



CAPACITY
BUILDING
COMMISSION

CAPACITY BUILDING COMMISSION

ANNUAL CAPACITY BUILDING PLAN
VICE PRESIDENT'S SECRETARIAT
JULY 2023



Capacity Building Commission, Government of India

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

Executive Summary

Context

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

Annual Capacity Building Plan (ACBP)

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

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

ACBP for Vice President’s Secretariat

The ACBP preparation process of Vice President’s Secretariat (hereby referred to as “the Secretariat”) began in month of December 2022 with a kick-off meeting held on 22nd December under the leadership of the Secretary to the Vice President of India. Interactions with the leadership of the Secretariat were conducted to understand the organizational structure of the Secretariat, key functions of the divisions within the Secretariat, past capacity building interventions and key priorities of the Secretariat. Following that, FGDs were conducted with the Secretariat officials to identify and validate their competency needs.

As a next step, annual capacity building plan for the Secretariat has been drafted. The plan consists of both training & non-training interventions. At an individual level, based on competency requirements identified for each unique role training interventions have been recommended across behavioral & functional areas. At an organizational level, non-training interventions for enhancing organizational capacity like institutionalizing induction training for all new joiners in the Secretariat, leveraging emerging technology, mentor/buddy program, process walk throughs, etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Secretariat, certain training programs for which courses are available on the iGOT platform were identified. To initiate the implementation of the capacity building plan, courses on prevention of sexual harassment of women at workplace, introduction to emerging technologies, and code of conduct for Govt employees were decided to be undertaken by all employees of the Secretariat.

Macro snapshot of the Competency Needs Analysis (CNA) exercise

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

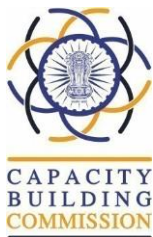
Category	Summary of Identified Competencies	
Functional	<ul style="list-style-type: none"> Digital Fluency Office Procedure, Noting & Drafting File retention schedule & record management Vehicle management & protocol works Event management & coordination Vigilance & disciplinary matters 	<ul style="list-style-type: none"> Establishment & HR management Handling RTI Matters Public Procurement Framework Tour management E-Office & office management Financial Management (Budget/ PFMS) Grievance Redressal/ management
Behavioural	<ul style="list-style-type: none"> Communication Stress Management Initiative & drive Stakeholder management 	<ul style="list-style-type: none"> Decision Making Time Management Collaboration & teamwork Networking

Conclusion

Every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually. Currently, selected officials of Administration and Accounts, under the guidance of Private Secretary to the Vice President of India, are handling the capacity building initiatives in the Secretariat.

List of Abbreviations

ACBP	Annual capacity Building Plan
Acc.	Account
BSNL	Bharat Sanchar Nigam Limited
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CPGRAMs	Centralized Public Grievance Redress and Monitoring System
CNA	Competency Needs Assessment
DoE	Department of Education
DoPT	Department of Personnel and Training
Est.	Estate
FCI	Food Corporation of India
FGD	Focus Group Discussion
Func.	Function
GeM	Government e Marketplace
GFR	General Financial Rules
GSIT	Geological Survey of India Training Institute
i4C	Indian Cybercrime Coordination Centre
iGOT	Integrated Government Online Training
IIM B	Indian Institute of Management Bangalore
IIPA	Indian Institute of Public Administration
IoT	Internet of Things
ISTM	Institute of Secretariat Training and Management
KYM	Karmayogi Manchitra
LBSNAA	Lal Bahadur Shastri National Academy of Administration
MDO	Ministry, Department & Organization
MDNIY	Morarji Desai National Institute of Yoga
MHA	Ministry of Home Affairs
NIC	National Informatics Centre
NLP	Natural Language Processing
OSD	Officer on Special Duty
PFMS	Public Finance Management System
PMHRC	Prime Minister's Human Resource Council
Proc.	Procurement
PS	Private Secretary
RO	Reception Officer
RTI	Right to Information



Capacity Building Commission, Government of India

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

SO	Section Officer
SPV	Special Purpose Vehicle
SoP	Standard Operating Procedure
TNA	Training Needs Assessment
TO	Telephone Operator
UDC	Upper Division Clerk
Univ.	University
US	Under Secretary
WITP	Wadhvani Institute of Technology and Policy

Table of Contents

1.	Introduction	10
1.1	Mission Karmayogi	10
1.2	Capacity Building Commission (CBC)	11
1.3	Annual Capacity Building Plan (ACBP).....	11
2.	Approach and Methodology adopted for the ACBP exercise	12
3.	Overview of the Vice President’s Secretariat	13
3.1	Summary of As-is assessment of the Secretariat.....	14
3.1.1	Organizational structure of the Secretariat	14
3.1.2	Summary of past capacity building interventions	16
4.	Competency Need Analysis for the Secretariat	17
4.1	Data collection and validation	17
4.2	Detailed competency needs analysis at unique position level	19
4.3	Heatmap for functional and behavioral competencies	24
5.	Capacity Building Plan.....	27
5.1	Individual capacity building initiatives (training interventions).....	27
5.1.1	Training Calendar at RO, UDC, TO, LDC level	28
5.1.2	Training calendar at SO level	32
5.1.3	Training calendar at US level.....	39
5.1.4	Training calendar at PS-OSD level	46
5.1.5	Training for Domain Competencies	51
5.1.6	Responsibility Allocation	51
5.1.7	Monitoring and Evaluation Framework	52
5.2	Recommended books and Ted Talks	53
5.2.1	Recommended Books	53
5.2.2	Recommended Ted Talks	54
5.3	Organizational capacity building initiatives	56
5.4	Induction module for the Secretariat	58
6.	Conclusion.....	59
7	Annexures	60
7.1	Key stakeholder meetings.....	60



