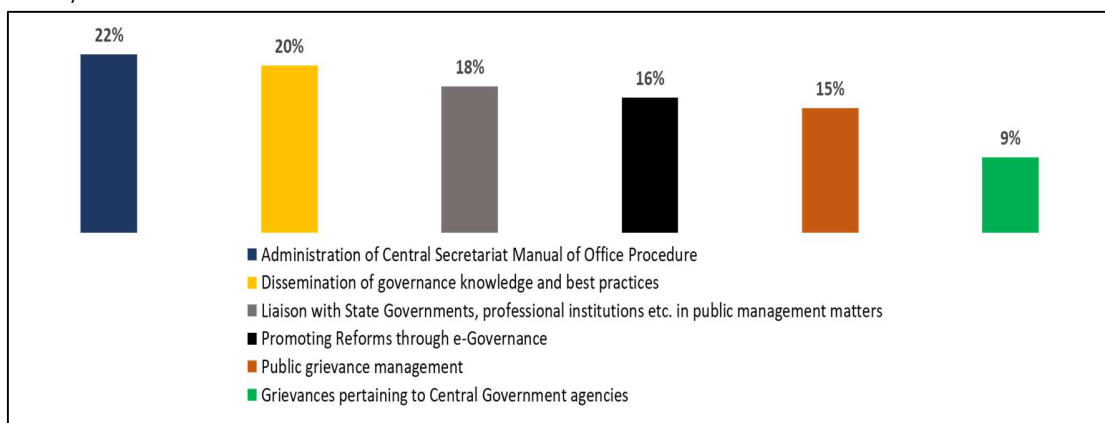


Figure 15: Organization Level Domain Competencies

Further analysis was done on the domain competency requirements for each designation level as well as divisional levels as depicted in the graphs below (Fig 16 & 17).

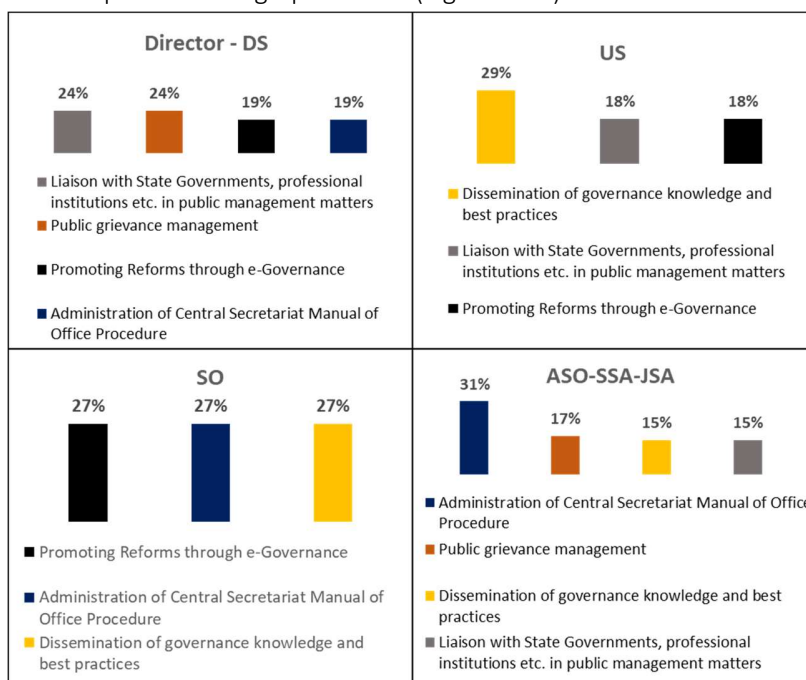


Figure 16: Designation wise domain competency needs

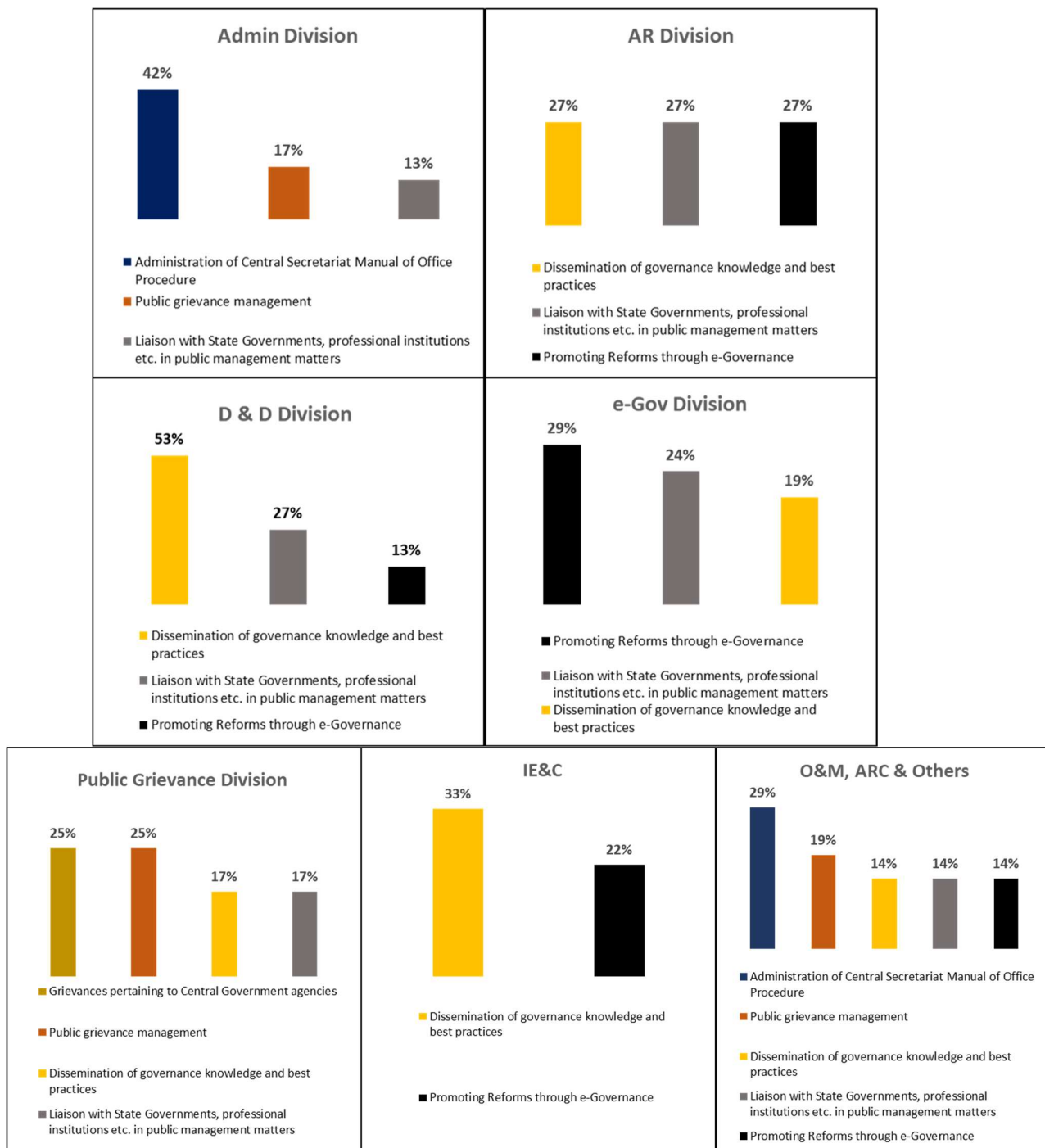


Figure 17: Division-wise Domain Competency Needs

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

4.2.2.2 Functional Competency Analysis

The graph below identifies the top 7 functional competencies highlighted by the Department in the survey.

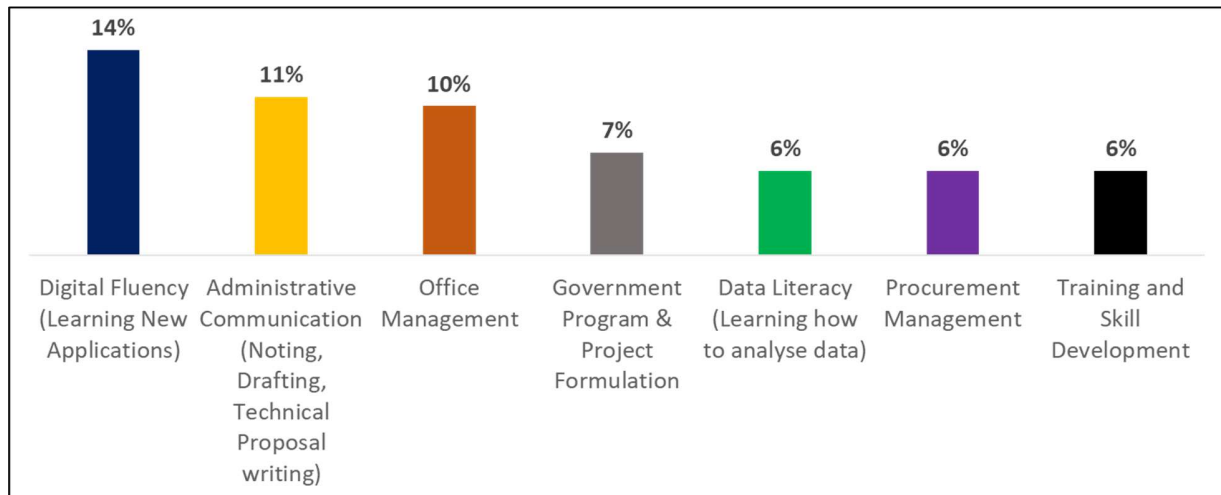


Figure 18: Organization Level Functional Competency Needs

Top functional competency needs from the CNA response analysis are digital fluency, administrative communication, office management and government program and policy formulation. Further analysis was done on the functional competency requirements for each designation level as well as divisional levels as depicted in the graphs below (Fig 19 & 20).

