



MINISTRY OF STEEL



CAPACITY BUILDING COMMISSION

Ministry of Steel: Annual Capacity Building Plan

October 2023



Capacity Building Commission, Government of India

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

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1. Executive Summary

1.1. Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) (the “Programme”), in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through guided capacity building, and is based on the philosophy of creating an ecosystem thriving on “competency driven training and human resource management” by transitioning from a 'rules-based' system to a 'roles-based' system”. Under this programme, the Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and is currently conceptualizing and developing Annual Capacity Building Plans (ACBPs) for different Ministries, Divisions, and Organizations of Government of India (GoI) - with Ministry of Steel (MoS) being one of them.

1.2. Annual Capacity Building Plan (ACBP)

The Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key strategic and functional areas within the Ministry, Department, Organisation (MDO) and provides a macro picture of capacity building initiatives that would assist MDOs in effectively executing the work pertaining to those areas.

The plan is incremental in nature in that it identifies a few focus areas that demand immediate attention and will gradually evolve over time into a full-fledged plan. The plan follows a cyclical process of preparation as it involves working in tandem with all departments, divisions and zonal/regional entities within the MDO. Usually, under the strategic direction of the leadership of the MDO, the plan is unfolded phase-wise wherein a few institutes/ divisions are selected for capacity building in the first phase of the exercise.

Under this highly aspirational initiative, CBC aims to facilitate creation of Annual Capacity Building Plans (ACBPs) for all Ministries, Divisions, and Organisations of Government of India to enhance competency and efficacy at all the levels- individual, organizational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity building initiative and hence oversees the planning and implementation of the Mission Karmayogi programme. Under the programme it is envisaged to prepare Annual Capacity Building Plans which would enable:

- A 21st century civil service machinery that is focused on delivering Ease of Living, Ease of Doing Business, Citizen Centricity, and governance reform at its core.
- A civil service which is aligned with national priorities, and is well apprised and equipped to respond to emerging technologies
- Aligning work allocation of civil servants by matching their competencies to the requirements of the post, enabling a transition from 'Rule-based' to 'Role-based' management framework
- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content relevant to the identified FRAC for different positions
- An opportunity for civil servants to continuously build and strengthen their Behavioural, Functional and Domain competencies in their self-driven and guided learning path.

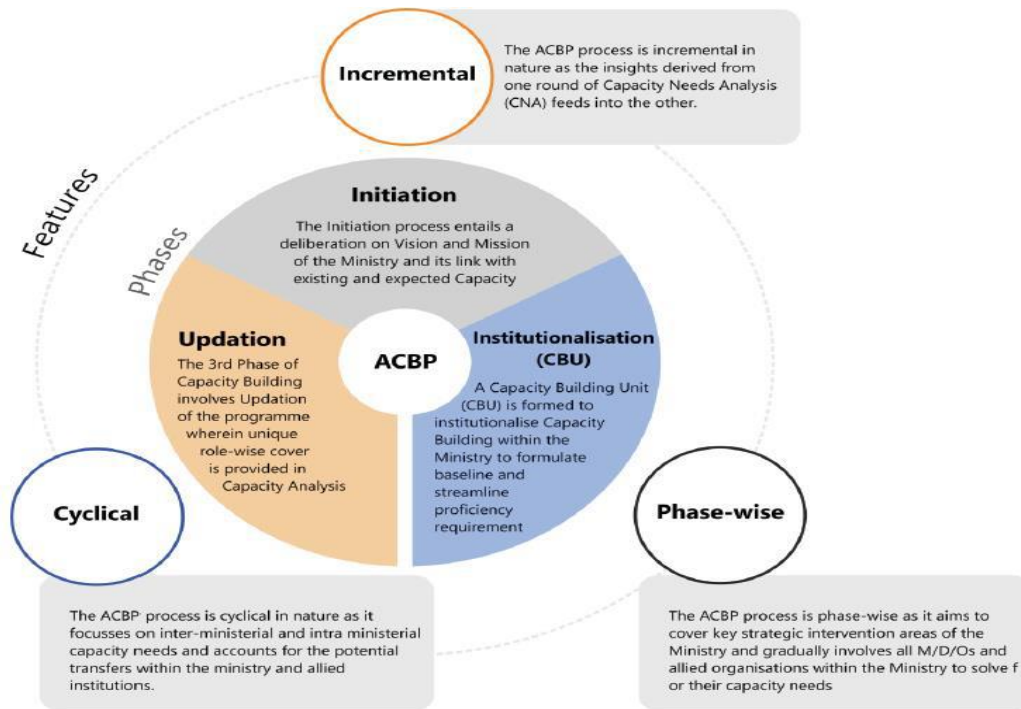


Figure 1: Characteristics of building an ACBP

As highlighted above, 'national priorities', 'emerging technologies' and 'citizen centricity' remain the three key lenses of all the interventions planned by CBC, including the Annual Capacity Building Plans. As per the exercise of ACBP preparation under Mission Karmayogi, each MDO is expected to arrive at its capacity building goals, keeping in focus the mentioned three lenses. The same have been elaborated below.

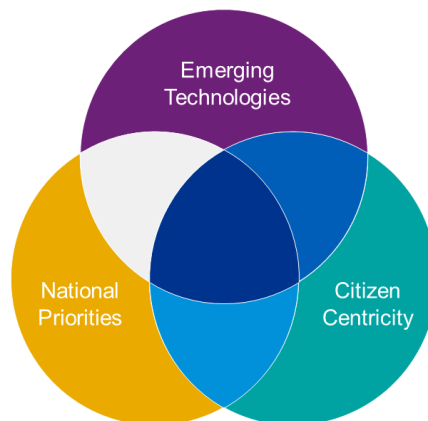


Figure 2: Three lenses of CBC interventions

- **National Priorities:** This lens examines how the MDO contributes to the national priorities now and in future. The national priority includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals, and objectives of the Divisions (whose ACBP is being prepared) are studied to assess how these contribute to national priorities in coming times. Gaps, if found any, would then be identified by ACBP. Addressing these gaps through training and organisation interventions would then become the key goal of ACBP.
- **Emerging Technologies:** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. To prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector in which the MDO is operating. The ACBP will also gauge the capacity MDO currently has and the need to have other emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.
- **Citizen centricity:** The initiative should raise a set of civil service officers who promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen centric initiatives such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for a MDO, will be targeted by ACBP to address using capacity building interventions at individual and organisational level.

1.3. Annual Capacity Building Plan (ACBP) for Ministry of Steel

The ACBP preparation for the Ministry of Steel (MoS) began in December 2022 with the kick-off meeting held with Secretary, MoS.

Capacity Building Unit was formed as a nodal unit for all necessary actions to be taken regarding capacity building for the Ministry of Steel. The Ministry envisages implementation of the ACBP through a Capacity Building Unit (CBU) headed by the Deputy Director General. The CBU, Ministry of Steel, shall be responsible for coordinating with CBC to facilitate the preparation of ACBP and implementation of various capacity building programmes/interventions as laid down in the approach paper for all officers under Ministry of Steel on a continuing basis. The composition of CBU shall be amended as per requirement from time to time.

As part of the process to prepare the ACBP, data collection and collation exercises were initially rolled out to conduct an As-is Assessment of the Ministry. The As-is Assessment aimed at capturing key data pertaining to Ministry, that would enable in building up a baseline for training and capacity building interventions at an institutional level. Roles and responsibilities of various divisions of the Ministry along with the existing capacity building interventions at Ministry level were studied. In-person consultations, spanning across different divisions of the Ministry were undertaken to complete the As-is Assessment. Ministry's mandate, vision, functions, key programmes, emerging focus areas were also studied as part of the secondary research to better understand the roles, responsibilities, and requirements of various Divisions of the Ministry.

As-is assessment was further followed by a Capacity Need Assessment (CNA) exercise at both – individual (role/designation) level and Organization level. Using a consultative approach, discussions were held with the Joint Secretaries/Heads of the various divisions of the Ministry to identify the current competency needs or gaps in various divisions across the Ministry.

Capacity Needs Assessment (CNA) is a process of evaluating an organization's ability to effectively carry out its objectives and meet its goals. CNA is typically carried out to help organizations identify the gaps in their abilities to deliver on their mission, especially in areas where there are limitations in resources, technology, or human capital.

The Capacity of an individual is developed at three levels/pillars namely Domain, functional and Behavioral competencies.

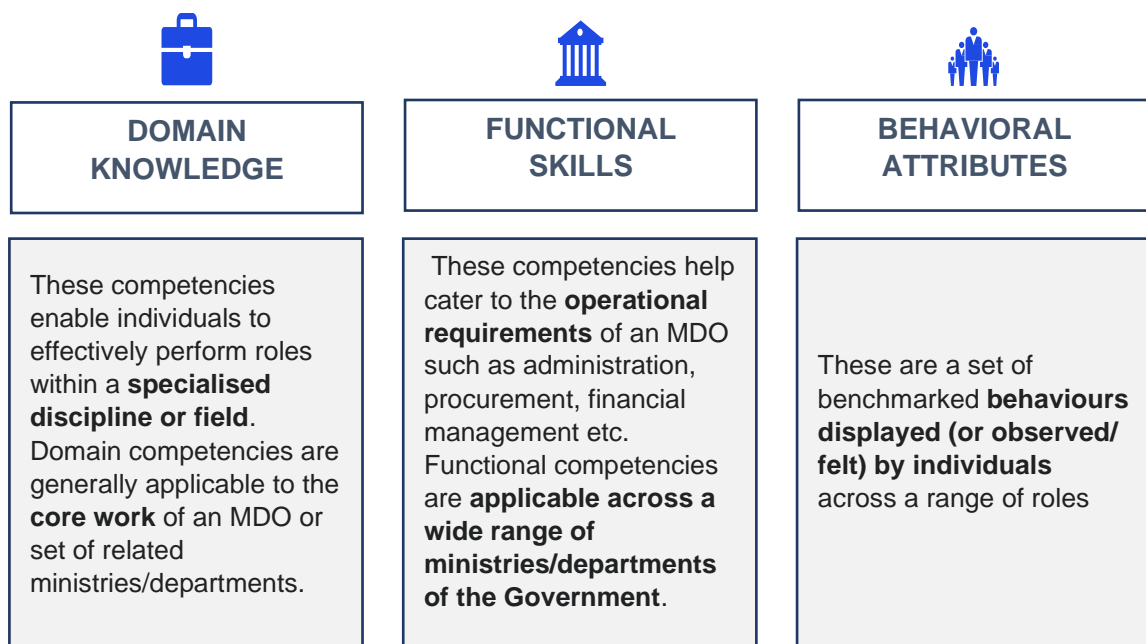


Figure 3: Three pillars of Capacity Building Interventions

A competency is generally defined as the combination of attitude, knowledge and skills that enable an individual to perform the task or job efficiently. Capacity building at individual level refers to the process of equipping the individual government officials with the competencies required to effectively perform their assigned roles. Capacity building at organization level refers to the process of equipping every employee across organization with common competencies such as the vision, mission, mandates, and emerging technologies.

The CNA format captured in the CNA report provides a comprehensive understanding of the Capacity Needs required at various levels and division wise

Post identification of competencies required at various levels, a detailed Annual Capacity Building Plan was developed wherein identified competency gap/ needs were mapped with various training or non-training interventions to assist in bridging these gaps.

The Ministry of Steel, through the development of capacity of its officials intends to improve the coordination and implementation of various programmes aimed towards development of its beneficiary groups. Towards this broader goal, the Ministry intends to strengthen capacities of its current officials and incoming officials, making the Ministry more future ready.

2. Overall approach and methodology

In the initial stages of our project, we have adopted a systematic and comprehensive approach to ensure a thorough understanding of the current state, challenges, and opportunities within the Ministry.

The methodology has been carefully designed to combine various data collection and analysis techniques, including document review, surveys, interactions with key stakeholders, and Focused Group Discussions (FGDs). This multifaceted approach has allowed us to gain valuable insights, create a holistic understanding of the situation, and identify areas for improvement and growth.

The following are the details of steps undertaken for Capacity Building Exercise thus far:

Table 1: Steps taken in the creation of ACBP

Steps	Details
<p>Step 1- Kickoff Meeting</p> <p>Step 2- Meeting with officials of the Ministry</p>	<ul style="list-style-type: none"> • A kick-off meeting was conducted with Additional Secretary along with Joint Secretaries, & Directors of different divisions. • Introduction was provided to the initiative being undertaken for the preparation of the Annual Capacity Building Plan (ACBP). • Details for the formats/tools to be followed for data collection was shared along with identification of a nodal officer from the Ministry. • The current agenda which would focus on capacity building at – individual, organizational, and institutional level was shared along with the critical facets encompassing the same.
<p>Step 3- Understanding the role and function of the Ministry</p>	<ul style="list-style-type: none"> • Following the meeting, team conducted a thorough secondary review of following areas: <ul style="list-style-type: none"> • Ministry’s mandate, roles, activities, policies, any recent developments/trends from Ministry’s website, annual reports, portals etc. • The current organizational structure, important stakeholders of the Ministry including its various attached

	<p>offices/subordinate office, boards and committees, PSUs, and autonomous bodies under the Ministry.</p> <ul style="list-style-type: none"> Ministry's key Programme, priorities, future plan and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology. Sectoral training institutes falling under the Ministry engaged in training of civil servants.
Step 3 - Understanding the role and function of the Ministry	<ul style="list-style-type: none"> Following the meeting, team conducted a thorough secondary review of following areas: <ul style="list-style-type: none"> Ministry's mandate, roles, activities, policies, any recent developments/trends from Ministry's website, annual reports, portals etc. The current organizational structure, important stakeholders of the Ministry including its various attached offices/subordinate office, boards and committees, PSUs, and autonomous bodies under the Ministry. Ministry's key Programme, priorities, plan, and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology. <p>Sectoral training institutes falling under the Ministry engaged in training of civil servants.</p>
Step 4 - As-is Assessment of the Ministry	<ul style="list-style-type: none"> After conducting a thorough secondary review, we interacted with the senior stakeholders to understand the objective, mission, and vision of the Ministry. Understood and mapped various roles/ functions/ capabilities of Ministry of Steel (MOS) by survey-based approach wherein we also held multiple interactions such as one-on-one meetings (interviews, discussions and gathering feedbacks) with Division/Section officials gained the following insights: <ul style="list-style-type: none"> Gathered inputs and resources such as employee list, Channel of Submission, annual report, etc. Identified National Priorities, Citizen Centric Goals as well as Technology Roadmap for the Ministry by performing secondary research via studying MoS's website, induction material, etc. <p>Finalized the AS-IS report basis the inputs/ feedback received from CBU and the Ministry.</p>
Step 4- Data Collection (relevant documents, 1-1 interactions, FGDs, Survey)	<p><u>Primary Tools used for Data Collection</u></p> <p>One On One Interactions:</p>

	<ul style="list-style-type: none"> • We Interacted with the key stakeholders to understand the Ministry’s Vision, Mission, and Key Policies/Schemes, also • Organisation Structure • Roles & Responsibilities of all Divisions/Sections • Existing capacity needs • The current state of affairs within the Ministry/divisions in relation to existing & planned trainings • Conducted and led 4 Leadership One-on-one Interactions with JS, Directors/Deputy Secretary, and their teams • Conducted and led 2 Focused Group discussions with Under Secretary, Section Officer, and Assistant Section Officer Survey: • Launched survey for 80 Ministry officials at Under Secretary, Section Officer, and Assistant Section Officer level • Curated Posters and reminder emails for the participants • Shared daily status with the ministry SPOC on the survey completion rate <i>. Questionnaires</i> • Two sets of Questionnaires were devised for the purpose of: <ul style="list-style-type: none"> ○ Capturing comprehensive data across divisions and levels and to cover a larger set of audience ○ Gauging the actual level of proficiency for the set of competencies. ○ Enhancing the understanding/clarity of respondents and derive meaningful outcomes, the questionnaire was divided into sections and sub-sections. • The Questionnaires were developed for the following set of stakeholders: <ul style="list-style-type: none"> ○ JS and Dir/DS – used during One-on-one Interactions ○ US, SO, and ASO – used during the Survey • To further refine the questionnaire, we incorporated the inputs/feedback received from internal industry experts, CBC, CBU and Ministry. • The questionnaires were finalized after post the approval from CBC and CBU. • <u>Secondary Tools used for Data Collection</u> Documents:
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	<p>Reviewed the following documents to derivate the capacity needs:</p> <ol style="list-style-type: none"> Manual of Procedure Existing Induction Material Channel of Submission Annual Report
Step 5 – Preparation & Validation of AS-IS report	<ul style="list-style-type: none"> The collected data has been analyzed, and the AS-IS report has been prepared and submitted, highlighting the current state of the ministry, along with industry trends. Consolidation of data was done based on all the steps taken above such as alignment of objective with the ministry, understanding the roles and responsibilities through different documents, interactions, surveys etc., along with consultation with respective heads/ Joint Secretaries and other officials. The AS-IS report was then submitted to the Ministry SPOC and validated with the changes suggested by them.
Step 6 – Capacity Needs Analysis	<ul style="list-style-type: none"> We analysed the data collected in Step 4 & 5. Using the inputs from As-Is Assessment and Data Collection stages, we conducted the Capacity Needs Analysis (CNA) exercise. To perform the Capacity Needs Analysis (CNA), we identified the required competencies at unique role level and segregated them into competencies at an Individual and Organizational level. <p>Considering an individual possesses capabilities of varying types such as core/technical skills related to field of work, interpersonal skills, operational/procedural skills etc., we have divided Individual capabilities into three categories- Domain, Behavioral, Functional.</p>
Step 7 – Identification of Training Interventions, Non-training Interventions and Quick Wins	<ul style="list-style-type: none"> Basis the competency gaps highlighted at individual and organizational level by the Capacity Need Analysis (CNA) exercise, we identified training and non-training capacity building interventions through which these gaps can be addressed. Quick Wins accounted for steps which the Ministry took immediately as part of ACBP to meet some of the Capacity Gaps

<p>Step 7 – Drafting Annual Capacity Building Plan (ACBP)</p>	<ul style="list-style-type: none"> • The main purpose of this report is to highlight the annual capacity plan for officials at Ministry of Steel along with the respective identified training institutes for Domain, Functional and Behavioral Competencies • The previous 6 steps highlight the various methodologies used to analyze the data obtained via interactions, focused group discussions, questionnaire or by analyzing the various reports available • The Domain, Functional and Behavioral Competencies identified in the CNA report (Annexure) for various divisions/ sections will help the officials in identifying the critical capabilities required to function more efficiently within the respective Divisions/ Sections • The Annual Capacity Plan is devised basis the As-Is report, the CNA report • The ACBP also highlights the recommended set of training institutes and courses for the capabilities • This report also entails the proposed Table of Content (ToC) for the Induction module that needs to be created for the Ministry Officials
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As mentioned earlier, the basic tenets of the annual CBP flow from three lenses, alignment towards meeting national goals/priorities, citizen centricity aspects and use of technology for seamless and effective decision making, especially emerging technologies as a support function. The annual CBP covers the following aspects:

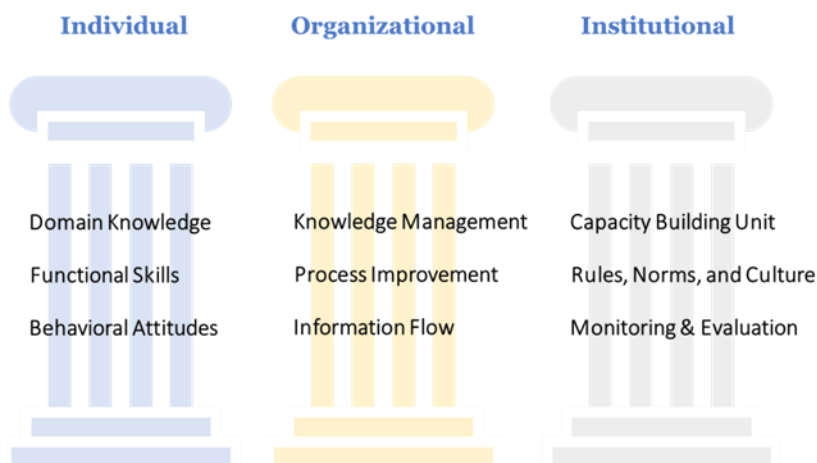


Figure 4: CNA Coverage

3. Overview of the Ministry

This section offers an introduction to Ministry of Steel vision, mission, and key activities. It further describes the organisation structure of the Ministry and the various Divisions/Sections under it. A brief snapshot of key initiatives of the Ministry is also provided to better understand the current activities and requirements of the Ministry.

1.1 About the Ministry

The Ministry of Steel is under the charge of the Minister of Steel and is assisted by Minister of State for Steel. The Ministry is responsible for planning and development of Iron and Steel industry, development of essential inputs such as iron-ore, limestone, dolomite, manganese ore, chromites, ferro-alloys, sponge iron etc. and other related functions.¹

Table 2: Details of attached Organisations / Institutes and CPSEs

Other related Organizations /Institutes / SPV	CPSEs
<ul style="list-style-type: none"> Joint Plant Committee National Institute of Secondary Steel Technology (NISST) Biju Patnaik National Steel Institute International Coal Ventures Limited (ICVL)-SPV 	<ul style="list-style-type: none"> Steel Authority of India Ltd. (SAIL) Rashtriya Ispat Nigam Ltd. (RINL) Ferro Scrap Nigam Ltd. (FSNL) National Mineral Development Corporation (NMDC Ltd.) Manganese Ore (India) Limited (MOIL Ltd.) MECON Ltd. Metal Scrap Trade Corporation Limited (MSTC Ltd.) Kudremukh Iron Ore Company (KIOCL Ltd.)

1.2 National Priorities and Initiative taken by Ministry of Steel

Ministry of Steel has been taking several initiatives to strengthen the Steel industry. Some of the notable initiatives taken by MoS in recent times are explained below.

- Preference to Domestically Manufactured Iron & Steel products (DMI& SP) in government procurement –**
 The policy is applicable to iron & steel products and capital goods for manufacturing iron & steel products, produced in compliance to prescribed quality standards, as applicable.
- Production linked Incentive (PLI) Scheme for Specialty Steel** - provides eligible stakeholders in the steel industry on the production side to avail monetary incentives over a five-year period from 2023-24 to 2027-28. This promotes the companies to take a step further

¹ Annual Report, Ministry of Steel 2021-22

and provides them support to build technology that is on par with the European technology that is imported for steel production. It is expected that the specialty steel production will become 42 million tonnes by the end of 2026-27.

- **Steel Scrap Recycling Policy-** promote a formal and scientific collection, dismantling and processing activities for end-of-life products that are sources of recyclable (ferrous, non-ferrous and other non-metallic) scraps which will lead to resource conservation and energy savings and setting up of an environmentally sound management system for handling ferrous scrap. Develop a globally competitive steel industry by creating 300 million TPA Steel production capacity by 2030 with a contribution of 35-40% from EAF- Electric Arc Furnaces/IF route- Induction Furnaces.
- India and Russia signed an **MoU to carry out R&D** in the steel sector and produce coking coal (used in steel making steel making).
- Under the Union Budget 2023-24, the government allocated **Rs. 70.15 crore (\$8.5 million)** to the Ministry of Steel. The budget's focus is on creating infrastructure and manufacturing to propel the economy.
- The Ministry of Steel, Government of India, signed a **Memorandum of Cooperation (MoC) with the Ministry of Economy, Trade and Industry, Government of Japan, to boost the steel sector through joint activities** under the framework of India–Japan Steel Dialogue.
- **National Steel Policy 2017** intends to create a globally competitive steel industry in India. NSP 2017 envisages 300 million tonnes (MT) steel-making capacity and 160 kgs per capita steel consumption by 2030-31.

1.3 Citizen's Centric Initiatives of the Ministry

The Ministry offers certain services⁸ to Citizens as mentioned below:

1. Processing of applications of the R&D project proposals for approval of funding.
2. Processing of applications for seeking clarifications of steel grades from the purview of steel quality control order by the technical committee.
3. Processing application for recommendation for import duty rebate/concession.
4. Processing application for recommendation for issue of Project Visa for foreign personnel.
5. Processing application for establishment of liaison office in India by foreign company.
6. Prompt Grievance Redressal.
7. Prompt acknowledgement of receipt of letters from clients/citizens.
8. Timely response to letters from clients/citizens.
9. Prompt response to telephone calls on technical matters between 9:30 AM and 5:30 PM on central enquiry number.
10. Prompt response to a request for appointment with appropriate officer after receiving a written request.
11. Prompt payment to vendors and officials for invoices/ bills/ reimbursements submitted.

⁸ Citizen's Charter, Ministry of Steel, Government of India, accessed in January 2023

12. Regular update of Ministry of Steel website.

1.4 Existing and Emerging Technologies Roadmap for Ministry of Steel

Steel is deeply engrained in our society. The construction of homes, schools, hospitals, bridges, cars and trucks – to name just a few examples – rely heavily on steel. The iron and steel sector directly accounts for 2.6 gigatonnes of carbon dioxide (Gt CO₂) emissions annually, 7% of the global total from the energy system and more than the emissions from all road freight². Global demand for steel is projected to increase by more than a third through to 2050 and by 2050 almost one-fifth of the steel produced globally is expected to come from India, compared to around 5% today. This shift can be tackled only when there is a diverse technology portfolio that emerges in India.

Worldwide, the Fourth Industrial Revolution, is accelerating based on key technologies such as IoT, big data, and AI. With the progression of these technologies, companies will convert themselves into smart enterprises, pursuing smart factories and smart management. As a result, new industries and services such as smart cars, smart energy, and smart buildings will all gain ground. This will bring about profound changes in the steel industry by both direct and indirect means: an indirect impact on steel demand through steel-consuming industries and a direct impact on steelmaking process. For smart factories, production costs will be reduced due to increased work efficiency, reduced waste, and swifter decision-making.

Metal and steel organisations have been struggling to overcome their conventional operational improvement techniques which is why Digitisation can help in breaking through the human capacity bottleneck and developing extensive real-time performance systems in the overall supply chain of the steel industry, thereby resolving some of the challenges.

The steel industry is going through an exciting transformation with the evolution of various emerging technologies such as robots, drones, data lakes, predictive analysis and IoT that provide business with valuable solutions. In addition to automating processes, these technologies connect all units in a plant, allowing them to interact in real time and enhancing the efficiency of the whole system. Sound asset performance and technology integration will also boost labour productivity. This will help in reducing costs and increasing profitability across the industry. However, the introduction of new technologies will entail the development of a new talent pool with the requisite skills and the upskilling of the existing workforce. Investment in education and training will be a key enabler in these areas.³

The Ministry of Steel is moving towards technological advancements (e.g., use of Data Analysis & Dashboarding, Geo based land Monitoring System, GeM, etc.). To further facilitate this Ministry have taken Initiatives and taking steps in promoting Research and Development in iron & steel Sector:

1. **Steel Import Monitoring System (SIMS):** To facilitate domestic steel industry by disseminating the data related to steel imports, Steel Import Monitoring System (SIMS) had

² IEA, Website, accessed January 2023

³ POSCO Research Institute, Website, accessed January 2023

- been put in place which requires the importer to submit advance information regarding intended imports to ensure granular data like end-use, grade & other technical specifications etc.⁴
2. Focusing on Energy efficient clean and green technologies for steel rerolling mills (SRRMs)
 3. Energy efficient technologies for induction furnace units - Installation of shredding machine and scrap charging through bucket or vibro – feeder. Replacement of coil cradle of old furnace. Installation of CCM for billet making. Sintering panel for sintering heat.⁵
 4. Processing of Tin slag and technological extraction of critical elements for high strength low alloy steels (PATEL).
 5. Technology development at Pilot scale for energy-efficient production of medium carbon ferromanganese in electric arc furnace
 6. Development of an Advanced Artificial Intelligence based Instrument to Control the Iron Ore Disc Pelletizer
 7. Indigenous development of Austempered Ductile Iron technology for use in automobile & agricultural industries in India-

4. Annual Capacity Building Plan - Training Calendar

Annual Capacity Building Plan (ACBP) serves as a pivotal tool for the Ministry of Steel, ensuring that officials are equipped with the necessary knowledge and skills to effectively manage and regulate the work done within the Ministry.

The significance of training cannot be understated, as the Steel sector is dynamic, characterized by evolving technologies, legal frameworks, and environmental concerns. The Capacity Building Plan aids in systematically identifying critical training needs by performing a need analysis of the capabilities. By mapping these training needs with appropriate institutes, the Ministry can assure that its officials receive tailored and high-quality trainings. This not only enhances their individual proficiencies but also strengthens the Ministry's capability to make informed decisions, promote sustainable practices, and foster economic growth and development.

The Annual Capacity Building Plan (ACBP) has been prepared in lines with the competency requirements identified in CNA exercise – at individual level is presented below. Separate Training plans are prepared for each of the three individual competency categories – Domain, Functional and Behavioural. This is done to further assist the Ministry to demarcate and identify their training priorities across all the three competency categories.