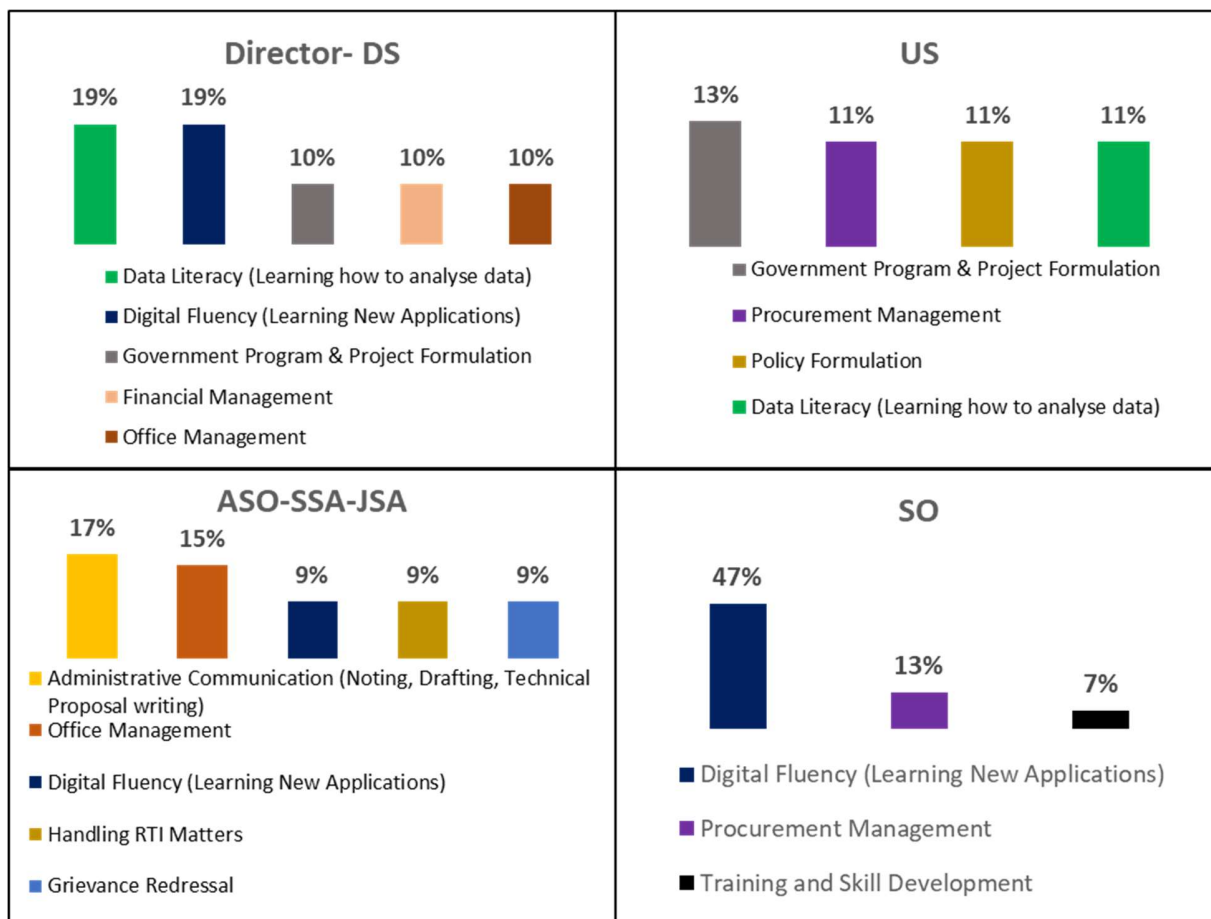


Figure 19: Designation wise functional competencies

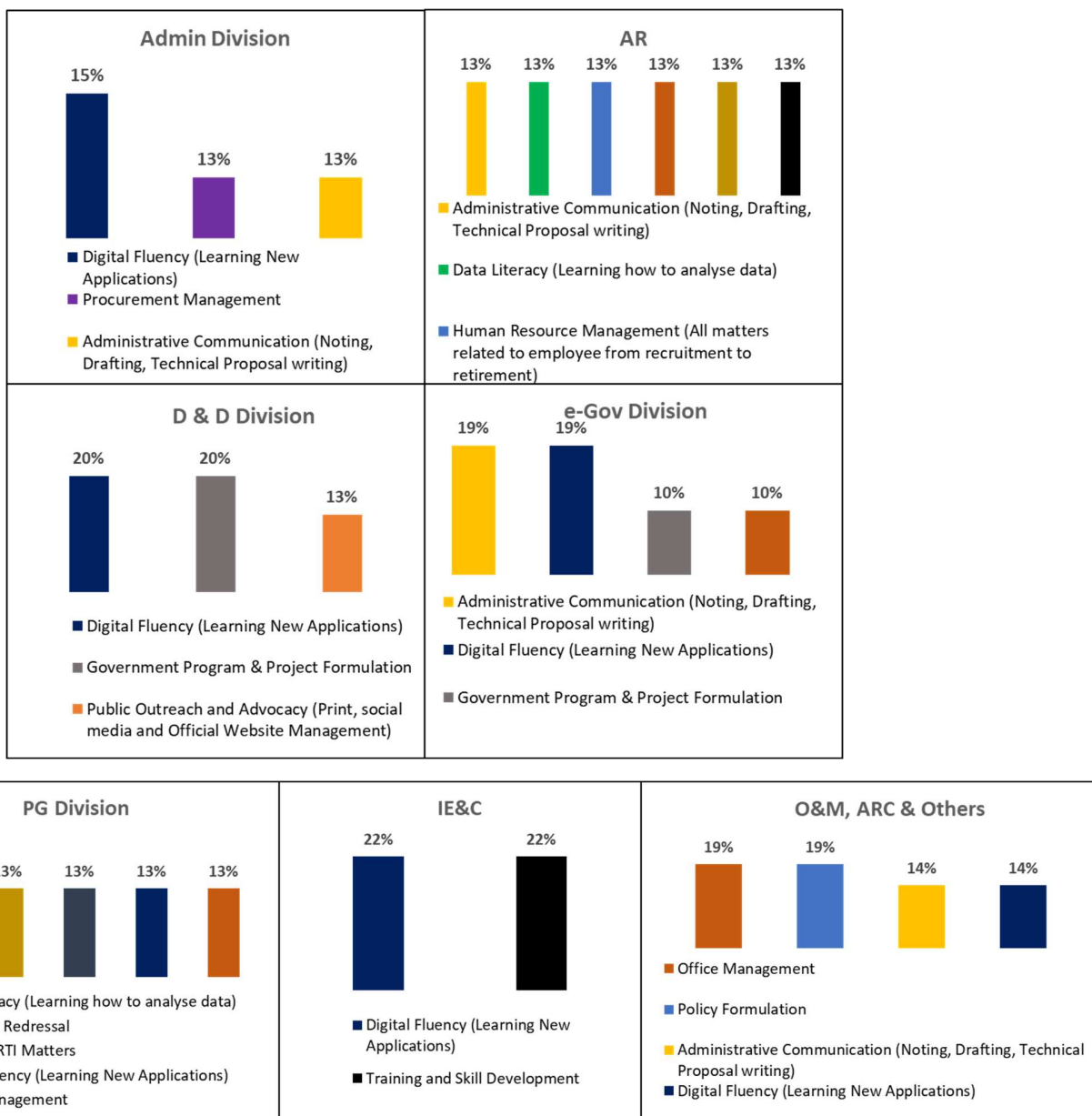


Figure 20: Division wise Functional Competency Needs

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

4.2.2.3 Behavioural Competency Analysis

The graph below identifies the top 5 behavioural competencies highlighted by the Department in the survey.

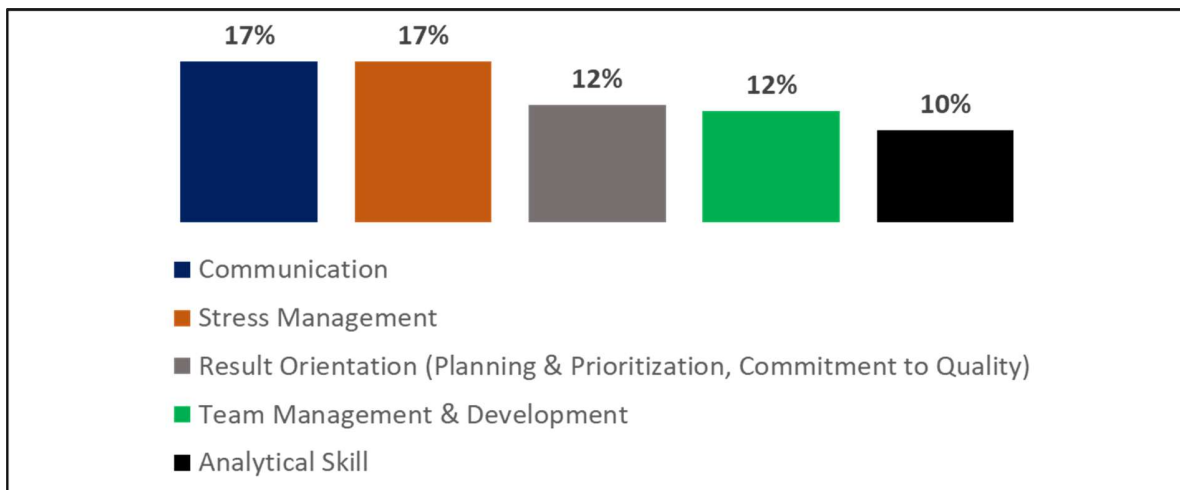


Figure 21: Organization Level Behavioural Competency Needs

The top behavioural competency needs for the Department are communication, stress management, result orientation and team management & development. Further analysis was done on the behavioural competency requirements for each designation level as well as divisional levels as depicted in the graphs below (Fig 22 & 23).

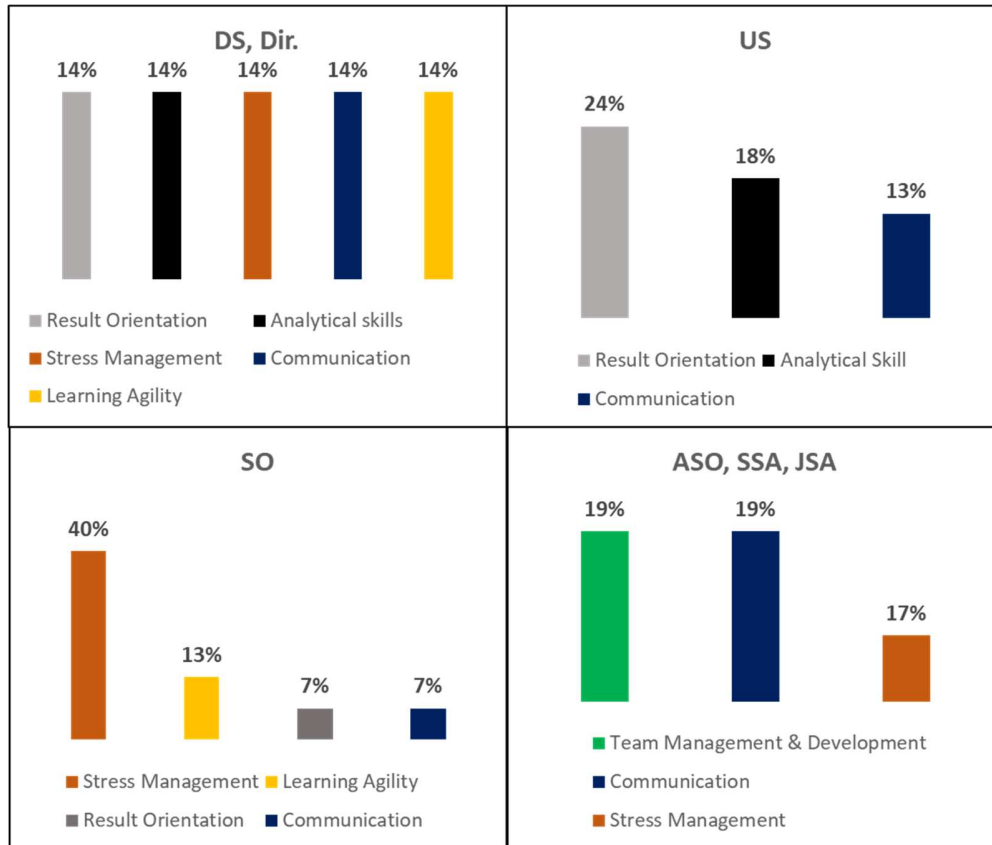
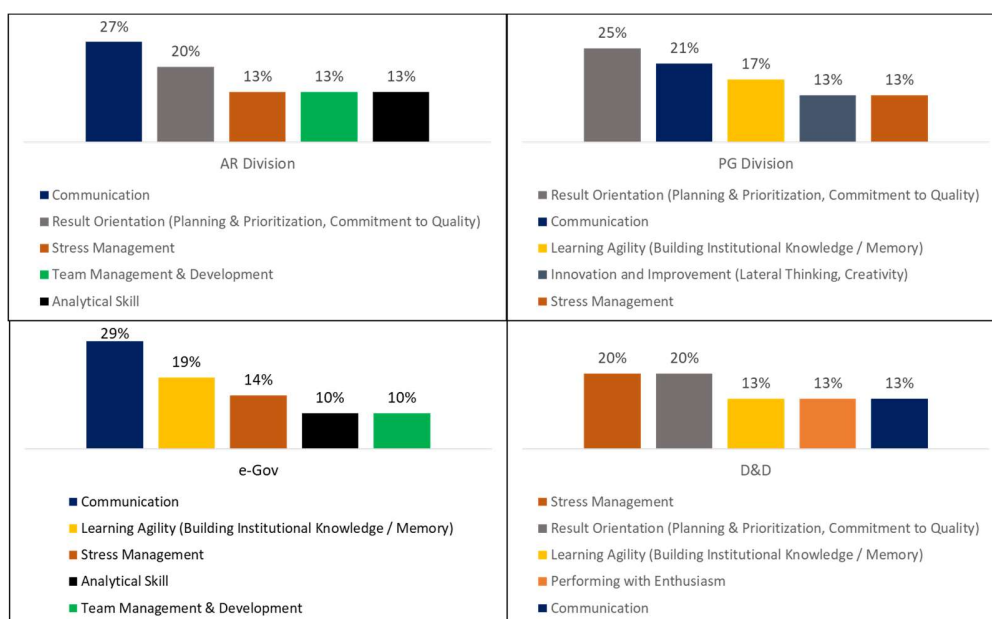


Figure 22: Designation wise Behavioural Competency Needs



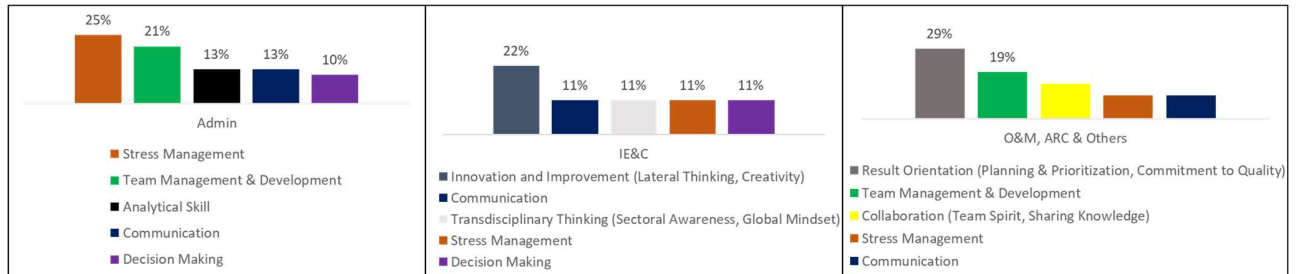


Figure 23: Division wise Behavioural Competencies

The behavioural competencies are arising out of two major needs:

1. Personal development: For improving upon personal capacities, employees need the right attitude along with requisite skills and knowledge. Result orientation, stress management etc. are key behavioural competencies that would help in personal growth of employees
2. Interpersonal development: Employees also need to improve upon their ability to interact with others. Communication (verbal, non-verbal, listening skills), team management & development are some of the competencies which would help to increase the overall effectiveness of organization through improved collaboration

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

Competency requirement of the Department at an individual level emanating from the need analysis exercise and further validated through FGDs with the divisions is outlined in the table for each unique role:

Table 3: Detailed competency requirement AS-JS

Incumbent	Role	Domain	Behavioural	Functional
AS (DARPG)	AS (DARPG)	<ul style="list-style-type: none"> • Conversant with best practices in public administration and good governance • Emerging trends in civil service reforms across the globe • Awareness about emerging needs with respect to administrative reforms and public grievance redressal for the whole of government 	<ul style="list-style-type: none"> • Visionary Leadership • Change Management • Whole of Government Thinking • Innovation and Improvement • Team Management & Development 	<ul style="list-style-type: none"> • Public Relations and Communications • Stakeholder Centricity (including citizen) • Policy Making • Monitoring and Evaluation
JS (Admin)	JS Admin (Admin, ARC)	<ul style="list-style-type: none"> • Knowledge of Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Visionary Leadership • Stakeholder management • Analytical thinking • Team Management and Development • Decision Making 	<ul style="list-style-type: none"> • Public Relations and Communications • Stakeholder Centricity (including citizen) • Policy Making • Monitoring and Evaluation
JS (Administrative Reforms)	JS AR (AR, e-Gov., IE&C, D&D, O&M)	<ul style="list-style-type: none"> • Emerging trends in civil service reforms across the globe • Conversant with best practices in public administration and e-governance • Knowledge on mechanisms for reward and recognitions for civil servants • Project/program Implementation monitoring 	<ul style="list-style-type: none"> • Visionary Leadership • Stakeholder management • Analytical thinking • Team Management and Development • Decision Making 	<ul style="list-style-type: none"> • Public Relations and Communications • Stakeholder Centricity (including citizen) • Policy Making • Monitoring and Evaluation

Table 4: Detailed Competencies for Directors & DSs

Incumbent	Role	Domain	Behavioural	Functional
Dir. (Admin, Administrative Reforms Commission)	Dir (Administration)	<ul style="list-style-type: none"> • Knowledge of Central Secretariat Manual of Office Procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Analytical Thinking • Time Management • Team Management and Development • Decision Making • Result Orientation • Visionary Leadership • Communication 	<ul style="list-style-type: none"> • Cabinet Note Preparation • Contract Management • Public Procurement • Financial Management (Budget and PFMS) • Data Analysis • Digital Fluency • Vigilance and Disciplinary matters • Handling RTI matters • Handling Parliamentary matters
	Dir. (Administrative Reforms Commission)	<ul style="list-style-type: none"> • Conversant with latest administrative reforms • Conversant with Guidelines for Indian Government Websites (GIGW) • Project/program Implementation and monitoring 	<ul style="list-style-type: none"> • Decision Making • Analytical Thinking • Innovation and improvement • Visionary Leadership • Result Orientation • Communication • Team Management and Development 	<ul style="list-style-type: none"> • Cabinet note preparation • Contract Management • Public procurement • Digital Fluency • Data Analysis • Handling RTI matters • Handling Parliamentary matters
DS (Administrative Reforms II and Organization & Methods)	DS (Administrative Reforms II)	<ul style="list-style-type: none"> • Benchmarking techniques and methodologies • Comparative analysis of performance standards (w.r.t. Public administration and Good governance) • Conversant with best practices in public administration and good governance • Research techniques and methodologies 	<ul style="list-style-type: none"> • Result Orientation • Analytical Thinking • Team Management and Development • Decision Making • Visionary Leadership • Communication • Liaisoning • Stress Management 	<ul style="list-style-type: none"> • Cabinet Note Preparation • Financial Management (Budget and PFMS) • Data Analysis • Government programme formulation and implementation • Monitoring and Evaluation • Digital Fluency

Incumbent	Role	Domain	Behavioural	Functional
	Director (Organization & Methods)	<ul style="list-style-type: none"> • Portal Support/ Portal Management • Administrative skills (for management of Centre for Good Governance) • Conversant with best practices in public administration and good governance 	<ul style="list-style-type: none"> • Decision Making • Visionary Leadership • Result Orientation • Stress Management • Time Management • Team Management & Development • Analytical Thinking • Communication 	<ul style="list-style-type: none"> • Government Program formulation and implementation • Monitoring and Evaluation • Data Analysis • Digital Fluency
DS (Administrative Reforms I, e-Gov I)	DS (Administrative Reforms I)	<ul style="list-style-type: none"> • Conversant with latest administrative reforms • Comparative analysis of performance standards (w.r.t. Public administration and Good governance) • Benchmarking techniques and methodologies 	<ul style="list-style-type: none"> • Result Orientation • Time Management • Stress Management • Decision Making • Stakeholder management • Communication • Visionary Leadership • Team Management and Development 	<ul style="list-style-type: none"> • Monitoring and Evaluation • Data Analysis • Digital Fluency • Financial Management (Budget and PFMS) • Event Management (Organizing Civil services day)
	DS (e-Gov I)	<ul style="list-style-type: none"> • Project/program Implementation monitoring • Conversant with best practices in public administration and e-governance 	<ul style="list-style-type: none"> • Result Orientation • Team Management and Development • Visionary Leadership • Decision Making • Communication 	<ul style="list-style-type: none"> • Digital Fluency • Data Analysis • Monitoring and Evaluation • Project Management • Financial Management (Budget and PFMS) • Public Relations and Communications • Case study drafting
Director (Documentation and Dissemination)	Dir. (Documentation and Dissemination)	<ul style="list-style-type: none"> • Research techniques and methodologies • Documentation & Report drafting • Case study drafting 	<ul style="list-style-type: none"> • Team management and development • Decision Making • Result Orientation • Communication • Visionary Leadership 	<ul style="list-style-type: none"> • Knowledge of Indian administrative system • Citizen centricity • Public Relations and Communications • Financial Management (Budget and PFMS) • Event management (Organizing regional conferences) • Data Analysis • Digital Fluency