⁴ Ease of doing business, Ministry of Steel, website, accessed January 2023

⁵ Technology summary, article, Ministry of Steel, website, accessed January 2023

Training Calendar 2023-24 for Joint Secretaries (JS) and Economic Advisers (EA)

Table 3: Training Calendar for JS and EA

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Understanding of Government Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc.	Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGO T	L1	Q3
Behavioural	Strategic Decision Making	Problem Solving and Decision Making	35m	Online	Institute of Secretariat Training and Management (ISTM)	iGO T	L1	Q3
Behavioural	Prevention of Sexual Harassment of Women at Workplace	Prevention of Sexual Harassment of Women at Workplace	1h 51m	Online	Institute of Secretariat Training and Management	iGO T	L1	Q3
Behavioural	Conflict Management	Conflict Resolution and Negotiation	1h 35m	Online	Department of Personnel and Training DoPT	iGO T	L1	Q3
Behavioural	Emotional Intelligence	Increasing your Emotional Quotient	1 h 7m	Online	The Art of Living	iGO T	L1	Q3
Behavioural	Interpersonal skills	Interpersonal Skills	1h 37m	Online	Institute of Secretariat Training and Management	iGO T	L1	Q3
Behavioural	Motivation	Motivation	1h 08m	Online	Department of Personnel and Training DoPT	iGO T	L1	Q3
Behavioural	Problem Solving	Problem solving and Decision Making	35m	Online	Department of Personnel and Training DoPT	iGO T	L1	Q3
Behavioural	Stress Management	Stress Management	1h 54m	Online	Indian Institute of Public Administration	iGO T	L1	Q3
Behavioural	Team Development	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGO T	L1	Q3
Functional	Knowledge of Project Management – monitoring, implementation & evaluation (financial)	Project Management	1h 59m	Online	Indian Institute of Public Administration	iGO T	L1	Q4
Functional	Knowledge of MS Office (Excel, PPT, Word)	Excel Advanced	3h 44m	Online	Microsoft	iGO T	L2	Q4



**CAPACITY
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Capacity Building Commission, Government of India

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Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Knowledge of Data Analysis & Visualization	Data Driven Decision Making For Government	2h 30m	Online	Capacity Building Commission	iGOT	L1	Q4
Functional	Ability to Monitor and evaluate of various administrative schemes, policies, and grants	Public Policy and the VUCA World	2h 7m	Online	Indian Institute of Public Administration	iGOT	L1	Q4
Domain	Knowledge about the Ministry	Overview of the Ministry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Domain	Knowledge about the Steel Making process	Steel making process	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Functional	Understanding of Social Media Usage & Guidelines	Social Media & Digital Marketing	Upcoming	Online	Indian Institute of Mass Communication/ISB	iGOT	L1	Q1
Functional	Understanding & monitoring Vigilance/ Disciplinary Cases	Preventive Vigilance	1h 33m	Online	Ministry of Steel	iGOT	L1	Q1
Functional	Understanding of Companies Act, 2013 (Inc. BOD related matters)	Meetings under Companies Act, 2013	38m	Online	National Institute of Communication Finance	iGOT	L1	Q1
Functional	Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc.	Landmark Judgement on Constitutional Provisions - Supreme Court	40m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q1
Functional	Understanding of Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	Finance and Accounts	41m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Functional	Knowledge of General Financial Rules	Understanding the format of Financial Statements	1h 31m	Online	National Institute of Communication Finance	iGOT	L1	Q1
Behavioural	Teamwork and Collaboration (inter and intra Ministerial/Department/Division)	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Behavioural	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L2	Q1
Behavioural	Emotional Intelligence	Emotional Intelligence	45m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Domain	Knowledge of Emerging Technologies	Technological Advancement in smart manufacturing related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
		Technological Advancement in decarbonization related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
Domain	Understanding of global issues, WTO matters, international best practices, etc.	Commerce & Trade	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
Functional	NIC applications: Email	Upcoming	Upcoming	Online	Upcoming	iGOT	L1	Q2
Behavioural	Innovative Thinking	Innovation & Improvement	Upcoming	Online	IIM	iGOT	L1	Q2

Training Calendar 2023-24 for Directors (Dir) and Deputy Secretaries (DS)

Table 4: Training Calendar for Dir & DS

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Understanding of Government Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc.	Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioural	Strategic Decision Making	Problem Solving and Decision Making	35m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioural	Time Management	Time Management	1h 15m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioural	Prevention of Sexual Harassment of Women at Workplace	Prevention of Sexual Harassment of Women at Workplace	1h 51m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q3
Behavioural	Conflict Management	Conflict Resolution and Negotiation	1h 35m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioural	Emotional Intelligence	Increasing your Emotional Quotient	1h 7m	Online	The Art of Living	iGOT	L1	Q3
Behavioural	Interpersonal skills	Interpersonal Skills	1h 37m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q3



Behavioral	Motivation	Motivation	1h 08m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioral	Problem Solving	Problem solving and Decision Making	35m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioral	Stress Management	Stress Management	1h 54m	Online	Indian Institute of Public Administration	iGOT	L1	Q3
Behavioral	Team Development	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Functional	Knowledge of Project Management – monitoring, implementation & evaluation (financial)	Project Management	1h 59m	Online	Indian Institute of Public Administration	iGOT	L1	Q4
Functional	Knowledge of MS Office (Excel, PPT, Word)	Excel Advanced	3h 44m	Online	Microsoft	iGOT	L2	Q4
Functional	Knowledge of Data Analysis & Visualization	Data Driven Decision Making For Government	2h 30m	Online	Capacity Building Commission	iGOT	L1	Q4
Functional	Ability to Monitor and evaluate of various administrative schemes, policies, and grants	Public Policy and the VUCA World	2h 7m	Online	Indian Institute of Public Administration	iGOT	L1	Q4
Domain	Knowledge about the Ministry	Overview of the Ministry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Domain	Knowledge about the Steel Making process	Steel making process	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Functional	Understanding of Social Media Usage & Guidelines	Social Media & Digital Marketing	Upcoming	Online	Indian Institute of Mass Communication/ISB	iGOT	L1	Q1
Functional	Understanding & monitoring Vigilance/ Disciplinary Cases	Preventive Vigilance	1h 33m	Online	Ministry of Steel	iGOT	L1	Q1
Functional	Understanding of Companies Act, 2013 (Inc. BOD related matters)	Meetings under Companies Act, 2013	38m	Online	National Institute of Communication Finance	iGOT	L1	Q1
Functional	Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc.	Landmark Judgement on Constitutional Provisions - Supreme Court	40m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q1
Functional	Knowledge of Public Grievance (Redressal, SPARSH portal, CPGRAM) matters and guidelines	Public Grievance Handling and CPGRAM 7.0	2h	Online	Institute of Secretariat Training and Management	iGOT	L1	Q1
Functional	Understanding of Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	Finance and Accounts	41m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Functional	Knowledge of General Financial Rules	Understanding the format of Financial Statements	1h 31m	Online	National Institute of Communication Finance	iGOT	L1	Q1
Behavioral	Teamwork and Collaboration (inter and intra Ministerial/Department/Division)	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Behavioral	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L1	Q1



Behavioral	Emotional Intelligence	Emotional Intelligence	45m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Domain	Knowledge of Emerging Technologies	Technological Advancement in smart manufacturing related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
		Technological Advancement in decarbonization related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
Domain	Understanding of global issues, WTO matters, international best practices, etc.	Commerce & Trade	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
Functional	NIC applications: Email	Upcoming	Upcoming	Online	Upcoming	iGOT	L1	Q2
Behavioral	Innovative Thinking	Innovation & Improvement	Upcoming	Online	IIM	iGOT	L1	Q2

Training Calendar 2023-24 for Under Secretaries (US)

Table 5: Training Calendar for US

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Understanding of Government Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc.	Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Functional Knowledge of MS Office	MS Excel for Beginners	7h	Online	Microsoft	iGOT	L1	Q3
Functional		MS Powerpoint for Beginners	2h 15m	Online	Microsoft	iGOT	L1	Q3
Functional		MS Word for Beginners	2h 26m	Online	Microsoft	iGOT	L1	Q3
Behavioral	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L2	Q3
Behavioral	Ethical Conduct and Confidentiality	Code of Conduct for Government Employees	35m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioral	Time Management	Time Management	1h 15m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioral	Prevention of Sexual Harassment of Women at Workplace	Prevention of Sexual Harassment of Women at Workplace	1h 51m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q3
Functional	Right to Information Act (RTI)	Right to Information Act Part – 1	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Understanding of Parliamentary Affairs Knowledge	Parliamentary Procedures	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Knowledge of MS Office (Excel, PPT, Word)	Excel Advanced	3h 44m	Online	Microsoft	iGOT	L2	Q4
		Powerpoint Advanced	2h 18m	Online	Microsoft	iGOT	L1	Q4
Functional	Procurement and Tender Writing ability	Public Procurement Framework of GOI	1h 55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Knowledge of Public Grievance (Redressal, SPARSH portal, CPGRAM) matters and guidelines	Public Grievance Handling and CPGRAM 7.0	2h	Online	Institute of Secretariat Training and Management	iGOT	L1	Q4
Functional	Writing Skills ability: Cabinet Note, office order, noting, drafting, report writing, MOMs etc.	Preparation of Cabinet Notes	5h 10m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q4



Functional	Knowledge of Establishment Rules & General Administration Matters: APAR	Annual Performance Appraisal Report (APAR)	34m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Understanding of Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	Budget	1h 40m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Behavioural	Citizen /Customer Focus & Service Excellence	Communication for Citizen Centricity	1h 35m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Behavioural	Stress Management	Stress Management	1h 54m	Online	Indian Institute of Public Administration	iGOT	L1	Q4
Behavioural	Emotional Intelligence	Self Leadership	1h 26m	Online	Art of Living	iGOT	L1	Q4
Behavioural	Teamwork and Collaboration (inter and intra Ministerial/Department /Division)	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Behavioural	Time Management	Time Management	1h 15m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Behavioural	Stakeholder Management	Stakeholders in Governance	1h 43m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Understanding of Establishment Rules & General Administration Matters	Leave Rules	30m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q1
Functional	Understanding of Establishment Rules & General Administration Matters	Pay Fixation	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q1
Functional	Understanding of Establishment Rules & General Administration Matters	Pensionary Benefits	43m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q1
Domain	Knowledge about the Ministry	Overview of the Ministry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Domain	Knowledge about the Steel Making process	Steel making process	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Functional	Understanding of Social Media Usage & Guidelines	Social Media & Digital Marketing	Upcoming	Online	Indian Institute of Mass Communication/ISB	iGOT	L1	Q1
Functional	Understanding & monitoring Vigilance/ Disciplinary Cases	Preventive Vigilance	1h 33m	Online	Ministry of Steel	iGOT	L1	Q1
Functional	Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc.	Landmark Judgement on Constitutional Provisions - Supreme Court	40m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q1
Functional	Knowledge of Data Analysis & Visualization	Data Driven Decision Making For Government	2h 30m	Online	Capacity Building Commission	iGOT	L1	Q1
Functional	Ability to Monitor and evaluate of various administrative schemes, policies, and grants	Formulation of Public Policies	1h 15m	Online	ISTM (Prarambh Course)	iGOT	L1	Q1
Functional	Knowledge of Cybersecurity	Stay safe in Cyber Space	1h 16m	Online	Indian Cybercrime Coordination Centre - I4C	iGOT	L1	Q1
Functional	Understanding of Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	Finance and Accounts	41m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Functional	Knowledge of General Financial Rules	Understanding the format of Financial Statements	1h 31m	Online	National Institute of Communication Finance	iGOT	L1	Q1
Behavioural	Teamwork and Collaboration (inter and intra Ministerial/Department /Division)	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1

Domain	Knowledge of Emerging Technologies	Technological Advancement in smart manufacturing related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
		Technological Advancement in decarbonization related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
Domain	Understanding of global issues, WTO matters, international best practices, etc.	Commerce & Trade	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
Functional	Procurement and Tender Writing ability	Upcoming	Upcoming	Online	Upcoming	iGOT	L1	Q2
Functional	Knowledge of File/Record Management	Upcoming	Upcoming	Online	Upcoming	iGOT	L1	Q2
Functional	NIC applications: Email	Upcoming	Upcoming	Online	Upcoming	iGOT	L1	Q2
Behavioural	Innovative Thinking	Innovation & Improvement	Upcoming	Online	IIM	iGOT	L1	Q2
Behavioural	Emotional Intelligence	Increasing your Emotional Quotient	1h 7m	Online	The Art of Living	iGOT	L1	Q2
Behavioural	Interpersonal skills	Interpersonal Skills	1h 37m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q2
Behavioural	Motivation	Motivation	1h 08m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q2
Functional	Understanding of Establishment Rules & General Administration Matters	Central Govt. employees Group Insurance Scheme	11m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q1
Behavioural	Conflict Management	Conflict Resolution and Negotiation	1h 35m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1

VIKAS course as mandated by CBC

Training Calendar 2023-24 for Section Officers (SO) and Assistant Section Officers (ASO)

Table 6: Training Calendar for SO & ASO

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Functional Knowledge of MS Office	MS Excel for Beginners	7h	Online	Microsoft	iGOT	L1	Q3
Functional	DAKSHTA Course	Noting & Drafting	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Public Procurement Framework of GOI	1h 55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Right to Information Act Part – 1	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Right to Information Act Part – 2	41m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Parliamentary Procedures	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Leave Rules	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3



Functional		Office Procedure	2h 17m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Pay Fixation	43m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Annual Performance Appraisal Report (APAR)	30m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioural	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L2	Q3
Behavioural	Ethical Conduct and Confidentiality	Code of Conduct for Government Employees	35m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioural	Time Management	Time Management	1h 15m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioural	Prevention of Sexual Harassment of Women at Workplace	Prevention of Sexual Harassment of Women at Workplace	1h 51m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q3
Functional	Knowledge of Data Analysis & Visualization	Data Driven Decision Making For Government	2h 30m	Online	Capacity Building Commission	iGOT	L1	Q4
Functional	Ability to Monitor and evaluate of various administrative schemes, policies, and grants	Formulation of Public Policies	1h 15m	Online	ISTM (Prarambh Course)	iGOT	L1	Q4
Functional	Knowledge of Cybersecurity	Stay safe in Cyber Space	1h 16m	Online	Indian Cybercrime Coordination Centre - I4C	iGOT	L1	Q4
Functional	Understanding of Establishment Rules & General Administration Matters	Pensionary Benefits	43m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Understanding of Establishment Rules & General Administration Matters	Central Govt. employees Group Insurance Scheme	11m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Knowledge of MS Office (Excel, PPT, Word)	MS PowerPoint for Beginners	2h 41m	Online	Microsoft	iGOT	L1	Q4
Functional	Knowledge of MS Office (Excel, PPT, Word)	MS Word for Beginners	2h 55m	Online	Microsoft	iGOT	L1	Q4
Behavioural	Stress Management	Stress Management	1h 54m	Online	Indian Institute of Public Administration	iGOT	L1	Q4
Behavioural	Impactful presentation	Introduction to Emerging Technologies	2h 20m	Online	Capacity Building Commission	iGOT	L1	Q4
Behavioural	Conflict Management	Conflict Resolution and Negotiation	1h 35m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Behavioural	Emotional Intelligence	Increasing your Emotional Quotient	1h 7m	Online	The Art of Living	iGOT	L1	Q4
Behavioural	Interpersonal skills	Interpersonal Skills	1h 37m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q4
Behavioural	Motivation	Motivation	1h 08m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Domain	Knowledge about the Ministry	Overview of the Ministry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Domain	Knowledge about the Steel Making process	Steel making process	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q1
Functional	Understanding of Social Media Usage & Guidelines	Social Media & Digital Marketing	Upcoming	Online	Indian Institute of Mass Communication/ISB	iGOT	L1	Q1
Functional	Understanding & monitoring Vigilance/ Disciplinary Cases	Preventive Vigilance	1h 33m	Online	Ministry of Steel	iGOT	L1	Q1
Functional	Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc.	Landmark Judgement on Constitutional Provisions - Supreme Court	40m	Online	Institute of Secretariat Training and Management	iGOT	L1	Q1

Functional	Understanding of Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	Finance and Accounts	41m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Functional	Knowledge of General Financial Rules	Understanding the format of Financial Statements	1h 31m	Online	National Institute of Communication Finance	iGOT	L1	Q1
Behavioural	Teamwork and Collaboration (inter and intra Ministerial/Department /Division)	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Domain	Knowledge of Emerging Technologies	Technological Advancement in smart manufacturing related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2
		Technological Advancement in decarbonization related with Iron and Steel Industry	Upcoming	Online	BPNSI/NISST/MTI	iGOT	L1	Q2

5. Key Modules for Domain Knowledge - Table of Contents

An essential component of Domain Knowledge competencies is the Table of Contents. It serves as an organized roadmap to the multifarious elements that the program encapsulates. This section of the report outlines the content that will be covered in the Induction Program as for an official who joins MoS, and a Refresher course for an official who would like to upgrade his/her domain knowledge. It acts as a reference point, allowing stakeholders to easily navigate through the program's content, recognize its scope, and evaluate its comprehensiveness in covering pertinent topics. This is particularly beneficial for assessing the program's alignment with the objectives that were intended to be achieved.

Module 1: Overview of Steel industry

- Ministry's Vision, Mission, Organisational structure, Roles, and responsibilities of each Division. Challenges and Opportunities in steel sector
- All relevant Policies, Schemes and Acts:
 - National Steel Policy
 - Domestically Manufactured Iron & Steel Products Policy
 - Policy regarding distribution of iron and steel material to SSI
 - Steel Scrap Recycling Policy
 - National Environment Policy
 - National Energy Policy
 - National Mineral Policy
 - National Logistics Policy
 - PLI scheme
 - R&D scheme
 - MMDR Act, Forest Conservation Act
 - Any other Policies related to Coal, Coke, Dolomite, Lime, refractory material

Module 2: Steel making process

- Mining and Extraction
- Processing and beneficiation

- Production process (BF-BOF/EF)
- Casting, rolling
- Finishing, fabrication (surface finishing, cutting, shaping, welding and joining)
- Types of steel and its properties
- Knowledge of Value chain (upstream and Downstream)
- Major steel producing regions in India and in the world
- Issues of steel cluster

Module 3: Technological Advancement in smart manufacturing related with Iron and Steel Industry

- Introduction
- Automation and Digital Technologies used in steel production (Industry 4.0 -robotics, AI/ML, IoT. Augmented and Virtual reality, Automated Guided Vehicles / Crane system, Process Control System)
- International Best Practices

Module 4: Technological Advancement in decarbonization related with Iron and Steel Industry

- Introduction (emission reduction, green energy, process and material efficiency – ISPs and SSSPs)
- ISPs (BFs / EAFs) and SSSPs
- Circular Economy
- Green Hydrogen Mission
- Pathbreaking Technologies:
 - i. HISARANA Process
 - ii. Rotary Hearth Furnace
 - iii. Molten Slag Electrolysis
- Possible Roadmaps and its challenges

Module 5: Commerce & Trade

- WTO matters
- National / International Trade Agreements (focusing on Self-reliance, Quality Control Order)
- Technological terms - Tariff rate, Tariff quota, FoB/CIF prices
- FDI rules
- Anti-dumping duties
- **Understanding Steel Import Monitoring Systems (SIMS) Reports**

Module 6: Economics

- National and global steel market trends w.r.t. production, consumption, prices - Interpretation of data Analysis
- Index of Eight Core Industries
- Knowledge of Wholesale Price Index, Index of Industrial Production (IIP), Purchasing Manager Index (PMI)
- Financial performances of CPSEs (understanding EBIDTA, PBT, PAT, Net worth, Debt-equity ratio, share price)

Module 7: CPSEs related

- Safety guidelines for Iron and Steel sector
- Green field projects
- Role of Govt. nominee Directors in CPSE Board, **understanding Financial statements, Accounting system (Ind As), SEBI (LoDR Regulation), Companies Act, Stock Exchange, corporate social responsibility**
- **Steps involved in renewing Mining Leases, Forest and Environmental clearance.**
- **Steps involved in CPSE divestment**
- **CAPEX – its components and relation to country's GDP**
- **The tendering process for awarding contracts in light of reducing cost overruns**
- Industrial Management
- Industrial Relations
- e-Learning portals of CPSEs/ISPs/Ministries (e.g., e-shala, e-abhigyan, e-pathshala etc.)

6. Quick Wins

MoS has achieved the below milestones in the ACBP journey:

- **Training Interventions Implemented**
 - ~100% iGOT orientation of MoS officials
 - Initiation of courses on iGOT:
 - Code of Conduct for Government Employees
 - Prevention of Sexual Harassment of Women at Workplace
 - Effective Communication
 - Cyber Security and Strategy
 - Introduction to Emerging Technologies
 - Leave Rules
 - Self-Leadership
- **Non-Training Interventions Implemented**
 - Industry Immersion Program with SAIL to be held

- Facilitated curation of domain training content from 3 Institutes – BPSNI, NSIIT and MTI
- Capacity Building initiatives held in the month of September 2023 at 1.30 PM through VC. Details of the trainings are as below:

Table 7: Capacity Building Initiatives - Trainings

Sl. No.	Date	Area / Topic	Speaker- Through VC/IGoT Platform	Officers/ officials to be trained
1	01.09.2023	Role of IO/PO in conducting inquiries	Shri Ranjan Bharti, GM (MRD), Bhilai Steel Plant, Bhilai, Mob.: 9407982001. CBU Observer & Facilitator: Dir (SM)	Dir/DS
2	04.09.2023	Public procurement	Shri Vishwajeet Anand, Sr Mgr (HRD) & Faculty Member SAIL-MTI, Ranchi, Mob.: 8986880018. CBU Observer & Facilitator: DS (AKS)	US / DD
3	05.09.2023	Systems and Procedures of the organisations (Office Procedure (ISTM) on IGoT Platform)	To be attended online through IGoT-Karamayogi Platform	ASO
4	11.09.2023	Ethics and governance (Ethics and Values on IGoT Platform)	To be attended online through IGoT-Karamayogi Platform	AD/SO
5	12.09.2023	Cyber hygiene and security	Shri Chandra Nath Kumar, Sr. Mgr. (HRD) & Faculty Member SAIL-MTI, Ranchi, Mob.: 8986880630. CBU Observer & Facilitator: Dir (NIC)	PPS/PS/PAs

6	13.09.2023	Role of IO/PO in conducting inquiries	Shri Ranjan Bharti, GM (MRD), Bhilai Steel Plant, Bhilai, Mob.: 9407982001. CBU Observer & Facilitator: DS (AKS)	US / DD
7	14.09.2023	Public procurement	Shri Vishwajeet Anand, Sr Mgr (HRD) & Faculty Member SAIL-MTI, Ranchi, Mob.: 8986880018. CBU Observer & Facilitator: Dir (SM)	Dir/DS
8	15.09.2023	Systems and Procedures of the organisations (Office Procedure (ISTM) on IGoT Platform)	To be attended online through IGoT-Karamayogi Platform	AD/SO
9	18.09.2023	Cyber hygiene and security	Shri Chandra Nath Kumar, Sr. Mgr. (HRD) & Faculty Member SAIL-MTI, Ranchi, Mob.: 8986880630. CBU Observer & Facilitator: Dir (NIC)	ASO
10	20.09.2023	Role of IO/PO in conducting inquiries	Shri Ranjan Bharti, GM (MRD), Bhilai Steel Plant, Bhilai, Mob.: 9407982001. CBU Observer & Facilitator: US (BNT)	AD/SO
11	21.09.2023	Public procurement	Shri Vishwajeet Anand, Sr Mgr (HRD) & Faculty Member SAIL-MTI, Ranchi, Mob.: 8986880018. CBU Observer & Facilitator: US (RK)	ASO
12	22.09.2023	Ethics and governance (Ethics and Values on IGoT Platform)	To be attended online through IGoT- Karamayogi Platform	Dir/DS

13	25.09.2023	Systems and Procedures of the organisations (Office Procedure (ISTM) on IGoT Platform)	To be attended online through IGoT-Karamayogi Platform	US / DD
14	26.09.2023	Cyber hygiene and security	Shri Chandra Nath Kumar, Sr. Mgr. (HRD) & Faculty Member SAIL-MTI, Ranchi, Mob.: 8986880630. CBU Observer & Facilitator: Dir (NIC)	Dir/DS
15	27.09.2023	Ethics and governance (Ethics and Values on IGoT Platform)	To be attended online through IGoT-Karamayogi Platform	PPS/PS/PAs
16	29.09.2023	Cyber hygiene and security	Shri Abhijeet Sharma, Assistant Director, Statistics Divisions, M/o Steel. CBU Observer & Facilitator: Dir (NIC)	US/DD

- Capacity Building suggestions as mentioned below, to be added to the Knowledge Management (KM) module of MoS:

- Reports on Steel Sector**

Table 8: Capacity Building initiatives - Reports

S. No.	Reports	Details
1	<u>World Steel Association</u>	Gives global Trends & insights in steel sector
2	<u>Wood Mackenzie reports</u>	Gives global Trends & insights
3	<u>Steel Market Developments - OECD</u>	Provides up-to-date information on global and regional steel markets
4	<u>SteelMint</u>	Prices, Indexes, Data, Insights & Intelligence for Commodity Markets
5	<u>World Economic Forum</u>	Steel Industry - The Net-Zero Industry Tracker

S. No.	Reports	Details
6	lspatguru.com	Articles and trends on steel industry
7	Metalogic PMS	Daily Bytes on steel and minerals

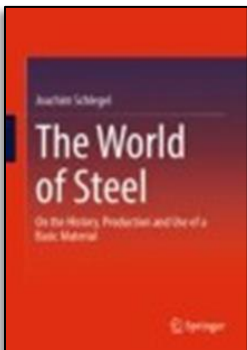
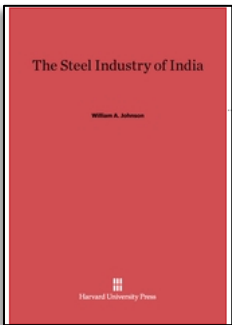
- **Magazines**

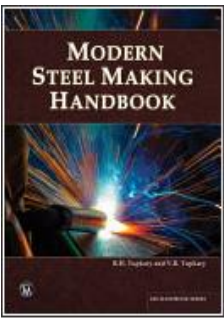
Table 9: Capacity Building initiatives - Magazines

S.No.	Top Journals	Short Description
1	Iron and Steel Technology by the Association for Iron and Steel technology (AIST)	This Journal publishes covers a wide range of topics related to the steel industry, including technological advancements, production processes, and management strategies
2	Journal of Iron and Steel Research, International	This Journal publishes research papers and review articles in the field of iron and steel, focusing on metallurgy, materials science, and engineering
3	Steel Research International	Covers all aspects of the steel industry, including metallurgy, materials science, processing, and applications. It publishes research articles, reviews, and special issues on specific topics
4	Metallurgical and Material Transactions	Focuses on the physical metallurgy and material science of metals and alloys. It includes research articles related to the steel industry and its materials
5	International Journal of Minerals, Metallurgy and Materials	Publishes research articles, review articles, and technical notes in the fields of minerals, metallurgy, and materials, which can help steel industry professionals stay updated on the latest developments

- Books**

Table 10: Capacity Building initiatives - Books

S No.	Book	Book Name	Description
1		The World of Steel: On the History, Production and Use of a Basic Material by Joachim Schlegel	The world of steel is constantly evolving and has become astonishingly diverse, indeed so complex that it is not easy to keep track of it in practice. The aim is to give readers an understanding of this world, from steelmaking, ingot, and continuous casting, forming and machining to finishing, testing and packaging of the products, the processes and equipment predominantly used throughout, including the environmentally compatible recycling and disposal of waste.
2		The Steel Industry of India by William A. Johnson	Describes the principal issues of analysis and policy involved factors of production necessary for growth of the industry; the extent to which India possesses, or lacks, a comparative advantage in the production of iron and steel; whether Indian steel mills have been economically located; and the role of government in stimulating growth both in the industry and, more generally, in the Indian economy.

3		<p>Modern Steel Making by Dr. R. H Tupkary and V.R. Tupkary</p>	<p>Covers Latest developments in steel making technology, providing an overview of industries modern practices. It discusses various methods of steel production, including basic oxygen, electric arc, and induction furnace processes. The book also covers topics such as secondary steelmaking continuous casting and rolling. It is valuable resources for those who are interested and understanding contemporary advancement in the steel industry.</p>
4		<p>Sustainable Materials: With Both Eyes Open by Julian M. Allwood and Jonathan M. Cullen</p>	<p>Examines the potential of sustainable materials use, with a focus on metals, especially steel and aluminium. The authors explore ways to reduce material demand, increasing recycling rates, and develop low carbon alternatives for material production. The book provides valuable insights into sustainable material management and the role of green steel in promoting a greener economy.</p>

7. Way Forward

The way forward for enhancing the skill sets and capabilities of the ministry officials is multifaceted. As next steps, it is imperative that the officials undertake and complete the range of courses that have been shared with them at Division and Ministry level. These courses are tailored to address the specific needs of the different Divisions within the Ministry, as highlighted by the Capacity Needs Assessment (CNA) which is available in Annexure, Division-wise.

The next crucial step is to ensure that the capacity building activities are in alignment with the Ministry's objectives. Concurrently, it is of paramount importance to embark on the curation and digitization of the induction module. This should be built on the foundation of the Key Modules for Domain knowledge -Table of Contents (TOC) that has been shared above in Section 5, which provides a structure and direction for domain training including the Refresher training course and Induction process.

As Way Forward or Next Steps, Ministry of Steel is advised to:

- Review and validate domain content shared by the three institutes – BPNSI, NISST & MTI respectively through pilot run seminars
- Ensure all SOs and ASOs to undergo DAKSHTA course both online (iGOT) and offline
- Ensure all US and DS undergo VIKAS course
- Ensure minimum 6 hrs. of online training completion by each official within 45 days – target to complete all Q3 trainings by all officials
- Industry Immersion Program in collaboration with other ministries to be conducted by CBU biannually
- Conducting learning sessions facilitated by industry experts during the Learning Hour on relevant Domain, Functional, and Behavioural competencies
- Monitor and track the status of all trainings and learning hours
- Training Modules to be curated for MoS by CBC, online for all officers, on the below topics:
 - Self-Development: includes Diet, Exercise, thinking pattern, Time management, Financial Literacy (salary related)
 - Self-Awareness: Knowing one’s strength, weakness, values and beliefs

8. Annexure

8.1 Summary of Capabilities

The following is the table with the summary of Capabilities identified at Ministry level across Domain, Functional and Behavioral verticals. The revised training calendar is

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
1	Overview of the Ministry	Ministry’s Vision, Mission, Organisational structure, Roles, and responsibilities of each Division. Challenges and Opportunities in steel sector	BPNSI /NISST	JS	B
				Dir	B
				US	B
			SO / ASO	B	
		All relevant Policies, Schemes and Acts: <ul style="list-style-type: none"> • National Steel Policy • Domestically Manufactured Iron & Steel Products Policy • Policy regarding distribution of iron and steel material to SSI 	BPNSI /NISST	JS	A
				Dir	A
US	B				
	SO / ASO	B			

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
		<ul style="list-style-type: none"> Steel Scrap Recycling Policy National Environment Policy National Energy Policy National Mineral Policy National Logistics Policy PLI scheme R&D scheme MMDR Act, Forest Conservation Act Any other Policies related to Coal, Coke, Dolomite, Lime, refractory material 			
2	Knowledge about Steel making process	<ul style="list-style-type: none"> Mining and Extraction Processing and beneficiation Production process (BF-BOF/EF) Casting, rolling Finishing, fabrication (surface finishing, cutting, shaping, welding and joining) Types of steel and its properties Knowledge of Value chain (upstream and Downstream) Major steel producing regions in India and in the world Issues of steel cluster 	BPNSI /NISST	JS	A
				Dir	A
				US	B
3	Knowledge about Technological Advancement in smart	<ul style="list-style-type: none"> Introduction 	BPNSI /NISST	SO / ASO	B
				JS	A
				Dir	A
				US	B

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
	manufacturing related with Iron and Steel Industry	<ul style="list-style-type: none"> Automation and Digital Technologies used in steel production (Industry 4.0 -robotics, AI/ML, IoT. Augmented and Virtual reality, Automated Guided Vehicles / Crane system, Process Control System) International Best Practices 		SO / ASO	B
4	Knowledge about Technological Advancement in decarbonization related with Iron and Steel Industry	<ul style="list-style-type: none"> Introduction (emission reduction, green energy, process and material efficiency – ISPs and SSSPs) ISPs (BFs / EAFs) and SSSPs Circular Economy Green Hydrogen Mission Pathbreaking Technologies: <ol style="list-style-type: none"> HISARANA Process Rotary Hearth Furnace Molten Slag Electrolysis Possible Roadmaps and its challenges 	BPNSI /NISST	JS	A
				Dir	A
				US	B
				SO / ASO	B
5	Knowledge about Commerce & Trade	<ul style="list-style-type: none"> WTO matters National / International Trade Agreements (focusing on Self-reliance, Quality Control Order) Technological terms Tariff rate, Tariff 	BPNSI /NISST	JS	A
				Dir	A
				US	B
				SO / ASO	B

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
		quota, FoB/CIF prices <ul style="list-style-type: none"> • FDI rules • Anti-dumping duties • Understanding Steel Import Monitoring Systems (SIMS) Reports 			
6	Knowledge about Economics	<ul style="list-style-type: none"> • National and global steel market trends w.r.t. production, consumption, prices - Interpretation of data Analysis • Index of Eight Core Industries • Knowledge of Wholesale Price Index, Index of Industrial Production (IIP), Purchasing Manager Index (PMI) • Financial performances of CPSEs (understanding EBIDTA, PBT, PAT, Net worth, Debt-equity ratio, share price) 	BPNSI /NISST	JS	A
				Dir	A
				US	B
				SO / ASO	B
7	Knowledge related to CPSEs	<ul style="list-style-type: none"> • Safety guidelines for Iron and Steel sector • Green field projects • Role of Govt. nominee Directors in CPSE Board, understanding Financial statements, Accounting system (Ind As), SEBI (LoDR Regulation), Companies Act, Stock Exchange, 	BPNSI /NISST	JS	A
				Dir	A
				US	B
				SO / ASO	B

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
		corporate social responsibility <ul style="list-style-type: none"> • Steps involved in renewing Mining Leases, Forest and Environmental clearance. • Steps involved in CPSE divestment • CAPEX – its components and relation to country's GDP • The tendering process for awarding contracts in light of reducing cost overruns • Industrial Management • Industrial Relations • e-Learning portals of CPSEs/ISPs/Ministries (e.g., e-shala, e-abhigyan, e-pathshala etc.) 			
1	Understanding of Government Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc.	Level 1 – Government e-Marketplace	Available on iGoT	JS	B
				Dir	B
				US	A
				SO / ASO	A
2	NIC applications: Email	TBD	TBD	JS	B
				Dir	B
				US	A
				SO/ ASO	A
3	Knowledge of MS Office (Excel, PPT, Word)	Ms. Excel for Beginners	Available on iGoT	JS	B
		Ms. Powerpoint for Beginners		Dir	B
		Ms.Word for Beginners		US	A
		Excel Advanced			
		Powerpoint Advanced			
Word Advanced	SO / ASO	A			
4				JS	B

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
	Knowledge of Cybersecurity	Level 1 – Stay safe in Cyber Space	Available on iGoT by I4C	Dir	B
		Level 2 -Foundation course on cyber security	Availabe on iGoT by C-DAC	US SO / ASO	B B
5	Understanding of Social Media Usage & Guidelines	Level 1 – Knowledge on Social Media	In discussion with MICA and Ministry of Information and Broadcasting	JS	B
				Dir	B
				US	B
				SO / ASO	B
6	Knowledge and understanding of Right to Information Act, 2005 (RTI)	Level 1 - Right to Information Act, 2005 – part 1	Available on iGoT by ISTM	JS	A
				Dir	A
		Level 2 – Right to Information for PiOs & APIOs	Will be available on iGoT by ISTM	US	A
				SO / ASO	A
7	Understanding & monitoring Vigilance/ Disciplinary Cases	Level 1 – Consultation with UPSC in disciplinary cases	TBD	JS	A
				Dir	A
		Level 1 -Consolidated instructions on Suspension		US	A
				SO / ASO	A
8	Understanding of Companies Act, 2013 (Inc. BOD related matters)	TBD	TBD	JS	A
				Dir	A
				US	A
				SO / ASO	B
9	Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc.	TBD	TBD	JS	B
				Dir	B
				US	B
				SO / ASO	B
10	Understanding and ability to interpret and implement Contract Management	TBD	TBD	JS	B
				Dir	A
				US	A
				SO / ASO	B
11	Knowledge of Public Grievance (Redressal, SPARSH portal,	TBD	TBD	JS	B
				Dir	B
				US	A

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
	CPGRAM) matters and guidelines			SO / ASO	A
12	Understanding of Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	Level 1 – MDP on Finance for Non-Finance Executives	AJNIFM	JS	B
				Dir	B
		Level 2 – Budgeting and Accounting – course 201	Institute of Chartered Accountants of India (ICAI)	US	B
				SO / ASO	B
13	Knowledge of General Financial Rules	TBD	TBD	JS	B
				Dir	A
				US	A
				SO / ASO	A
14	Knowledge of Project Management – monitoring, implementation & evaluation (financial)	Level 1 – Basics of Project Management	Available on iGoT	JS	A
				Dir	A
				US	B
				SO / ASO	-
15	Understanding of Establishment Rules & General Administration Matters	Level 1 - Leave Rules Pay Fixation Pensionary Benefits Central Govt. employees Group Insurance Scheme	Available on iGoT	JS	B
				Dir	B
				US	A
				SO / ASO	A
16	Writing Skills ability: Cabinet Note, office order, noting, drafting, report writing, MOMs etc.	TBD	TBD	JS	-
				Dir	-
				US	A
				SO / ASO	A
17	Procurement and Tender Writing ability	TBD	TBD	JS	-
				Dir	-
				US	A
				SO / ASO	A
18	Knowledge of Data Analysis & Visualization	TBD	TBD	JS	B
				Dir	B
				US	A
				SO / ASO	A
19	Knowledge of File/Record Management	TBD	TBD	JS	-
				Dir	-
				US	A