Incumbent	Role	Domain	Behavioural	Functional
DS (e-Gov II)	DS (e-Gov II)	<ul style="list-style-type: none"> • Conversant with NeSDA framework • Project/program Implementation monitoring 	<ul style="list-style-type: none"> • Communication • Result Orientation • Proactiveness • Team Management and Development • Visionary Leadership • Liaison • Decision Making 	<ul style="list-style-type: none"> • Digital Fluency • Data Analysis • Monitoring and Evaluation • Project Management • Contract Management • Budget and PFMS • Public Relations and Communications • Case study drafting
DS (International Exchange & Cooperation)	DS (I E & C)	<ul style="list-style-type: none"> • Cross Cultural knowledge 	<ul style="list-style-type: none"> • Decision Making • Communication • Innovation and Improvement • Visionary Leadership • Transdisciplinary Thinking • Liaison • Team Management and Development 	<ul style="list-style-type: none"> • Data Analysis • Digital Fluency • Government Program & Project Formulation • Monitoring and Evaluation • Public Relations and Communications
DS (Public Grievances)	DS (Public Grievances)	<ul style="list-style-type: none"> • Root cause analysis • Portal Support 	<ul style="list-style-type: none"> • Learning Agility • Transdisciplinary Thinking • Result Orientation • Decision Making • Liaison • Visionary Leadership • Communication • Team Management and Development 	<ul style="list-style-type: none"> • Data Analysis • Digital Fluency • Monitoring and Evaluation • Grievance redressal and Management • Citizen Centricity

Table 5: Detailed Competencies for USs

Incumbent	Role	Domain	Behavioural	Functional
US (Admin I)	US (Admin I)	<ul style="list-style-type: none"> • Knowledge of Central secretariat Manual of office procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Communication • Stress Management • Analytical thinking • Decision Making 	<ul style="list-style-type: none"> • Contract Management • Public Procurement • Vigilance and Disciplinary Matters • Cabinet note preparation • Digital Fluency • Handling RTI matters • Grievance redressal
US (Admin II)	US (Admin II)	<ul style="list-style-type: none"> • Knowledge of Central secretariat Manual of office procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Communication • Stress Management • Learning Agility • Decision Making 	<ul style="list-style-type: none"> • Administration • Public Procurement • Handling RTI matters • Handling Parliamentary matters • Cabinet note preparation • Digital Fluency • Grievance redressal
US (AR I)	US (AR I)	<ul style="list-style-type: none"> • Conversant with latest administrative reforms • Comparative analysis of performance standards (w.r.t. Public administration and Good governance) 	<ul style="list-style-type: none"> • Communication • Result Orientation • Time Management • Stress Management • Stakeholder management 	<ul style="list-style-type: none"> • Monitoring and Evaluation • Data Analytics • Financial Management • Event Management (Organizing Civil services day) • Cabinet note preparation • Digital Fluency • Handling RTI matters • Grievance redressal
US (AR II)	US (AR II)	<ul style="list-style-type: none"> • Benchmarking techniques and methodologies • Comparative analysis of performance standards (w.r.t. Public administration and Good governance) • Conversant with best practices in public administration and good governance • Research techniques and methodologies 	<ul style="list-style-type: none"> • Communication • Stress Management • Result Orientation • Analytical thinking • Team Management and Development • Liaison 	<ul style="list-style-type: none"> • Financial Management (Budget & PFMS) • Data Analytics • Government programme formulation and implementation • Monitoring and Evaluation • Digital Fluency • Handling RTI matters • Grievance redressal

Incumbent	Role	Domain	Behavioural	Functional
US (ARC)	US (ARC)	<ul style="list-style-type: none"> • Conversant with latest administrative reforms • Conversant with Guidelines for Indian Government Websites (GIGW) • Project/program Implementation and monitoring 	<ul style="list-style-type: none"> • Decision Making • Communication • Analytical Thinking • Innovation and improvement • Proactiveness 	<ul style="list-style-type: none"> • E-office and office procedure • Cabinet note preparation • Contract Management • Public procurement • Digital Fluency • Handling RTI matters • Handling Parliamentary Procedures • Grievance redressal
US (D & D) (2)	US (D & D)	<ul style="list-style-type: none"> • Research techniques and methodologies • Documentation & Report drafting • Case study drafting 	<ul style="list-style-type: none"> • Communication • Analytical Thinking • Stress Management • Proactiveness 	<ul style="list-style-type: none"> • Digital Fluency • Contract Management • Monitoring and Evaluation • Financial Management (Budget and PFMS) • Event management (Organizing regional conferences) • Public Relations and Communications • Cabinet note preparation • Handling RTI matters • Grievance redressal
US (e-Gov I)	US (e-Gov I)	<ul style="list-style-type: none"> • Project/program Implementation monitoring • Conversant with best practices in public administration and e-governance 	<ul style="list-style-type: none"> • Communication • Result Orientation • Time Management • Analytical Thinking • Team Management 	<ul style="list-style-type: none"> • Digital Fluency • Monitoring and Evaluation • Project Management • Financial Management (Budget and PFMS) • Public Relations and Communications
US (e-Gov II)	US (e-Gov II)	<ul style="list-style-type: none"> • Conversant with NeSDA framework • Project/program Implementation monitoring 	<ul style="list-style-type: none"> • Communication • Teamwork • Result orientation • Analytical thinking • Learning agility • Proactiveness • Liaisoning 	<ul style="list-style-type: none"> • Cabinet note preparation • Project Management • Contract Management • Monitoring and Evaluation • Digital Fluency • Office Procedure (Noting & Drafting) • E-office and office Management • Handling Parliamentary matters • Handling RTI Matters • Case study drafting • Grievance redressal

Incumbent	Role	Domain	Behavioural	Functional
US (I E & C)	US (I E & C)	<ul style="list-style-type: none"> • Cross Cultural knowledge 	<ul style="list-style-type: none"> • Communication • Analytical Thinking • Whole of government thinking • Liaison 	<ul style="list-style-type: none"> • Cabinet note preparation • Digital Fluency • Public relations and communication • Handling RTI Matters • Grievance redressal
US (O & M and NCGG)	US (O & M and NCGG)	<ul style="list-style-type: none"> • Portal Support/ Portal Management • Administrative skills (for management of Centre for Good Governance) • Conversant with best practices in public administration and good governance 	<ul style="list-style-type: none"> • Communication • Result Orientation • Stress Management • Time Management • Team Management & Development • Analytical Thinking 	<ul style="list-style-type: none"> • Cabinet Note Preparation • Government Program formulation and implementation • Monitoring and Evaluation • Data Analysis • Digital Fluency • Handling RTI matters • Grievance redressal
US (PG) (Policy)	US (PG) (Policy)	<ul style="list-style-type: none"> • Portal Support • Project/program Implementation monitoring 	<ul style="list-style-type: none"> • Communication • Result Orientation • Learning Agility • Team Management & Development • Analytical Thinking 	<ul style="list-style-type: none"> • Citizen Centricity • Digital Fluency • Handling parliamentary matters • Data Analysis • Grievance redressal • Cabinet Note Preparation
US (PG) (3)	US (PG)	<ul style="list-style-type: none"> • Root cause analysis 	<ul style="list-style-type: none"> • Communication • Result Orientation • Decision Making • Team Management & Development • Analytical Thinking • Liaison 	<ul style="list-style-type: none"> • Citizen Centricity • Monitoring and Evaluations • Digital Fluency • Data Analysis • Handling RTI matters • Grievance redressal • Cabinet Note Preparation

Table 6: Detailed Competencies for SOs

Incumbent	Role	Domain	Behavioural	Functional
SO (Admin I)	SO (Admin I)	<ul style="list-style-type: none"> • Knowledge of Central secretariat Manual of office procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Stress Management • Time Management • Teamwork • Communication 	<ul style="list-style-type: none"> • Contract Management • Public Procurement • Office Procedure, Noting & Drafting • Handling RTI matters • Handling Parliamentary Procedures • Vigilance and Disciplinary Matters • Digital Fluency
SO (Admin II)	SO (Admin II)	<ul style="list-style-type: none"> • Knowledge of Central secretariat Manual of office procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Communication • Stress Management • Learning Agility • Proactiveness • Teamwork 	<ul style="list-style-type: none"> • Public Procurement • Handling RTI matters • Handling Parliamentary Procedures • Cabinet Note Preparation • Digital Fluency
Official Language (AD) (Hindi)	Official Language (AD) (Hindi)	<ul style="list-style-type: none"> • Translation • Official Language Knowledge 	<ul style="list-style-type: none"> • Communication • Stress Management • Communication • Time Management • Result Orientation • Analytical Thinking • Team-work 	<ul style="list-style-type: none"> • Handling RTI matters • E-Office & Office Management • Event Management • Digital Fluency
DDO (Cash)	DDO (Cash)	<ul style="list-style-type: none"> • Cash Management and Accounting 	<ul style="list-style-type: none"> • Stress Management • Communication • Time Management • Result Orientation • Analytical Thinking • Team-work 	<ul style="list-style-type: none"> • Contract Management • Public procurement • Financial Management (Budget/ PFMS) • E-Office & Office Management • Office procedure, Noting & Drafting • Digital Fluency
SO (PG)	SO (PG)	<ul style="list-style-type: none"> • Root cause analysis 	<ul style="list-style-type: none"> • Learning Agility • Communication • Team-work • Proactiveness • Liaison 	<ul style="list-style-type: none"> • E-Office & Office Management • Office procedure, Noting & Drafting • Grievance redressals • Financial Management (Budget / PFMS) • Digital Fluency • Handling RTI matters • Monitoring and evaluation

Table 7: Detailed Competencies for ASOs

Incumbent	Role	Domain	Behavioural	Functional
ASO (Admin I)	ASO (Admin I)	<ul style="list-style-type: none"> • Knowledge of Central secretariat Manual of office procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Stress Management • Communication • Teamwork • Learning agility • Performing with Enthusiasm 	<ul style="list-style-type: none"> • Contract Management • Public Procurement • Office procedure, Noting & Drafting • Handling RTI matters • Handling Parliamentary matters • Vigilance and Disciplinary Matters
ASO (Admin II)	ASO (Admin II)	<ul style="list-style-type: none"> • Knowledge of Central secretariat Manual of office procedure • Knowledge on Establishment Matters • DoPT notified Service Rules 	<ul style="list-style-type: none"> • Communication • Teamwork • Learning agility • Stress Management 	<ul style="list-style-type: none"> • Public Procurement • Material and Service Management • Office procedure, Noting & Drafting • Handling RTI matters • Handling Parliamentary Matters
ASO (AR)	ASO (AR)	<ul style="list-style-type: none"> • Benchmarking techniques and methodologies • Comparative analysis of performance standards (w.r.t. Public administration and Good governance) • Conversant with best practices in public administration and good governance • Research techniques and methodologies • Conversant with latest administrative reforms 	<ul style="list-style-type: none"> • Stress Management • Communication • Time Management • Learning agility • Performing with Enthusiasm • Liaison 	<ul style="list-style-type: none"> • Office procedure, Noting & Drafting • Handling Parliamentary Matters • Handling RTI Matters • Digital Fluency
ASO (D & D)	ASO (D & D)	<ul style="list-style-type: none"> • Research techniques and methodologies • Documentation & Report drafting • Case study drafting 	<ul style="list-style-type: none"> • Communication • Team-Work • Stress Management • Documentation & Report drafting 	<ul style="list-style-type: none"> • Office procedures, Noting and Drafting • E-Office and Office Management • Handling Parliamentary Matters • Handling RTI Matters • Digital Fluency • Financial Management (Budget/PFMS)