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
				SO / ASO	A
20	Ability to Monitor and evaluate of various administrative schemes, policies, and grants	TBD	TBD	JS	A
				Dir	A
				US	B
				SO / ASO	B
21	Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques)	TBD	TBD	JS	-
				Dir	A
				US	A
				SO / ASO	A
22	Introduction to Emerging Technologies (Data Analysis, AI, ML, Blockchain)	Introduction to Emerging Technologies	iGOT	JS	B
				Dir	B
				US	B
				SO / ASO	B
1	Analytical and Critical Thinking	Level 1 – Problem Solving and Decision making	Available on iGoT	JS	A
		Level 2 – Decision Making for Managerial Effectiveness	Will be available by IIM B	Dir	A
				US	B
				SO / ASO	B
2	Conflict Management	Level 1 – Conflict Management and Negotiation	Available on iGoT	JS	A
		Level 2 – Conflict Resolution	Will be available	Dir	A
				US	B
				SO / ASO	B
3	Teamwork and Collaboration (inter and intra Ministerial/Department/ Division)	TBD	TBD	JS	A
				Dir	A
				US	B
				SO / ASO	B
4	Effective Communication	Level 1 – Effective Communication	Available on iGoT by IIM-B	JS	A
		Level 2 – Effective Business Communication	Will be available on iGoT by Swayam IIM-B	Dir	A
				US	A
				SO / ASO	B
5	Emotional Intelligence			JS	A

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
		Level 1 – Increasing Emotional Quotient	Available on iGoT by Art of Living	Dir	A
		Level 2 – Leading Self	Will be available	US	B
				SO / ASO	B
6	Ethical Conduct and Confidentiality	Level 1 - Code of Conduit by Government Employees	Available on iGoT	JS	B
				Dir	B
		Level 2 – Ethics and values in administration		US	B
				SO / ASO	B
7	Innovative Thinking	TBD	TBD	JS	A
				Dir	A
				US	B
				SO / ASO	-
8	Interpersonal skills	Level 1 – csss course to develop behaviour competencies	Available on iGoT	JS	A
				Dir	A
		Level 2 – Building Presence	Will be available by HARAPPA	US	A
				SO / ASO	A
9	Leadership Skills	TBD	IIMs/ ISB	JS	A
				Dir	A
				US	B
				SO / ASO	-
10	Motivation	Level 1 – understanding motivation	Available on iGoT by LBSNAA	JS	A
				Dir	A
		Level 2 – NavChetana- a journey towards inner evolution	Will be available	US	B
				SO / ASO	B
11	Problem Solving	Level 1 – Problem solving and Decision Making	Available on iGoT	JS	A
				Dir	A
		Level 2 – Solve Learning Pathway	Will be available	US	B
				SO / ASO	-
12	Strategic Decision Making	Level 1 – Problem Solving and Decision Making	Available on iGoT by COMMIT	JS	A
				Dir	A
				US	-
				SO / ASO	-

	Competency	Course/ Module	Training Provider	Target officials	Proficiency Levels
13	Stress Management	Level 1 – Stress Management	Avialable on iGoT	JS	B
				Dir	B
		Level 2 – Happiness Program	Will be available by Sri Sri Ravishankar	US	B
14	Team Development	Level 1 – COMMIT – Team Building	Available on iGoT by ISTM	JS	A
				Dir	A
				US	B
				SO / ASO	-
15	Time Management	Level 1 - Time Management	Available on iGoT by DoPT	JS	A
				Dir	B
		Level 2 – Time Management Mastery, Productivity & Goals	Will be available by Udemey	US	B
				SO / ASO	B
16	Impactful presentation	Level 1 - Emerging Technology and Ways of enhancing presentaion skills	Available on iGoT	JS	-
				Dir	-
				US	A
				SO / ASO	B
17	Learning Agility/ Design Thinking	Design Thinking	Will be Available on iGoT – by IIT Delhi	JS	A
				Dir	A
				US	B
				SO / ASO	B

8.2 Capacity Needs Analysis - Role Wise

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Joint Secretary (JS) / or as	Establishment	<ul style="list-style-type: none"> Oversees: 	<ul style="list-style-type: none"> Knowledge of Recruitment Rules 	D



**CAPACITY
BUILDING
COMMISSION**

Capacity Building Commission, Government of India

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

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
applicable to head		<ul style="list-style-type: none"> ○ Creation and upgradation of posts ○ Recruitment rules (group A posts, Group B posts) ○ Appointment and confirmation of Group A and B Posts ○ Transfer of Group A, B, C officers ○ Resignations of Group A & B ● Oversees the reorganization of work under section ● Oversees the distribution of work among DS and above along with US and SO. ● Monitor and review D.P.C. cases, promotions, and other service matters for Group 'A', 'B', and 'C' officers. ● Monitors VIP references 	<ul style="list-style-type: none"> • Understanding of overview of Ministry: Mission, Vision, Organization Structure, roles & responsibilities of each Division/Section 	D
			<ul style="list-style-type: none"> • Understanding of general administration matters (appointment, transfers, resignations etc.) 	D
			<ul style="list-style-type: none"> • Strategic Decision Making 	B
			<ul style="list-style-type: none"> • Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> • Leadership Skills 	B
			<ul style="list-style-type: none"> • Understanding of resource Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Supervision of trainings and skill: Foreign Trainings (Group A, B) Other trainings programs 	<ul style="list-style-type: none"> Knowledge of different training programs for different grades 	D
		<ul style="list-style-type: none"> Monitoring the Disciplinary cases/ Proceedings (Group A, Group B) 	<ul style="list-style-type: none"> Understanding & monitoring Vigilance/ Disciplinary Cases 	F
		<ul style="list-style-type: none"> Supervises miscellaneous matters: reference from PMO/DOPT/Cab. Sec. req. policy matters relating to individual not involving policy decisions Supervises the officers report for NCSC/ NCST 	<ul style="list-style-type: none"> Advanced Knowledge of Schemes/Programs of the Ministry Policy Making Problem Solving 	D F
		<ul style="list-style-type: none"> Monitors: Grant of GPF advance/withdrawal Administers Intimation of transaction under conduct rule (requiring and not requiring relaxation) 	<ul style="list-style-type: none"> Financial Administration Understanding of Conduct Rule 	F D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> • Pay fixation for Group A & B officers 	<ul style="list-style-type: none"> • Knowledge of Pay Fixation related guidelines, rules 	D
	Administration	<ul style="list-style-type: none"> • Monitors Financial matters/ Contingent expenditure/ Miscellaneous Expenditure on purchases/ repair for: • Full powers - POL, Stationery, Electricity and Postal & Telecommunication subject to availability of funds • items of value beyond Rs. 40000/- and up to Rs. 100000/- per annum in each case Rs. 200000/- (non-recurring) in each case • Items of value up to Rs. 100000/- (recurring) a year in each case and Rs. 100000/- (non-recurring) • Hospitality/ Entertainment Misc. Rs. 100000/- (recurring) a year in each case and Rs. 40000/- (non – recurring) 	<ul style="list-style-type: none"> • Knowledge of Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	D
			<ul style="list-style-type: none"> • Understanding of General Financial Rules, 2017 (GFR) 	D
			<ul style="list-style-type: none"> • Effective Communication 	B
			<ul style="list-style-type: none"> • Delegation 	B
			<ul style="list-style-type: none"> • Analytical Thinking 	B
			<ul style="list-style-type: none"> • Time Management 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY			
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified			
			Area	Type B/D/F		
		<ul style="list-style-type: none"> Oversees the following activities: Swachhta Activities Protocol Matters such as issuance of security pass Telephone bill approvals 	<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	D		
			<ul style="list-style-type: none"> Understanding of NIC applications 	F		
			<ul style="list-style-type: none"> Establishment Rules & General Administration Matters 	D		
				<ul style="list-style-type: none"> Supervises and approves office accommodation for: PSUs employee Re-imbursement of medical claims 	<ul style="list-style-type: none"> Team Development 	B
					<ul style="list-style-type: none"> Leadership Skills 	B
					<ul style="list-style-type: none"> Problem Solving 	B
		Joint Secretary (JS) / or as applicable to head	Parliament Cell	<ul style="list-style-type: none"> Supervises the matters related to parliament matters Provisional questions raised by the parliament Monitors the background notes/ oral evidence created for matters 	<ul style="list-style-type: none"> Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> related to various parliamentary committee involving CPSEs Consolidation of replies to questionnaires of various parliament Committees and their submission 	<ul style="list-style-type: none"> Familiarity with the working, policies, and key people in the Ministry of Steel. 	D
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Understanding of the working and management of CPSEs. 	D
			<ul style="list-style-type: none"> Stakeholder Management 	B
		<ul style="list-style-type: none"> Oversees the Matters related to holding meetings of the consultative committee attached to M/o Steel 	<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Conflict Management 	B
		<ul style="list-style-type: none"> Administers and monitors the inputs received & suggested for parliament sessions like: 	<ul style="list-style-type: none"> Analytical Skills 	B
			<ul style="list-style-type: none"> Research Skills 	B
		<ul style="list-style-type: none"> Inputs from all Divisions pertaining to finalization of Legislative & Non legislative proposals pertaining to the Ministry for inclusion in the tentative Government 	<ul style="list-style-type: none"> Inter-Ministerial collaboration 	B
			<ul style="list-style-type: none"> Understanding of the intricacies of public policies 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Business before each session of Parliament Monitoring of notes on the recommendations made by the various committees of the parliament 	<ul style="list-style-type: none"> Understanding of Parliamentary Committees Attention to Detail 	<p>D</p> <p>B</p>
Joint Secretary (JS) / or as applicable to head	Board Level Appointment Cell	<ul style="list-style-type: none"> Majorly involved in monitoring the Board of Directors related matters such as: 	<ul style="list-style-type: none"> Understanding of Board Dynamics 	D
		<ul style="list-style-type: none"> Appointment of the Functional Directors/ Non-Functional Directors / Chief Executives to the Board of Steel PSUs 	<ul style="list-style-type: none"> Familiarity with the roles and responsibilities of board members and executives in public sector units (PSUs) 	D
		<ul style="list-style-type: none"> Additional Charge arrangement to the Board Level officers 	<ul style="list-style-type: none"> Stakeholder Management 	B
		<ul style="list-style-type: none"> Extension of tenure of Board Level officers T&C and Pay Fixation matters of Board Level officers 	<ul style="list-style-type: none"> Negotiation Skills 	B
		<ul style="list-style-type: none"> Confirmation of tenure of Board Level officers Forwarding applications of Board Level officers of PSUs to PESB Monitors Job Description of Board Level Posts 	<ul style="list-style-type: none"> Strategic Decision Making 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Supervises the court cases and other questions such as: Starred and unstarred Parliament Questions Parliament assurances 	<ul style="list-style-type: none"> Familiarity with parliamentary questions, procedures, and assurances. 	D
		<ul style="list-style-type: none"> Administers VIP references addressed to Secy also looks after references received from President Secretariat, PMO and Cabinet Secretariat 	<ul style="list-style-type: none"> Adaptability 	B
			<ul style="list-style-type: none"> Problem Solving 	B
		<ul style="list-style-type: none"> Pursues Audit matters 	<ul style="list-style-type: none"> Leadership Skills 	B
		<ul style="list-style-type: none"> Understanding of audit procedures, norms, and compliance in the public sector. 		D
Joint Secretary (JS) / or as applicable to head	SAIL Division	<ul style="list-style-type: none"> Supervises & monitors the following matters pertaining to: RTI cases Audit Matters VIP cases 	<ul style="list-style-type: none"> Familiarity with the RTI Act and the processes associated with handling RTI queries 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Court cases Parliament question Assurances (LR/RS) Matters related to Mergers & Acquisition Memorandum of Understanding (MOU) Monitors references received from President Secretariat, PMO & Cabinet Secretariat 	<ul style="list-style-type: none"> Knowledge of Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	D
			<ul style="list-style-type: none"> Understanding of the processes and regulations involved in the formation of companies, joint ventures, mergers, and acquisitions 	D
			<ul style="list-style-type: none"> Attention to Detail 	B
			<ul style="list-style-type: none"> Diplomacy 	B
			<ul style="list-style-type: none"> Time Management 	B
		<ul style="list-style-type: none"> Monitors and supervises the formation of new companies / JVs with other PSUs. 	<ul style="list-style-type: none"> Understanding of JVs and their formation 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Monitors the administration related work: Photo passes of officers Appointment of AGM Annual report of SAIL division for ministry of Steel Matters related to Annual Plan. Outcome Budget & Budget Estimates 	<ul style="list-style-type: none"> Ability to handle administrative tasks such as the preparation of annual reports, budget estimates, and appointment matters. 	F
		<ul style="list-style-type: none"> authentication & laying of MOUs Foreign Visits appointment of occupiers of SAIL plants 	<ul style="list-style-type: none"> Project Management (incl. Project monitoring) 	F
		<ul style="list-style-type: none"> Observes changes/ reviews/ recommendations for Mining leases & Environmental clearance 	<ul style="list-style-type: none"> Understanding of Environmental Law 	D
		<ul style="list-style-type: none"> Supervises references to be made to Screening Committee on Labour matters & other Labour matters 	<ul style="list-style-type: none"> Understanding of labour matters 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> • Supervises and monitors matters pertaining to SAIL operations such as: <ul style="list-style-type: none"> ○ Supply of coal/ power/wagons ○ Steel processing units ○ Analysis of Monthly & quarterly performance of SAIL ○ Wage revision of executive related matters 	<ul style="list-style-type: none"> • Understanding of Steel Authority of India Limited (SAIL) Operations 	D
Joint Secretary (JS) / or as applicable to head	RTI Cell	<ul style="list-style-type: none"> • Monitors and reviews third party/s transparency inspection 	<ul style="list-style-type: none"> • Knowledge of Right to Information Act, 2005 (RTI) 	D
			<ul style="list-style-type: none"> • Problem Solving 	B
			<ul style="list-style-type: none"> • Leadership Skills 	B
			<ul style="list-style-type: none"> • Conflict Management 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Joint Secretary (JS) / or as applicable to head	Coordination Division	<ul style="list-style-type: none"> Administers the creation & reviews the following documents: Annual report for Ministry of Steel Induction Material / CCC of MoS Citizen/ Client's Charter Quarterly Hindi Report 	<ul style="list-style-type: none"> Ability to oversee and approve the draft of Annual report, induction material, citizen charter and other miscellaneous reports 	D
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Stakeholder Management 	B
		<ul style="list-style-type: none"> Monitors & provides suggestions for updated on various portals and Dashboards: e-Samiksha Portal Drishti Dashboard Grievance/Appeals 	<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
			<ul style="list-style-type: none"> Knowledge of Public Grievance (CPGRAM Portal) matters and guidelines 	F
		<ul style="list-style-type: none"> Supervises: the Parliament Question/Assurances 	<ul style="list-style-type: none"> Understanding of parliamentary procedures and dynamics 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		received from Lok Sabha/ Rajya Sabha	• Stakeholder Management	B
		<ul style="list-style-type: none"> • Senior Officers Meeting • Material for President's Address for Joint Session of Parliament • Supervises the matters related to Zonal council Secretariat, Parliament Committee 	• Problem-Solving Skills	B
		<ul style="list-style-type: none"> • Comments on the Draft Cabinet Notes/Cos Notes/Bills (Other than substantive subjects allocated to other divisions) /Policy Papers etc. received from other Ministries for comments 	• Ability to review a variety of documents, from annual reports to policy papers.	F
			• Analytical Skills	B
		<ul style="list-style-type: none"> • Reference received from cabinet sectt. / PMO / President Sectt. /NITI Aayog requiring general coordination 	• Interdepartmental Coordination	D
			• Analytical Thinking	F
		<ul style="list-style-type: none"> • Supervises Right to Information Act applications/ appeals 	• Knowledge of Right to Information (RTI) Act:	D
			• Ethical Conduct and Integrity	b

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY			
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified			
			Area	Type B/D/F		
Additional Secretary (AS) / Joint Secretary (JS) / or as applicable to head	MOIL Division / KOIL Division / MECON Division	<ul style="list-style-type: none"> Reviews and supervises the following for MOIL / KOIL / MECON: Budget Financial matters Audit Paras Court cases RTI matters VIP references 	Understanding of Right to Information (RTI) Act	D		
			Understanding of Financial Management: budgeting processes, financial matters, and audit procedures.	F		
			Ethical Conduct and Integrity	B		
				<ul style="list-style-type: none"> Supervises the documents pertaining to MOIL / KOIL/ MECON such as: Annual report related to CPSE Parliament matters – Starred & unstarred questions/ DRPSC Monthly performance reports of MOIL / KOIL/ MECON Monitors the MoU and its submission to DPE at draft level and its finalization to lay it at the parliament 	Ability to review monthly performance reports	F
					Document Review and Supervision	F
					Attention to Detail	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Administers the performance and updates of the platforms and dashboards – Drishti, e-samiksha etc. 	<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
		<ul style="list-style-type: none"> Monitors Pragati updates Supervises the Signing of SPR for confirmation and extension 	<ul style="list-style-type: none"> Analytical Skills 	B
		<ul style="list-style-type: none"> Looks after Foreign Tours of Chief Executives part time as well as full time Director of the Central PSE 	<ul style="list-style-type: none"> Effective Communication Diplomacy 	B B
Joint Secretary (JS) / or as applicable to head	Official Language (Rajbhasha Vibhag)	<ul style="list-style-type: none"> Overseeing the implementation of the following matters: 	<ul style="list-style-type: none"> Policy making and implementation 	F
		<ul style="list-style-type: none"> Implementation of Official Language Policy 	<ul style="list-style-type: none"> Coordination skills 	B
		<ul style="list-style-type: none"> Matters relating to the Department of Official Language in connection with the use of Hindi 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Matters relating to submission of Quarterly progress report reg. use of Hindi Translation of letters, documents, Parliament Questions etc. Budget, 	<ul style="list-style-type: none"> Understanding of the Official Language Policy and the processes related to its implementation. 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Annual Report of the Ministry <ul style="list-style-type: none"> • Circulation of orders regarding use of Hindi to different sections of the Ministry & CPSEs • Conduct of inspections on the implementation of Official Language in the CPSEs • Adeptness with Tools & Technology • Familiarity with Legal Matters, Acts and Compliances 	<ul style="list-style-type: none"> • Familiarity with Central Public Sector Enterprises (CPSEs) 	D
			<ul style="list-style-type: none"> • Proficiency in translating documents, letters, and parliamentary questions into Hindi and vice versa. 	D
			<ul style="list-style-type: none"> • Attention to Detail 	B
			<ul style="list-style-type: none"> • Understanding of various Tools & technology (dashboards etc.) 	F
			<ul style="list-style-type: none"> • Time Management 	B
Additional Secretary (AS) / or as applicable to head	NDMC Division	<ul style="list-style-type: none"> • Oversee the preparation and execution of the NMD C Budget. • Supervise the management of Finance and Capital Expenditure (CAPEX) of NMD C. • Manage the CAPEX Review Meeting and ensure all relevant 	<ul style="list-style-type: none"> • Knowledge of Budgeting and Finance 	D
			<ul style="list-style-type: none"> • Knowledge of Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> parties are prepared and present. Supervise the process of responding to Audit Paras. 	<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 (GFR) 	D
			<ul style="list-style-type: none"> Knowledge of Audit Paras and compliance 	D
		<ul style="list-style-type: none"> Supervise the process of understanding and implementing the MoU signed by NMDC with Ministry of Steel. 	<ul style="list-style-type: none"> Understanding of Policy and Legislative Matters 	F
		<ul style="list-style-type: none"> Supervise the coordination of Parliament matters related to NMDC. 	<ul style="list-style-type: none"> Problem Solving 	B
		<ul style="list-style-type: none"> Manage the process of addressing MP/VIP/PMO references related to NMDC. 	<ul style="list-style-type: none"> Inter-ministerial coordination 	B
		<ul style="list-style-type: none"> Oversee the management of RTI Matters pertaining to NMDC 	<ul style="list-style-type: none"> Knowledge of Right to Information Act, 2005 (RTI) 	D
		<ul style="list-style-type: none"> Manage the supervision of Joint Ventures/Foreign Acquisitions of NMDC. 	<ul style="list-style-type: none"> International Relations and Acquisitions 	
			<ul style="list-style-type: none"> Leadership Skills 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Oversee the process of providing inputs for bilateral/multilateral relations with foreign countries. 	<ul style="list-style-type: none"> Understanding of JVs/ Foreign acquisitions 	D
			<ul style="list-style-type: none"> Conflict Management 	B
			<ul style="list-style-type: none"> Understanding of international business laws and regulations 	D
			<ul style="list-style-type: none"> Multilateral Diplomacy 	B
			<ul style="list-style-type: none"> Cross-cultural understanding 	B
			<ul style="list-style-type: none"> Networking skills 	B
		<ul style="list-style-type: none"> Supervise the Performance Review of NMDC. 	<ul style="list-style-type: none"> Attention to Detail 	B
		<ul style="list-style-type: none"> Oversee the preparation, review, and laying of the annual report of NMDC Ltd. 	<ul style="list-style-type: none"> Analytical skills 	B
		<ul style="list-style-type: none"> Supervise the process of APARs/SPRs of Board of Directors of NMDC Ltd. 	<ul style="list-style-type: none"> Skills on performance Development 	F
			<ul style="list-style-type: none"> Understanding of Board of Directors related matters 	D
			<ul style="list-style-type: none"> knowledge of APAR/ SPR's 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Art of giving feedback 	B
		<ul style="list-style-type: none"> Supervise and ensure timely and efficient response to important matters related to NMDC Ltd. Manage the revision of pay scales in regard to employees of NMDC Ltd. Oversee the issuance of MHA PHOTO Pass to employees of NMDC Ltd. Supervise the process of updating the E-Samiksha/PRAGATI Portal. 	<ul style="list-style-type: none"> Knowledge and understanding of administrative and HR Matters 	D
			<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
			<ul style="list-style-type: none"> Networking skills 	B
		<ul style="list-style-type: none"> Oversee the scheduling, preparation, and follow-ups for meetings in the Ministry and with other Ministers. Supervise the issuance of notifications on appointment of occupier in regard to premises/building of NMDC Ltd. 	<ul style="list-style-type: none"> Effective communication 	B
			<ul style="list-style-type: none"> Understanding of property laws 	D
		<ul style="list-style-type: none"> Oversee the process of handling complaints/representations pertaining to NMDC. 	<ul style="list-style-type: none"> Understanding of Complaints and Legal Issues 	D



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage the processing of grievances received through CPGRAM, including preparation of periodical reports and returns. Supervise the handling of Court Cases related to NMDC. 	<ul style="list-style-type: none"> Conflict Resolution Analytical skills Knowledge of Public Grievance (CPGRAM Portal) matters and guidelines 	<ul style="list-style-type: none"> B B F
		<ul style="list-style-type: none"> Oversee the preparation of Inputs for Annual Report of Ministry of Steel. 	<ul style="list-style-type: none"> Monitoring of Reports 	<ul style="list-style-type: none"> F
Additional Secretary (AS) / or as applicable to head	Raw Material Division	<ul style="list-style-type: none"> Ensuring Raw Material Security and availability to all Steel Stakeholders 	<ul style="list-style-type: none"> Raw Material Security and Availability 	<ul style="list-style-type: none"> D
			<ul style="list-style-type: none"> Problem-solving 	<ul style="list-style-type: none"> B
			<ul style="list-style-type: none"> Decision-making 	<ul style="list-style-type: none"> B
			<ul style="list-style-type: none"> Stakeholder Management 	<ul style="list-style-type: none"> B
			<ul style="list-style-type: none"> Knowledge of Supply chain Management, Procurement, 	<ul style="list-style-type: none"> D
			<ul style="list-style-type: none"> Understanding of Domestic Steel Players 	<ul style="list-style-type: none"> D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Operations Management	D
		• All Policy matters related to Coal; CBI matters on Coal	• Understanding of Policy Development, Regulatory Compliance, Government Relations	D
			• Analytical Thinking	B
			• Knowledge of policies related to Coal	D
			• Effective Communication	B
			• Negotiation Skills	b
		• Supervising the work of assisting iron and steel units for coal linkages including sponge iron units/steel sector; Setting up of Coal washeries by Steel CPSEs	• Understanding of Coal Linkages	D
			• Project Management (incl. Project monitoring)	F
			• Vendor management	F
			• Operations Management	F
			• Collaboration	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Result Orientation	B
			• Teamwork	B
		<ul style="list-style-type: none"> Supervises Linkages of Natural Gas, Coal Based Methane Gas, Coal Gasification 	• Knowledge of Natural Gas and Coal-based Products	D
			• Strategic Thinking	B
		<ul style="list-style-type: none"> Monitors Foreign Investments abroad of steel sector; Procurement of Coking Coal from Russia, US and Mongolia 	• Understanding of Foreign Investments and Procurement	D
			• Cross-Cultural Sensitivity	B
			• Negotiation	B
		<ul style="list-style-type: none"> Supervises all logistics matters; Slurry Pipelines; Railways; Shipping; Road & Dedicated Freight Corridors; National Infrastructure Pipelines 	• Understanding of International Market, pricing	D
			• Knowledge of Infrastructure Planning, Logistics etc.	D
		<ul style="list-style-type: none"> Monitors resource Efficiency and Steel Recycling in NITI Aayog; 	• Problem-solving	B
			• Knowledge of Recycling and Energy Policy	D
			• Networking	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		National Energy Policy by NITI Aayog	<ul style="list-style-type: none"> Knowledge of Policy Development 	D
		<ul style="list-style-type: none"> Monitors all policy matters related to iron ore; Advice to Ministry of Mines on policy; Review of Royalty rates and Dead Rent of Major Minerals 	<ul style="list-style-type: none"> Understanding of Iron Ore Policy and Mining 	D
			<ul style="list-style-type: none"> Analytical Thinking 	B
			<ul style="list-style-type: none"> Understanding of Royalty rates, dead rents of Major Minerals 	D
		<ul style="list-style-type: none"> Administers the export duty of Iron Ore and Iron ore Pellet; Review of Export Policy of Manganese Ore and Chrome Ore; Import License of Ferro Manganese, Ferro Chrome, Ferro Silicon Slag 	<ul style="list-style-type: none"> Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules 	D
		<ul style="list-style-type: none"> Supervises major court cases in Hon'ble Supreme Court; Court Cases on Mining in different High Courts; Central Empowered Committee (CEC) of Hon'ble SC 	<ul style="list-style-type: none"> Knowledge of legal matters - litigation, arbitration & conciliation, paperwork, etc. 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Looks after PMO References; Parliament matters; MP/VIP/PMO references 	<ul style="list-style-type: none"> Stakeholder Management 	B
		<ul style="list-style-type: none"> Monitors the processing of grievances received through CPGRAM; RTI Matters 	<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	F
		<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
Additional Secretary (AS) / or as applicable to head	Technical Division	<ul style="list-style-type: none"> Supervise the quality control processes in line with WTO technical regulations 	<ul style="list-style-type: none"> Understanding of Quality Control, International Trade Law 	D
			<ul style="list-style-type: none"> Analytical Thinking 	B
			<ul style="list-style-type: none"> Attention to Detail 	B
		<ul style="list-style-type: none"> Oversee the preparation and submission for PM Trophy, NMD Award, Secondary Steel Award 	<ul style="list-style-type: none"> Knowledge of awards Management, Quality Control 	D
		<ul style="list-style-type: none"> Effective Communication 	B	

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Time Management	B
		• Direct and monitor R&D activities in the iron and steel sector	• Knowledge of Research and Development, Materials Science (Iron & Steel)	D
			• Critical Thinking	B
		• Supervise matters related to DGFT - EXIM Policy, EPCG, Project Import etc.	• Knowledge of International Trade, EXIM Policies	D
		• Oversee the implementation of safety protocols in the Iron & Steel sector	• Knowledge of Occupational Health and Safety, Materials Science (Iron & Steel)	D
			• Problem Solving	B
		• Manage and supervise energy and environmental issues	• Understanding of Environmental Science, Energy Management	D
		• Oversee matters related to ship breaking	• Understanding of Maritime Law, Environmental Science	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle matters related to Parliament (likely legislative or reporting issues) 	<ul style="list-style-type: none"> Understanding of Legislative Affairs, Public Administration 	D
			<ul style="list-style-type: none"> Handle miscellaneous matters including VIP references, CPGRAM, RTI etc. 	<ul style="list-style-type: none"> Knowledge of Public Administration, Public Relations
		<ul style="list-style-type: none"> Diplomacy 		B
		<ul style="list-style-type: none"> Effective Communication 		B
		<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	F	
Additional Secretary (AS) / or as applicable to head	Trade & Taxation Division	<ul style="list-style-type: none"> Manage policy matters pertaining to steel market, international and domestic trade Coordinate with D/o Commerce/ DGFT on issues concerning international steel trade, WTO matters etc. 	<ul style="list-style-type: none"> Knowledge of International Trade, Trade Law 	D
			<ul style="list-style-type: none"> Coordination 	B
			<ul style="list-style-type: none"> Market Analysis 	D
			<ul style="list-style-type: none"> Decision Making 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Provide inputs for issues related to steel trade in bilateral trade agreements Oversee taxation & policy for import & export duty on steel products Provide inputs w.r.t. international trade issues (ADD CVD, SG etc.) 	<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Prepare budget proposals for steel sector Manage Production Linked Incentive (PLI) Scheme 	<ul style="list-style-type: none"> Knowledge of Finance, Strategic Planning 	D
		<ul style="list-style-type: none"> Handle Parliament Questions Handle PMO / VIP References Supervise steel price monitoring 	<ul style="list-style-type: none"> Understanding of Public Administration, Legislative Affairs 	D
			<ul style="list-style-type: none"> Analytical Thinking 	B
			<ul style="list-style-type: none"> Understanding of Market & its Analysis 	D
		<ul style="list-style-type: none"> Oversee court cases 	<ul style="list-style-type: none"> Knowledge of Law, Corporate Law 	D
			<ul style="list-style-type: none"> Problem Solving 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY		
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified		
			Area	Type B/D/F	
			<ul style="list-style-type: none"> Knowledge of Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F	
			<ul style="list-style-type: none"> Supervise preparation of Periodical Reports, Annual Reports etc. 	<ul style="list-style-type: none"> Knowledge of Business Administration, Reporting 	D
			<ul style="list-style-type: none"> Oversee operations of Steel Business Development Centre/ Young Professionals 	<ul style="list-style-type: none"> Knowledge of Business Development, Human Resources 	D
			<ul style="list-style-type: none"> Oversee the development of SIMS & related petitions 	<ul style="list-style-type: none"> Knowledge of IT & Systems, Law 	D
Additional Secretary (AS) / Joint Secretary (JS) or as applicable to head	Finance Division / CASH Division/ Budget Division	<ul style="list-style-type: none"> Oversee the budget formulation process, including both non-plan and plan budgets. Ensure the preparation and submission of outcome budgets, financial proposals, and 	<ul style="list-style-type: none"> Data Interpretation 	D	
			<ul style="list-style-type: none"> Problem Solving 	B	
			<ul style="list-style-type: none"> Understanding of Public Finance 	F	
			<ul style="list-style-type: none"> Critical Thinking 	B	

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> detailed demands for grants. Coordinate with the Planning Commission and other relevant ministries on financial matters. Review and monitor progress of expenditure against the approved budget provisions. Oversee the settlement of audit objections, paragraphs, and inspection reports Develop policies and guidelines for financial concurrence and implications on policy matters. Approve deputation abroad proposals and other cases with significant financial implications. 	<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) Leadership Skills Team Development Strategic & Analytical thinking Citizen /Customer Focus & Service Excellence Inter-Ministerial Coordination Attention to Detail Understanding of Audit Paras 	<ul style="list-style-type: none"> F B B B B B B D
Joint Secretary (JS) / CVO or as applicable to head	Vigilance Division	<ul style="list-style-type: none"> Supervise the proposal, finalization, and administration of CVOs in Steel CPSEs Manage vigilance clearance processes and 	<ul style="list-style-type: none"> Understanding of Public Administration Knowledge of CVOs guidelines 	<ul style="list-style-type: none"> D D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> statuses for various levels of Officers/Staff in Ministry of Steel and Steel CPSEs Oversee the submission of vigilance returns/reports, management of classified lists related to Vigilance Division, and monitoring of sensitive posts in Steel CPSEs Supervise inspections, training, and awareness activities, vigilance meetings, and conclave Handle Parliament questions, VIP references, and any other miscellaneous matters not covered above 	<ul style="list-style-type: none"> Attention to Detail 	B
			<ul style="list-style-type: none"> Knowledge of CPSEs 	D
			<ul style="list-style-type: none"> Understanding & monitoring Vigilance/ Disciplinary Cases 	F
			<ul style="list-style-type: none"> Decision Making 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
		<ul style="list-style-type: none"> Oversee decision-making process and investigations regarding complaints, including anonymous and pseudonymous matters 	<ul style="list-style-type: none"> Knowledge of Public Administration, Law Enforcement 	D
			<ul style="list-style-type: none"> Diplomacy 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Provide comments on complaints from Cabinet Secretariat / PMO or any statutory authority; Departmental comments on CBI reports; Reconsideration of the CVC's advice 	<ul style="list-style-type: none"> Leadership Skills 	B
Additional Secretary (AS) / Joint Secretary (JS) or as applicable to head	M F Division	<ul style="list-style-type: none"> Supervises the Handling of Parliament Questions/Assurances and matters relating to Parliamentary standing/consultative committees 	<ul style="list-style-type: none"> Knowledge of Public Administration, Legislative Affairs 	D
			<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
		<ul style="list-style-type: none"> Supervises the VIP references and examination of complaints against executives of MSTC/FSNL, including references from PMO and Cabinet Secretariat 	<ul style="list-style-type: none"> Public Relations 	D
			<ul style="list-style-type: none"> Oversee matters related to Memorandum of Understanding (MoU) and MoU Evaluation of MSTC and FSNL, review of their performance, court cases, and disinvestment 	<ul style="list-style-type: none"> Corporate Law, Business Administration Understanding of MoUs, court cases

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manages matters related to Steel Scrap Recycling Policy, Vehicle Scrapping Policy, Committee on Circular Economy, and all matters requiring coordination between Ministry of Steel and other organizations pertaining to IEC 	<ul style="list-style-type: none"> Understanding of Mining leases & Environmental Clearances 	D
			<ul style="list-style-type: none"> Knowledge of Recycling and Circular Economy 	D
			<ul style="list-style-type: none"> Knowledge of National Energy Policy 	D
			<ul style="list-style-type: none"> Knowledge of Steel Scrap Recycling Policy 	D
			<ul style="list-style-type: none"> Inter-Ministerial Coordination 	B
		<ul style="list-style-type: none"> Oversee financial matters including the submission of ATN on Audit Paras, budget provision under B.E./R.E. in respect of IEC, and commercial matters of MSTC/FSNL 	<ul style="list-style-type: none"> General Financial Rules, 2017 (GFR) 	F
			<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY			
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified			
			Area	Type B/D/F		
		<ul style="list-style-type: none"> Supervise matters related to the organization of India Steel, participation of steel sector in World Expo, IITF, and non-financial logo support for Conferences/Expos 	<ul style="list-style-type: none"> Understanding of Event Management, Public Relations 	D		
			<ul style="list-style-type: none"> Effective communication 	B		
			<ul style="list-style-type: none"> Problem Solving 	B		
				<ul style="list-style-type: none"> Manage administrative matters including wage revision of executives and non-executives of MSTC and FSNL, Annual General Meeting (AGM) of MSTC, and updation of Annual Report of Ministry of Steel 	<ul style="list-style-type: none"> Human Resources, Business Administration 	F
					<ul style="list-style-type: none"> Attention to Detail 	B
Additional Secretary (AS) / Joint Secretary (JS) or as applicable to head	International Cooperation Cell	<ul style="list-style-type: none"> Oversee matters relating to Greenfield Projects 	<ul style="list-style-type: none"> Project Management 	F		
			<ul style="list-style-type: none"> Understanding of Greenfield Projects 	D		
			<ul style="list-style-type: none"> Emerging Trends, growth analysis & technology trends in Mining sector 	D		

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle matters pertaining to Steel Committee of Organization for Economic Cooperation and Development (OECD), Joint Working Groups (JWGs) of Ministry of Mines, and other bilateral/multilateral meetings or inputs 	<ul style="list-style-type: none"> Understanding of Bilateral / Multilateral issues 	D
			<ul style="list-style-type: none"> Leadership Skills 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Knowledge of Steel Committee at Organization for Economic Co-operation and Development (OECD) 	D
		<ul style="list-style-type: none"> Review the Draft Cabinet Notes pertaining to JVs/MoUs with foreign countries and manage India-Japan Steel Dialogue 	<ul style="list-style-type: none"> Understanding of International Treaties & Cooperations, MoUs 	D
		<ul style="list-style-type: none"> Manage matters pertaining to import of Coking Coal from Mongolia 	<ul style="list-style-type: none"> Understanding of International Trade and its related policies 	D
		<ul style="list-style-type: none"> Oversee all matters pertaining to liaison with foreign Governments through MEA 	<ul style="list-style-type: none"> Inter-Ministerial coordination 	B
			<ul style="list-style-type: none"> Analytical Thinking 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle matters pertaining to Parliament Questions, VIP References, Court cases, PMO References, and inputs for Annual Report of Ministry of Steel 	<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
			<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Strategic Decision Making 	B
			<ul style="list-style-type: none"> Leadership Skills 	B
Additional Secretary (AS) / Joint Secretary (JS) or as applicable to head	Steel Development Institutes Division	<ul style="list-style-type: none"> Oversee appointment/removal of Executive Secretary JPC, Chief Economist ERU, Director of NISST and BPNSI, promotion of Executive Staff of NISST and BPNSI, and establishment matters 	<ul style="list-style-type: none"> Understanding of functioning of NISST and BPNSI 	D
			<ul style="list-style-type: none"> Knowledge of Establishment Rules & General Administration Matters 	F
		<ul style="list-style-type: none"> Manage meetings of SDF Managing Committee, Constitution of Board and meetings of NISST and BPNSI 	<ul style="list-style-type: none"> Familiarity with the roles and responsibilities of board members and executives 	D
			<ul style="list-style-type: none"> Time Management 	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle Lok Sabha/Rajya Sabha Questions (Starred & Unstarred) and ATNs of Dept relating Parliament Standing Committee 	<ul style="list-style-type: none"> Knowledge of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
		<ul style="list-style-type: none"> Oversee nomination of non-official members to the steel Consumers' Councils, arranging of meetings of SEC, and issuance of Resolution of SEC 	<ul style="list-style-type: none"> Conflict Management 	B
			<ul style="list-style-type: none"> Leadership Skills 	B
		<ul style="list-style-type: none"> Manage Annual Reports/Induction Note and Skill Development issues 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Strategic Decision Making 	B
Additional Secretary (AS) / Joint Secretary (JS) or as applicable to head	Industrial Development Division	<ul style="list-style-type: none"> Oversee National Steel Policy, policy regarding distribution of iron & steel material to SSI, matters related to pig iron industry steel providing industry, steel processing industry, and FDI references 	<ul style="list-style-type: none"> Knowledge of National Steel Policy 	D
			<ul style="list-style-type: none"> Understanding of Domestically Manufactured Iron And Steel Products policy 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Knowledge of Policy regarding distribution of iron and steel material to SSI 	D
			<ul style="list-style-type: none"> Knowledge of Policies related to Iron Ore - National Mineral Policy, MMDR Act 	D
			<ul style="list-style-type: none"> Knowledge of Mission Purvodaya – (development of steel clusters near integrated steel plants) 	D
			<ul style="list-style-type: none"> Understanding of Global issues like environment & climate change - reduction in emissions, green energy / green steel, green hydrogen initiatives, decarbonization/ FCA 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Knowledge of International best practices in Steel Industry	D
			• Understanding of Green field projects	D
			• Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules	D
			• Understanding of Safety guidelines for Iron and Steel Sector	D
		<ul style="list-style-type: none"> Implement, Monitor, Review, and Evaluate matters relating to Inter-Ministerial Group (IMG), Project Monitoring Group (PMG) meetings, and coordination with various State Governments/Central Ministries on project-related issues 	• Project Management (incl. Project monitoring)	F
			• Effective communication	B
			• Inter-Ministerial Coordination	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified			
			Area	Type B/D/F		
		<ul style="list-style-type: none"> Handle Rajya Sabha/Lok Sabha starred and unstarred Questions, and parliamentary matters like furnishing information to Standing Committee of Parliament 	Parliamentary procedures & matter etc.(Comments on starred and unstarred ques.)	F		
			Teamwork and Collaboration	B		
		<ul style="list-style-type: none"> Manage information to be given to PMO/Cabinet Secretariat, VIP Cases, RTI Cases, RTI Appeals, and Issues relating to CPGRAM 	Right to Information Act, 2005 (RTI)	F		
			Conflict Management	B		
		<ul style="list-style-type: none"> Handle Budget and Finance related matters like material for Detailed Demand for Grant, Annual Report & Outcome Budget 	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	F		
			General Financial Rules, 2017 (GFR)	F		
			Interpersonal skills	B		
		Additional Secretary (AS) / Joint Secretary (JS) or as	Rashtriya Ispat Nigham Limited (RINL) /	<ul style="list-style-type: none"> Review and furnish comments on Cabinet notes received from other Ministries/Departments, 	Effective Communication	B
					Time Management	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
applicable to head	Bird Group of Companies (BGC) Division	<ul style="list-style-type: none"> prepare Cabinet notes for matters of RINL/BGC Examine and sign MoUs, manage SPR Handle laying of Annual Reports and MoUs in both houses of Parliament, replies to the parliament Questions /DRPSC, and replies to VIP references 	• Leadership Skills	B
			• Understanding of MoUs, other reports etc.	D
			• Inter-Ministerial coordination	B
		<ul style="list-style-type: none"> Oversee budgeting process and financial matters including capex Prepare ATN (action taken notes) on audit paras and monitor/examine monthly performance report of the PSU 	• Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	F
			• Review of Audit paras	F
			• General Financial Rules, 2017 (GFR)	F
			• Decision Making	B
		• Handle court cases and CPGRAMs	• Right to Information Act, 2005 (RTI)	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Public Grievance (CPGRAM Portal) matters and guidelines	F
			• Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	F
		• Manage foreign visits of officials of CPSEs	• Diplomacy	B
			• Understanding of Public Administration, Legislative Affairs	D
Deputy Director General	Statistics	<ul style="list-style-type: none"> • Oversee: • Work related with statistical data/research and Data Governance Quality Index exercise implemented by the NITI Aahot 	• Advanced Data analysis	D
			• Data Interpretation	D
			• Research & Development	D
			• Market Analysis	D
		<ul style="list-style-type: none"> • Supervision of data collection work and thereafter preparation of Geospatial Map of the Indian steel units under PMGatiShakti • Work related to invoking Collection of Statistics Act 2008 w.r.t. the Ministry of Steel 	• Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	F
			• Excel Advanced	F
			• Analytical Thinking	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Planning a survey for estimating Skill Demand (with a focus on Green Steel) in the country 	<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Strategic Decision Making 	B
Director/Dep uty Secretary	Establishment	<ul style="list-style-type: none"> Coordinate the creation and upgrading of posts Establish and revise recruitment rules for Group A, B, and C posts Conduct appointment and confirmation process for Group A, B, and C posts Oversee disciplinary cases/proceedings for Group A, B, and C officers Coordinate transfers and process resignations for Group A, B, and C officers Manage the distribution of work among different officers Manage the reorganization of work in the section 	<ul style="list-style-type: none"> Understanding of overview of Ministry: Mission, Vision, Organization Structure, roles & responsibilities of each Division/Section 	D
			<ul style="list-style-type: none"> Understanding of general administration matters (appointment, transfers, resignations etc.) 	D
			<ul style="list-style-type: none"> Strategic Planning 	B
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> Leadership Skills 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Understanding of resource Management 	F
		<ul style="list-style-type: none"> Manage foreign and local training programs for Group A, B, and C officers 	<ul style="list-style-type: none"> Knowledge of different training programs for different grades 	D
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Prepare liaison officer reports for NCSC/NCST 	<ul style="list-style-type: none"> Understanding & monitoring Vigilance/ Disciplinary Cases 	F
			<ul style="list-style-type: none"> Coordination 	B
		<ul style="list-style-type: none"> Handle miscellaneous references from PMO/DOPT/Cab. Sec. regarding policy matters and individual cases 	<ul style="list-style-type: none"> Public Administration 	D
			<ul style="list-style-type: none"> Policy Making 	F
		<ul style="list-style-type: none"> Respond to VIP references 	<ul style="list-style-type: none"> Public relations 	B
		<ul style="list-style-type: none"> Oversee the finalization of pension papers 	<ul style="list-style-type: none"> Knowledge of retirement & pension rules 	F
		<ul style="list-style-type: none"> Handle pension cases/family pension cases 	<ul style="list-style-type: none"> Understanding of Conduct Rule 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Process miscellaneous bills Process grants of GPF advance/withdrawal Oversee pay fixation for Group A, B, and C officers 	<ul style="list-style-type: none"> Financial Administration & billing Management Decision Making 	<p>D</p> <p>B</p>
Director/Dep uty Secretary	Administration	<ul style="list-style-type: none"> Oversee financial matters and contingent expenditure on purchases/repairs Monitor miscellaneous expenditure on purchases/repairs Oversee reimbursement of medical claims Act as Staff Car Controlling Officer 	<ul style="list-style-type: none"> Knowledge of Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) Understanding of General Financial Rules, 2017 (GFR) 	<p>D</p> <p>D</p>
			<ul style="list-style-type: none"> Expense Monitoring & Budget Management 	<p>F</p>
		<ul style="list-style-type: none"> Handle hospitality/entertainment expenses Manage allotment of office accommodation for government officials and PSU employees 	<ul style="list-style-type: none"> Decision making Accountability Resource Management 	<p>B</p> <p>B</p> <p>D</p>

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Coordinate Swachhta activities Act as Staff Car Controlling Officer 	<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	D
			<ul style="list-style-type: none"> Establishment Rules & General Administration Matters 	D
			<ul style="list-style-type: none"> Coordination skills 	B
		<ul style="list-style-type: none"> Supervise issue of security passes and visa notes Oversee Civil Defence and Departmental Security 	<ul style="list-style-type: none"> Understanding of Faculty Management 	D
Director/Deputy Secretary	Parliament Cell	<ul style="list-style-type: none"> Addressing disputed provisional questions Finalizing legislative and non-legislative proposals based on inputs received from all divisions for inclusion in the tentative Government Business 	<ul style="list-style-type: none"> Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		before each session of Parliament	<ul style="list-style-type: none"> Familiarity with the working, policies, and key people in the Ministry of Steel. 	D
			<ul style="list-style-type: none"> Knowledge of Proposals 	F
		<ul style="list-style-type: none"> Coordinating oral evidence, study tours including background notes for matters relating to various parliamentary committee involving more than one CPSE 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Finalizing legislative and non-legislative proposals based on inputs received from all divisions for inclusion in the tentative Government Business before each session of Parliament 	<ul style="list-style-type: none"> Understanding of the working and management of CPSEs. 	D
		<ul style="list-style-type: none"> Preparing and submitting Action Taken Note on the recommendations made by various Committees of Parliament and their laying in Parliament 	<ul style="list-style-type: none"> Inter-Ministerial collaboration 	B
		<ul style="list-style-type: none"> Organizing meetings of the consultative committee attached to the Ministry of Steel 	<ul style="list-style-type: none"> Understanding of the intricacies of public policies 	D
			<ul style="list-style-type: none"> Accountability 	B
			<ul style="list-style-type: none"> Time Management 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Time Management	B
		<ul style="list-style-type: none"> Consolidating replies to questionnaires of various parliamentary Committees and their submission 	• Understanding of Parliamentary Committees	D
			• Attention to Detail	B
			• Problem-solving	B
Director/Deputy Secretary	Board Level Appointment Cell	<ul style="list-style-type: none"> Appointment of the Functional Directors/Chief Executives to the Board of Steel PSUs Handling additional charge arrangements to the Board Level officers Extension of tenure for Board Level officers Addressing terms and conditions and pay fixation matters of Board Level officers 	• Familiarity with the roles and responsibilities of board members and executives in public sector units (PSUs)	D
			• Stakeholder Management	B
			• Staff Management, hiring activities	D
			• Decision Making	B
			• Delegation	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Appointment of the non-functional Directors to the Board of Steel PSUs Confirmation of tenure of Board Level officers Development of job descriptions for Board Level Posts Forwarding applications of Board Level officers of PSUs to PESB 	<ul style="list-style-type: none"> Analytical Thinking 	B
Director/Deputy Secretary	Board Level Appointment Cell	<ul style="list-style-type: none"> Managing references received from President Secretariat, PMO, and Cabinet Secretariat 	<ul style="list-style-type: none"> COORDINATION 	B
		<ul style="list-style-type: none"> Handling starred and unstarred Parliament Questions and assurances 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
		<ul style="list-style-type: none"> Managing RTI cases and appeals Addressing court cases Handling VIP references addressed to Secretary 	<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
		<ul style="list-style-type: none"> Handling audit Matters 	<ul style="list-style-type: none"> Financial Management 	D
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Director/Deputy Secretary	SAIL Division	<ul style="list-style-type: none"> Monitors Audit matters, Review and sanctioning of expansion schemes, Monitoring of ongoing projects, Analysis of Monthly Performance of SAIL 	Project Management	F
			Analytical Thinking	B
			Financial Management	F
			Strategic Planning	B
			Decision-Making	B
		<ul style="list-style-type: none"> Supervises and supports in Formation of new companies/JVs, Matters relating to supply of coal/power/wagons to SAIL, Matters relating to merger/acquisition, Mining leases & environmental clearance 	Understanding of Environmental Regulations	D
			Business Acumen	F
			Negotiation	B
			Problem-Solving	B
			Effective communication	B
			Attention to Detail	B
			Policy Making	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY			
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified			
			Area	Type B/D/F		
		<ul style="list-style-type: none"> Administers Parliament Question (LS/RS) Assurances, Work related to Parliamentary standing committee/consultative committee, Matters related to Annual Plan, Outcome Budget & Budget Estimates, Authentication and Laying of MoU of SAIL 	<ul style="list-style-type: none"> Understanding of Legislative Affairs 	D		
Director/Deputy Secretary	SAIL Division	<ul style="list-style-type: none"> Looks after: Parliament Question (LS/RS) Assurances Work related to Parliamentary standing committee/consultative committee Matters related to Annual Plan, Outcome Budget & Budget Estimates Authentication and Laying of MoU of SAIL 	<ul style="list-style-type: none"> Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	D		
			<ul style="list-style-type: none"> Budgeting 	F		
			<ul style="list-style-type: none"> Understanding of MoUs 	D		
				<ul style="list-style-type: none"> Monitors References received from President Secretariat, PMO & Cabinet Secretariat, Various meetings related to SPU/Expansion & Modernization, Foreign visits of officers of SAIL, 	<ul style="list-style-type: none"> Public relations 	B
					<ul style="list-style-type: none"> Diplomacy 	B
					<ul style="list-style-type: none"> Networking 	B
					<ul style="list-style-type: none"> Public Speaking 	B



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CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Misc. references relating to SAIL	• Relationship Building	B
			• Interpersonal Skills	B
		• Supervises VIP Cases, Labour Matters in r/o SAIL Employees, Wage Revision of SAIL executives, Appointment of Occupiers of SAIL Plants, RTI Cases, RTI Cases With respect to appeals	• Knowledge of Employee relation and labour laws	D
			• Conflict Resolution	B
			• Empathy	B
Director/Deputy Secretary	RTI Cell	• RTI Applications, RTI Appeals, CIC Notices for hearing / reply, Reports / Returns, Third Party/ transparency inspection, any misc. Matter not covered above	• Knowledge of Right to Information Act, 2005 (RTI)	D
			• Understanding of public policy	D
			• Accountability	B
			• Ethical Conduct & Integrity	B
			• Policy implementation and compliance management	F
Director/Deputy Secretary	Coordination Division	• Supervision and Finalization of Annual	• Critical Thinking	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Report of Ministry of Steel	<ul style="list-style-type: none"> Attention to Detail 	b
			<ul style="list-style-type: none"> Project Management 	F
		<ul style="list-style-type: none"> Review and Comment on Draft Cabinet Notes/Cos Notes/Bills etc. 	<ul style="list-style-type: none"> Decision Making 	B
			<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Management of Parliament Questions/Assurances from Lok Sabha/ Rajya Sabha 	<ul style="list-style-type: none"> Adaptability 	B
			<ul style="list-style-type: none"> Legislative Compliance 	F
		<ul style="list-style-type: none"> Oversight of HSM references and information collation from Steel CPSEs 	<ul style="list-style-type: none"> Leadership 	B
			<ul style="list-style-type: none"> Teamwork 	
			<ul style="list-style-type: none"> Interdepartmental Liaison 	B
		<ul style="list-style-type: none"> Organization and Conducting of Senior Officer Meetings (SOM) 	<ul style="list-style-type: none"> Understanding of Corporate Governance 	D
		<ul style="list-style-type: none"> Supervision of Induction Material / CCC of MoS Finalization 	<ul style="list-style-type: none"> Empathy 	B
			<ul style="list-style-type: none"> Understanding of Training & Development 	D
		<ul style="list-style-type: none"> Handling of references from Cabinet Sectt. / PMO / President Sectt. /NITI Aayog 	<ul style="list-style-type: none"> Negotiation 	B
			<ul style="list-style-type: none"> Understanding of Public Administration 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Preparation of Material for President's Address for Joint Session of Parliament 	<ul style="list-style-type: none"> Analytical Thinking 	B
		<ul style="list-style-type: none"> Oversight and Reporting of COVID Weekly Report 	<ul style="list-style-type: none"> Responsiveness 	B
		<ul style="list-style-type: none"> Review and Enhancement of Procurement by CPSE's through GeM and Vendors registered on GeM Monitoring and Ensuring Updation of e-Samiksha Portal and Drishti Dashboard 	<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
		<ul style="list-style-type: none"> Monitoring and Management of Grievances/Appeals Overseeing Matters relating to Zonal Council Secretariat and Parliament Committee 	<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines Understanding & monitoring Vigilance/ Disciplinary Cases 	F
		<ul style="list-style-type: none"> Supervision of RTI Applications and Appeals 	<ul style="list-style-type: none"> Transparency Right to Information Act, 2005 (RTI) 	B
		<ul style="list-style-type: none"> Revision and Finalization of Citizen/ Client's 	<ul style="list-style-type: none"> Language Proficiency, 	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Charter, Induction material of MOS <ul style="list-style-type: none"> Supervision of Quarterly Hindi Report 	<ul style="list-style-type: none"> Effective Communication 	B
Director/Deputy Secretary	MOIL Division / KOIL Division / MECON Division	<ul style="list-style-type: none"> Review and Supervision of Budget, Financial Matters, Audit Paras, Court Cases, RTI Matters, and VIP References for MOIL/KOIL/MECON 	<ul style="list-style-type: none"> Understanding of Right to Information (RTI) Act 	D
			<ul style="list-style-type: none"> Court case management 	D
			<ul style="list-style-type: none"> RTI Handling 	D
			<ul style="list-style-type: none"> Decision Making 	B
		<ul style="list-style-type: none"> Supervision of Documents Pertaining to MOIL/KOIL/MECON (Annual Reports, Parliament Matters, Monthly Performance Reports) 	<ul style="list-style-type: none"> Understanding of Financial Management: budgeting processes, financial matters, and audit procedures. 	F
			<ul style="list-style-type: none"> Parliamentary Affairs Handling 	D
			<ul style="list-style-type: none"> Report Generation and Analysis 	F
			<ul style="list-style-type: none"> Critical Thinking 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Monitoring the MoU and its Submission to DPE at Draft Level and its Finalization to Lay it at Parliament 	<ul style="list-style-type: none"> MoU Creation and Management, 	D
			<ul style="list-style-type: none"> Governance and Public Administration 	D
			<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Administration of Performance and Updates of Platforms and Dashboards – Drishti, E-Samiksha etc. 	<ul style="list-style-type: none"> IT Governance 	D
			<ul style="list-style-type: none"> Project Management 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
		<ul style="list-style-type: none"> Monitoring Pragati Updates Supervision of Signing of SPR for Confirmation and Extension 	<ul style="list-style-type: none"> Knowledge of Mission Purvodaya – (development of steel clusters near integrated steel plants) 	D
			<ul style="list-style-type: none"> Understanding of Pragati portal 	F
		<ul style="list-style-type: none"> Management of Foreign Tours of Chief Executives Part Time as well as Full Time Director of the Central PSE 	<ul style="list-style-type: none"> Diplomacy 	B
			<ul style="list-style-type: none"> Interpersonal skills 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Director/Dep uty Secretary	Official Language (Rajbhasha Vibhag)	<p>Overseeing the implementation of the following matters:</p> <ul style="list-style-type: none"> • Implementation of Official Language Policy • Matters relating to the Department of Official Language in connection with the use of Hindi • Matters relating to submission of Quarterly progress report reg. use of Hindi • Translation of letters, documents, Parliament Questions etc. Budget, Annual Report of the Ministry • Circulation of orders regarding use of Hindi to different sections of the Ministry & CPSEs • Conduct of inspections on the implementation of Official Language in the CPSEs • Adeptness with Tools & Technology • Familiarity with Legal Matters, Acts and Compliances 	• Policy making and implementation	F
			• Coordination skills	B
			• Effective Writing	B
			• Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
			• NIC applications: Email,	F
			• MS Office: Excel, PPT, Word	F
			• SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
			• Right to Information Act, 2005 (RTI)	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Cybersecurity	F
			• Social Media usage & guidelines	F
			• Understanding guidelines and Initiatives of Official Language in CPSE's	F
			• Team Development	B
			• Ownership & Accountability	B
			• Time Management and Productivity	B
			• Motivation	B
			• Work Ethics & Integrity	B
			• Problem Solving	B
			• Emotional Intelligence	B
			• Effective Communication	B
			• Citizen/Customer Focus	B



CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Director/Dep uty Secretary	NDMC Division	<ul style="list-style-type: none"> Review and approval of NMDC MoUs with Ministry of Steel 	Accountability	B
			Business and Commercial Acumen	D
			Understanding of MoUs	D
		<ul style="list-style-type: none"> Supervision of NMDC Budget Matters Oversight of NMDC Finance and CAPEX Review of NMDC CAPEX Meetings Handling Audit Paras 	Knowledge of Budgeting and Finance	D
			Analytical Thinking	B
			Understanding the audit process	F
			Knowledge of addressing Audit para and compliance	D
		<ul style="list-style-type: none"> Management of Joint Ventures/Foreign Acquisition of NMDC 	Cross Cultural Management	B
			Understanding of JVs/ Foreign acquisitions	D
			Conflict Management	B
		<ul style="list-style-type: none"> Addressing Complaints/Representations pertaining to NMDC 	Understanding of Policy and Legislative Matters	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Managing Parliament matters related to NMDC 	<ul style="list-style-type: none"> Effective communication 	B
		<ul style="list-style-type: none"> Review of Performance of NMDC 	<ul style="list-style-type: none"> Attention to Detail 	B
			<ul style="list-style-type: none"> Analytical skills 	B
			<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Performance Management 	F
		<ul style="list-style-type: none"> Addressing MP/VIP/PMO references 	<ul style="list-style-type: none"> Inter-ministerial coordination 	B
		<ul style="list-style-type: none"> Court Cases Management RTI Matters Management 	<ul style="list-style-type: none"> Right to Information Act, 2005 (RTI) 	F
<ul style="list-style-type: none"> Update of E-Samiksha/PRAGATI Portal 	<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F		
Director/Deputy Secretary	Raw Material Division	<ul style="list-style-type: none"> Ensuring Raw Material Security and Availability to all Steel Stakeholders, Assisting Iron and Steel Units for Coal Linkages, Foreign Investments Abroad of Steel Sector 	<ul style="list-style-type: none"> Raw Material Security and Availability 	D
			<ul style="list-style-type: none"> Business and Commercial Acumen 	D



CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Procurement, Review of Royalty Rates and Dead Rent of Major Minerals, Haziqak Iron Ore Project in Afghanistan	<ul style="list-style-type: none"> Environmental and Industry Awareness 	D
			<ul style="list-style-type: none"> Risk Management 	F
			<ul style="list-style-type: none"> Critical Thinking, 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Accountability 	B
		<ul style="list-style-type: none"> All Policy Matters Related to Coal and Iron Ore, National Energy Policy by NITI Aayog, All Policy Matters Related to Limestones and Minor Minerals, Policy Issues Related to Ferro Alloy Units, National Mineral Policy, MMDR Act 	<ul style="list-style-type: none"> Knowledge of Public Policy and Governance 	D
			<ul style="list-style-type: none"> Integrity 	B
			<ul style="list-style-type: none"> Legislative Affairs Management 	F
		<ul style="list-style-type: none"> Logistic Matters including Slurry Pipelines, Railways, Shipping, Road & Dedicated Freight Corridors National Infrastructure Pipelines, Setting up of Coal Washeries by Steel CPSEs, Linkages of Natural Gas, Coal Based Methane Gas, Coal Gasification 	<ul style="list-style-type: none"> Operations Management 	D
			<ul style="list-style-type: none"> Logistics Management 	F
			<ul style="list-style-type: none"> Project Management 	F
			<ul style="list-style-type: none"> Problem solving 	B
			<ul style="list-style-type: none"> Adaptability 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Resources Efficiency and Steel Recycling in NITI Aayog, Import License of Ferro Manganese, Ferro Chrome, Ferro Silicon Slag for Domestic Use 	<ul style="list-style-type: none"> Business and Commercial Acumen 	D
			<ul style="list-style-type: none"> MP/VIP/PMO References, Parliament Matters, Inputs for Annual Report of Ministry of Steel, CBI Matters on Coal, Major Court Cases in Hon'ble Supreme Court, Court Cases on Mining in Different High Courts, Central Empowered Committee (CEC) of Hon'ble SC 	<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.
		<ul style="list-style-type: none"> Resilience 		
		<ul style="list-style-type: none"> Understanding & monitoring court Cases 		F
		<ul style="list-style-type: none"> Updation of E-Samiksha/PRAGATI Portal, Processing of Grievances Received Through CPGRAM, RTI Matters 	<ul style="list-style-type: none"> Technology Management 	D
			<ul style="list-style-type: none"> Information Access and Disclosure Management 	D
			<ul style="list-style-type: none"> Technological Savvy 	B
<ul style="list-style-type: none"> Transparency 	B			
Director/Deputy Secretary	Technical Division	<ul style="list-style-type: none"> Understanding of Quality Control Related Work (including WTO Matters/ Technical Regulations), R&D in the Iron & Steel 	<ul style="list-style-type: none"> Understanding of DGFT matters, Export and import matters 	D



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Sector, DGFT Matters - EXIM Policy/ EPCG / Project Import etc.	• Quality Management	D
			• Analytical Thinking	B
			• Attention to Detail	B
		• Awards Scheme (PM Trophy, NMD Award, Secondary Steel Award), Safety in Iron & Steel Sector, Energy & Environment Matters, Matters Related to Ship Breaking	• Environmental and Industry Awareness,	D
			• Accountability	B
			• Integrity	B
		• Matters Related to Parliament, Miscellaneous Matters including VIP references, CPGRAM, RTI etc.	• Public Policy and Governance	D
			• Legal Compliance	D
			• Effective Communication	B
			• Transparency	B
Director/Deputy Secretary	Trade & Taxation Division	• Policy matters pertaining to steel market, international trade and domestic trade, Coordination/Inputs with D/o Commerce/ DGFT on issues concerning international steel trade, WTO matters etc., Inputs	• Knowledge of International Trade, Trade Law	D
			• Decision Making	B
			• Diplomacy	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		for issues related to steel trade in bilateral trade agreements, Taxation & Policy for import & export duty on steel products	• Steel Market Dynamics	F
			• Tax Regulation	F
		• Steel Price Monitoring, Budget proposals for steel sector, Inputs with respect to international trade issues (ADD CVD, SG etc.)	• Financial Analysis	F
			• Market Analysis	D
			• Budget Management	F
			• Analytical Thinking	B
			• Detail-oriented	B
		• Parliament Questions, PMO / VIP References, CPGRAMS, RTI Matters, Court Cases	• Governance and Legal Compliance	D
			• Effective Communication	B
			• Integrity	B
			• Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Periodical Reports, Annual Reports etc., E-Samiksha, PRAGATI, DRISHTI & other Dashboard, Steel Business Development Centre/ Young Professionals, Production Linked Incentive (PU) Scheme, Development of SIMS & related petitions, SIMS Data uploading on Ministry's website 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Understanding of various schemes and policies 	D
			<ul style="list-style-type: none"> Knowledge of various dashboards 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
			<ul style="list-style-type: none"> Accountability 	B
			<ul style="list-style-type: none"> Problem Solving 	B
Director/Deputy Secretary	Finance Division / CASH Division/ Budget Division	<ul style="list-style-type: none"> Supervise the budget formulation process for both non-plan and plan budgets. Coordinate the preparation and submission of outcome budgets, financial proposals, and detailed demands for grants. Liaise with the Planning Commission, Ministry of Finance, DOPT, and 	<ul style="list-style-type: none"> Data Interpretation 	D
			<ul style="list-style-type: none"> Financial Planning and Budgeting 	D
			<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Leadership Skills 	B
			<ul style="list-style-type: none"> Team Development 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<p>other relevant ministries on financial matters.</p> <ul style="list-style-type: none"> • Monitor progress of expenditure against approved budget provisions and recommend adjustments as needed. • Manage the settlement of audit objections, paragraphs, and inspection reports. • Provide financial concurrence for release of funds and advice on financial implications of policy matters. • Review and endorse deputation abroad proposals and other cases with financial implications. • Supervise the processing and approval of salary, leave encashment, tuition fees, medical, and other expenses. • Manage the department's overall financial performance, ensuring accurate and timely processing of bills. 	<ul style="list-style-type: none"> • Strategic & Analytical thinking • Citizen /Customer Focus & Service Excellence • Data Interpretation • Knowledge of Budgeting • Ability to interpret Financial Proposals • Understanding of audit pars and compliance • Governmental Financial Regulations • Payroll and Benefits Administration 	<p>B</p> <p>B</p> <p>D</p> <p>D</p> <p>D</p> <p>F</p> <p>D</p> <p>D</p>

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Director/Dep uty Secretary	Vigilance Division	<ul style="list-style-type: none"> Oversee the appointment process and determine Terms and Conditions for CVOs in Steel CPSEs. 	Understanding of CPSEs and their appointment process	D
			Understanding of CVOs guidelines	F
			Decision Making	B
			Leadership	B
			Effective Communication	B
		<ul style="list-style-type: none"> Deciding on complaint investigations including complaints from Cabinet Secretariat / PMO or any statutory authority. 	Risk Management	D
			Knowledge of Public Administration, Law Enforcement	D
			Problem Solving	B
		<ul style="list-style-type: none"> Oversee the process of obtaining and providing Vigilance Clearances for Officers/Staff of Ministry of Steel and Steel CPSEs 	Data Management	F
			Understanding & monitoring Vigilance/ Disciplinary Cases	F