Incumbent	Role	Domain	Behavioural	Functional
Assistant Library Officer - D&D	Assistant Library Officer - D&D	<ul style="list-style-type: none"> Asset Management (Preservation of Library books) 	<ul style="list-style-type: none"> Communication Proactiveness Innovation and improvement Team-work 	<ul style="list-style-type: none"> Office procedures, Noting and Drafting E-Office and Office Management Digital Fluency
ASO (I E & C)	ASO (I E & C)	<ul style="list-style-type: none"> Cross Cultural knowledge (Management of Exchange and Cooperation programmes/ Joint Working Group meetings) 	<ul style="list-style-type: none"> Stress management Time management Whole of government thinking Liaison Teamwork 	<ul style="list-style-type: none"> Office procedures, Noting and Drafting E-Office and Office Management Handling RTI matters Handling Parliamentary matters Financial Management (Budget – PFMS) Digital Fluency
Research Assistant (e-Gov)	Research Assistant (e-Gov)	<ul style="list-style-type: none"> Conversant with NeSDA framework (Global Benchmark, Assessment Parameters) Project/program Implementation monitoring 	<ul style="list-style-type: none"> Communication Teamwork Stress Management 	<ul style="list-style-type: none"> Office procedures, Noting and Drafting E-Office and Office Management Public Procurement Contract Management Material & Services Management
ASO (PG)	ASO (PG)	<ul style="list-style-type: none"> Root cause analysis 	<ul style="list-style-type: none"> Learning Agility Communication Result Orientation Analytical Thinking Stakeholder Management Liaison 	<ul style="list-style-type: none"> Office procedures, Noting and Drafting E-Office and Office Management Grievance redressals Financial Management (Budget / PFMS) Digital Fluency

4.4 Heatmap for domain, functional and behavioural competencies

In section 4.3, competency need across domain, 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 8: Heat map for trainings on domain competencies

Position	Project/program Implementation and monitoring	Knowledge of Central secretariat Manual of office procedure	Knowledge on Establishment Matters	DoPT notified Service Rules	Research techniques and methodologies	Conversant with latest administrative reforms	Comparative analysis of performance standards	Conversant with best practices in public administration and good governance	Portal Support/ Portal Management	Root Cause Analysis	Documentation and report drafting
Dir (Admin)		✓	✓	✓							
Dir. (ARC)	✓					✓					
DS (AR II)					✓		✓	✓			
Director (O & M)								✓	✓		
Dir. (D & D)					✓						✓
DS (AR I)						✓	✓				
DS (e-Gov I)	✓										
DS (e-Gov II)	✓										
DS (PG)									✓	✓	
DS (I E & C)											
US (Admin I)		✓	✓	✓							
US (Admin II)		✓	✓	✓							
US (AR I)						✓	✓				

Position	Project/program Implementation and monitoring	Knowledge of Central secretariat Manual of office procedure	Knowledge on Establishment Matters	DoPT notified Service Rules	Research techniques and methodologies	Conversant with latest administrative reforms	Comparative analysis of performance standards	Conversant with best practices in public administration and good governance	Portal Support/ Portal Management	Root Cause Analysis	Documentation and report drafting
US (AR II)					✓		✓	✓			
US (ARC)	✓					✓					
US (D & D)					✓						✓
US (I E & C)											
US (e-Gov I)	✓										
US (e-Gov II)	✓										
US (O & M)									✓		✓
US (PG) (Policy)	✓								✓		
US (PG)										✓	
SO (Admin I)		✓	✓	✓							
SO (Admin II)		✓	✓	✓							
Official Language (AD) (Hindi)											
DDO (Cash)											
SO (PG)										✓	
ASO (Admin I)		✓	✓	✓							

Position	Project/program Implementation and monitoring	Knowledge of Central secretariat Manual of office procedure	Knowledge on Establishment Matters	DoPT notified Service Rules	Research techniques and methodologies	Conversant with latest administrative reforms	Comparative analysis of performance standards	Conversant with best practices in public administration and good governance	Portal Support/ Portal Management	Root Cause Analysis	Documentation and report drafting
ASO (Admin II)		✓	✓	✓							
ASO (I E & C)											
ASO (PG)										✓	
ASO (D & D)					✓						✓
Assistant Library Officer - D&D											
Research Assistant (e-Gov)	✓										
ASO (AR)					✓	✓	✓	✓			
Total	8	7	7	7	6	5	5	4	4	4	4

Table 9: Heat map for trainings on functional competencies

Position	Digital Fluency	Handling RTI Matters	Cabinet Note Preparation	Monitoring and Evaluation	Financial Management (Budget/PFMS)	Grievance Redressal/management	Data Analytics	Handling Parliamentary Matters	Office Procedure, Noting & Drafting	Contract Management	Public Procurement	E-Office & office management
Dir (Admin)	✓	✓	✓		✓		✓	✓		✓	✓	
Dir. (ARC)	✓	✓	✓				✓	✓		✓	✓	

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Position	Digital Fluency	Handling RTI Matters	Cabinet Note Preparation	Monitoring and Evaluation	Financial Management (Budget/PFMS)	Grievance Redressal/management	Data Analytics	Handling Parliamentary Matters	Office Procedure, Noting & Drafting	Contract Management	Public Procurement	E-Office & office management
DS (AR II)	✓		✓	✓	✓		✓					
Director (O & M)	✓			✓			✓					
Dir. (D & D)	✓				✓		✓					
DS (AR I)	✓			✓	✓		✓					
DS (e-Gov I)	✓			✓	✓		✓					
DS (e-Gov II)	✓			✓	✓		✓			✓		
DS (PG)	✓			✓		✓	✓					
DS (I E & C)	✓			✓								
US (Admin I)	✓	✓	✓			✓				✓	✓	
US (Admin II)	✓	✓	✓			✓		✓			✓	
US (AR I)	✓	✓	✓	✓	✓	✓	✓					
US (AR II)	✓	✓	✓	✓	✓	✓	✓					
US (ARC)	✓	✓	✓			✓		✓		✓	✓	✓
US (D & D)	✓	✓	✓	✓	✓	✓				✓		
US (I E & C)	✓	✓	✓			✓						

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Position	Digital Fluency	Handling RTI Matters	Cabinet Note Preparation	Monitoring and Evaluation	Financial Management (Budget/PFMS)	Grievance Redressal/management	Data Analytics	Handling Parliamentary Matters	Office Procedure, Noting & Drafting	Contract Management	Public Procurement	E-Office & office management
US (e-Gov I)	✓	✓	✓	✓	✓	✓						
US (e-Gov II)	✓	✓	✓	✓		✓		✓	✓	✓		✓
US (O & M)	✓	✓	✓	✓		✓	✓					
US (PG) (Policy)	✓	✓	✓			✓	✓	✓				
US (PG)	✓	✓	✓	✓		✓	✓					
SO (Admin I)	✓	✓						✓	✓	✓	✓	
SO (Admin II)	✓	✓	✓					✓			✓	
Official Language (AD) (Hindi)	✓	✓										✓
DDO (Cash)	✓				✓				✓	✓	✓	✓
SO (PG)	✓	✓		✓	✓	✓			✓			
ASO (Admin I)	✓	✓						✓	✓	✓	✓	
ASO (Admin II)	✓	✓						✓	✓		✓	
ASO (I E & C)	✓	✓			✓			✓	✓			✓
ASO (PG)	✓				✓	✓			✓			✓
ASO (D & D)	✓	✓			✓			✓	✓			✓

Position	Digital Fluency	Handling RTI Matters	Cabinet Note Preparation	Monitoring and Evaluation	Financial Management (Budget/PFMS)	Grievance Redressal/management	Data Analytics	Handling Parliamentary Matters	Office Procedure, Noting & Drafting	Contract Management	Public Procurement	E-Office & office management
Assistant Library Officer - D&D	✓								✓			✓
Research Assistant (e-Gov)	✓								✓	✓	✓	✓
ASO (AR)	✓	✓						✓	✓			✓
Total	35	23	16	15	15	15	14	13	12	11	11	10

Table 10: Heat map for trainings on behavioural competencies

Position	Communication	Result Orientation	Stress Management	Analytical Thinking	Team Management & Development	Teamwork	Decision Making	Liaison	Time Management
Dir (Admin)	✓	✓		✓	✓		✓		✓
Dir. (ARC)	✓	✓		✓	✓		✓		
DS (AR II)	✓	✓	✓	✓	✓		✓	✓	
Director (O & M)	✓	✓	✓	✓	✓		✓		✓
Dir. (D & D)	✓	✓			✓		✓		
DS (AR I)	✓	✓	✓		✓		✓		
DS (e-Gov I)	✓	✓			✓		✓		

Position	Communication	Result Orientation	Stress Management	Analytical Thinking	Team Management & Development	Teamwork	Decision Making	Liaison	Time Management
DS (e-Gov II)	✓				✓		✓	✓	
DS (PG)	✓	✓			✓		✓	✓	
DS (I E & C)	✓	✓			✓		✓	✓	
US (Admin I)	✓	✓	✓	✓			✓		
US (Admin II)	✓		✓				✓		
US (AR I)	✓	✓	✓						✓
US (AR II)	✓	✓	✓	✓	✓			✓	
US (ARC)	✓			✓			✓		
US (D & D)	✓		✓	✓					
US (I E & C)	✓			✓				✓	
US (e-Gov I)	✓	✓		✓	✓				✓
US (e-Gov II)	✓	✓		✓		✓		✓	
US (O & M)	✓	✓	✓	✓	✓				✓
US (PG) (Policy)	✓	✓		✓	✓				
US (PG)	✓	✓		✓	✓		✓	✓	
SO (Admin I)	✓		✓			✓			✓

Position	Communication	Result Orientation	Stress Management	Analytical Thinking	Team Management & Development	Teamwork	Decision Making	Liaison	Time Management
SO (Admin II)	✓		✓			✓			
Official Language (AD) (Hindi)	✓	✓	✓	✓		✓			✓
DDO (Cash)	✓	✓	✓	✓		✓			✓
SO (PG)	✓					✓		✓	
ASO (Admin I)	✓		✓			✓			
ASO (Admin II)	✓		✓			✓			
ASO (I E & C)	✓		✓			✓		✓	✓
ASO (PG)	✓	✓		✓		✓		✓	
ASO (D & D)	✓		✓			✓			
Assistant Library Officer - D&D	✓					✓			
Research Assistant (e-Gov)	✓		✓			✓			
ASO (AR)	✓		✓			✓		✓	✓
Total	35	20	19	17	16	14	14	12	11

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 domain, functional and behavioural areas. Further organizational level interventions have been proposed to enhance the overall capacity of the Department.