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Conflict Management 	B
		<ul style="list-style-type: none"> Managing court/legal matters arising out of vigilance cases. 	<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
		<ul style="list-style-type: none"> Supervising the preparation and submission of Vigilance returns/ reports to CVC, DoPT, etc. 	<ul style="list-style-type: none"> Knowledge of Corporate Governance 	D
		<ul style="list-style-type: none"> Supervise monitoring of sensitive posts in Steel CPSEs, inspections, trainings, and Vigilance Awareness Week. 	<ul style="list-style-type: none"> Understanding of training needs of CPSEs 	F
		<ul style="list-style-type: none"> Oversee responses to Parliament questions/ Assurance and VIP references. 	<ul style="list-style-type: none"> Diplomacy Persuasion Influencing 	B
			<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
Director/Deputy Secretary	M F Division		<ul style="list-style-type: none"> Legal Knowledge 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Oversee and manage applications and appeals under the RTI Act. 	<ul style="list-style-type: none"> Right to Information Act, 2005 (RTI) 	D
			<ul style="list-style-type: none"> Public Administration 	D
			<ul style="list-style-type: none"> Stakeholder Engagement 	B
			<ul style="list-style-type: none"> Decision Making 	B
		<ul style="list-style-type: none"> Supervise the processing of Parliamentary Questions/Assurances and matters relating to Parliamentary Committees. 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Oversee the review of performance of MSTC & FSNL, and all matters pertaining to disinvestment of MSTC & FSNL. 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Attention to Detail 	B
		<ul style="list-style-type: none"> Supervise and handle matters related to Memorandum of Understanding (MoU) and MoU Evaluation of MSTC and FSNL. 	<ul style="list-style-type: none"> Industry Knowledge 	D
			<ul style="list-style-type: none"> Leadership 	B
			<ul style="list-style-type: none"> Analytical Thinking 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage court cases, arbitration proposals, complaints against executives of MSTC/FSNL, including references received from PMO and Cabinet Secretariat. 	<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
			<ul style="list-style-type: none"> Interpersonal skills 	B
		<ul style="list-style-type: none"> Oversee matters related to budget provision, Outcome Budget & Budget Estimates, and wage revision of executives and non-executives of MSTC and FSNL. 	<ul style="list-style-type: none"> Financial Management 	D
			<ul style="list-style-type: none"> Compensation Management 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
		<ul style="list-style-type: none"> Supervise commercial matters of MSTC/FSNL and coordination between Ministry of Steel and other organizations pertaining to IEC. 	<ul style="list-style-type: none"> Strategic Decision Making 	B
			<ul style="list-style-type: none"> Collaboration 	B
Director/Deputy Secretary	International Cooperation Cell	<ul style="list-style-type: none"> Oversee and manage applications and appeals under the RTI Act. Supervise matters related to Greenfield Projects and drafting Cabinet Notes pertaining to JVs/MoUs with foreign countries. Manage matters pertaining to Steel 	<ul style="list-style-type: none"> Public Administration 	D
			<ul style="list-style-type: none"> Understanding of Greenfield Projects 	D
			<ul style="list-style-type: none"> Emerging Trends, growth analysis & technology trends in Mining sector 	D



**CAPACITY
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COMMISSION**

Capacity Building Commission, Government of India

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

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Committee of Organization for Economic Cooperation and Development (OECD) and Joint Working Groups (JWGs) of Ministry of Mines.	• Understanding of OECD	D
			• Negotiation	B
			• Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	F
		• Oversee the India-Japan Steel Dialogue and matters pertaining to import of coking coal from Mongolia.	• Understanding of Bilateral / Multilateral issues	D
		• Handle all matters pertaining to liaison with foreign governments through MEA, including other bilateral/multilateral meetings or inputs.	• Effective Communication	B
			• Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	F
		• Manage matters pertaining to Parliament Questions, VIP References, Court cases, PMO References and provide inputs for Annual Report of Ministry of Steel.	• Understanding of International Trade and its related policies	D
			• Inter-Ministerial coordination	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
			<ul style="list-style-type: none"> Accountability 	B
Director/Dep uty Secretary	S D I Division	<ul style="list-style-type: none"> Oversee the appointment/removal of Executive Secretary JPC, Chief Economist ERU, Director NISST, and Director BPNSI, including related establishment matters and promotion of executive staff. 	<ul style="list-style-type: none"> Understanding of functioning of NISST and BPNSI 	D
			<ul style="list-style-type: none"> Knowledge of Establishment Rules & General Administration Matters 	F
			<ul style="list-style-type: none"> Familiarity with the roles and responsibilities of board members and executives 	D
		<ul style="list-style-type: none"> Handle meetings of SDF Managing Committee, constitution of Board and meetings of NISST and BPNSI. 	<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Strategic Thinking 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage Lok Sabha/Rajya Sabha Questions, ATNs of Department relating Parliament Standing Committee, Nomination of non-official members to the steel Consumers' Councils, and issuance of resolution of sec. 	<ul style="list-style-type: none"> Knowledge of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Oversee RTI Matters, Appeals in RTI Matters, Annual Reports/ Induction Note, and Quarterly Hindi Report. 	<ul style="list-style-type: none"> Right to Information Act, 2005 (RTI) 	F
		<ul style="list-style-type: none"> Handle Skill Development issues. 	<ul style="list-style-type: none"> Attention to Detail 	B
Director/Deputy Secretary	I D Division	<ul style="list-style-type: none"> Oversee policy matters related to National Steel Policy, distribution of iron & steel material to SSI, development of pig iron industry, and opening of offices of foreign companies in India. Handle FDI references, 	<ul style="list-style-type: none"> Knowledge of National Steel Policy 	D
			<ul style="list-style-type: none"> Knowledge of International best practices in Steel Industry 	D

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		MOCA, DIPP references on capital subsidies.	<ul style="list-style-type: none"> Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules 	D
			<ul style="list-style-type: none"> Understanding of Domestically Manufactured Iron And Steel Products policy 	D
			<ul style="list-style-type: none"> Knowledge of Policy regarding distribution of iron and steel material to SSI 	D
			<ul style="list-style-type: none"> Knowledge of Policies related to Iron Ore - National Mineral Policy, MMDR Act 	D
		<ul style="list-style-type: none"> Manage implementation, monitoring, review, and evaluation tasks such as Inter-Ministerial Group (IMG), Project Monitoring Group (PMG) meetings. Coordinate with various State 	<ul style="list-style-type: none"> Knowledge of Mission Purvodaya – (development of steel clusters near integrated steel plants) 	D

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Governments/Central Ministries like MoEFCC, Coal, Mines, DoFS, Shipping, Road Transport and Highways/RBI etc on project related issues.	<ul style="list-style-type: none"> Understanding of Global issues like environment & climate change - reduction in emissions, green energy / green steel, green hydrogen initiatives, decarbonization/ FCA 	D
			<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Interpersonal skills 	B
		<ul style="list-style-type: none"> Handle Parliament matters like Rajya Sabha/Lok Sabha starred Questions, unstarred Questions, and furnishing information to Standing Committee of Parliament. 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Effective communication 	B
			<ul style="list-style-type: none"> Strategic Decision Making 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage VIP references, Public Grievances, Information to be given to PMO/Cabinet Secretariat, and issues relating to CPGRAM. Handle RTI Cases and RTI Appeals pertaining to ID Division. 	Public Grievance (CPGRAM Portal) matters and guidelines	D
			Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	F
			Leadership Skills	B
		<ul style="list-style-type: none"> Oversee budget and finance tasks like material for Detailed Demand for Grant, Annual Report & Outcome Budget. Handle any other miscellaneous matter as needed. 	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	F
			General Financial Rules, 2017 (GFR)	F
			Inter and Intra-ministerial coordination	B
Director/Deputy Secretary	RINL / BGC Division	<ul style="list-style-type: none"> Oversee RTI and RTI appeals, handling references from 	Understanding of MoUs, cabinet notes	D



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			Area	Type B/D/F
		Coordination Section, Drishti, and e-Samiksha. <ul style="list-style-type: none"> Review and comment on cabinet notes received from other Ministries/Departments. Address Parliament questions received from other sections of the Ministry/other. Manage budget-related tasks, court cases, CPGRAMs, and ATN on audit paras. Monitor/examine Monthly Performance report of the PSUs. Review foreign visits of officials of CPSEs, handle financial matters/capex. Prepare cabinet notes for RINL/BGC for circulation. 	<ul style="list-style-type: none"> Right to Information Act, 2005 (RTI) 	F
			<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	F
			<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
			<ul style="list-style-type: none"> Cross-cultural Competence 	B
			<ul style="list-style-type: none"> Parliamentary procedures & matter etc.(Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Financial Acumen 	B
			<ul style="list-style-type: none"> Diplomacy 	B
			<ul style="list-style-type: none"> Inter-Ministerial Coordination 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage laying of Annual Reports and MoUs in both Houses of Parliament. Respond to Parliament questions/DRPSC and VIP references. 	<ul style="list-style-type: none"> Understanding of Public Administration, Legislative Affairs 	D
			<ul style="list-style-type: none"> Public Administration 	D
			<ul style="list-style-type: none"> International Relations 	D
Assistant Director	Statistics	<ul style="list-style-type: none"> Coordinate work related with statistical data/research and Data Governance Quality Index exercise implemented by the NITI Aahot Supervise data collection work and preparation of Geospatial Map of the Indian steel units under PMGatiShakti Manage work related to invoking Collection of Statistics Act 2008 w.r.t. the Ministry of Steel Oversee planning a survey for estimating Skill Demand (with a focus on Green Steel) in the country 	<ul style="list-style-type: none"> Advanced Data analysis 	D
			<ul style="list-style-type: none"> Data Interpretation 	D
			<ul style="list-style-type: none"> Research & Development 	D
			<ul style="list-style-type: none"> Market Analysis 	D
			<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	F
			<ul style="list-style-type: none"> Excel Advanced 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
			<ul style="list-style-type: none"> Problem Solving 	B
<ul style="list-style-type: none"> Strategic Decision Making 	B			

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Under Secretary (US)/ as applicable	Establishment	<ul style="list-style-type: none"> Personnel Management (Creation & Upgradation of Posts, Recruitment, Appointment & Confirmation, Transfers, Resignations) Planning and coordination of training programmes Review and approve disciplinary actions, oversee compliance with conduct rules Approve pay fixation, pension/family pension cases, GPF advances/withdrawals Oversee maintenance of service books/records Review and respond to reports, VIP references, policy matters Oversee and coordinate work distribution, approve changes in work organization Approve miscellaneous bills 	<ul style="list-style-type: none"> Understanding of Pension Rules and Regulations 	D
			<ul style="list-style-type: none"> Ability to conduct Training need identification annually and recommend the customized and mandatory trainings 	D
			<ul style="list-style-type: none"> Ethical Conduct and Confidentiality 	B
			<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F
			<ul style="list-style-type: none"> Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc. 	F
			<ul style="list-style-type: none"> Interpersonal skills 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Knowledge of Establishment Rules & General Administration Matters (Pay Fixation, APAR etc.) 	D
			<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, etc. 	D
			<ul style="list-style-type: none"> Knowledge of Right to Information Act, 2005 (RTI) 	F
			<ul style="list-style-type: none"> Understanding & monitoring Vigilance/ Disciplinary Cases 	F
			<ul style="list-style-type: none"> Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc. 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Knowledge of General Financial Rules	F
			• Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	F
			• Time Management	B
			• Effective Communication	B
Under Secretary (US)/ as applicable	Administration	• Full powers for recurring/non-recurring expenditure within the defined limits, ensure availability of funds	• Monitor Welfare activities like housekeeping, logistics requirements,	D
		• Approve recurring/non-recurring expenditures within the defined limits	• Knowledge of policies and applicability of advances, reimbursements and benefits like accommodation, Insurances and medical	D
		• Approve hospitality/entertainment expenditures within the set limits	• Motivation	B



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			Area	Type B/D/F
		<ul style="list-style-type: none"> Oversee the allotment of office accommodation 	<ul style="list-style-type: none"> Stress Management 	B
		<ul style="list-style-type: none"> Oversee the issuance of ID cards 	<ul style="list-style-type: none"> CPSEs & related matters – Monitoring (Project & Financial monitoring), closure, administrative matters and guidelines 	D
		<ul style="list-style-type: none"> Full powers for issuance of CGHS cards, reimbursement of medical claims, addition/deletion in CGHS cards 	<ul style="list-style-type: none"> Companies Act, 2013 (incl. BOD related matters) 	D
		<ul style="list-style-type: none"> Oversee and approve Swachhta activities 	<ul style="list-style-type: none"> Monitoring and evaluation of various administrative schemes, policies, and grants 	D
		<ul style="list-style-type: none"> Oversee protocol matters, approve security passes and visa notes 	<ul style="list-style-type: none"> Govt. Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc. 	F
		<ul style="list-style-type: none"> Oversee departmental security matters 	<ul style="list-style-type: none"> General Financial Rules 	F

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Oversee staff car allocation and usage 	<ul style="list-style-type: none"> Establishment Rules & General Administration Matters (recruitment, retiring benefits etc.) 	F
		<ul style="list-style-type: none"> Approve air ticket reservations/cancellations 	<ul style="list-style-type: none"> Social Media Usage & Guidelines 	F
		<ul style="list-style-type: none"> Oversee and approve payment of telephone bills 	<ul style="list-style-type: none"> Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.) 	F
			<ul style="list-style-type: none"> Contract Management 	F
			<ul style="list-style-type: none"> Cybersecurity 	F
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Stakeholder Management 	B
			<ul style="list-style-type: none"> Conflict Management 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Under Secretary (US)/ as applicable	Parliament Cell	<ul style="list-style-type: none"> Oversee and approve responses to Parliamentary Questions and Discussions 	<ul style="list-style-type: none"> Coordination 	B
		<ul style="list-style-type: none"> Coordinate with various CPSEs for oral evidences, study tours and matters related to parliamentary committees 	<ul style="list-style-type: none"> Understanding of Govt procedures & Industry Policies 	D
		<ul style="list-style-type: none"> Oversee the holding of meetings of the consultative committee attached to Ministry of Steel 	<ul style="list-style-type: none"> Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc. 	F
		<ul style="list-style-type: none"> Monitor submission of replies to Parliamentary notices, motions, resolutions, and matters raised under specific rules 	<ul style="list-style-type: none"> File/ Record Management 	F
			<ul style="list-style-type: none"> Parliamentary procedures & matter etc.(Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> File/Record Management 	F
<ul style="list-style-type: none"> Oversee and approve legislative and non-legislative proposals for 	<ul style="list-style-type: none"> Understanding of Mining Policies (NMP 2019 etc.) 	D		

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Ministry's inclusion in the Government Business <ul style="list-style-type: none"> Oversee the laying of Annual Reports, MoUs and Government Reviews in Parliament Approve the Action Taken Note on recommendations made by various Committees of Parliament Oversee the consolidation and submission of replies to questionnaires of various parliament committees 	<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
			<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F
			<ul style="list-style-type: none"> Motivation 	B
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> Stress Management 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Interpersonal skills 	B
Under Secretary (US)/ as applicable	Board Level Appointment Cell	<ul style="list-style-type: none"> Approve and oversee appointments, tenure extensions, pay fixation 	<ul style="list-style-type: none"> Understanding of board of directors related matters 	D

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		of Board-level officers in Steel PSUs	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Time Management 	B
		<ul style="list-style-type: none"> Oversee responses to Starred and Unstarred Parliament Questions, and Parliament Assurances 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Interpersonal skills 	B
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Oversee court case management and responses to RTI cases and appeals 	<ul style="list-style-type: none"> File/Record Management 	F
		<ul style="list-style-type: none"> Respond to VIP references addressed to Secretary 	<ul style="list-style-type: none"> Knowledge of RTI act 	D
		<ul style="list-style-type: none"> Oversee audit processes and ensure compliance 	<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Coordination 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Respond to and coordinate responses to references from high-level government bodies 	<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
Under Secretary (US)/ as applicable	SAIL Division	<ul style="list-style-type: none"> Oversee, approve and respond to audit matters, VIP cases, and Parliamentary Questions & Assurances Approve and oversee the formation of new companies/JVs and expansion schemes Oversee the monitoring of ongoing projects and work related to Parliamentary/Consultative Committees Oversee the addressing of infrastructure/environmental issues and matters related to supply to SAIL Oversee meetings related to SPU/Expansion & Modernization, handle matters related to mergers/acquisitions, mining leases & environmental clearances Oversee the reviews, MOUs, performance 	<ul style="list-style-type: none"> Overview of Ministry : Value Chain (Upstream and Downstream) including simulations, Knowledge of business acronyms like import, dumping etc. 	D
			<ul style="list-style-type: none"> Knowledge of National Steel Policy 	D
			<ul style="list-style-type: none"> Interpersonal skills 	B
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
			<ul style="list-style-type: none"> Understanding of Domestically Manufactured Iron And Steel Products policy 	D

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		analyses, annual plan, and budget estimates <ul style="list-style-type: none"> Oversee these matters and approve necessary decisions Respond to references from President Secretariat, PMO, and Cabinet Secretariat and other miscellaneous references Oversee and respond to RTI cases and appeals 	<ul style="list-style-type: none"> Knowledge of Steel Scrap Recycling Policy 	D
			<ul style="list-style-type: none"> Effective communication 	B
			<ul style="list-style-type: none"> Knowledge of National Energy Policy 	D
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Coordination 	B
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> Knowledge of Recycling and Circular Economy 	D
			<ul style="list-style-type: none"> Knowledge of Green Hydrogen Mission 	D
			<ul style="list-style-type: none"> Knowledge of International best practices in Steel Industry 	D

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Understanding of Green field projects	D
			• Understanding of Mining leases & Environmental Clearances	D
			• Knowledge of Policies related to Iron Ore - National Mineral Policy, MMDR Act	D
			• MS Office: Excel, PPT, Word	F
			• Coordination	B
			• Social Media usage & guidelines (Do's and Don'ts)	F
Under Secretary (US)/ as applicable	RTI Cell	• Oversee and approve responses to RTI applications, ensuring information is provided within the time limit and according to the RTI Act	• Knowledge of RTI Act	D
			• Effective Communication	B
			• Interpersonal skills	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage and approve the handling of RTI appeals, ensuring the process adheres to RTI regulations and timelines 	<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
		<ul style="list-style-type: none"> Respond to and manage Central Information Commission (CIC) notices for hearings or replies, coordinating with necessary parties for necessary action 	<ul style="list-style-type: none"> Understanding of CIC 	D
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Motivation 	B
		<ul style="list-style-type: none"> Oversee the creation, submission, and review of reports and returns, ensuring they are accurate, timely, and adhere to required standards 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc 	F
		<ul style="list-style-type: none"> Oversee third party inspections and ensure adherence to transparency requirements in all organizational processes 	<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> Stress Management 	B
		<ul style="list-style-type: none"> Handle any other miscellaneous matters not covered above, making decisions and overseeing processes as necessary 	<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Coordination 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Under Secretary (US)/ as applicable	Coordination Division	<ul style="list-style-type: none"> Oversee and approve the creation and publication of the Annual Report of the Ministry of Steel Review and provide comments on draft Cabinet Notes, COS Notes, Bills, and Policy Papers received from other ministries Manage and respond to Parliament Questions/Assurances received from Lok Sabha/Rajya Sabha Handle HSM references requiring collations of information from Steel CPSEs and organize and lead Senior Officers Meetings Oversee and approve the finalization of Induction Material and CCC of MoS Respond to references from Cabinet Secretariat, PMO, President Secretariat, NITI Aayog requiring general coordination Oversee the preparation of material for 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc 	F
			<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
			<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	F
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	
			<ul style="list-style-type: none"> Teamwork and Collaboration 	B
			<ul style="list-style-type: none"> Motivation 	B
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F

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			Area	Type B/D/F
		President's Address for Joint Session of Parliament <ul style="list-style-type: none"> Oversee the preparation and submission of the weekly report on COVID Oversee and manage the review of procurement by CPSEs through GeM and vendors registered on GeM Monitor the updation of e-Samiksha Portal and Drishti Dashboard Oversee and manage matters relating to Zonal Council Secretariat and Parliament Committee Oversee and manage the monitoring of grievances and appeals Oversee and respond to RTI applications and appeals Oversee the revision of the Citizen/Client's Charter and induction material of MOS Oversee the preparation and submission of the Quarterly Hindi Report 	<ul style="list-style-type: none"> Effective Communication Time Management Parliamentary procedures & matter etc.(Comments on starred and unstarred ques.) Knowledge of RTI Act File/Record Management 	B B F F F

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Under Secretary (US)/ as applicable	MOIL Division / KOIL Division / MECON Division	<ul style="list-style-type: none"> Oversee the preparation of MoU drafts, submission to DPE, and lay finalized versions in Parliament 	<ul style="list-style-type: none"> Understanding of MoUs 	D
		<ul style="list-style-type: none"> Manage and lay the Annual Report of Central Public Sector Enterprises (CPSE) in Parliament 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc.(Comments on starred and unstarred ques.) 	F
		<ul style="list-style-type: none"> Obtain reports from PSUs, examine and process the cases as referenced from the Coordination Section 	<ul style="list-style-type: none"> Inter-Ministerial coordination 	B
		<ul style="list-style-type: none"> Oversee the planning, drafting, and execution of the Ministry's budget 	<ul style="list-style-type: none"> General Financial Rules, 2017 (GFR) 	F
		<ul style="list-style-type: none"> Address and rectify any audit paragraphs concerning the ministry 	<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	F
		<ul style="list-style-type: none"> Oversee and manage financial matters related to Manganese Ore India Limited (MOIL) 	<ul style="list-style-type: none"> Financial management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage and approve foreign tours of chief executives and both part-time and full-time directors of the Central PSE 	<ul style="list-style-type: none"> Knowledge of VIP references 	F
		<ul style="list-style-type: none"> Handle any VIP references related to the Ministry 	<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc. 	F
		<ul style="list-style-type: none"> Oversee and manage Parliament Matters like Un-starred/Starred questions and DRPSC 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Oversee and manage any court cases involving the Ministry 	<ul style="list-style-type: none"> Time Management 	B
		<ul style="list-style-type: none"> Oversee and analyze the monthly performance of MOIL 	<ul style="list-style-type: none"> Stress Management 	B
		<ul style="list-style-type: none"> Handle and respond to RTI applications and appeals 	<ul style="list-style-type: none"> Conflict Management 	B
		<ul style="list-style-type: none"> Oversee the updating of the Drishti Dashboard 	<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Oversee the updating of the e-samiksha portal 	<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
		<ul style="list-style-type: none"> Oversee and update the progress of various programs/projects on the Pragati platform 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Sign and approve the Service Performance Reports (SPR) for confirmation and extension 	<ul style="list-style-type: none"> Motivation 	B
Under Secretary (US)/ as applicable	Official Language (Rajbhasha Vibhag)	Implementation of the following matters:	<ul style="list-style-type: none"> Policy implementation 	F
		<ul style="list-style-type: none"> Official Language Policy 	<ul style="list-style-type: none"> Coordination skills 	B
		<ul style="list-style-type: none"> Matters relating to the Department of Official Language in connection with the use of Hindi 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Matters relating to submission of Quarterly progress report reg. use of Hindi 	<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc. 	F
		<ul style="list-style-type: none"> Translation of letters, documents, Parliament Questions etc. Budget, Annual Report of the Ministry 		
		<ul style="list-style-type: none"> Circulation of orders regarding use of Hindi to 		

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		different sections of the Ministry & CPSEs <ul style="list-style-type: none"> • Conduct of inspections on the implementation of Official Language in the CPSEs • Adeptness with Tools & Technology • Familiarity with Legal Matters, Acts and Compliances • Functional skills to enhance productivity 	<ul style="list-style-type: none"> • NIC applications: Email, Messenger, Cloud Storage, etc. 	F
			<ul style="list-style-type: none"> • MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> • SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc. 	F
			<ul style="list-style-type: none"> • Right to Information Act, 2005 (RTI) 	F
			<ul style="list-style-type: none"> • Cybersecurity 	F
			<ul style="list-style-type: none"> • Social Media usage & guidelines 	F
			<ul style="list-style-type: none"> • File/Record Management 	F
			<ul style="list-style-type: none"> • Establishment Rules & General Administration Matters 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Team Development 	B
			<ul style="list-style-type: none"> Ownership & Accountability 	B
			<ul style="list-style-type: none"> Time Management and Productivity 	B
			<ul style="list-style-type: none"> Motivation 	B
			<ul style="list-style-type: none"> Work Ethics & Integrity 	B
			<ul style="list-style-type: none"> Problem Solving 	B
			<ul style="list-style-type: none"> Emotional Intelligence 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Citizen/Customer Focus 	B
Under Secretary (US)/ as applicable	NDMC Division	<ul style="list-style-type: none"> Oversee the signing of MoU between NMDC and the Ministry of Steel 	<ul style="list-style-type: none"> Understanding of MOUs 	F
		<ul style="list-style-type: none"> Manage and oversee the budget of NMDC 	<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Oversee and manage financial matters and CAPEX of NMDC 	<ul style="list-style-type: none"> Coordination 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle and manage joint ventures/foreign acquisitions of NMDC 	<ul style="list-style-type: none"> Motivation 	B
		<ul style="list-style-type: none"> Handle and resolve complaints/representations related to NMDC 	<ul style="list-style-type: none"> Financial management 	F
		<ul style="list-style-type: none"> Oversee and manage Parliament matters concerning NMDC 	<ul style="list-style-type: none"> Work Ethics & Integrity 	B
		<ul style="list-style-type: none"> Provide inputs for bilateral/multilateral relations with foreign countries 	<ul style="list-style-type: none"> Problem Solving 	B
		<ul style="list-style-type: none"> Conduct performance reviews of NMDC 	<ul style="list-style-type: none"> Emotional Intelligence 	B
		<ul style="list-style-type: none"> Conduct and manage CAPEX review meetings 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Address and rectify any audit paragraphs concerning NMDC 	<ul style="list-style-type: none"> Citizen/Customer Focus 	B
		<ul style="list-style-type: none"> Manage and attend meetings in the Ministry and with other Ministers 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle any MP/VIP/PMO references related to NMDC 	<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
		<ul style="list-style-type: none"> Manage and oversee important matters related to NMDC Ltd 	<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	F
		<ul style="list-style-type: none"> Lay the Annual Report of NMDC Ltd in Parliament 	<ul style="list-style-type: none"> Understanding of NMDC and its functioning 	D
		<ul style="list-style-type: none"> Issue notifications on the appointment of occupiers regarding NMDC Ltd premises/buildings 	<ul style="list-style-type: none"> General Financial Rules, 2017 (GFR) 	F
		<ul style="list-style-type: none"> Manage the revision of pay scales for employees of NMDC Ltd 	<ul style="list-style-type: none"> Conflict management 	B
		<ul style="list-style-type: none"> Oversee the processing of Annual Performance Appraisal Reports (APARs) or Service Performance Reports (SPRs) of Board of Directors of NMDC 	<ul style="list-style-type: none"> Knowledge of RTI Act 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Issue MHA photo pass to employees of NMDC Ltd 	<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	F
		<ul style="list-style-type: none"> Process grievances received through CPGRAM, periodical reports and returns 	<ul style="list-style-type: none"> Understanding of VIP references 	F
		<ul style="list-style-type: none"> Oversee and manage any court cases involving NMDC 	<ul style="list-style-type: none"> Time Management 	B
		<ul style="list-style-type: none"> Handle and respond to RTI applications and appeals 	<ul style="list-style-type: none"> Social Media usage & guidelines 	F
		<ul style="list-style-type: none"> Oversee the updating of the E-Samiksha/PRAGATI Portal 	<ul style="list-style-type: none"> File/Record Management 	F
Under Secretary (US)/ as applicable	Raw Material Division	<ul style="list-style-type: none"> Ensure raw material security and availability for all Steel stakeholders 	<ul style="list-style-type: none"> Knowledge of Raw Material Security and Availability 	D
		<ul style="list-style-type: none"> Oversee and handle all policy matters related to Coal 	<ul style="list-style-type: none"> Knowledge of CPSEs 	D
		<ul style="list-style-type: none"> Assist iron and steel units for coal linkages, 	<ul style="list-style-type: none"> Understanding of Coal Policy Matters 	d

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		including sponge iron units/steel sector	<ul style="list-style-type: none"> Knowledge of relevant laws, regulations, and standards governing the steel industry and the ability to ensure compliance. 	d
			<ul style="list-style-type: none"> Project Management 	F
		<ul style="list-style-type: none"> Oversee the setting up of Coal washeries by Steel CPSEs 	<ul style="list-style-type: none"> Knowledge of Logistic Management 	d
		<ul style="list-style-type: none"> Manage the linkages of Natural Gas, Coal-Based Methane Gas, Coal Gasification 	<ul style="list-style-type: none"> Financial Management 	F
		<ul style="list-style-type: none"> Oversee foreign investments abroad in the steel sector, specifically procurement of Coking Coal from Russia, US, and Mongolia 	<ul style="list-style-type: none"> Ability to interpret market and market analysis 	d
			<ul style="list-style-type: none"> Knowledge of recycling and circular economy 	d
			<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Oversee all logistic matters, including Slurry Pipelines, Railways, 	<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Shipping, Road, and Dedicated Freight Corridors National Infrastructure Pipelines	• Stress Management	B
			• Interpersonal Skills	B
		• Handle matters related to Resource Efficiency and Steel Recycling in NITI Aayog	• File/Record Management	F
			• MS Office: Excel, PPT, Word	F
			• Understanding of National Energy Policy	d
		• Work on the National Energy Policy by NITI Aayog	• Legal knowledge	F
• Handle any CBI matters related to Coal	• Social Media usage & guidelines (Do's and Don'ts)	F		
Under Secretary (US)/ as applicable	Technical Division	• Oversee quality control, including WTO matters/Technical Regulations	• WTO matters	D
		• Manage Awards Scheme (PM Trophy, NMD Award, Secondary Steel Award)	• Understanding of DGFT matters, Export and import matters	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Supervise R&D in the Iron & Steel Sector, including operation of the R&D Scheme 	<ul style="list-style-type: none"> 	
		<ul style="list-style-type: none"> Handle DGFT matters - EXIM Policy/ EPCG / Project Import etc 	<ul style="list-style-type: none"> Project Management 	F
		<ul style="list-style-type: none"> Oversee safety in Iron & Steel Sector 	<ul style="list-style-type: none"> Understanding of Safety guidelines for Iron and Steel Sector 	D
		<ul style="list-style-type: none"> Handle Energy & Environment Matters 	<ul style="list-style-type: none"> Knowledge of energy and environmental matters 	D
		<ul style="list-style-type: none"> Supervise matters related to ship breaking 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Handle matters related to Parliament 	<ul style="list-style-type: none"> Legal Compliance 	D
		<ul style="list-style-type: none"> Manage Miscellaneous Matters including VIP references, CPGRAM, RTI etc. 	<ul style="list-style-type: none"> Interpersonal Skills 	B
			<ul style="list-style-type: none"> File/Record Management 	F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> Understanding of parliamentary matters 	F
Under Secretary (US)/ as applicable	Trade & Taxation Division	<ul style="list-style-type: none"> Handle policy matters pertaining to international and domestic steel trade 	<ul style="list-style-type: none"> Knowledge of Policy Matters and Trade Coordination 	D
		<ul style="list-style-type: none"> Monitor steel prices in the market 	<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Coordinate with D/o Commerce/ DGFT on issues concerning international steel trade, WTO matters etc. 	<ul style="list-style-type: none"> Effective communication 	B
		<ul style="list-style-type: none"> Provide inputs for issues related to steel trade in bilateral trade agreements 	<ul style="list-style-type: none"> Knowledge of WTO matters and regulations 	D
		<ul style="list-style-type: none"> Handle Taxation & Policy for import & export duty on steel products 	<ul style="list-style-type: none"> Taxation and Budget 	F
		<ul style="list-style-type: none"> Prepare budget proposals for the steel sector 	<ul style="list-style-type: none"> Financial Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Provide inputs with respect to international trade issues (ADD CVD, SG etc.) 	<ul style="list-style-type: none"> Understanding of Parliamentary Matters 	D
		<ul style="list-style-type: none"> Handle Parliament Questions 	<ul style="list-style-type: none"> Understanding of VIP references 	D
		<ul style="list-style-type: none"> Address PMO / VIP References 	<ul style="list-style-type: none"> Knowledge of Grievance Handling and Information Mgmt. 	F
		<ul style="list-style-type: none"> Handle CPGRAMS 	<ul style="list-style-type: none"> Knowledge of RTI Act 	D
		<ul style="list-style-type: none"> Address RTI Matters 	<ul style="list-style-type: none"> Understanding of court cases 	D
		<ul style="list-style-type: none"> Manage court cases 	<ul style="list-style-type: none"> Dashboard Monitoring 	
		<ul style="list-style-type: none"> Prepare periodical reports, annual reports etc. 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Monitor and update E-Samiksha, PRAGATI, DRISHTI & other Dashboard 	<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
		<ul style="list-style-type: none"> Oversee Steel Business Development Centre/ Young Professionals 	<ul style="list-style-type: none"> Stress Management 	B
		<ul style="list-style-type: none"> Manage the Production Linked Incentive (PU) Scheme 	<ul style="list-style-type: none"> Interpersonal Skills 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle development of SIMS & related petitions Manage SIMS data uploading on Ministry's website 	File/Record Management	F
			MS Office: Excel, PPT, Word	F
			Social Media usage & guidelines (Do's and Don'ts)	F
			Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
Under Secretary (US)/ as applicable	Finance Division / CASH Division/ Budget Division	<ul style="list-style-type: none"> Assist in the budget formulation process for both non-plan and plan budgets. Support the preparation and submission of outcome budgets, financial proposals, and detailed demands for grants. Coordinate with other ministries and agencies on financial matters as needed. Track progress of expenditure against approved budget 	Monitoring and evaluation of various administrative schemes, policies, and grants	D
			Govt. Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc.	F
			General Financial Rules, 2017 (GFR)	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<p>provisions and report discrepancies to the Director.</p> <ul style="list-style-type: none"> Aid in the settlement of audit objections, paragraphs, and inspection reports. Assist in providing financial concurrence for release of funds and advice on financial implications of policy matters. Help review deputation abroad proposals and other cases with financial implications. 	<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	D
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Data Analysis & Visualization 	F
			<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Cybersecurity 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Stress Management 	B
			<ul style="list-style-type: none"> Interpersonal Skills 	B
Under Secretary (US)/ as applicable	Vigilance Division	<ul style="list-style-type: none"> Handle proposals for appointment of CVOs in Steel CPSEs, finalize their Terms and Conditions, and address miscellaneous matters related to administration of CVOs 	<ul style="list-style-type: none"> Understanding of CVO Appointment and Administration 	D
			<ul style="list-style-type: none"> Decision Making 	B
			<ul style="list-style-type: none"> Complaints Handling and Investigations 	F
		<ul style="list-style-type: none"> Decide on complaints, including anonymous/pseudonymous matters, for further course of action; provide comments on complaints from Cabinet Secretariat/PMO or any statutory authority 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Risk Management 	D
			<ul style="list-style-type: none"> File/Record Management 	F
		<ul style="list-style-type: none"> Oversee the investigation and/or examination of vigilance/factual report, provide departmental comments on the CBI reports in cases requiring CVC's advice 	<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Understanding & monitoring Vigilance/ Disciplinary Cases 	F
		<ul style="list-style-type: none"> Refer departmental investigation reports to the CVC for advice; reconsider the CVC's advice, if required, and refer cases to DoPT, etc.; accept the CVC/DoPT's advice involving Group A/Board level officers 	<ul style="list-style-type: none"> Conflict Management 	B
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Manage vigilance clearance process for various levels of Officers/Staff of Ministry of Steel and Board Level Officers including CVOs of Steel CPSEs 	<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> Stress Management 	B
			<ul style="list-style-type: none"> Time Management 	B
		<ul style="list-style-type: none"> Problem Solving 	B	
		<ul style="list-style-type: none"> Handle court/legal matters arising out of vigilance cases, and vigilance returns/reports to CVC, DoPT, etc. 	<ul style="list-style-type: none"> Interpersonal skills 	B
		<ul style="list-style-type: none"> Maintain Agreed List/ODI List or any classified Lists related to Vigilance Division; monitor sensitive posts in Steel CPSEs, etc. 		

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage Inspection/Trainings, Vigilance Awareness Week, and Vigilance Meetings/conclaves Handle Parliament questions/Assurances and VIP references Deal with any miscellaneous matter not covered above 		
Under Secretary (US)/ as applicable	M F Division	<ul style="list-style-type: none"> Handle applications and appeals under the RTI Act 	<ul style="list-style-type: none"> Understanding of RTI Act 	D
		<ul style="list-style-type: none"> Manage redressal of grievances, Parliament Questions/Assurances, and matters relating to Parliamentary standing committee/consultative committee, etc. 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Grievance Redressal 	F
		<ul style="list-style-type: none"> Process VIP references and submission of ATN on Audit Paras 	<ul style="list-style-type: none"> Empathy 	B
		<ul style="list-style-type: none"> Handle matters pertaining to MoU and MoU Evaluation of MSTC and FSNL; review monthly highlights of performance of MSTC & FSNL 	<ul style="list-style-type: none"> Financial Management 	D
<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F			

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle matters pertaining to Steel Scrap Recycling Policy, Vehicle Scrapping Policy, Committee on Circular Economy, etc.; manage court cases and arbitration proposals 	<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
			<ul style="list-style-type: none"> Interpersonal skills 	B
		<ul style="list-style-type: none"> Examine complaints against executives of MSTC/FSNL, including references received from PMO and Cabinet Secretariat; attend review meetings held by HSM/MOS/JS on the performance of MSTC & FSNL 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc 	F
			<ul style="list-style-type: none"> Diplomacy 	B
			<ul style="list-style-type: none"> Problem-Solving 	B
		<ul style="list-style-type: none"> Handle matters pertaining to disinvestment of MSTC & FSNL; AGM of MSTC, issue of Bonus shares, etc. 	<ul style="list-style-type: none"> Understanding of Policy Matters 	D
			<ul style="list-style-type: none"> Knowledge of Court Cases and Arbitration 	D
		<ul style="list-style-type: none"> Manage laying of Annual Reports/MoUs of MSTC in the Parliament, updation of Annual Report of Ministry of Steel, and revision of Pay & Allowances and wage revision of executives and non-executives of MSTC and FSNL 	<ul style="list-style-type: none"> Understanding of MoUs 	D
			<ul style="list-style-type: none"> Negotiation Skills 	B
			<ul style="list-style-type: none"> File/Record Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle commercial matters of MSTC/FSNL, budget provision under B.E./R.E. in respect of IEC, and matters related to Annual Plan Outcome Budget & Budget Estimates 	<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
		<ul style="list-style-type: none"> Handle matters pertaining to organization of India Steel, participation of steel sector in World Expo, IITF etc.; provide non-financial logo support for Conferences/Expos; manage all matters requiring coordination between Ministry of Steel and other organizations pertaining to IEC 	<ul style="list-style-type: none"> Knowledge of Conferences/E xpos 	B
			<ul style="list-style-type: none"> Coordination 	
Under Secretary (US)/ as applicable	International Cooperation Cell	<ul style="list-style-type: none"> Handle applications and appeals under the RTI Act Handle all matters relating to Greenfield Projects 	<ul style="list-style-type: none"> Understanding of Right to Information Act, 2005 (RTI) 	D
			<ul style="list-style-type: none"> Understanding of Greenfield Projects 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage matters pertaining to Steel Committee of Organization for Economic Cooperation and Development (OECD), Draft Cabinet Notes pertaining to JVs/MoUs with foreign countries, Joint Working Groups (JWGs) of Ministry of Mines, bilateral/multilateral meetings or inputs, including to MEA DoC DPIIT etc., India-Japan Steel Dialogue, and all matters pertaining to liaison with foreign Governments through MEA Handle matters pertaining to import of Coking Coal from Mongolia Handle matters pertaining to Parliament Questions, VIP References, Court cases, and PMO References 	<ul style="list-style-type: none"> Understanding of Organization for Economic Cooperation and Development (OECD) 	D
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
			<ul style="list-style-type: none"> Motivation 	B
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> Knowledge of Joint working groups 	D
			<ul style="list-style-type: none"> Understanding of Bilateral/Multilateral ties 	F
			<ul style="list-style-type: none"> Diplomacy 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Provide inputs for Annual Report of Ministry of Steel 	<ul style="list-style-type: none"> Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules 	D
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Knowledge of Parliament, VIP References, Court Cases, PMO References 	F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	B
			<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	B
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	B
			<ul style="list-style-type: none"> File/Record Management 	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Interpersonal skills	B
Under Secretary (US)/ as applicable	S D I Division	<ul style="list-style-type: none"> • Appointment or Removal of Executive Secretary JPC, Framing of RR for the post of ES, JPC, Managing Establishment matters of JPC/ERU & Appointment/ removal of Chief Economist ERU • Managing Meetings of SDF Managing Committee, Appointment of Director for NISST and BPNSI, Promotion of Executive Staff of NISST and BPNSI, Establishment matters of NISST and BPNSI, Constitution of Board and Meetings of NISST and BPNSI • Handling Lok Sabha/ Rajya Sabha Questions - Starred & Unstarred, ATNs of Department relating Parliament Standing Committee • Nomination of non-official members to the 	• Understanding of functioning of NISST and BPNSI	D
			• Knowledge of Establishment Rules & General Administration Matters	F
			• Familiarity with the roles and responsibilities of board members and executives	D
			• Analytical Thinking	B
			• Effective Communication	B
			• Ethical Conduct and Integrity	B
			• Accountability	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Steel Consumers' Councils, Arranging meetings of SEC, Issuance of Resolution of SEC Handling Annual Reports/ Induction Note, RTI Matters - Queries for information, Appeals in RTI Matters, Quarterly Hindi Report Addressing Skill Development issues 	<ul style="list-style-type: none"> Understanding of Establishment Rules & General Administration Matters 	F
			<ul style="list-style-type: none"> Understanding of Board of Director related matters 	F
			<ul style="list-style-type: none"> Knowledge of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> Understanding of parliament standing committee 	F
			<ul style="list-style-type: none"> Knowledge of Steel Consumers' Councils 	F
			<ul style="list-style-type: none"> File/Record Management 	F
			<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Motivation 	B
Under Secretary (US)/ as applicable	I D Division	<ul style="list-style-type: none"> National Steel Policy and Issues relating to it, Distribution of iron & steel material to SSI policy, Growth & development of pig iron, steel providing industry, steel processing industry, FDI references, MOCA, DIPP references on capital subsidies Matters relating to Inter-Ministerial Group (IMG), Project Monitoring Group (PMG) meetings, Coordination for development of iron & steel industry with the various State Governments/Central Ministries Rajya Sabha / Lok Sabha starred Questions 	<ul style="list-style-type: none"> Understanding of Domestically Manufactured Iron And Steel Products policy 	D
			<ul style="list-style-type: none"> Knowledge of Policy regarding distribution of iron and steel material to SSI 	D
			<ul style="list-style-type: none"> Knowledge of Implementation, Monitoring, Review, Evaluation of various projects 	D
			<ul style="list-style-type: none"> Project Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<p>and Assurances on subject dealt with in ID Division, Unstarred Questions on subject dealt with in ID Division, furnishing information to Standing Committee of Parliament</p> <ul style="list-style-type: none"> Information to be given to PMO/Cabinet Secretariat, VIP Cases pertaining to ID Division, RTI Cases and Appeals pertaining to ID Division, Issues relating to CPGRAM Material for Detailed Demand for Grant, Annual Report & Outcome Budget Handling any other miscellaneous matter related to the division 	<ul style="list-style-type: none"> Problem Solving Knowledge of Parliament Matters File/Record Management Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. Knowledge of VIP References, Public Grievances Public Grievance (CPGRAM Portal) matters and guidelines Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. MS Office: Excel, PPT, Word 	<p>B</p> <p>D</p> <p>F</p> <p>F</p> <p>D</p> <p>D</p> <p>F</p> <p>F</p>

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Knowledge of Budget and Finance 	D
			<ul style="list-style-type: none"> Interpersonal skills 	B
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	B
Under Secretary (US)/ as applicable	RINL / BGC Division	<ul style="list-style-type: none"> Handling RTI requests, RTI appeals 	<ul style="list-style-type: none"> RTI and Grievance Handling 	D
		<ul style="list-style-type: none"> References from Coordination Section, Drishti, e-samiksha, Pragati updates 	<ul style="list-style-type: none"> Knowledge of Administrative and Regulatory Compliance 	D
			<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
		<ul style="list-style-type: none"> Comments to be furnished on the cabinet notes received from other Ministries/Departments, Cabinet notes prepare by the division pertaining 	<ul style="list-style-type: none"> Parliament and Government Affairs 	D
<ul style="list-style-type: none"> Stakeholder Engagement 	B			

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		to the matter of RINL/BGC for circulation etc.	<ul style="list-style-type: none"> Knowledge of compliance and Audit 	D
			<ul style="list-style-type: none"> Attention to Detail 	B
			<ul style="list-style-type: none"> Knowledge of Policy and Planning 	D
		<ul style="list-style-type: none"> Parliament Questions received from Ministries/Departments other sections of the Ministry/other, replies to the parliament Questions /DRPSC, Replies to VIP references, Laying of Annual Reports and MoUs in Both the Houses of Parliament 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Report writing, Email, Office order, etc 	F
			<ul style="list-style-type: none"> Understanding of financial matters 	F
			<ul style="list-style-type: none"> Knowledge of Documentation and Reporting 	F
			<ul style="list-style-type: none"> Strategic Thinking 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Budget, Financial Matters/capex 	<ul style="list-style-type: none"> Time Management
		<ul style="list-style-type: none"> Court cases, ATN on audit paras 	<ul style="list-style-type: none"> Problem Solving 	B

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handling CPGRAMs 	<ul style="list-style-type: none"> Interpersonal skills 	B
		<ul style="list-style-type: none"> Examination of MoUs and signing of MoUs, SPR 	<ul style="list-style-type: none"> Conflict Management 	B
		<ul style="list-style-type: none"> Monitoring/examination of Monthly performance report of the PSUs 	<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
		<ul style="list-style-type: none"> Foreign Visits of Officials of CPSEs 	<ul style="list-style-type: none"> Stress Management 	B
Deputy Director	Statistics	<ul style="list-style-type: none"> Undertake work related with statistical data/research and Data Governance Quality Index exercise implemented by the NITI Aahot 	Advanced Data analysis	D
			<ul style="list-style-type: none"> Data Interpretation 	D
			<ul style="list-style-type: none"> Research & Development 	D
			<ul style="list-style-type: none"> Market Analysis 	D
		<ul style="list-style-type: none"> Undertake data collection work and thereafter prepare Geospatial Map of the Indian steel units under PMGatiShakti 	<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	F
			<ul style="list-style-type: none"> Excel Advanced 	F
			<ul style="list-style-type: none"> Analytical Thinking 	B
			<ul style="list-style-type: none"> Problem Solving 	B
<ul style="list-style-type: none"> Undertake planning a survey for estimating Skill Demand (with a focus on Green Steel) in the country 	<ul style="list-style-type: none"> Strategic Decision Making 	B		

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Section Officer & Assistant Section Officer	Establishment	<ul style="list-style-type: none"> Process preparation, documentation and implementation Implementation and tracking of participation Process disciplinary proceedings, report violations of conduct rules Process documentation for pay fixation, pension cases, GPF requests Ensure accurate record keeping and updating Prepare and compile data for reports, prepare necessary documentation Implement work distribution, changes, and monitor efficiency Process and keep records of miscellaneous bills 	Understanding of Pension Rules and Regulations	D
			Knowledge of service rules and other service matters, Index card, and service books	D
			Ethical Conduct and Confidentiality	B
			MS Office (Excel, PPT, Word)	F
			Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc.	F
			Interpersonal skills	B
			Knowledge of Establishment Rules & General Administration Matters (Pay Fixation, APAR etc.)	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, etc. 	D
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc. 	F
			<ul style="list-style-type: none"> Knowledge of General Financial Rules 	F
			<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
Section Officer & Assistant	Administration	<ul style="list-style-type: none"> Process requests, documentation and 	<ul style="list-style-type: none"> Facility and logistics management 	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Section Officer		tracking for financial expenditures	• Understanding the reimbursement policies and procedures,	F
		• Process, document, and track miscellaneous expenses	• Motivation	B
		• Process, document, and track hospitality/entertainment expenditures	• Stress Management	B
		• Facilitate the process for allotment of office accommodation	• CPSEs & related matters – Monitoring (Project & Financial monitoring), closure, administrative matters and guidelines	D
		• Coordinate the process for the issuance of ID cards		
		• Process and document issuance, reimbursements, additions/deletions	• Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	F
		• Implement and monitor Swachhta activities		
• Process, document, and track protocol matters				
• Implement and maintain departmental security processes	• Companies Act, 2013 (incl. BOD related matters)	D		

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Coordinate staff car distribution and scheduling Process and document air ticket reservations/cancellations Process, document, and track telephone bills 	Monitoring and evaluation of various administrative schemes, policies, and grants	D
			Effective Communication	B
			Time Management	B
			Stakeholder Management	B
			Conflict Management	B
			Govt. Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc.	F
			General Financial Rules	F
			Establishment Rules & General Administration Matters (recruitment, retiring benefits etc.)	F

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Social Media Usage & Guidelines 	F
			<ul style="list-style-type: none"> Contract Management 	F
			<ul style="list-style-type: none"> Cybersecurity 	F
Section Officer & Assistant Section Officer	Parliament Cell	<ul style="list-style-type: none"> Initiate action of marking questions to relevant sections/officers, assist in preparing responses Prepare background notes and other necessary documents for parliamentary committees Coordinate and organize meetings of the consultative committee Assist in preparing replies and ensuring timely submission Assist in preparing legislative and non-legislative proposals Coordinate the preparation and submission of these documents Assist in preparing the Action Taken Note and 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	D
			<ul style="list-style-type: none"> Knowledge & Interpretation of statistical Inputs for metal & mineral policy formation 	D
			<ul style="list-style-type: none"> Coordination and organization of Meetings, information for both the houses 	F
			<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> coordinate its submission Consolidate replies to questionnaires and assist in their submission 	<ul style="list-style-type: none"> Right to Information Act (RTI) 	F
			<ul style="list-style-type: none"> Monitoring and evaluation of various administrative schemes, policies, and grants 	F
			<ul style="list-style-type: none"> Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc. 	F
			<ul style="list-style-type: none"> File/ Record Management 	F
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F
Section Officer & Assistant Section Officer	Board Level Appointment Cell	<ul style="list-style-type: none"> Assist in process documentation and execution related to Board-level appointments, tenure, and pay 	<ul style="list-style-type: none"> Understanding of Board of directors related matters 	D
			<ul style="list-style-type: none"> Understanding of parliamentary matters 	D

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Assist in job description creation and application forwarding Assist in preparing responses to Parliament Questions and Assurances Assist in court case management, RTI case processing and response drafting Prepare necessary documentation and assist in drafting responses Assist in coordinating audit activities and maintaining necessary documentation Prepare necessary documentation and assist in drafting responses 	<ul style="list-style-type: none"> Knowledge of RTI act 	D
			<ul style="list-style-type: none"> Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc. 	F
			<ul style="list-style-type: none"> File/ Record Management 	F
			<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F
			<ul style="list-style-type: none"> Social Media Usage & Guidelines 	F
			<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F
Section Officer & Assistant Section Officer	SAIL Division	<ul style="list-style-type: none"> Manage RTI cases and associated appeals Address audit matters and respond to VIP cases 	<ul style="list-style-type: none"> Understanding of RTI Act 	D
			<ul style="list-style-type: none"> Knowledge of audit matters 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle Parliament Questions and Assurances, engage with standing committee/consultative committee 	<ul style="list-style-type: none"> Understanding of VIP references 	D
		<ul style="list-style-type: none"> Review and sanction expansion schemes and new schemes, monitor ongoing projects 	<ul style="list-style-type: none"> Financial Management 	F
		<ul style="list-style-type: none"> Collaborate on formation of new companies/JVs, handle issues of infrastructure/environment with relevant ministries, manage supply of coal/power/wagons to SAIL 	<ul style="list-style-type: none"> Understanding of JVs 	D
			<ul style="list-style-type: none"> Coordination 	B
		<ul style="list-style-type: none"> Handle all matters related to Steel Processing Units of SAIL, attend various meetings related to SPU 	<ul style="list-style-type: none"> File/ Record Management 	F
			<ul style="list-style-type: none"> Understanding of Steel processing units 	D
		<ul style="list-style-type: none"> Handle matters relating to merger/acquisition, manage mining leases & 	<ul style="list-style-type: none"> Effective Communication 	B



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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		environmental clearance, document minutes of Quarterly Performance Review meetings	<ul style="list-style-type: none"> Overview of Ministry : Mission, Vision, Organization Structure, roles & responsibilities of each Division/Section 	D
			<ul style="list-style-type: none"> Knowledge of National Steel Policy 	D
			<ul style="list-style-type: none"> Understanding of Mining leases & Environmental Clearances 	D
		<ul style="list-style-type: none"> Handle Memorandum of Understanding (MOU), conduct analysis of Monthly Performance of SAIL, manage matters related to Annual Plan, Outcome Budget & Budget Estimates 	<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F
			<ul style="list-style-type: none"> General Financial Rules, 2017 (GFR) 	F
			<ul style="list-style-type: none"> Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) 	F

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage court cases, issue photo passes of SAIL Officers 	<ul style="list-style-type: none"> Social Media Usage & Guidelines 	F
		<ul style="list-style-type: none"> Handle references received from President Secretariat, PMO & Cabinet Secretariat, manage misc. references relating to SAIL 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Knowledge of court matters 	f
		<ul style="list-style-type: none"> Handle labor matters in relation to SAIL Employees, make references to Screening Committee on labor matters, handle appointment of Occupiers of SAIL Plants 	<ul style="list-style-type: none"> Understanding of labour laws 	f
		<ul style="list-style-type: none"> Manage foreign visits of officers of SAIL 	<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Update Annual Report of Ministry of Steel (SAIL Division) 	<ul style="list-style-type: none"> Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc. 	F
Section Officer & Assistant Section Officer	RTI Cell	<ul style="list-style-type: none"> Handle RTI applications and appeals 	<ul style="list-style-type: none"> Knowledge of RTI Act 	D
		<ul style="list-style-type: none"> Address CIC Notices for hearings and replies 	<ul style="list-style-type: none"> Problem Solving 	B
		<ul style="list-style-type: none"> Manage all necessary reports and returns 	<ul style="list-style-type: none"> File/Record Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Conduct third party/transparency inspection 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Handle any miscellaneous matter not covered above 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Stress Management 	B
			<ul style="list-style-type: none"> Conflict Management 	B
Section Officer & Assistant Section Officer	Coordination Division	<ul style="list-style-type: none"> Handle Parliament Questions/Assurances received from Lok Sabha/ Rajya Sabha 	<ul style="list-style-type: none"> Writing Skills: Annual Reports Cabinet Note, office order, noting, drafting, report writing, MOMs etc. 	F
		<ul style="list-style-type: none"> Handle references from cabinet secretariat, PMO, President Sectt., NITI Aayog requiring general coordination 	<ul style="list-style-type: none"> File/ Record Management 	F
			<ul style="list-style-type: none"> Stakeholder Management 	B
			<ul style="list-style-type: none"> Motivation 	B
		<ul style="list-style-type: none"> Finalization of Induction Material / CCC of MoS, Material for President's 	<ul style="list-style-type: none"> Facility and logistics management 	F

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		Address for Joint Session of Parliament, Weekly report on COVID, Review of procurement by CPSE's through GeM and Vendors registered on GeM	<ul style="list-style-type: none"> Effective Communication Emotional Intelligence 	B B
		<ul style="list-style-type: none"> Monitoring of e-Samiksha Portal and Drishti Dashboard 	<ul style="list-style-type: none"> Understanding of DGFT matters (formulating and implementing the Foreign Trade Policy) Coordination skills Interpersonal Skills 	D B B
		<ul style="list-style-type: none"> Monitoring of Grievance/Appeals, Handling of RTI applications/appeals 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
		<ul style="list-style-type: none"> Revision of Citizen/ Client's Charter, Induction material of MOS, Quarterly Hindi Report 	<ul style="list-style-type: none"> Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.) 	F

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Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Time Management	B
		• Manage Senior officers Meeting (SOM), Matters relating to Zonal Council Secretariat, Parliament Committee	• Monitoring and evaluation of various administrative schemes, policies, and grants	F
Section Officer & Assistant Section Officer	MOIL Division / KOIL Division / MECON Division	• Submit MoU draft to DPE, finalize MoU and lay it in Parliament	• Understanding of MoUs	D
		• Prepare and lay the annual report of CPSE in Parliament • Obtain reports from PSUs, examine and process the cases referred from Coord Section	• Parliamentary procedures & matter etc.(Comments on starred and unstarred ques.)	F
			• Inter-Ministerial coordination	B
		• Handle budget-related tasks	• General Financial Rules, 2017 (GFR)	F
		• Address and respond to audit paras	• Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle financial matters specific to MOIL 	<ul style="list-style-type: none"> Financial management 	F
		<ul style="list-style-type: none"> Handle VIP references 	<ul style="list-style-type: none"> Knowledge of VIP references 	F
		<ul style="list-style-type: none"> Handle un-starred/starred questions and DRPSC related to Parliament 	<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc. 	F
		<ul style="list-style-type: none"> Analyze and review the monthly performance of MOIL 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Stress Management 	B
			<ul style="list-style-type: none"> Conflict Management 	B
			<ul style="list-style-type: none"> MS Office (Excel, PPT, Word) 	F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage and respond to RTI requests and appeals 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Manage the signing of SPR for confirmation and extension 	<ul style="list-style-type: none"> Motivation 	B
Section Officer & Assistant Section Officer	Official Language (Rajbhasha Vibhag)	<ul style="list-style-type: none"> Execution of the following matters: 	<ul style="list-style-type: none"> Policy implementation 	F
		<ul style="list-style-type: none"> Official Language Policy 	<ul style="list-style-type: none"> Coordination skills 	B
		<ul style="list-style-type: none"> Matters relating to the Department of Official Language in connection with the use of Hindi 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, report writing Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Matters relating to submission of Quarterly progress report reg. use of Hindi 	<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc. 	F
		<ul style="list-style-type: none"> Translation of letters, documents, Parliament Questions etc. Budget, Annual Report of the Ministry 	<ul style="list-style-type: none"> NIC applications: Email, Messenger, Cloud Storage, etc. 	F
		<ul style="list-style-type: none"> Circulation of orders regarding use of Hindi to different sections of the Ministry & CPSEs 		
		<ul style="list-style-type: none"> Conduct of inspections on the implementation of Official Language in the CPSEs 		

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> • Adeptness with Tools & Technology • Familiarity with Legal Matters, Acts and Compliances • Functional skills to enhance productivity 	• MS Office: Excel, PPT, Word	F
			• SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
			• Right to Information Act, 2005 (RTI)	F
			• Cybersecurity	F
			• Social Media usage & guidelines	F
			• File/Record Management	F
			• Establishment Rules & General Administration Matters	F
			• Team Development	B
			• Ownership & Accountability	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			• Time Management and Productivity	B
			• Motivation	B
			• Work Ethics & Integrity	B
			• Problem Solving	B
			• Emotional Intelligence	B
			• Effective Communication	B
			• Citizen/Customer Focus	B
Section Officer & Assistant Section Officer	NDMC Division	<ul style="list-style-type: none"> • Prepare and review documents related to MoU signed by NMDC with Ministry of Steel. • Assist in coordinating bilateral and multilateral relations with foreign countries, including gathering inputs and participating in meetings. 	• Understanding of MOUs	F
			• Diplomacy	B
			• Coordination	B
		• Motivation	B	
		<ul style="list-style-type: none"> • Support the budgeting process for NMDC, including gathering financial data and 	• Financial management	F
			• Work Ethics & Integrity	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> preparing budget proposals. Monitor and track the capital expenditures of NMDC, ensuring compliance with financial regulations and budgetary limits. Collaborate with auditors to address audit paras and ensure compliance with audit requirements. Assist in the preparation and laying of annual reports of NMDC in Parliament. Provide inputs and support in the preparation of the Annual Report of the Ministry of Steel, collating necessary information and data. 	<ul style="list-style-type: none"> Problem Solving Emotional Intelligence Effective Communication 	<ul style="list-style-type: none"> B B B
		<ul style="list-style-type: none"> Handle complaints and representations pertaining to NMDC, ensuring proper documentation and follow-up actions. Process notifications and documents related to the appointment of occupiers for NMDC premises/buildings. 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	<ul style="list-style-type: none"> F F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Coordinate the revision of pay scales for NMDC employees, ensuring compliance with relevant regulations and policies. Facilitate the processing of APARs/SPRs of NMDC's Board of Directors. Manage the processing of grievances received through CPGRAM, periodic reports, and returns. Handle RTI matters, including receiving and responding to applications and appeals. Assist in court cases involving NMDC, including liaising with legal teams and preparing necessary documentation. Support performance reviews of NMDC, analyzing key performance indicators and preparing reports. 	<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines Understanding of NMDC and its functioning General Financial Rules, 2017 (GFR) Conflict management Knowledge of RTI Act Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation) Understanding of VIP references Time Management 	<ul style="list-style-type: none"> F D F B D F F B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Coordinate and participate in CAPEX review meetings, providing inputs and ensuring timely follow-up on action points. Facilitate meetings and interactions with Ministry officials and other stakeholders, including preparing agendas, minutes, and action items. Handle references and correspondence from MPs, VIPs, PMO, and other important entities, providing timely responses and necessary support. Manage important matters related to NMDC, including tracking critical projects, initiatives, and policy developments. Update the E-Samiksha/PRAGATI Portal with relevant information and progress updates for effective monitoring and reporting. 		
Section Officer & Assistant	Raw Material Division	<ul style="list-style-type: none"> Monitor and ensure the availability of raw materials, such as coal, natural gas, coal-based 	<ul style="list-style-type: none"> Knowledge of Raw Material Security and Availability 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
Section Officer		methane gas, and coal gasification, to all steel stakeholders. <ul style="list-style-type: none"> Assist iron and steel units, including sponge iron units and the steel sector, in obtaining coal linkages to ensure smooth operations. Support the establishment of coal washeries by Steel CPSEs to improve the quality of coal and enhance efficiency in its utilization. 	<ul style="list-style-type: none"> Knowledge of CPSEs 	D
			<ul style="list-style-type: none"> Handle all policy matters related to coal, including formulating and reviewing policies to ensure sustainable and efficient coal utilization in the iron and steel industry. 	<ul style="list-style-type: none"> Understanding of Coal Policy Matters
		<ul style="list-style-type: none"> Provide comments and inputs to the IC division on MoUs related to procurement of coking coal from Russia, the US, Mongolia, and other countries, ensuring strategic and reliable sourcing of raw materials. 	<ul style="list-style-type: none"> Knowledge of relevant laws, regulations, and standards governing the steel industry and the ability to ensure compliance. 	d
			<ul style="list-style-type: none"> Project Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Oversee logistic matters related to slurry pipelines, railways, shipping, roads, and dedicated freight corridors to facilitate the transportation of raw materials for the iron and steel industry. Collaborate with relevant stakeholders to ensure the development of national infrastructure pipelines to support the efficient movement of resources in the steel sector. 	Knowledge of Logistic Management	d
			Financial Management	F
			Ability to interpret market and market analysis	d
		<ul style="list-style-type: none"> Contribute to initiatives on resource efficiency and steel recycling led by NITI Aayog, ensuring sustainable practices in the iron and steel industry. 	Knowledge of recycling and circular economy	d
			Effective Communication	B
			Ethical Conduct and Integrity	B
			Stress Management	B
			Interpersonal Skills	B
			File/Record Management	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
		<ul style="list-style-type: none"> Provide inputs and support the development of a national energy policy for the steel sector in collaboration with NITI Aayog. 	<ul style="list-style-type: none"> Understanding of National Energy Policy 	d
		<ul style="list-style-type: none"> Handle CBI matters related to coal, including coordination and collaboration with the Central Bureau of Investigation for investigations and legal proceedings in the coal sector. 	<ul style="list-style-type: none"> Legal knowledge 	F
Section Officer & Assistant Section Officer	Technical Division	<ul style="list-style-type: none"> Implement and monitor quality control measures in the iron and steel sector to ensure compliance with technical regulations and standards. 	<ul style="list-style-type: none"> Understanding of DGFT matters, Export and import matters 	D
			<ul style="list-style-type: none"> Quality Management 	D
		<ul style="list-style-type: none"> Stay updated with WTO matters and regulations pertaining to the iron and steel industry and provide necessary compliance guidance. 	<ul style="list-style-type: none"> Environmental and Industry Awareness 	D
			<ul style="list-style-type: none"> Knowledge of WTO Matters and Compliance 	D
			<ul style="list-style-type: none"> Attention to Detail 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Manage the awards scheme, including the PM Trophy, NMD Award, and Secondary Steel Award, by coordinating the selection process, reviewing nominations, and organizing the award ceremony. 	<ul style="list-style-type: none"> Accountability 	B
			<ul style="list-style-type: none"> Collaboration 	B
		<ul style="list-style-type: none"> Support research and development initiatives in the iron and steel sector, including the operation of the R&D scheme, by coordinating with relevant stakeholders and facilitating collaborations. 	<ul style="list-style-type: none"> Public Policy and Governance 	D
			<ul style="list-style-type: none"> Problem-Solving 	B
			<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Handle matters related to the Directorate General of Foreign Trade (DGFT), including EXIM policy, EPCG (Export Promotion Capital Goods) scheme, and project imports, by providing necessary guidance and ensuring compliance. 	<ul style="list-style-type: none"> Legal Compliance 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Monitor and promote safety measures in the iron and steel sector, including compliance with safety regulations, conducting safety audits, and implementing necessary safety protocols. 	<ul style="list-style-type: none"> Analytical Thinking 	
		<ul style="list-style-type: none"> Address energy and environment-related issues in the iron and steel industry, including promoting energy efficiency, implementing environmental regulations, and coordinating with relevant authorities for sustainable practices. 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> Stress Management 	B
			<ul style="list-style-type: none"> Interpersonal Skills 	B
		<ul style="list-style-type: none"> Manage matters related to ship breaking activities in the iron and steel sector, including regulatory compliance, environmental considerations, and safety measures. 	<ul style="list-style-type: none"> File/Record Management 	F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handle matters related to the functioning of the iron and steel sector in Parliament, including providing inputs for discussions, preparing responses to parliamentary questions, and addressing parliamentary inquiries and concerns. 	<ul style="list-style-type: none"> Understanding of parliamentary matters 	F
		<ul style="list-style-type: none"> Address miscellaneous matters, including handling VIP references, managing CPGRAM (Centralized Public Grievance Redress and Monitoring) cases, and responding to RTI (Right to Information) requests, ensuring timely and appropriate actions. 	<ul style="list-style-type: none"> Knowledge of VIP matters 	F
Section Officer & Assistant Section Officer	Trade & Taxation Division	<ul style="list-style-type: none"> Coordinate with D/o Commerce/DGFT on policy matters Provide inputs on steel trade in bilateral agreements Monitor and analyze steel prices 	<ul style="list-style-type: none"> Knowledge of Policy Matters and Trade Coordination 	D
			<ul style="list-style-type: none"> Diplomacy 	B
			<ul style="list-style-type: none"> Effective communication 	B
			<ul style="list-style-type: none"> Knowledge of WTO matters and regulations 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Provide inputs on taxation policies 	<ul style="list-style-type: none"> Taxation and Budget 	F
		<ul style="list-style-type: none"> Prepare budget proposals for the steel sector 	<ul style="list-style-type: none"> Financial Management 	F
		<ul style="list-style-type: none"> Respond to parliamentary questions 	<ul style="list-style-type: none"> Understanding of Parliamentary Matters 	D
		<ul style="list-style-type: none"> Handle VIP references 	<ul style="list-style-type: none"> Understanding of VIP references 	D
		<ul style="list-style-type: none"> Manage CPGRAMS cases Address RTI matters Handle court cases 	<ul style="list-style-type: none"> Knowledge of Grievance Handling and Information Mgmt. 	F
		<ul style="list-style-type: none"> Prepare and submit periodical reports and annual reports 	<ul style="list-style-type: none"> Knowledge of RTI Act 	D
		<ul style="list-style-type: none"> Monitor and update dashboards (E-Samiksha, PRAGATI, DRISHTI, etc.) 	<ul style="list-style-type: none"> Understanding of court cases 	D
		<ul style="list-style-type: none"> Support Steel Business Development Centre and young professional initiatives 	<ul style="list-style-type: none"> Dashboard Monitoring 	
		<ul style="list-style-type: none"> Support Steel Business Development Centre and young professional initiatives 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Assist in SIMS development and data uploading 	<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> Stress Management 	B