5.1 Individual capacity building initiatives (training interventions)

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

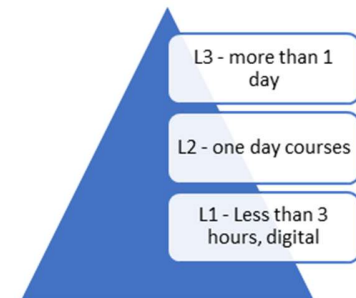


Figure 24: categorization of courses

Table 11: Training calendar summary

Designation	Category	Q1	Q2	Q3	Q4	Sub Total	Grand Total
AS - JS	Domain			6:00	3:37	9:37	58:42
	Functional	10:02	4:14	4:29	8:56	27:41	
	Behavioural	1:07	10:56	8:10	1:11	21:24	
Dir - DS	Domain	2:48		3:00	3:52	9:40	74:42
	Functional	12:40	6:47	12:08	10:28	42:03	
	Behavioural	3:53	11:31	6:09	1:26	22:59	
US	Domain	2:48		3:00	2:19	8:07	83:14
	Functional	13:50	18:25	17:39	11:19	61:13	
	Behavioural	5:18	1:51		6:45	13:54	
SO - ASO	Domain		4:31		3:57	8:28	75:10
	Functional	17:15	9:28	14:40	9:11	50:34	
	Behavioural		8:00	2:26	5:42	16:08	
Total		69:41	75:43	77:41	68:43	291:48	291:48

5.1.1 Training calendar at SO-ASO level

Table 12: Training calendar at SO & ASO level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Domain	Governance	Stakeholders in Governance	<p>The course provides an understanding of the:</p> <ul style="list-style-type: none"> • Basic aspects of Governance • Stakeholders in Governance • Stakeholders in Rural areas • Stakeholders in Urban Governance 	Online	iGOT	ISTM	1h 43m	L1	Q2
Domain	Research	Basics of Public Policy Research	The course provides a clear understanding on how to undertake policy research as well as highlighting the realities of undertaking research. The course guides to the research process and with the necessary knowledge and skills to undertake a piece of policy research.	Online	iGOT	IIPA	2h 48m	L1	Q2
Domain	Report writing	Writing Clear and Concise Reports: Tips and Strategies	This course educates on how to write clear and concise reports that convey information accurately and effectively, how to use visual aids to enhance presentation of data, various styles of reports and various steps involved in report writing process	Online	Udemy*	-	42m	L1	Q4
Domain	Root cause analysis	Root Cause Analysis	This course educates about the different tools used in determining root cause including 5-whys, process mapping, force-field analysis, and matrix charts	Online	Udemy*		3h 15m	L2	Q4
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, the course explores concept of being a good digital citizen	Online	iGOT	Microsoft	1h 15m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
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, their applications, problem-solving abilities, and limitations	Online	iGOT	WITP	2h 20m	L1	Q1
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	L1	Q1
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application-based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q2
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	L1	Q2
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L1	Q2
Functional	Official language knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963	Online	iGOT	FCI	23m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
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	Q2
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 cyber-crime 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	Q3
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 3m	L1	Q3
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L1	Q3
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	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis	Online	iGOT	ISTM	2h	L1	Q3
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	L1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Handling parliamentary matters	Parliament at Work	The course 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	Q4
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	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Durati on of Course	Level	Timeline
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	Q2
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	Q2
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	Q3
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 achieve it. The course places emphasis on setting SMARTER goals.	Online	iGOT	DoPT	40m	L1	Q3
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	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Durati on 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	L1	Q4
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 16m	L1	Q4
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	Q4

5.1.2 Training calendar at US level

Table 13: Training calendar at US level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Domain	Research	Basics of Public Policy Research	The course provides a clear understanding on how to undertake policy research as well as highlighting the realities of undertaking research. The course guides to the research process and with the necessary knowledge and skills to undertake a piece of policy research.	Online	iGOT	IIPA	2h 48m	L1	Q1
Domain	Governance	Ease of living of Citizens- Good governance policies and practices	<p>The aim of the course is:</p> <ul style="list-style-type: none"> to enable the participants to internalise the Impact of Reforms on Citizen Centric Governance for enhancing ease of living to provide a platform for dialogue and knowledge sharing, especially highlighting the importance of Citizen Centric Governance to facilitate sharing of experiences and best practice and lessons learnt on Citizen Centric Governance to familiarise the participants on the Citizen Centric Governance framework adopted by the Government of India in implementing projects, including policy IT applications and e-governance initiatives 	Online	iGOT	CBC to develop a course along with HIPA	3h	L1	Q3
Domain	Root cause analysis	Root Cause Analysis	This course educates about the different tools used in determining root cause including 5-whys, process mapping, force-field analysis, and matrix charts.	Online	Udemy*		1h	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Domain	Report writing	Writing Clear and Concise Reports: Tips and Strategies	This course educates on how to write clear and concise reports that convey information accurately and effectively, how to use visual aids to enhance presentation of data, various styles of reports and various steps involved in report writing process	Online	Udemy*	-	42m	L1	Q4
Domain	Case study writing	Writing Case Studies	This course covers typical types of case studies, which fit both online and print formats. It guides the participants to explore strategies for making a compelling case study and find out how to avoid some common pitfalls.	Online	LinkedIn learning *		37m	L1	Q4
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	L1	Q1
Functional	Digital Fluency	Microsoft Word Beginners	This course teaches learners how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L1	Q1
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	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Establishment Matters	Annual Performance Appraisal Report (APAR)	The course will guide about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and Sparrow Rule.	Online	iGOT	ISTM	38m	L1	Q1
Functional	Establishment Matters	Code of Conduct for Government Employees	This course covers: 1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q1
Functional	Digital Fluency	Word Advanced	This course educates the learners 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	Microso ft	2h 49m	L2	Q1
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, the course explores concept of being a good digital citizen.	Online	iGOT	Microso ft	1h 15m	L1	Q1
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microso ft	7h	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Cabinet note preparation	Preparation of Cabinet Notes	This course focuses on Indian government's Cabinet notes preparation process, rules and procedures, inter-ministerial consultations, and handling special circumstances. The course also focuses on Indian government administration and decision-making processes.	Online	iGOT	ISTM	5h 10m	L1	Q2
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L1	Q2
Functional	Official language knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q2
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q2
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	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional		VIKAS	Bouquet of courses on functional competencies of employees	Online	iGOT	CBC	4h	L1	Q3
Functional	Public procurement	Government E Marketplace	This course provides an over view of the GeM Ecosystem. It covers 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	Q3
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microso ft	3h 49m	L2	Q3
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	Q3
Functional	Handling RTI matters	Right to Information - Public Information Officers/ Appellate Authority	TBD	Online	iGOT	CBC to create a course in collabora tion	1h	L1	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
						with HIPA			
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q3
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	L1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
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	L1	Q4

Competency Area	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	Q4
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 cyber-crime 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	Q4
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	L1	Q4
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. Defining these parameters as they pertain to your goal helps	Online	iGOT	DoPT	40 m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
			ensure that your objectives are attainable within a certain time frame						
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	Q1
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	Q1
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q1
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	Q1
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	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
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	Q2
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	Q4
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	Q4

5.1.3 Training calendar at DS-Dir level

Table 14: Training calendar at DS-Dir level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Domain	Research	Basics of Public Policy Research	The course provides a clear understanding on how to undertake policy research as well as highlighting the realities of undertaking research. The course guides to the research process and with the necessary knowledge and skills to undertake a piece of policy research.	Online	iGOT	IIPA	2h 48m	L1	Q1
Domain	Governance	Ease of living of Citizens- Good governance policies and practices	The course educates on principles and practices of good governance that prioritize citizen-centric services and effective public service delivery. It explores stakeholder engagement, transparency, accountability, and innovation to improve the quality of life and well-being of citizens.	Online	CBC to develop a course in collaboration with HIPA	HIPA	3h	L1	Q3
Domain	Root cause analysis	RCA: Root cause analysis	In this course, you will learn: - What is a root cause analysis? - What is the process required to conduct an RCA? - The purpose and importance of RCA. - Tools and methods required for RCA. - Key points to consider when running an RCA. - A case study example.	Online	Udemy*		3h 15m	L2	Q4
Domain	Writing Case Studies	Writing Case Studies	This course covers typical types of case studies, which fit both online and print formats. It guides participants to explore strategies for making a compelling case study and find out how to avoid some common pitfalls.	Online	LinkedIn Learning *		37m	L1	Q4
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	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
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	Q1
Functional	Digital Fluency	Word Advanced	This course educates learners 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	Q1
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L1	Q1
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, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q1
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	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
Functional	Handling parliamentary matters	Parliamentary procedure	This course on Parliamentary Procedures covers the composition and functions of the Indian Parliament, key terminologies associated with its proceedings, types of questions used by parliamentarians, and the process of submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation.	Online	iGOT	ISTM	2h	L1	Q2
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	Q2
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application-based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q2
Functional	Code of conduct	Code of Conduct for Government Employees	This course covers 1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q3
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	Q3
Functional	Establishment Matters	Annual Performance Appraisal Report (APAR)	The course will guide about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and Sparrow Rule	Online	iGOT	ISTM	38m	L1	Q3

Competency Area	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	TBD	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	Q3
Functional	Official language knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q3
Functional		VIKAS	Bouquet of courses on functional competencies of employees	Online	iGOT	CBC	4h	L1	Q3
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q3
Functional	Policy Making	Public Policy and the VUCA World	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem.	Online	iGOT	IIPA	2h 7m	L1	Q3
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	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
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 20min	L1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q4
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
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	Q4
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	LBSNA A	1h 35m	L1	Q1
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	Q1
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	Q1
Behavioural	Team management and development	BSNL Mission Karmayogi	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 (CENTUM Learning)	9h 5m	L2	Q2
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,	Online	iGOT	ISTM	1h 51m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course	Level	Timeline
			inquiry process and the consequences under the POSH act.						
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	Q2
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	Q3
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	Q3
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q4

5.1.4 Training calendar at AS-JS level

Table 15 Training calendar at AS-JS level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Domain	Governance	Training Programme on Good Governance for Effectiveness of Welfare and Development Measures	<p>This course covers:</p> <ul style="list-style-type: none"> • Concept, features and importance of good governance • Discuss the various development/welfare programmes in operation and the Issues arise in the efficient and effective implementation • Deliberate on the mechanisms for addressing the Governance Gap and the effective delivery 	Online	iGOT	CBC to create a course in collaboration with V.V. Giri National Labour Institute	6h	L2	Q3
Domain	Root cause analysis	Root Cause Analysis: Getting to the Root of Business Problems	The course defines root cause analysis (RCA) and explains how to work with others to find root causes. It covers how to build a Pareto chart to separate vital causes from trivial ones, then explores the Is/Is Not method, process mapping, fishbone diagrams, five whys analysis, and more. It also talks about how one can combine different root cause analysis methods and offers tips and suggestions to make root cause analysis process more effective and efficient.	Online	LinkedIn learning*		37m	L1	Q4
Domain	e-governance	Effective Service Delivery through e-Governance for Senior Officers	The course aims to enhance the understanding of senior officers on e-governance and develop their skills for designing and implementing effective e-governance initiatives. It provides practical insights into emerging technologies and best practices for enhancing citizen engagement and satisfaction with government services	Online	CBC to develop a course in collaboration with HIPA	HIPA	3h	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
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, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q1
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	L1	Q1
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	Q1
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	Q1
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	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency	Word Advanced	This course educates learners about advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q2
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application-based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q3
Functional	Policy Making	Public Policy and the VUCA World	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem.	Online	iGOT	IIPA	2h 7m	L1	Q3
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	Online	iGOT	i4C	1h 16m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
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	Q4
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Handling parliamentary matters	Parliamentary procedure	This course on Parliamentary Procedures covers the composition and functions of the Indian Parliament, key terminologies associated with its proceedings, types of questions used by parliamentarians, and the process of submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation.	Online	iGOT	ISTM	2h	L1	Q4
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	L1	Q4
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	Q1
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	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Team management and development	BSNL Mission Karmayogi	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	L2	Q2
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	Q3
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	Q3
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	Q3
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
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	Q4

*Policy for pricing and payment for courses on platforms to be determined by CBC.