**CAPACITY
BUILDING
COMMISSION**

Capacity Building Commission, Government of India

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

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> Interpersonal Skills 	B
			<ul style="list-style-type: none"> File/Record Management 	F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
Section Officer & Assistant Section Officer	Finance Division / CASH Division/ Budget Division	<ul style="list-style-type: none"> Participate in the budget formulation process for both non-plan and plan budgets. Assist in preparing and submitting outcome budgets, financial proposals, and detailed demands for grants. Support coordination with other ministries and agencies on financial matters. Monitor progress of expenditure against 	<ul style="list-style-type: none"> Monitoring and evaluation of various administrative schemes, policies, and grants 	D
			<ul style="list-style-type: none"> Govt. Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc. 	F
			<ul style="list-style-type: none"> Knowledge of Budgeting 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<p>approved budget provisions and maintain accurate records.</p> <ul style="list-style-type: none"> • Help address audit objections, paragraphs, and inspection reports. • Facilitate financial concurrence for release of funds and advice on financial implications of policy matters. • Aid in reviewing deputation abroad proposals and other cases with financial implications. 	<ul style="list-style-type: none"> • Understanding of financial proposals 	D
			<ul style="list-style-type: none"> • Intra-Ministerial Coordination 	B
			<ul style="list-style-type: none"> • Data Analysis & Visualization 	F
			<ul style="list-style-type: none"> • Knowledge of Audit paras and compliance 	D
			<ul style="list-style-type: none"> • Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
			<ul style="list-style-type: none"> • Effective Communication 	B
			<ul style="list-style-type: none"> • Ethical Conduct and Integrity 	B
			<ul style="list-style-type: none"> • Stress Management 	B
			<ul style="list-style-type: none"> • Interpersonal Skills 	B
			<ul style="list-style-type: none"> • File/Record Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
Section Officer & Assistant Section Officer	Vigilance Division	<ul style="list-style-type: none"> Appointment and terms of CVOs in Steel CPSEs Handling administrative matters related to CVOs 	<ul style="list-style-type: none"> Understanding of CVO Appointment and Administration 	D
			<ul style="list-style-type: none"> Decision Making 	B
		<ul style="list-style-type: none"> Decision-making on complaints and investigations 	<ul style="list-style-type: none"> Complaints Handling and Investigations 	F
		<ul style="list-style-type: none"> Commenting on complaints from Cabinet Secretariat/PMO 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Providing departmental comments on CBI reports 	<ul style="list-style-type: none"> Risk Management 	D
		<ul style="list-style-type: none"> Referring investigation reports to higher authorities for advice 	<ul style="list-style-type: none"> File/Record Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Reconsideration of CVC's advice, if required 	<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
		<ul style="list-style-type: none"> Acceptance of advice involving Group A/Board level officers 	<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	F
		<ul style="list-style-type: none"> Vigilance clearance for Ministry staff (up to various levels) 	<ul style="list-style-type: none"> Understanding & monitoring Vigilance/ Disciplinary Cases 	F
		<ul style="list-style-type: none"> Monitoring sensitive posts in Steel CPSEs 	<ul style="list-style-type: none"> Conflict Management 	B
		<ul style="list-style-type: none"> Conducting inspections and trainings 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Organizing Vigilance Awareness Week 	<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
		<ul style="list-style-type: none"> Handling VIP references 	<ul style="list-style-type: none"> Stress Management 	B
		<ul style="list-style-type: none"> Miscellaneous matters not covered above 		
Section Officer & Assistant Section Officer	M F Division	<ul style="list-style-type: none"> Processing applications under the RTI Act 	<ul style="list-style-type: none"> Understanding of RTI Act 	D
		<ul style="list-style-type: none"> Handling appeals under the RTI Act 	<ul style="list-style-type: none"> Effective Communication 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Addressing grievances and providing redressal 	<ul style="list-style-type: none"> Grievance Redressal 	F
			<ul style="list-style-type: none"> Empathy 	B
		<ul style="list-style-type: none"> Dealing with Parliament Questions/Assurances 	<ul style="list-style-type: none"> Financial Management 	D
		<ul style="list-style-type: none"> Matters related to Parliamentary standing committee/consultative committee 	<ul style="list-style-type: none"> Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.) 	F
		<ul style="list-style-type: none"> Processing VIP references 	<ul style="list-style-type: none"> Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc. 	F
		<ul style="list-style-type: none"> Submission of Action Taken Note (ATN) on Audit Paras 	<ul style="list-style-type: none"> Interpersonal skills 	B
			<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc 	F
		<ul style="list-style-type: none"> Matters pertaining to Memorandum of Understanding (MoU) and its evaluation 	<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Reviewing monthly performance highlights of MSTC & FSNL 	<ul style="list-style-type: none"> Problem-Solving 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> • Handling matters related to Steel Scrap Recycling Policy, Vehicle Scrapping Policy, etc. • Dealing with court cases and arbitration proposals for AMRCD of MSTC & FSNL • Laying of Annual Reports/MoUs of MSTC in Parliament • Managing commercial matters and coordination with other Ministries/Organizations 	• Understanding of Policy Matters	D
			• Knowledge of Court Cases and Arbitration	D
			• Understanding of MoUs	D
			• Negotiation Skills	B
			• File/Record Management	F
			• MS Office: Excel, PPT, Word	F
			• Social Media usage & guidelines (Do's and Don'ts)	F
		• Providing non-financial logo support for Conferences/Expos		
• Coordinating with other organizations related to IEC	B			
Section Officer & Assistant Section Officer	International Cooperation Cell	<ul style="list-style-type: none"> • Processing applications under the RTI Act • Handling appeals under the RTI Act 	• Understanding of Right to Information Act, 2005 (RTI)	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			•	
		<ul style="list-style-type: none"> Addressing matters related to Greenfield Projects 	<ul style="list-style-type: none"> Understanding of Greenfield Projects 	D
		<ul style="list-style-type: none"> Managing matters pertaining to the Steel Committee of OECD 	<ul style="list-style-type: none"> Understanding of Organization for Economic Cooperation and Development (OECD) 	D
		<ul style="list-style-type: none"> Reviewing and providing inputs on draft Cabinet Notes 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
			<ul style="list-style-type: none"> Motivation 	B
			<ul style="list-style-type: none"> Time Management 	B
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B
		<ul style="list-style-type: none"> Coordinating with Joint Working Groups of Ministry of Mines 	<ul style="list-style-type: none"> Knowledge of Joint working groups 	D
		<ul style="list-style-type: none"> Participating in bilateral/multilateral meetings or inputs 	<ul style="list-style-type: none"> Understanding of Bilateral/Multilateral ties 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Managing matters related to India-Japan Steel Dialogue 	<ul style="list-style-type: none"> Diplomacy 	B
		<ul style="list-style-type: none"> Handling matters pertaining to import of Coking Coal 	<ul style="list-style-type: none"> Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules 	D
		<ul style="list-style-type: none"> Coordinating with foreign governments through MEA 	<ul style="list-style-type: none"> Effective Communication 	B
		<ul style="list-style-type: none"> Handling matters related to Parliament Questions, VIP References, Court cases, PMO References Providing inputs for Annual Report of Ministry of Steel 	<ul style="list-style-type: none"> Knowledge of Parliament, VIP References, Court Cases, PMO References 	F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	B
			<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	B
			<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
			<ul style="list-style-type: none"> File/Record Management 	B
			<ul style="list-style-type: none"> Interpersonal skills 	B
Section Officer & Assistant Section Officer	S D I Division	<ul style="list-style-type: none"> Appointment / Removal of Executive Secretary JPC 	<ul style="list-style-type: none"> Understanding of functioning of NISST and BPNSI 	D
		<ul style="list-style-type: none"> Framing of RR for the post of ES, JPC 	<ul style="list-style-type: none"> Knowledge of Establishment Rules & General Administration Matters 	F
		<ul style="list-style-type: none"> Meeting of SDF Manaaina Committee 		
		<ul style="list-style-type: none"> Establishment matters of JPC/ERU and Appointment/Removal of Chief Economist ERU 	<ul style="list-style-type: none"> Analytical Thinking 	B
		<ul style="list-style-type: none"> Appointment of Director, NISST Promotion of Executive Staff of NISST 	<ul style="list-style-type: none"> Effective Communication 	B
			<ul style="list-style-type: none"> Ethical Conduct and Integrity 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Establishment matters of NISST Constitution of Board and the Meetings of NISST 	Accountability	B
		<ul style="list-style-type: none"> Appointment of Director, BPNSI Promotion of Executive Staff of BPNSI Establishment matters of BPNSI Constitution of Board and the Meetings of BPNSI 	Understanding of Establishment Rules & General Administration Matters	F
		<ul style="list-style-type: none"> Constitution of Board and the Meetings of BPNSI 	Understanding of Board of Director related matters	F
		<ul style="list-style-type: none"> Lok Sabha/Rajya Sabha Questions - Starred & Unstarred ATNs of Department relating to Parliament Standing Committee Nomination of non-official members to the steel Consumers' Councils 	Knowledge of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	F
		<ul style="list-style-type: none"> Nomination of non-official members to the steel Consumers' Councils 	Understanding of parliament standing committee	F
		<ul style="list-style-type: none"> Nomination of non-official members to the steel Consumers' Councils 	Knowledge of Steel Consumers' Councils	F
		<ul style="list-style-type: none"> Arranging meetings of sec 	File/Record Management	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> • Issuance of Resolution of sec • Annual Reports/Induction Note • RTI Matters - Queries for information • Appeals in RTI Matters • Quarterly Hindi Report • Skill Development issues • Appointment / Removal of Executive Secretary JPC 	<ul style="list-style-type: none"> • Public Grievance (CPGRAM Portal) matters and guidelines 	F
			<ul style="list-style-type: none"> • Social Media usage & guidelines (Do's and Don'ts) 	F
			<ul style="list-style-type: none"> • MS Office: Excel, PPT, Word 	F
			<ul style="list-style-type: none"> • Motivation 	B
Section Officer & Assistant Section Officer	I D Division	<ul style="list-style-type: none"> • Analyze and provide recommendations on national steel policy and related issues • Develop policy guidelines for the distribution of iron & steel material to small-scale industries (SSI) • Conduct research and propose strategies for the growth and 	<ul style="list-style-type: none"> • Knowledge of Policy Matters 	D
			<ul style="list-style-type: none"> • Knowledge of National Steel Policy 	D
			<ul style="list-style-type: none"> • Understanding of Domestically Manufactured Iron And Steel Products policy 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> development of the pig iron industry, steel providing industry, and steel processing industry Evaluate and provide input on matters related to the opening of offices of foreign companies, FDI references, and capital subsidies 	<ul style="list-style-type: none"> Knowledge of Policy regarding distribution of iron and steel material to SSI 	D
		<ul style="list-style-type: none"> Coordinate with Inter-Ministerial Group (IMG) for effective implementation of steel industry initiatives Participate in Project Monitoring Group (PMG) meetings and provide updates on steel industry projects Collaborate with State Governments and Central Ministries to ensure smooth coordination and follow-up on project-related issues 	<ul style="list-style-type: none"> Knowledge of Implementation, Monitoring, Review, Evaluation of various projects 	D
			<ul style="list-style-type: none"> Project Management 	F
			<ul style="list-style-type: none"> Problem Solving 	B
		<ul style="list-style-type: none"> Prepare responses and provide information for starred and unstarred Questions in Rajya Sabha and Lok Sabha 	<ul style="list-style-type: none"> Knowledge of Parliament Matters 	D
			<ul style="list-style-type: none"> File/Record Management 	F

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Coordinate with other Divisions for furnishing information to Standing Committee of Parliament Assist in the preparation of Parliament Assurances related to the division's subject matter 	<ul style="list-style-type: none"> Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc. 	F
		<ul style="list-style-type: none"> Respond to information requests from PMO/Cabinet Secretariat Handle VIP cases specific to the division's responsibilities Manage RTI cases and appeals pertaining to the division Address grievances and issues related to CPGRAM 	<ul style="list-style-type: none"> Knowledge of VIP References, Public Grievances 	D
			<ul style="list-style-type: none"> Public Grievance (CPGRAM Portal) matters and guidelines 	D
			<ul style="list-style-type: none"> Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc. 	F
			<ul style="list-style-type: none"> MS Office: Excel, PPT, Word 	F
		<ul style="list-style-type: none"> Prepare materials for Detailed Demand for 	<ul style="list-style-type: none"> Knowledge of Budget and Finance 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Grants and the Annual Report Assist in budget planning and outcome budgeting for the steel sector 	<ul style="list-style-type: none"> Interpersonal skills 	B
		<ul style="list-style-type: none"> Handle miscellaneous tasks and requests not covered under specific headers 	<ul style="list-style-type: none"> Social Media usage & guidelines (Do's and Don'ts) 	B
Section Officer & Assistant Section Officer	RINL / BGC Division	<ul style="list-style-type: none"> Processing applications under the RTI Act Managing appeals related to the RTI Act Addressing grievances and providing appropriate redressal 	<ul style="list-style-type: none"> RTI and Grievance Handling 	D
			<ul style="list-style-type: none"> Knowledge of Administrative and Regulatory Compliance 	D
		<ul style="list-style-type: none"> Assisting in preparing Parliament Questions and Assurances Coordinating matters related to Parliamentary standing committees and consultative committees 	<ul style="list-style-type: none"> Parliament and Government Affairs 	D
		<ul style="list-style-type: none"> Handling VIP references and processing them accordingly 	<ul style="list-style-type: none"> Stakeholder Engagement 	B
			<ul style="list-style-type: none"> Research and Development 	F
		<ul style="list-style-type: none"> Reviewing and responding to audit paras 	<ul style="list-style-type: none"> Knowledge of compliance and Audit 	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Ensuring compliance with regulatory requirements Managing matters related to internal and external audits 	<ul style="list-style-type: none"> Attention to Detail 	B
		<ul style="list-style-type: none"> Contributing to the development of policies and guidelines Conducting research and analysis to support policy decision-making 	<ul style="list-style-type: none"> Knowledge of Policy and Planning 	D
		<ul style="list-style-type: none"> Engaging with stakeholders and addressing their queries and concerns Organizing stakeholder meetings and consultations Facilitating communication and collaboration with external partners and organizations 	<ul style="list-style-type: none"> Stakeholder Engagement 	B
			<ul style="list-style-type: none"> Adaptability 	B
		<ul style="list-style-type: none"> Compiling and maintaining relevant documents and records Generating periodic reports and updates Managing information systems and databases 	<ul style="list-style-type: none"> Knowledge of Documentation and Reporting 	F
			<ul style="list-style-type: none"> Effective communication 	B
			<ul style="list-style-type: none"> Interpersonal Skills 	B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL			COMPETENCY	
Designation	Role(s)	Attitudes, Skills Knowledge Required	Gaps Identified	
			Area	Type B/D/F
		<ul style="list-style-type: none"> Handling miscellaneous tasks not covered under other headers Assisting in special projects and initiatives Providing general administrative support as required 	<ul style="list-style-type: none"> Presentation skills 	B

8.3 Capacity Needs Analysis – Division Wise

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
1	Establishment		D	Knowledge of Recruitment Rules	A	A	B	B
			D	Understanding of overview of Ministry: Mission, Vision, Organization Structure, roles & responsibilities of each Division/Section	A	A	A	A
			D	Understanding of general administration matters (appointment, transfers, resignations etc.)	B	B	A	A
			D	Knowledge of different training programs for different grades	-	-	B	B
			D	Advanced Knowledge of Schemes/Programs of the Ministry	-	-	A	A
			D	Understanding of Conduct Rule	B	B	B	B
			D	Knowledge of Pay Fixation related guidelines, rules	-	-	B	B
			D	Understanding of Pension Rules and Regulations	B	B	A	B

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Ability to conduct Training need identification annually and recommend the customized and mandatory trainings	B	B	A	A
			D	Knowledge of Establishment Rules & General Administration Matters (Pay Fixation, APAR etc.)	B	B	A	A
			D	Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, etc.	A	A	-	-
			D	Knowledge of service rules and other service matters, Index card, and service books	B	B	-	-
			F	Understanding of resource Management	-	-	B	B
			F	Knowledge of Right to Information Act, 2005 (RTI)	A	A	A	A
			F	Understanding & monitoring Vigilance/ Disciplinary Cases	B	B	A	A
			F	Knowledge of Legal Matters: litigation, arbitration, conciliation, paperwork, latest judgements, court cases etc.	B	B	B	B
			F	Knowledge of General Financial Rules	B	B	A	A
			F	Policy Making	-	-	B	A
			B	Problem Solving	-	-	A	A
			F	Financial Administration			A	A
			F	MS Office (Excel, PPT, Word)	A	A	-	-
			F	Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc.	A	A	-	-
			B	Strategic Decision Making	-	-	B	A
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Leadership Skills	-	-	B	A
			B	Strategic Planning	-	-	A	A
			B	Effective Communication	A	A	A	A
			B	Diplomacy	-	B	B	A
			B	Coordination	B	B	B	B



No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Public relations	B	B	A	A
			B	Decision Making	-	-	A	A
			B	Time Management	B	B	B	B
			B	Interpersonal Skills	B	B	B	B
			D	Public Administration	-	-	B	A
			D	Financial Administration & billing Management	-	-	A	A
			F	Knowledge of retirement & pension rules	B	B	B	B
2.	Administration		D	Knowledge of Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			D	Understanding of General Financial Rules, 2017 (GFR)	-	-	A	A
			D	Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-
			D	Establishment Rules & General Administration Matters	B	B	B	B
			D	Resource Management	-	-	A	B
			D	Understanding of Faculty Management	-	-	A	B
			D	Understanding of Welfare activities like housekeeping, logistics requirements,	-	-	A	-
			D	Knowledge of policies and applicability of advances, reimbursements and benefits like accommodation, Insurances and medical	-	-	A	B
			D	CPSEs & related matters – Monitoring (Project & Financial monitoring), closure, administrative matters and guidelines	-	-	A	A
			D	Companies Act, 2013 (incl. BOD related matters)	-	-	A	A
			D	Monitoring and evaluation of various administrative schemes, policies, and grants	-	-	A	A
F	Understanding of NIC applications	A	A	-	-			



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No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			F	Expense Monitoring & Budget Management	-	-	A	A
			F	Govt. Portals: eOffice, eHRMS, PFMS, GeM, SPARSH , SPARROW etc.	A	A	-	-
			F	General Financial Rules	-	-	A	A
			F	Establishment Rules & General Administration Matters (recruitment, retiring benefits etc.)	B	B	B	B
			F	Social Media Usage & Guidelines	B	B	B	B
			F	Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	-	-	A	A
			F	Contract Management	A	A	-	-
			F	Cybersecurity	B	B	B	B
			B	Effective Communication	A	A	A	A
			B	Analytical Thinking	-	-	A	A
			B	Time Management	B	B	B	B
			B	Team Development	-	-	A	A
			B	Leadership Skills	-	-	A	A
			B	Problem Solving	-	-	A	A
			B	Decision making	-	-	A	A
			B	Accountability	B	B	B	B
			B	Coordination skills	B	B	A	A
			B	Motivation	A	A	-	-
			B	Stress Management	B	B	B	B
			B	Stakeholder Management	B	B	A	A
			B	Conflict Management	-	-	A	A
3.	Parliament Cell		D	Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	B	B	A	A
			D	Familiarity with the working, policies, and key people in the Ministry of Steel.	B	B	B	B



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No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Understanding of the working and management of CPSEs.	-	-	A	A
			D	Understanding of the intricacies of public policies	-	-	A	A
			D	Understanding of Parliamentary Committees	-	-	A	B
			D	Understanding of Govt procedures & Industry Policies	B	B	B	B
			D	Understanding of Mining Policies (NMP 2019 etc.)	B	B	A	A
			D	Knowledge & Interpretation of statistical Inputs for metal & mineral policy formation	-	-	A	A
			F	Writing Skills: Cabinet Note, office order, noting, drafting, report writing, MOMs etc.	A	A	-	-
			F	File/ Record Management	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	MS Office (Excel, PPT, Word)	A	A	-	-
			F	Coordination and organization of Meetings, information for both the houses	A	A	B	-
			F	Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	B	A	A	-
			F	Right to Information Act (RTI)	B	B	B	B
			F	Monitoring and evaluation of various administrative schemes, policies, and grants	-	-	A	A
			F	Knowledge of Proposals	A	A	-	-
			B	Effective Communication	A	A	A	A
			B	Stakeholder Management	-	-	A	A
			B	Problem Solving	-	-	A	A
			B	Conflict Management	-	-	A	A
			B	Analytical Skills	-	-	A	A



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No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Research Skills	B	B	A	A
			B	Inter-Ministerial collaboration	B	B	B	B
			B	Attention to Detail	A	A	B	B
			B	Accountability	B	B	B	B
			B	Time Management	B	B	B	B
			B	Coordination	B	B	B	B
			B	Motivation	A	A	-	-
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Stress Management	A	A	-	-
			B	Interpersonal Skills	B	B	A	A
4.	Board Level Appointment Cell		D	Understanding of Board Dynamics	-	-	A	A
			D	Familiarity with the roles and responsibilities of board members and executives in public sector units (PSUs)	-	-	A	A
			D	Familiarity with parliamentary questions, procedures, and assurances.	A	A	-	-
			D	Understanding of audit procedures, norms, and compliance in the public sector.	-	-	A	A
			D	Staff Management, hiring activities	-	-	B	-
			D	Financial Management	-	-	A	A
			D	Understanding of board of directors related matters	-	-	A	A
			D	Knowledge of RTI act	B	B	B	B
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-
			F	File/Record Management	A	A	-	-
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			F	Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	A	A	A	-
					B	B	B	
			F	Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	B	A	A	B
			B	Stakeholder Management	-	-	A	A
			B	Negotiation Skills	-	-	A	A
			B	Strategic Decision Making	-	-	A	A
			B	Adaptability	-	-	A	B
			B	Problem Solving	-	-	A	A
			B	Leadership Skills	-	-	A	A
			B	Decision Making	-	-	A	A
			B	Delegation	-	-	A	A
			B	Analytical Thinking	-	-	A	A
			B	COORDINATION	B	B	B	B
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Time Management	A	A	B	B
			B	Interpersonal skills	B	B	B	B
			B	Effective Communication	A	A	A	A
5.	SAIL Division		D	Familiarity with the RTI Act and the processes associated with handling RTI queries	B	B	A	A
			D	Knowledge of Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	-	-	A	A
			D	Understanding of the processes and regulations involved in the formation of companies, joint ventures, mergers, and acquisitions	-	-	A	A
			D	Understanding of JVs and their formation	-	-	A	A
			D	Understanding of Environmental Law	-	-	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Understanding of labour matters	-	-	A	A
			D	Understanding of Steel Authority of India Limited (SAIL) Operations	B	B	A	A
					-	-	A	A
			D	Policy Making	-	-	A	A
			D	Understanding of Legislative Affairs	-	-	A	A
			D	Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	A	A	B	B
			D	Understanding of MOUs	-	-	A	A
			D	Knowledge of audit matters	-	-	A	A
			D	Understanding of VIP references	-	-	A	A
			F	Ability to handle administrative tasks such as the preparation of annual reports, budget estimates, and appointment matters.	B	B	A	A
			F	Project Management (incl. Project monitoring)	-	-	A	A
			F	Financial Management	-	-	A	A
			F	Business Acumen	-	-	B	B
			F	Budgeting	-	-	A	A
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	File/Record Management	A	A	-	-
			F	General Financial Rules, 2017 (GFR)	A	A	-	-
			F	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			F	Knowledge of court matters	B	B	B	B
			F	Understanding of labour laws	-	-	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Understanding of Steel processing units	-	-	B	B
			D	Overview of Ministry : Value Chain (Upstream and Downstream) including simulations, Knowledge of business acronyms like import, dumping etc.	B	B	B	B
			D	Knowledge of National Steel Policy	B	B	B	B
			D	Understanding of Domestically Manufactured Iron And Steel Products policy	-	-	A	A
			D	Knowledge of Steel Scrap Recycling Policy	-	-	A	A
			D	Knowledge of National Energy Policy	-	-	A	A
			D	Knowledge of Recycling and Circular Economy	-	-	A	A
			D	Knowledge of Green Hydrogen Mission	-	-	A	A
			D	Knowledge of International best practices in Steel Industry	-	-	A	A
			D	Understanding of Green field projects	-	-	A	A
			D	Understanding of Mining leases & Environmental Clearances	-	-	A	A
			D	Knowledge of Policies related to Iron Ore - National Mineral Policy, MMDR Act	-	-	A	A
			B	Attention to Detail	B	B	B	B
			B	Diplomacy	-	-	B	A
			B	Time Management	B	B	-	-
			B	Conflict Resolution	-	-	A	A
			B	Empathy	B	B	B	B
			B	Public relations	-	-	A	A
			B	Analytical Thinking	-	-	A	A
			B	Networking	-	-	A	A
			B	Public Speaking	-	-	A	A



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			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Relationship Building	B	B	B	B
			B	Interpersonal Skills	A	A	A	A
			B	Negotiation	-	-	A	A
			B	Problem-Solving	-	-	A	A
			B	Effective communication	A	A	A	A
			B	Strategic Planning	-	-	A	A
			B	Decision-Making	-	-	A	A
			B	Coordination	-	-	A	A
6.	RTI Cell		D	Knowledge of Right to Information Act, 2005 (RTI)	B	B	A	A
			B	Problem Solving	-	-	A	A
			B	Leadership Skills	-	-	A	A
			B	Conflict Management	-	-	A	A
			D	Understanding of public policy	-	-	A	A
			F	Policy implementation and compliance management	-	-	A	A
			B	Accountability	B	B	A	A
			B	Ethical Conduct & Integrity	B	B	B	B
			D	Understanding of CIC				
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc	A	A	-	-
			F	MS Office: Excel, PPT, Word	A	A	-	-
			B	Effective Communication	A	A	A	A
			B	Interpersonal skills	B	B	A	A
			B	Time Management	A	A	B	B
			B	Motivation	A	A	-	-
F	File/Record Management	A	A	-	-			
B	Stress Management	A	A	B	B			
7.	Coordination Division		D	Ability to oversee and approve the draft of Annual report, induction	-	-	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
				material, citizen charter and other miscellaneous reports				
			D	Understanding of parliamentary procedures and dynamics	A	A	-	-
			D	Interdepartmental Coordination	B	B	A	A
			D	Knowledge of Right to Information (RTI) Act:	B	B	B	B
			F	Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-
			F	Knowledge of Public Grievance (CPGRAM Portal) matters and guidelines	A	A	-	-
			F	Ability to review a variety of documents, from annual reports to policy papers.	-	-	A	A
			B	Interpersonal Skills	B	B	A	A
			B	Effective Communication	A	A	A	A
			B	Stakeholder Management	-	-	A	A
			B	Problem-Solving Skills	-	-	A	A
			B	Analytical Skills	-	-	A	A
			B	Ethical Conduct and Integrity	B	B	B	B
			D	Understanding of Corporate Governance	-	-	A	A
			D	Understanding of Training & Development	-	-	A	A
			D	Understanding of Public Administration	-	-	A	A
			F	Legislative Compliance	-	-	A	A
			F	Understanding & monitoring Vigilance/ Disciplinary Cases	B	B	A	A
			B	Critical Thinking	-	-	A	A
			F	Project Management	-	-	A	A
			B	Attention to Detail	A	A	B	B
			B	Decision Making	-	-	A	A



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No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Teamwork and Collaboration	-	-	A	A
			B	Leadership	-	-	A	A
			B	Interdepartmental Liaison	B	B	A	A
			B	Empathy/ Emotional Intelligence	-	-	A	A
			B	Negotiation	-	-	A	A
			B	Responsiveness	B	B	A	A
			B	Language Proficiency	A	A	A	-
			B	Motivation	A	A	-	-
			B	Time Management	A	A	B	B
			F	File/Record Management	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	A	A	-	-
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc	A	A	-	-
			F	Facility and logistics management	A	A	-	-
			F	Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	-	-	A	A
			D	Understanding of DGFT matters (formulating and implementing the Foreign Trade Policy)	-	-	A	A
			F	Monitoring and evaluation of various administrative schemes, policies, and grants	-	-	A	A
B	Coordination	B	B	A	A			
8.	MOIL Division / KOIL Division / MECON Division		D	Understanding of Right to Information (RTI) Act	B	B	B	B
			D	Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	B	A	A	B
			D	MoU Creation and Management,	B	A	A	-
			D	Governance and Public Administration	-	-	A	A
			D	IT Governance	-	-	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Knowledge of Mission Purvodaya – (development of steel clusters near integrated steel plants)	B	B	B	B
			F	Understanding of Pragati portal	A	A	-	-
			F	General Financial Rules, 2017 (GFR)	-	-	A	A
			F	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			F	Parliamentary procedures & matter etc.(Comments on starred and unstarred ques.)	A	A	B	B
			F	Understanding of Financial Management: budgeting processes, financial matters, and audit procedures.	-	-	A	A
			F	Ability to review monthly performance reports	-	-	A	A
			F	Document Review and Supervision	-	-	A	A
			F	Knowledge of VIP references	-	-	A	A
			F	MS Office (Excel, PPT, Word)	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-
			F	Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Attention to Detail	A	A	B	B
			B	Analytical Skills	-	-	A	A
			B	Effective Communication	A	A	A	A
			B	Diplomacy	-	-	A	A
			B	Critical Thinking	-	-	A	A
			B	Interpersonal skills	B	B	B	B
			B	Decision Making	-	-	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Motivation	A	A	-	-
			B	Inter-Ministerial coordination	B	B	A	A
			B	Time Management	A	A	B	B
			B	Stress Management	A	A	B	B
			B	Conflict Management	-	-	A	A
9.	Official Language (Rajbhasha Vibhag)		D	Understanding of the Official Language Policy and the processes related to its implementation.	-	-	A	A
			D	Familiarity with Central Public Sector Enterprises (CPSEs)	B	B	B	B
			D	Proficiency in translating documents, letters, and parliamentary questions into Hindi and vice versa.	A	A	-	-
			D	Establishment Rules & General Administration Matters	B	B	B	B
			F	Policy making and implementation	B	A	A	-
			F	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	A	A	-	-
			F	NIC applications: Email	A	A	-	-
			F	Cybersecurity	B	B	B	B
			F	Understanding of various Tools & technology (dashboards etc.)	A	A	-	-
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	-	-	A	A
			F	File/Record Management	A	A	-	-
			F	Right to Information Act, 2005 (RTI)	B	B	B	B
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-
			F	Social Media usage & guidelines	B	B	B	B
			B	Coordination skills	B	B	A	A
			B	Effective Communication	A	A	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Attention to Detail	A	A	-	-
			B	Time Management and Productivity	A	A	-	-
			B	Problem Solving	-	-	A	A
			B	Emotional Intelligence	-	-	A	A
			B	Citizen/Customer Focus	B	B	A	A
			B	Work Ethics & Integrity	B	B	B	B
			B	Motivation	A	A	-	-
			B	Ownership & Accountability	-	-	A	A
			B	Effective Writing	A	A	-	-
			B	Team Development	-	-	A	A
10.	NDMC Division		D	Knowledge of Budgeting and Finance	-	-	A	A
			D	Knowledge of Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			D	Understanding of General Financial Rules, 2017 (GFR)	-	-	A	A
			D	Knowledge of Right to Information Act, 2005 (RTI)	B	B	B	B
			D	Knowledge of Audit Paras and compliance	-	-	A	A
			D	Understanding of JVs/ Foreign acquisitions	-	-	A	A
			D	Understanding of international business laws and regulations	-	-	A	A
			D	Understanding of Board of Directors related matters	-	-	A	A
			D	Knowledge and understanding of administrative and HR Matters	B	B	B	B
			D	Understanding of property laws	-	-	A	A
			D	Understanding of Complaints and Legal Issues	B	B	B	B
			D	Business and Commercial Acumen	-	-	A	A
			D	Understanding of MoUs	-	-	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Understanding of NMDC and its functioning	-	-	A	A
			D	Knowledge of RTI Act	B	B	B	B
			F	General Financial Rules, 2017 (GFR)	-	-	A	A
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc	A	A	-	-
			F	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			F	Understanding of Policy and Legislative Matters	-	-	A	A
			F	Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-
			F	Skills on performance Development	-	-	A	A
			F	knowledge of APAR/ SPR's	-	-	A	A
			F	Understanding of Policy and Legislative Matters	-	-	A	A
			F	Knowledge of Public Grievance (CPGRAM Portal) matters and guidelines	A	A	-	-
			F	Understanding the audit process	-	-	A	A
			F	Knowledge of Performance Management	-	-	A	A
			F	Understanding of VIP references	-	-	A	A
			F	Social Media usage & guidelines	B	B	B	B
			F	File/Record Management	A	A	-	-
			F	Monitoring of Reports	-	-	A	A
			B	Problem Solving	-	-	A	A
			B	Inter-ministerial coordination	-	-	A	A
			B	Leadership Skills	-	-	A	A
			B	Conflict Management	-	-	A	A
			B	Multilateral Diplomacy	-	-	A	A
			B	Cross-cultural understanding	-	-	A	A



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			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Networking skills	-	-	A	A
			B	Attention to Detail	A	A	B	B
			B	Analytical skills	-	-	A	A
			B	Effective communication	A	A	A	A
			B	Conflict Resolution	-	-	A	A
			B	Art of giving feedback	-	-	A	A
			B	Diplomacy	-	-	A	A
			B	Coordination	B	B	A	A
			B	Motivation	A	A	-	-
			B	Work Ethics & Integrity	B	B	B	B
			B	Emotional Intelligence	-	-	A	A
			B	Citizen/Customer Focus	-	-	A	A
			B	Time Management	A	A	B	B
			B	Accountability	B	B	A	A
11.	Raw Material Division		D	Raw Material Security and Availability	B	B	A	A
			D	Knowledge of Supply chain Management, Procurement,	B	B	A	A
			D	Operations Management	B	B	B	B
			D	Understanding of Policy Development, Regulatory Compliance, Government Relations	-	-	A	A
			D	Knowledge of policies related to Coal	B	B	A	A
			D	Knowledge of CPSEs	B	B	A	A
			D	Understanding of Coal Linkages	B	B	A	A
			D	Knowledge of Natural Gas and Coal-based Products	-	-	A	A
			D	Understanding of Foreign Investments and Procurement	-	-	A	A
			D	Knowledge of Infrastructure Planning, Logistics etc.	-	-	A	A
			D	Knowledge of Recycling and Energy Policy	-	-	A	A



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			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Knowledge of Policy Development	-	-	A	A
			D	Understanding of Iron Ore Policy and Mining	-	-	A	A
			D	Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules	-	-	A	A
			D	Knowledge of legal matters - litigation, arbitration & conciliation, paperwork, etc.	B	B	B	B
			D	Business and Commercial Acumen	-	-	A	A
			D	Ability to interpret market and market analysis	-	-	A	A
			D	Understanding of National Energy Policy	-	-	A	A
			D	Knowledge of Public Policy and Governance	-	-	A	A
			D	Technology Management	-	-	A	A
			D	Information Access and Disclosure Management	-	-	A	A
			D	Environmental and Industry Awareness	-	-	A	A
			F	Project Management (incl. Project monitoring)	-	-	A	A
			F	Vendor management	-	-	A	A
			F	Operations Management	-	-	A	A
			F	Risk Management	B	B	B	B
			F	Legislative Affairs Management	B	B	B	B
			F	Logistics Management	-	-	A	A
			F	Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	-	-	A	A
			F	Financial Management	-	-	A	A
			F	File/Record Management	A	A	-	-
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	A	A	-	-

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			F	Public Grievance (CPGRAM Portal) matters and guidelines	A	A	-	-
			F	Knowledge of Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-
			B	Problem-solving	-	-	A	A
			B	Decision-making	-	-	A	A
			B	Stakeholder Management	-	-	A	A
			B	Analytical Thinking	-	-	A	A
			B	Effective Communication	A	A	A	A
			B	Negotiation Skills	-	-	A	A
			B	Collaboration	B	B	A	A
			B	Result Orientation	B	B	A	A
			B	Teamwork	-	-	A	A
			B	Strategic Thinking	-	-	A	A
			B	Cross-Cultural Sensitivity	B	B	A	A
			B	Networking	-	-	A	A
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Stress Management	A	A	B	B
			B	Interpersonal Skills	B	B	A	A
12.	Technical Division		D	Understanding of Quality Control, International Trade Law	-	-	A	A
			D	Knowledge of awards Management, Quality Control	B	B	A	A
			D	Knowledge of Research and Development, Materials Science (Iron & Steel)	-	-	A	A
			D	Knowledge of International Trade, EXIM Policies	-	-	A	A
			D	Knowledge of Occupational Health and Safety, Materials Science (Iron & Steel)	-	-	A	A
			D	Understanding of Environmental Science, Energy Management	-	-	A	A



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			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Understanding of Maritime Law, Environmental Science	-	-	A	A
			D	Understanding of Legislative Affairs, Public Administration	-	-	A	A
			D	Environmental and Industry Awareness	B	B	A	A
			D	Public Policy and Governance	B	B	A	A
			D	Legal Compliance	B	B	A	A
			D	Understanding of Safety guidelines for Iron and Steel Sector	-	-	A	A
			D	Knowledge of WTO Matters and Compliance	-	-	A	A
			D	Knowledge of Public Administration, Public Relations	-	-	A	A
			D	Understanding of DGFT matters, Export and import matters	-	-	A	A
			D	Quality Management	B	B	A	A
			F	Public Grievance (CPGRAM Portal) matters and guidelines	A	A	-	-
			F	Project Management	-	-	A	A
			F	File/Record Management	A	A	-	-
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	Understanding of parliamentary matters	A	A	-	-
			F	Knowledge of VIP matters	-	-	A	A
			B	Analytical Thinking	-	-	A	A
			B	Attention to Detail	B	B	A	A
			B	Effective Communication	A	A	A	A
			B	Collaboration	B	B	A	A
			B	Time Management	A	A	B	B
			B	Critical Thinking	-	-	A	A
			B	Accountability	B	B	A	A

No	Section	Training Type	Competency Gaps						
			Type (B/D/F)	Area	ASO/SO	US	Director	JS	
13.	Trade & Taxation Division		B	Integrity	B	B	B	B	
			B	Transparency	B	B	B	B	
			B	Problem Solving	-	-	A	A	
			B	Diplomacy	-	-	A	A	
			B	Effective Communication	A	A	A	A	
				D	Knowledge of International Trade, Trade Law	-	-	A	A
				D	Market Analysis	-	-	A	A
				D	Knowledge of Finance, Strategic Planning	-	-	A	A
				D	Understanding of Public Administration, Legislative Affairs	-	-	A	A
				D	Understanding of Market & its Analysis	-	-	A	A
				D	Knowledge of Law, Corporate Law	-	-	A	A
				D	Knowledge of Business Administration, Reporting	-	-	A	A
				D	Knowledge of Business Development, Human Resources	B	B	A	A
				D	Knowledge of Policy Matters and Trade Coordination	B	B	A	A
				D	Knowledge of WTO matters and regulations	B	B	A	A
				D	Understanding of VIP references	-	-	A	A
				D	Knowledge of IT & Systems, Law	B	A	A	B
				D	Steel Market Dynamics	B	A	A	B
				D	Governance and Legal Compliance	B	B	A	A
				D	Understanding of various schemes and policies	B	B	A	A
		D	Understanding of court cases	B	B	A	A		
		F	Knowledge of Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	B	B	A	A		
		F	Tax Regulation, Financial Analysis	-	-	A	A		
		F	Budget Management	-	-	A	A		



No	Section	Training Type	Competency Gaps								
			Type (B/D/F)	Area	ASO/SO	US	Director	JS			
			F	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-			
			F	Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	A	A	-	-			
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-			
			F	Knowledge of various dashboards, Dashboard Monitoring	A	A	B	B			
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B			
			F	Knowledge of Grievance Handling and Information Mgmt.	B	B	B	B			
			F	Knowledge of RTI Act	B	B	B	B			
			B	Decision Making	-	-	A	A			
			B	Diplomacy	-	-	A	A			
			B	Analytical Thinking	-	-	A	A			
			B	Problem Solving	-	-	A	A			
			B	Critical Thinking	-	-	A	A			
			B	Detail-oriented	A	A	B	B			
			B	Effective Communication	A	A	A	A			
			B	Accountability	B	B	A	A			
			B	Ethical Conduct and Integrity	B	B	B	B			
			B	Stress Management	A	A	B	B			
			B	Interpersonal Skills	A	A	A	A			
			14	Finance Division / CASH Division/ Budget Division		D	Data Interpretation	-	-	A	A
						D	Financial Planning and Budgeting	-	-	A	A
D	Monitoring and evaluation of various administrative schemes, policies, and grants	B				B	A	A			
D	Knowledge of Audit paras and compliance	B				B	A	A			
D	Understanding of financial proposals	B				B	A	A			

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Understanding of Payroll and Benefits Administration	-	-	A	A
			D	Knowledge of Governmental Financial Regulations	-	-	A	A
			F	Understanding of Public Finance	-	-	A	A
			F	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			F	Govt. Portals: eOffice, eHRMS, PFMS, GeM, SPARSH, SPARROW etc.	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	File/Record Management	A	A	-	-
			F	Data Analysis & Visualization	B	A	A	A
			F	Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	B	B	B	B
			B	Problem Solving	-	-	A	A
			B	Leadership Skills	-	-	A	A
			B	Team Development	-	-	A	A
			B	Strategic & Analytical thinking	-	-	A	A
			B	Citizen /Customer Focus & Service Excellence	-	-	A	A
			B	Attention to Detail	A	A	B	B
			B	Intra-Ministerial Coordination	B	B	A	A
			B	Effective Communication	A	A	A	A
			B	Team Development	-	-	A	A
			B	Strategic & Analytical thinking	-	-	A	A
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Stress Management	A	A	B	B



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			Type (B/D/F)	Area	ASO/SO	US	Director	JS
15.	Vigilance Division		B	Interpersonal Skills	B	B	A	A
		D	Understanding of Public Administration Law Enforcement	-	B	A	A	
		D	Knowledge of CPSEs	B	B	A	A	
		D	Knowledge of CVOs guidelines	-	-	A	A	
		D	Knowledge of Public Administration,	-	-	A	A	
		D	Understanding of training needs of CPSEs	-	-	B	B	
		D	Complaints Handling and Investigations	-	-	B	B	
		D	Knowledge of Corporate Governance	-	-	B	B	
		F	Understanding & monitoring Vigilance/ Disciplinary Cases	B	B	B	B	
		F	Understanding of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	B	B	B	B	
		F	Knowledge of Risk Management	B	B	B	B	
		F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B	
		F	File/Record Management	A	A	-	-	
		F	Data Management	A	A	-	-	
		F	MS Office: Excel, PPT, Word	A	A	-	-	
		B	Attention to Detail	A	A	B	B	
		B	Decision Making	A	A	-	-	
		B	Effective Communication	A	A	A	A	
		B	Diplomacy	-	-	A	A	
		B	Leadership Skills	-	-	A	A	
		B	Analytical Thinking	-	-	A	A	
		B	Conflict Management	-	-	A	A	
		B	Persuasion & influencing	-	-	A	A	
B	Interpersonal skills	B	B	A	A			
B	Ethical Conduct and Integrity	B	B	B	B			



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No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Problem Solving	-	-	A	A
			B	Time Management	A	A	B	B
			B	Stress Management	A	A	B	B
16.	M F Division		D	Knowledge of Public Administration, Legislative Affairs	B	B	B	B
			D	Understanding of Public Relations & administration	B	B	B	B
			D	Corporate Law, Business Administration	B	B	B	B
			D	Understanding of MoUs, court cases	-	-	A	A
			D	Understanding of Mining leases & Environmental Clearances	-	-	A	A
			D	Knowledge of Recycling and Circular Economy	-	-	A	A
			D	Knowledge of National Energy Policy	-	-	A	A
			D	Knowledge of Steel Scrap Recycling Policy	-	-	A	A
			D	Understanding of Event Management, Public Relations	B	B	B	B
			D	Understanding of Policy Matters	-	-	A	A
			D	Knowledge of Court Cases and Arbitration	-	-	A	A
			D	Understanding of MoUs	B	B	B	B
			D	Compensation Management	-	-	B	B
			F	Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	B	B	B	B
			F	General Financial Rules, 2017 (GFR)	-	-	A	A
			F	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			F	Business Administration	-	-	A	A
			F	Understanding of RTI Act	B	B	B	B
	F	Knowledge of Conferences/Expos	B	B	B	B		



No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	File/Record Management	A	A	-	-
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc	A	A	-	-
			F	Grievance Redressal	A	A	-	-
			F	Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	B	B	A	A
			B	Inter-Ministerial Coordination	B	B	A	A
			B	Effective communication	A	A	A	A
			B	Problem Solving	-	-	A	A
			B	Coordination	-	-	A	A
			B	Negotiation Skills	-	-	A	A
			B	Collaboration	B	B	B	B
			B	Strategic Decision Making	-	-	A	A
			B	Stakeholder Engagement	-	-	A	A
			B	Analytical Thinking	-	-	A	A
			B	Interpersonal skills	B	B	A	A
			B	Diplomacy	-	-	A	A
			B	Decision Making	-	-	A	A
			B	Leadership skills	-	-	A	A
			B	Attention to Detail	A	A	B	B
17.	International Cooperation Cell		D	Understanding of Greenfield Projects	-	-	A	A
			D	Emerging Trends, growth analysis & technology trends in Mining sector	-	-	A	A
			D	Understanding of Bilateral / Multilateral issues	-	-	A	A
			D	Knowledge of Steel Committee at Organization for Economic Co-operation and Development (OECD)	-	-	A	A
			D	Understanding of International Treaties & Cooperations, MoUs	-	-	A	A

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Understanding of International Trade and its related policies	-	-	A	A
			D	Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules	-	-	A	A
			D	Knowledge of Joint working groups	-	-	A	A
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	Project Management	-	-	A	A
			F	Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	A	A	B	B
			F	Understanding of Right to Information Act, 2005 (RTI)	B	B	B	B
			F	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-
			F	Knowledge of Parliament, VIP References, Court Cases, PMO References	-	-	A	A
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	File/Record Management	A	A	-	-
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-
			B	Leadership Skills	-	-	A	A
			B	Effective Communication	A	A	A	A
			B	Inter- Ministerial coordination	B	B	A	A
			B	Analytical Thinking	-	-	A	A
			B	Problem Solving	-	-	A	A
			B	Accountability	B	B	A	A
			B	Interpersonal skills	B	B	A	A
			B	Negotiation	-	-	A	A
			B	Motivation	A	A	-	-
			B	Time Management	A	A	B	B
			B	Diplomacy	-	-	A	A



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No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Strategic Decision Making	-	-	A	A
18.	S D I Division		D	Understanding of functioning of NISST and BPNSI	B	B	A	A
		D	Familiarity with the roles and responsibilities of board members and executives	-	-	A	A	
		F	Understanding of Establishment Rules & General Administration Matters	A	A	-	-	
		F	Knowledge of Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	A	A	B	B	
		F	MS Office: Excel, PPT, Word	A	A	-	-	
		F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B	
		F	Public Grievance (CPGRAM Portal) matters and guidelines	A	A	-	-	
		F	File/Record Management	A	A	-	-	
		D	Knowledge of Steel Consumers' Councils	B	B	A	A	
		F	Right to Information Act, 2005 (RTI)	B	B	B	B	
		F	Understanding of Board of Director related matters	-	-	A	A	
		D	Understanding of parliament standing committee	-	-	A	A	
		B	Time Management	A	A	B	B	
		B	Analytical Thinking	-	-	A	A	
		B	Conflict Management	-	-	A	A	
		B	Leadership Skills	-	-	A	A	
		B	Effective Communication	A	A	A	A	
		B	Motivation	A	A	-	-	
		B	Diplomacy	-	-	A	A	
		B	Attention to Detail	A	A	B	B	
B	Analytical Thinking	-	-	A	A			



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No	Section	Training Type	Competency Gaps							
			Type (B/D/F)	Area	ASO/SO	US	Director	JS		
19.	I D Division		B	Accountability	-	-	A	A		
			B	Strategic Thinking	-	-	A	A		
			B	Ethical Conduct and Integrity	B	B	B	B		
			B	Strategic Decision Making	-	-	A	A		
					D	Knowledge of National Steel Policy	B	B	A	A
					D	Understanding of Domestically Manufactured Iron and Steel Products policy	-	-	A	A
					D	Knowledge of Policy regarding distribution of iron and steel material to SSI	-	-	A	A
					D	Knowledge of Policies related to Iron Ore - National Mineral Policy, MMDR Act	B	B	B	B
					D	Knowledge of Mission Purvodaya – (development of steel clusters near integrated steel plants)	B	A	A	B
					D	Understanding of Global issues like environment & climate change - reduction in emissions, green energy / green steel, green hydrogen initiatives, decarbonization/ FCA	-	-	A	A
					D	Knowledge of International best practices in Steel Industry	B	B	A	A
					D	Understanding of Green field projects	-	-	A	A
					D	Knowledge of FTA and FDI in Steel Iron and Steel Sector (FSNL), FDI rules, Trade Modules	-	-	A	A
					D	Understanding of Safety guidelines for Iron and Steel Sector	B	B	A	A
			D	Knowledge of Implementation, Monitoring, Review, Evaluation of various projects	-	-	A	A		
			D	Knowledge of Policy Matters	-	-	A	A		
			D	Knowledge of VIP References, Public Grievances	-	-	A	A		



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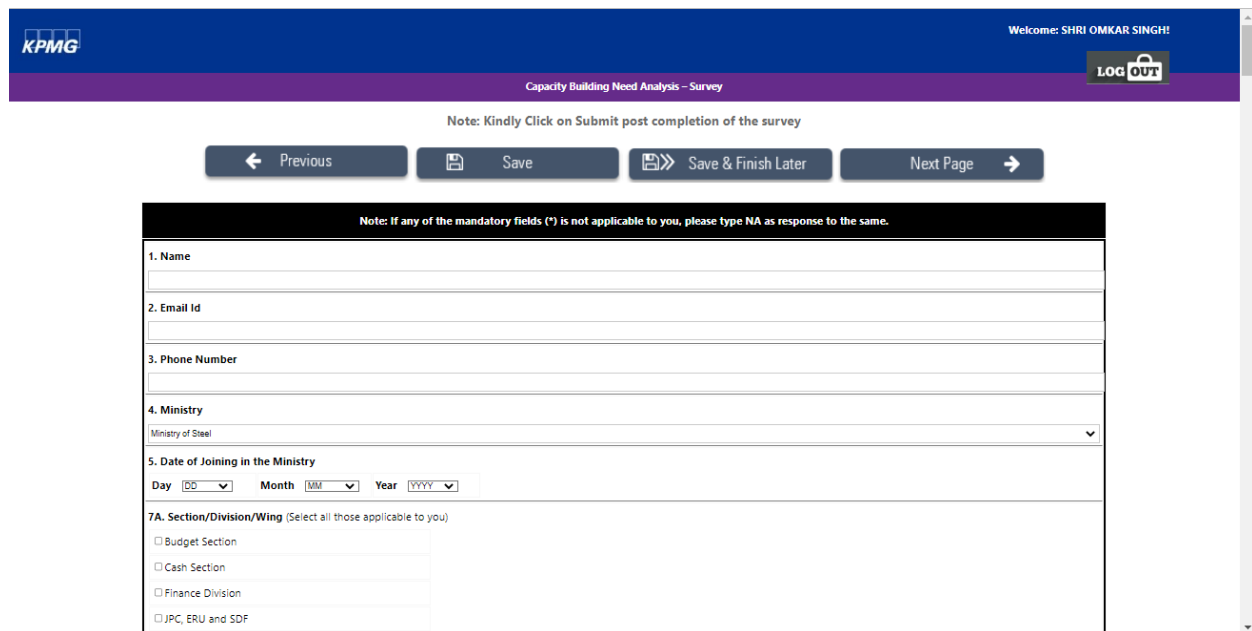
No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			D	Knowledge of Budget and Finance	-	-	A	A
			F	Project Management (incl. Project monitoring)	-	-	A	A
			F	Parliamentary procedures & matter etc. (Comments on starred and unstarred ques.)	A	A	-	-
			F	Right to Information Act, 2005 (RTI)	B	B	B	B
			F	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
			F	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc.	A	A	-	-
			F	Public Grievance (CPGRAM Portal) matters and guidelines	A	A	-	-
			F	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	A	A	-	-
			F	General Financial Rules, 2017 (GFR)	B	B	A	A
			F	MS Office: Excel, PPT, Word	A	A	-	-
			F	Social Media usage & guidelines (Do's and Don'ts)	B	B	B	B
			F	File/Record Management	A	A	-	-
			B	Effective communication	A	A	A	A
			B	Inter and Intra- ministerial coordination	B	B	A	A
			B	Teamwork and Collaboration	-	-	A	A
			B	Problem Solving	-	-	A	A
			B	Leadership Skills	-	-	A	A
			B	Strategic Decision Making	-	-	A	A
			B	Conflict Management	-	-	A	A
			B	Interpersonal skills	B	B	A	A
20.	Rashtriya Ispat Nigam Limited (RINL) /		D	Understanding of MoUs, cabinet notes	B	B	A	A
			D	Understanding of Public Administration, Legislative Affairs	-	-	A	A
			D	Knowledge of Policy and Planning	-	-	A	A



No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
	Bird Group of Companies (BGC) Division		F	Financial Accounting (incl. Balance sheet, P&L, Cash flow statements, taxation)	-	-	A	A
		D	Parliament and Government Affairs	B	B	B	B	
		D	Knowledge of Administrative and Regulatory Compliance	-	A	A	B	
		F	General Financial Rules, 2017 (GFR)	-	-	A	A	
		F	Financial Acumen	-	-	A	A	
		F	Right to Information Act, 2005 (RTI)	B	B	B	B	
		F	Public Grievance (CPGRAM Portal) matters and guidelines	A	A	-	-	
		F	Research and Development	A	A	-	-	
		F	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, etc	A	A	-	-	
		F	Legal Matters - Litigation, Arbitration & Conciliation, paperwork, etc.	-	-	A	A	
		F	Writing skills: Noting, Drafting, Cabinet note, Report writing, Email, Office order, etc	A	A	-	-	
		F	Knowledge of Documentation and Reporting	A	A	-	-	
		B	Effective Communication	A	A	A	A	
		B	Time Management	A	A	B	B	
		B	Leadership Skills	-	-	A	A	
		B	Inter-Ministerial coordination	-	B	A	A	
		B	Decision Making	-	-	A	A	
		B	Stakeholder Engagement	-	-	A	A	
		B	Attention to Detail	B	A	A	A	
		B	Diplomacy	-	-	A	A	
		B	Cross-cultural Competence	B	B	A	A	
		B	Strategic Thinking	-	-	A	A	
	B	Interpersonal skills	B	B	A	A		
	B	Conflict Management	-	-	A	A		

No	Section	Training Type	Competency Gaps					
			Type (B/D/F)	Area	ASO/SO	US	Director	JS
			B	Ethical Conduct and Integrity	B	B	B	B
			B	Stress Management	A	A	B	B

8.4 Screenshots from the KPMG Questionnaire



Welcome: SHRI OMKAR SINGH!

Capacity Building Need Analysis – Survey

LOG OUT

Note: Kindly Click on Submit post completion of the survey

← Previous Save Save & Finish Later Next Page →

Note: If any of the mandatory fields (*) is not applicable to you, please type NA as response to the same.

1. Name

2. Email Id

3. Phone Number

4. Ministry
Ministry of Steel

5. Date of Joining in the Ministry
Day [DD] Month [MM] Year [YYYY]

7A. Section/Division/Wing (Select all those applicable to you)

Budget Section

Cash Section

Finance Division

JPC, ERU and SDF



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<p>7A. Section/Division/Wing (Select all those applicable to you)</p> <p><input type="checkbox"/> Budget Section</p> <p><input type="checkbox"/> Cash Section</p> <p><input type="checkbox"/> Finance Division</p> <p><input type="checkbox"/> JPC, ERU and SDF</p> <p><input type="checkbox"/> Pay and Accounts Office, Budget</p> <p><input type="checkbox"/> Internal Audit</p> <p><input type="checkbox"/> RINL Division</p> <p><input type="checkbox"/> Bird Group of Companies</p> <p><input type="checkbox"/> International Cooperation Division</p> <p><input type="checkbox"/> Green field Investment projects from overseas</p> <p><input type="checkbox"/> IEC (Information, Education & Communication) Division</p> <p><input type="checkbox"/> MSTC Division</p> <p><input type="checkbox"/> PSNL Division</p> <p><input type="checkbox"/> Steel Scarp related issues</p> <p><input type="checkbox"/> KIOCL Division</p> <p><input type="checkbox"/> Steel Development (Institutes) Division</p> <p><input type="checkbox"/> Prayash Portal</p> <p><input type="checkbox"/> Advisory Councils of Minister of Steel</p> <p><input type="checkbox"/> MOIL Division</p> <p><input type="checkbox"/> HR-PSU Information Cell</p> <p><input type="checkbox"/> MECON Division</p> <p><input type="checkbox"/> ID-1 (Make in India) Division</p> <p><input type="checkbox"/> Investment Facilitation (Domestic)</p>	
<p>7B. Any Other (Please Specify)</p> <p>_____</p> <p>_____</p>	
<p>8A. Designation</p> <p>Please select ▼</p>	
<p>8B. Any Other (Please Specify)</p> <p>_____</p> <p>_____</p>	
<p>9. How long have you worked in the Department? (Choose one applicable)</p> <p>Please select ▼</p>	
<p>10. Briefly describe your role/ roles of responsibilities</p> <p>_____</p> <p>_____</p>	
<p>11. When was the last time you attended a training program?</p> <p>Please select ▼</p>	
<p>12A. What kind of trainings have you majorly attended? <small>(Behavioural training- Trainings on behavioural aspects and soft skills such as- Teamwork, Communication, Motivation, Collaboration etc. Functional training- Generic trainings common across the department, irrespective of the job title/role of the person. Eg- Trainings on Departmental Policies, Rules, Acts, MS Office, Noting, Project Management, Contract Management, GeM etc. Domain training- Job specific trainings custom made for that particular job role/position. Eg- Training on Defence Acquisition Procedure for Defence personnel, training on public health administration for Min of Health & Family Welfare, etc.)</small></p> <p><input type="checkbox"/> Behavioural training</p> <p><input type="checkbox"/> Functional training</p> <p><input type="checkbox"/> Domain training</p> <p><input type="checkbox"/> None</p>	
<p>12B. Others (Please Specify)</p> <p>_____</p> <p>_____</p>	



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<p>13. Did you find the existing trainings relevant in carrying out your responsibilities at the Department?(Choose one applicable) <input type="radio"/> Extremely relevant <input type="radio"/> Very relevant <input type="radio"/> Moderately relevant <input type="radio"/> Slightly relevant <input type="radio"/> Not relevant at all</p>
<p>14. Do you think that the staff is encouraged to participate in training? <input type="radio"/> Strongly Agree <input type="radio"/> Agree <input type="radio"/> Neither Agree or Disagree <input type="radio"/> Disagree <input type="radio"/> Strongly Disagree</p>
<p>15. Please share if you have any suggestions to encourage participation in training initiatives?</p> <hr/> <hr/>
<p>16A. Please mention the Domain skills where you need to build capacity to be successful(e.g., knowledge of industry 4.0, knowledge of MDMR Act, labour laws, etc.) (Please select only those that apply)</p> <p>MMDR Act <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Synergy of steel & Mines <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>WTO Matters <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>FTA's Circular Economy <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Global issues like reduction in emissions, green energy / green steel <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Understanding of Industry value chain <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Knowledge about export incentive schemes, capital goods schemes, import, dumping <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Basic mandates of the Ministry <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p>



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<p>Industry 4.0 <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Export & import guidelines & restrictions <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Knowledge about department <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Sectoral trends <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Companies Act, 2013 <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Contract laws, Indian Contract Law - Act <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Contract Management <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Orientation about geo-politics, international laws, existing agreements/treaties, friendly foreign countries, etc. <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Environmental Impact Assessment <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Project monitoring <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Social media handling (Dos and Don'ts) <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>16 B. Any Other (Please Mention)</p>	
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<p>17A. Please mention the Functional skills where you need to build capacity to be successful (e.g., admin, procurement, financial management, recruitment, note making, etc.)</p> <p>E-Office <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Public Financial System (PFMS) <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Right to Information Act, 2005 (RTI) <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Government e-Marketplace(GeM) <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>General Financial Rules, 2017(GFR) <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>HRMS Rules <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Procurement and Tender Writing <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Establishment Rules & General Administration Matters of Government Departments <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Budgeting <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Bookkeeping & Accounting <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Financial Management <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p> <p>Vigilance <input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced</p>	
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Vigilance	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Cabinet Note, EFC or office order, noting and drafting	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
NIC applications(email, messenger, cloud storage and others)	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
MS Office(Excel, PPT, Word)	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Public Private Partnership	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Ministry portals such as eSamikSha, RTI Portal, CPGRAMS, etc.	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Contract Management (law, administration, forms of contracts, bidding, contract financing, etc.)	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Social Media - usage, rules & regulations	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Corporate Governance	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Project Management	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
File/Record Management	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Financial Management/Corporate Finance	<input type="radio"/> Not Applicable <input type="radio"/> Basic <input type="radio"/> Advanced
Advanced Data Analysis (Big Data, AI/ML/Blockchain, etc.)	

17 B. Any Other (Please Mention)	
18A. On a scale of 1 - 3, please rate, as per you how important is it to conduct capability building on following behavioral skills: (Please note 1= Low Priority, 2= Medium Priority, 3= High Priority)	
Team Development	<input type="radio"/> Low Priority <input type="radio"/> Medium Priority <input type="radio"/> High Priority (Helping employees to work together more efficiently while adding value to the overall vision & Mission)
Problem Solving	<input type="radio"/> Low Priority <input type="radio"/> Medium Priority <input type="radio"/> High Priority (Applying critical-thinking skills to solve problems encountered on the work site)
Innovative Thinking	<input type="radio"/> Low Priority <input type="radio"/> Medium Priority <input type="radio"/> High Priority (Proactively comes up with new, creative ideas/methods through out of the box thinking and encourages others to do the same. Contributes to continuous constructive change and innovative ideas)
Listening Skills	<input type="radio"/> Low Priority <input type="radio"/> Medium Priority <input type="radio"/> High Priority (the ability to pay attention to and effectively interpret what other people are saying)
Emotional Intelligence	<input type="radio"/> Low Priority <input type="radio"/> Medium Priority <input type="radio"/> High Priority (ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict)
Risk Management	<input type="radio"/> Low Priority <input type="radio"/> Medium Priority <input type="radio"/> High Priority (Identification, evaluation, and prioritization of risks)
Planning & Decision Making	<input type="radio"/> Low Priority <input type="radio"/> Medium Priority <input type="radio"/> High Priority (ability to arrange the use of the resources in an orderly, economical, and goal-accomplishing manner and take an action based on the insights)



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Ownership & Accountability
 Low Priority Medium Priority High Priority
 (Individuals and teams taking accountability for the quality and success of both the output and outcomes of their work)

Learning Agility
 Low Priority Medium Priority High Priority
 (The ability or commitment to continuously develop and enhance ones own and others personal and professional skill, knowledge and abilities)

Change Orientation
 Low Priority Medium Priority High Priority
 (Ability to actively take charge of situations to bring about future changes in oneself or the ministry)

Effective Communication
 Low Priority Medium Priority High Priority
 (Demonstrates the ability to adequately convey thoughts, ideas & exchanges information clearly & concisely at a level appropriate for the target audience. Displays the ability to communicate effectively in different situations)

Citizen Focus
 Low Priority Medium Priority High Priority
 (Desire to work closely with internal and external customers to meet and exceed their expectations , willingness to understand their needs and continually provide high level of services or Demonstrate a strong commitment to delivering excellent service and achieving customer service outcome to high quality standards)

18B. Do you require any specific behavioural competency apart from the ones discussed above? Please specify

19A. What do you think should be the preferred mode of learning?
 Classroom Seminar/ Workshop Industrial Visit Virtual

19B. Others (Books etc.)

20A. Please specify your suggestions for improving Department's effectiveness?
 Eg, Technology and Data (E-office, digital tools reducing turnaround times etc.), Systems and Processes (Monitoring mechanisms of schemes, reporting dashboards etc.), Resources and Assets (Infrastructure, physical premises etc.), Partnerships and Relationships (Collaboration with other ministries/departments, national/global organizations etc.) Personnel Management (Performance appraisal, training and development etc.)

21. In addition to trainings, what can be done to build your capability? (for example, focussed group discussions across divisions to break silos, incentives for creating a learning culture in the organization, a formal mentoring and coaching mechanism, etc.)

22A. On a scale of 1-3, what is your comfort level with following digital systems/software/platform/application? (Please note 1= Not Applicable, 2= Basic, 3= Advanced)

MS Office suite
 Not Applicable Basic Advanced

NIC-related applications
 Not Applicable Basic Advanced

Department portals such as GeM, E-Samiksha, CPGRAM etc.
 Not Applicable Basic Advanced

PFMS (Public Finance Management System)
 Not Applicable Basic Advanced

Emerging technology fields relevant to your area of work
 Not Applicable Basic Advanced

22B. Please mention the emerging technology that you have rated above

22C. Please specify in case you use any other digital systems/software/platforms/applications besides the above mentioned and your comfort level in using them



Capacity Building Commission, Government of India

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

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22C. Please specify in case you use any other digital systems/software/platforms/applications besides the above mentioned and your comfort level in using them

22D. Are there any digital systems/ software/ platforms/applications that you think will be required to ease your work and increase departmental effectiveness?

23. Would you like completion of learnings/trainings to be linked with performance management? (APAR/SPARROW etc.)
 Yes No

24. Any Other Comments/ View?

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