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

Table 16: 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.

5.2 Recommended books and Ted talks

Books and TED Talks are powerful resources for building competencies and developing skills. Some of the ways in which books and TED Talks can be important for competency building are:

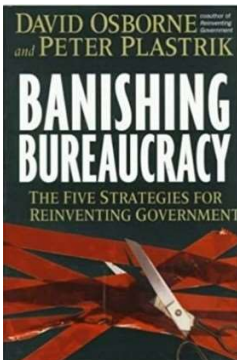
- **Access to expertise:** Books and TED Talks are often written or delivered by experts in a particular field or domain. By reading books or watching TED Talks, individuals would gain access to the knowledge and expertise of these experts, which would help them develop competencies in a specific area
- **Exposure to different perspectives:** Books and TED Talks would expose individuals to different perspectives and ideas, which would broaden their understanding and help them develop critical thinking skills. This exposure to new ideas and perspectives will also help individuals identify areas for growth and development.
- **Self-directed learning:** Books and TED Talks can be consumed at an individual's own pace and on their own schedule, which makes them a convenient tool for self-directed learning. This is particularly important for individuals who have limited access to formal training or who prefer to learn independently.
- **Inspiration and motivation:** Books and TED Talks are a source of inspiration and motivation for individuals, helping them to stay engaged and committed to their learning goals. By exposing individuals to stories of success and accomplishment, books and TED Talks can also help build confidence and self-efficacy.

5.2.1 Recommended Books



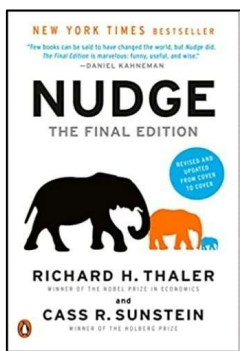
“The author plays around the idea of replacing bureaucracy with new models that are better for the information age. Kamarck asks questions like: What will this new government look like? Will it work in all areas? Will it be more democratic than before? And how will leaders be different? Kamarck thinks that today's government leaders have many options to choose from. They need to find the right way to solve problems in the post-bureaucratic world.”

The book helps the reader to understand and question the ways administering governance can be made more people centric.



"Banishing Bureaucracy" is a book that goes beyond the traditional ways of running public organizations. It offers five strategies that can transform public systems into more effective, efficient, adaptable, and innovative organizations. This book gives inspiring examples of organizations that work well and offers specific ways to make change happen. It's a roadmap that shows how to reinvent public organizations and make them work better. This book is helpful for anyone who wants to improve public service and make it more effective.

The book will help reader to think and conceptualize reforms in public organizations.



The book has led to the creation of over 400 "nudge units" in governments worldwide and many groups of behavioural scientists in various industries. The book teaches how to use "choice architecture" to make better decisions for ourselves, our families, and our communities. It helps us to think more carefully about the choices we make and how they impact the lives. The book has been helpful for people who want to make better decisions and for governments that want to improve the policies and governance.

The book gives a perspective on human element of change management, hence provided the reader to develop better policies and understand finer nuances of change management, to better implement these changes

5.2.2 Recommended Ted Talks

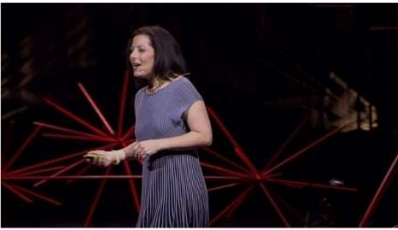


Estonia has achieved a remarkable transformation by providing nearly all public services online. From starting a business to voting, citizens can conduct all government-related activities through "e-Estonia." Anna Píperal, an expert in the program, shares the principles that power Estonia's "e-government" success. She argues that other countries should follow Estonia's lead to eliminate outdated bureaucracy and regain citizens' trust. Píperal highlights the importance of security, transparency, and user-centered design in creating a successful e-government

system. By adopting these principles, other countries can make government services more accessible, efficient, and user-friendly.

The talk inspires the listeners to understand and look for best practices and how they were conceived and implemented

https://www.ted.com/talks/anna_piperal_what_a_digital_government_looks_like



Beth Noveck, former deputy CTO at the White House, talks about the open-data revolution and what governments can learn from it. She envisions a future where bureaucracies are connected to citizens, data is shared, and democracy is truly participatory. Noveck believes in creating a "writable society" where citizens are not just passive recipients of government services but active participants in shaping government policies. She emphasizes the importance of open data in building trust between governments and citizens and creating more efficient and effective public services. By embracing open data, governments can better understand the needs of their citizens and create policies that reflect those needs. Noveck's vision of a writable society is a world where citizens have a voice in shaping their government and where government is more transparent and responsive to the needs of its citizens.

The talk could nudge the listeners to explore the idea of exploiting data to design better policies

https://www.ted.com/talks/beth_noveck_demand_a_more_open_source_government



The leader of the UK's Conservative Party, in a talk, highlights that we are entering a new era where governments will have less power and less money, while individuals empowered by technology will have more. He explores how these trends could be used to create smarter policies by tapping into new ideas on behavioural economics. The speaker suggests that by recognizing that individuals have different needs and desires, policymakers can create policies that are more effective and efficient. He believes that technology can help facilitate this by

creating platforms for citizen engagement and feedback. By working together, governments and citizens can create a more responsive and effective public sector that meets the needs of all members of society.

The talk focuses on impact and advantage of technology for better governance

https://www.ted.com/talks/david_cameron_the_next_age_of_government



Jennifer Pahlka, a coder and activist, believes that government can be run like the internet, in a permissionless and open way. She believes that apps, built quickly and cheaply, can connect citizens to their governments and their neighbours, creating a more responsive and efficient public sector. Pahlka highlights the importance of open data and open-source software in enabling citizens to participate in creating the policies and services that affect their lives. By

embracing this approach, governments can become more transparent, responsive, and collaborative, working with citizens to create a better future for everyone.

The speaker focuses on adopting experimental ways of doing things instead of traditional ways by giving real world examples.

https://www.ted.com/talks/jennifer_pahlka_coding_a_better_government





5.3 Organizational capacity building initiatives


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

- People
- Process
- Technology
- Policy

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

Table 17: Organization Level Intervention

Dimension		Observed Challenge	Suggested interventions
	Systems and Processes	Process Improvement: Need improvement in existing systems and processes related to administrative reforms	Inculcate scientific approach of administrative reforms such as research, need analysis, design of strategy and process, pilot testing, risk assessment, course correction, implementation & outreach, periodic reviews and upgradation based on changing needs and feedback from whole of the Government
	Resources and Assets	Skilled manpower: Identification of right candidate for the right position.	Induct young professionals/ interns (with specialization in administrative reforms, technology and e-gov)
		Learning Culture: Continuous learning and passing on institutional memory/knowledge for new joiners	Institutionalization of induction process: Mentor/Buddy Program, Process walk-throughs, Reading materials/ e-content for policies, act and SoPs to be followed
	Partnerships and Relationships	New partnership: Need to focus on partnering with reputed institutions / Organizations for developing out of the box thinking, strategies and frameworks	Collaboration with national and international reputed institutions/organizations on research and development for administrative reforms and e-Gov (special focus on technology)
	Technology and Data	Leverage Data: Department is handling large amount of grievance data which can be used to obtain meaningful insights about the whole of government ecosystem	Use of AI & ML for data analysis, visualization and decision making to enable quick redressal of critical grievances
	Personnel Management	Refresher course/ optional training: More than 50% of the respondents have not attended any training program in the last 3 years and most of the trainings attended by the employees are mandatory training required for promotions	Periodic Trainings: Training need assessment has to be done periodically and based on identified needs training interventions need to be institutionalized

Dimension	Observed Challenge	Suggested interventions
	Knowledge sharing within divisions: Divisions within the DARPG do not get the opportunity to share ideas or best practices with each other.	Creating a culture of knowledge sharing: Establish regular communication channel, such as weekly or monthly meetings to encourage teams to share updates and insights with other divisions Centralized Communication platform: A platform which allows employees to share information, ask questions and collaborate with each other
	Siloed working: Limited communication and interactions among employees from different divisions leading to forming of silos and missed opportunities for collaborations to work together for the larger vision of the Department	Know your peers: Department can encourage a culture of team by organizing group events and team building activities with employees across divisions

5.4 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 joiners 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 Department. 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 Department for better coordination and collaboration. Proposed induction module for the Department is summarized below:

Table 18: Induction module for Department

S.No	Modules	Details	Duration
1.	Governance framework adopted by Govt	<ul style="list-style-type: none"> Elements of governance framework Panchpran- aligning governance with 5 philosophical pledges Focus on national priorities and citizen centric governance 	20 minutes
2.	Introduction to the Department of Administrative Reforms and Public Grievances (DARPG)	<ul style="list-style-type: none"> Overview of the Department's mission, vision, and key functions Introduction to the organizational structure of DARPG and key personnel Understanding of the role of DARPG in promoting good governance and effective public service delivery 	30 minutes
3.	Public Grievance Redressal Mechanisms	<ul style="list-style-type: none"> Overview of public grievance redressal mechanisms in India and the role of DARPG in addressing grievances 	30 minutes

S.No	Modules	Details	Duration
		<ul style="list-style-type: none"> Explanation of the Grievance Redressal Framework, including the guidelines for handling grievances, escalation and resolution process Understanding of the online public grievance redressal system, CPGRAMS (Centralized Public Grievance Redress and Monitoring System) 	
4.	e-Governance	<ul style="list-style-type: none"> Understanding elements of e-governance and its relevance in modern-day public service delivery Introduction to the National e-Governance Plan (NeGP) and its objectives Overview of the e-Governance initiatives in practice at DARPG such as e-Office, e-Samiksha, and e-Performance 	30 minutes
5.	Administrative Reforms	<ul style="list-style-type: none"> Explanation of the role of DARPG in promoting administrative reforms and the challenges faced in implementing them 	20 minutes
6.	Ethics and Values	<ul style="list-style-type: none"> Understanding of the ethical values and principles that underpin public service delivery Overview of the Code of Conduct for public servants and the need for ethical conduct in the workplace Discussion on the importance of transparency, accountability, and integrity in public service delivery 	20 minutes

6. Conclusion

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



Capacity Building Commission, Government of India

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

7 Annexures

7.1 CBU constitution letter

No.L-11011/1/2023-Admin-DARPG (8056)
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Administrative Reforms & Public Grievances

5th Floor, Parliament Street,
Sardar Patel Bhawan, New Delhi - 110001
Dated the 10th January 2023

MEETING NOTICE

Subject: Meeting of Capacity Building Unit - DARPG at 5:00 PM on 10.01.2023

The undersigned is directed to state that the Capacity Building Unit (CBU) under the chairmanship of the Additional Secretary in the Department of Administrative Reforms & Public Grievances has been constituted vide OM No. No. A-54/1/2018-Admin-DARPG (5601) dated 03.01.2023 (copy enclosed). As desired by the chairman, the first meeting of the CBU is scheduled to be held today i.e. 10-01-2023 at 5.00 PM in Conference Hall, DARPG, 5th Floor, Sardar Patel Bhawan, New Delhi.

2. All members of the CBU-DARPG and representatives from CBC are requested to make it convenient to attend the meeting positively.

KHAMCHIN NAULAK

(Khamchin Naulak)
Under Secretary to the Govt. of India
Tele: 23401453

Distribution:

- 1) All members of CBU DARPG
- 2) CBC/EY (Shri Surya Narayana Sasthry, Manager) with the request to attend the meeting
- 3) PPS to Secretary (DARPG)/PSO to AS/PSO to JS (Admin)/PA to JS (AR)

7.2 Finalized CNA questionnaire for the Department

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Capacity Needs Assessment (CNA) Form for DARPG

Capacity Needs Assessment (CNA) Form for DARPG

Capacity Needs Assessment (CNA) Form:

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

***Required**

1. Name of the employee *

2. Designation *

Mark only one oval.

- Secretary
- Additional Secretary
- Joint Secretary
- Director/ Equivalent
- Deputy Secretary/ Equivalent
- Under Secretary/ Equivalent
- Section Officer/ Equivalent
- Assistant Section Officer/ Equivalent
- Senior Secretariat Assistant/ Equivalent
- Junior Secretariat Assistant/ Equivalent

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Capacity Needs Assessment (CNA) Form for DARPG

3. Please select the Division/ Section/ Wing/ Office you work for. *

Mark only one oval.

- Administration Division (Admin.I / Establishment)
- Administration Division (Admin.II/ General Administration)
- Documentation And Dissemination (D&D) Division
- E-Governance (E-gov) Division
- Administrative Reforms (AR) Division
- Administrative Reforms Commission (ARC) Division
- International Exchange & Cooperation (IE&C) Division
- Organization & Method (O&M) Division
- Public Grievances (PG) Division
- Other: _____

4. You were recruited under which cadre/services? *

Mark only one oval.

- Indian Administrative Service (IAS)
- Indian Revenue Service (IRS)
- Indian Telecom Service (ITS)
- Other AIS/Organized Service
- Indian Audit and Accounts Service (IAAS)
- Indian Forest Service (IFS)
- Central Secretariat Service (CSS)
- Central Secretariat Stenographers Service (CSSS)
- Central Secretariat Clerical Service (CSCS)
- Other: _____

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5. How long (in years) have you worked for DARPG? *

Mark only one oval.

- <1 year
- 1-3 years
- 4-5 years
- 6-10 years
- more than 10 years

6. How long (in years) have you worked in the same post? *

Mark only one oval.

- <1 year
- 1-2 years
- 3-5 years
- 6-8 years
- more than 8 years

7. How many years of service is/are left before retirement? *

Mark only one oval.

- <1 year
- 1-2 years
- 3-5 years
- 6-8 years
- more than 8 years

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Capacity Needs Assessment (CNA) Form for DARPG

Roles & Responsibilities: Please list down your broad main roles and responsibilities.

Nature:

Strategic Roles & Responsibilities: The activities with long term horizon or having significant impact on functioning of Ministry. For ex: Budget Planning, Policy Development, Goal settings for Employees, etc.

Routine Roles & Responsibilities: The activities that impact the day-to-day operations of the ministry. For ex: Grievance Redressal, Note taking, Salary processing; etc.

Frequency: Daily/ Monthly/ Quarterly/ Annually

8. 1st Roles & Responsibility *

9. Nature of 1st Roles & Responsibility *

Mark only one oval.

Strategic

Routine

10. Frequency of 1st Roles & Responsibility *

Mark only one oval.

Daily

Monthly

Quaterly

Annually

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Capacity Needs Assessment (CNA) Form for DARPG

11. 2nd Roles & Responsibility *

12. Nature of 2nd Roles & Responsibility *

Mark only one oval.

- Strategic
 Routine

13. Frequency of 2nd Roles & Responsibility *

Mark only one oval.

- Daily
 Monthly
 Quaterly
 Annually

14. 3rd Roles & Responsibility *

15. Nature of 3rd Roles & Responsibility *

Mark only one oval.

- Strategic
 Routine

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Capacity Needs Assessment (CNA) Form for DARPG

16. Frequency of 3rd Roles & Responsibility *

Mark only one oval.

- Daily
- Monthly
- Quaterly
- Annually

17. Please list other key roles and responsibilities (not listed above). *

**Previous
Trainings**

Please answer the following three questions related to the last training that you attended

18. When was the last time you attended a training program? *

Mark only one oval.

- < 3 months
- 3-6 months
- 7-12 months
- more than 1 year ago
- more than 3 years ago

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Capacity Needs Assessment (CNA) Form for DARPG

19. Whether the above training was mandatory or optional: *

Mark only one oval.

Yes

No

20. What was the duration of the training? *

Mark only one oval.

Less than a week

Up to 4 weeks

More than 4 weeks

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

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

Mark only one oval.

Online

Classroom

Hybrid

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Capacity Needs Assessment (CNA) Form for DARPG

26. Self-identified need regarding 1st Domain Competency *

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

27. 2nd Domain Competency you feel, you require for the role. Choose any one option *
from the below

Mark only one oval.

- Grievances pertaining to Central Government agencies
- Public grievance management
- Liaison with State Governments, professional institutions etc. in public management matters
- Administration of Central Secretariat Manual of Office Procedure
- Dissemination of governance knowledge and best practices
- Promoting Reforms through e-Governance

28. Self-identified need regarding 2nd Domain Competency *

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

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Capacity Needs Assessment (CNA) Form for DARPG

31. 1st Functional Competency you feel, you require for the role. Choose any one option from the below ★

Mark only one oval.

- Policy Formulation
- Government Program & Project Formulation
- Digital Fluency (Learning New Applications)
- Data Literacy (Learning how to analyse data)
- Contract Management
- Financial Management
- Monitoring and Evaluation
- Public Outreach and Advocacy (Print, social media and Official Website Management)
- Procurement Management
- Project Management
- Human Resource Management (All matters related to employee from recruitment to retirement)
- Handling RTI Matters
- Office Management
- Administrative Communication (Noting, Drafting, Technical Proposal writing)
- Training and Skill Development
- Material & Services Management
- Litigation Management
- Handling Parliamentary Matters
- Grievance Redressal
- Handling Disciplinary Matters

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Capacity Needs Assessment (CNA) Form for DARPG

33. 2nd Functional Competency you feel, you require for the role. Choose any one option from the below *

Mark only one oval.

- Policy Formulation
- Government Program & Project Formulation
- Digital Fluency (Learning New Applications)
- Data Literacy (Learning how to analyse data)
- Contract Management
- Financial Management
- Monitoring and Evaluation
- Public Outreach and Advocacy (Print, social media and Official Website Management)
- Procurement Management
- Project Management
- Human Resource Management (All matters related to employee from recruitment to retirement)
- Handling RTI Matters
- Office Management
- Administrative Communication (Noting, Drafting, Technical Proposal writing)
- Training and Skill Development
- Material & Services Management
- Litigation Management
- Handling Parliamentary Matters
- Grievance Redressal
- Handling Disciplinary Matters

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Capacity Needs Assessment (CNA) Form for DARPG

34. Self-identified need regarding 2nd Functional Competency *

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

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Capacity Needs Assessment (CNA) Form for DARPG

36. Self-identified need regarding 3rd Functional Competency *

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

**Behavioral
competencies:**

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 DARPG. For example, Empathy, self-confidence, communication skills and attitudinal changes to serve the citizen centric goals.

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Capacity Needs Assessment (CNA) Form for DARPG

39. 2nd Behavioural Competency you feel, you require for the role. Choose any one from the below *

Mark only one oval.

- Result Orientation (Planning & Prioritization, Commitment to Quality)
- Stress Management
- Communication
- Learning Agility (Building Institutional Knowledge / Memory)
- Analytical Skill
- Collaboration (Team Spirit, Sharing Knowledge)
- Performing with Enthusiasm
- Team Management & Development
- Stakeholder Management
- Decision Making
- Transdisciplinary Thinking (Sectoral Awareness, Global Mindset)
- Innovation and Improvement (Lateral Thinking, Creativity)
- Visionary Leadership (Strategic Orientation, Seeing Big Picture)
- Change Management

40. Self-identified need regarding 2nd Behavioural Competency *

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

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Capacity Needs Assessment (CNA) Form for DARPG

47. 3rd Technology System you feel, you require to use for the role. Choose any one option from the below *

Mark only one oval.

- Departmental MIS
- e-HRMS
- e-Office
- PFMS
- MS Office Application (Word / Excel / Power Point)
- Sparrow
- iGOT Karmayogi Platform

48. Self-identified need regarding 3rd Technology System that you use *

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

49. Please provide suggestions on Trainings/Workshops/ etc. that you feel would help you to do your role better. *



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Capacity Needs Assessment (CNA) Form for DARPG

50. Preferred mode of training/session: *

Mark only one oval.

- Online
- Classroom
- Hybrid

Citizen / Stakeholder Centricity

51. What are the key challenges faced by DARPG while interacting with other Ministries / Departments / Organization (MDOs) (e.g., Handling grievances / Complaints / Communication, etc.)? *

52. What are the changes that DARPG can bring within its ecosystem to address the above specified challenges (e.g., Domain, Behavioural, Functional, Technology)? *

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Capacity Needs Assessment (CNA) Form for DARPG

53. Do you have any additional comments on how to make functioning of DARPG more effective? *

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