Capacity Building Commission, Government of India

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

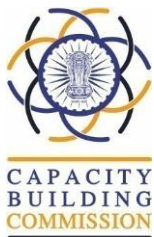
7.2	iGOT orientation	61
7.3	Karmayaogi Manchitra (KYMs)	62

List of Tables

Table 1: Overview of Divisions _____	15
Table 2: Past Capacity Building Interventions _____	16
Table 3: Detailed competency requirement PS-OSD _____	19
Table 4: Detailed Competencies for USs _____	20
Table 5: Detailed Competencies for SOs _____	22
Table 6: Detailed Competencies for ROs, UDCs, TOs, LDCs _____	23
Table 7: Heat map for trainings on behavioral competencies _____	25
Table 8: Heat map for trainings on functional competencies _____	26
Table 9: Training calendar summary _____	27
Table 10: Training calendar at RO, LDC, TO, UDC level _____	28
Table 11: Training calendar at SO level _____	32
Table 12: Training calendar at US level _____	39
Table 13 Training calendar at PS-OSD level _____	46
Table 14: Monitoring and evaluation framework _____	52
Table 15: Organization Level Intervention _____	56
Table 16: Induction module for Secretariat _____	58
Table 17: Details of meetings held with the Vice President's Secretariat _____	60

List of Figures

Figure 1: Framework for implementation and monitoring	10
Figure 2: Definition of competencies	11
Figure 3: Steps for developing ACBP	12
Figure 4: Lenses of capacity building for Vice President's Secretariat	13
Figure 5: Organogram of the Vice President's Secretariat	15
Figure 6: Coverage across the Secretariat	17
Figure 7: Interactions with Secretariat officials for identification and validation of Competency needs	17
Figure 8: iGOT orientation for Secretariat Officials	18
Figure 9: Categorization of courses	27
Figure 10: iGOT Orientation Note	61
Figure 11: Snapshot of KYM of PS (1/2)	63
Figure 12: Snapshot of KYM of PS (2/2)	64
Figure 13: Snapshot of KYM of OSD (1/2)	65
Figure 14: Snapshot of KYM of OSD (2/2)	66
Figure 15: Snapshot of KYM of US, Administration and Accounts (1/4)	67
Figure 16: Snapshot of KYM of US, Administration and Accounts (2/4)	68
Figure 17: Snapshot of KYM of US, Administration and Accounts (3/4)	69
Figure 18: Snapshot of KYM of US, Administration and Accounts (4/4)	70
Figure 19: Snapshot of KYM of US, Functions University Representations RTI Estate (1/4)	71
Figure 20: Snapshot of KYM of US, Functions University Representations RTI Estate (2/4)	72
Figure 21: Snapshot of KYM of US, Functions University Representations RTI Estate (3/4)	73
Figure 22: Snapshot of KYM of US (Representations, RTI, Estate, University, Functions)	74
Figure 23: Snapshot of KYM of US, Functions University Representations RTI Estate (4/4)	74
Figure 24: Snapshot of KYM of SO, Administration and Accounts (1/4)	75
Figure 25 : Snapshot of KYM of SO, Administration and Accounts (2/4)	76
Figure 26: Snapshot of KYM of SO, Administration and Accounts (3/4)	77
Figure 27: Snapshot of KYM of SO, Administration and Accounts (4/4)	78
Figure 28: Snapshot of KYM of SO, Procurement (1/4)	79
Figure 29: Snapshot of KYM of SO, Procurement (2/4)	80
Figure 30: Snapshot of KYM of SO, Procurement (3/4)	81
Figure 31: Snapshot of KYM of SO, Procurement (4/4)	82
Figure 32: Snapshot of SO, Functions University Representations RTI (1/4)	83



Capacity Building Commission, Government of India

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

<i>Figure 33: Snapshot of SO, Functions University Representations RTI (2/4)</i>	84
<i>Figure 34: Snapshot of SO, Functions University Representations RTI (3/4)</i>	85
<i>Figure 35: Snapshot of SO, Functions University Representations RTI (4/4)</i>	86
<i>Figure 36: Snapshot of KYM of ROs, UDCs, TOs, LDCs (1/3)</i>	87
<i>Figure 37: Snapshot of KYM of ROs, UDCs, TOs, LDCs (2/3)</i>	88
<i>Figure 38: Snapshot of KYM of ROs, UDCs, TOs, LDCs (3/3)</i>	89

1. Introduction

1.1 Mission Karmayogi

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

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

The following institutions have been created to operationalize the Mission:

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



Figure 1: Framework for implementation and monitoring

1.2 Capacity Building Commission (CBC)

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

1.3 Annual Capacity Building Plan (ACBP)

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

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

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

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

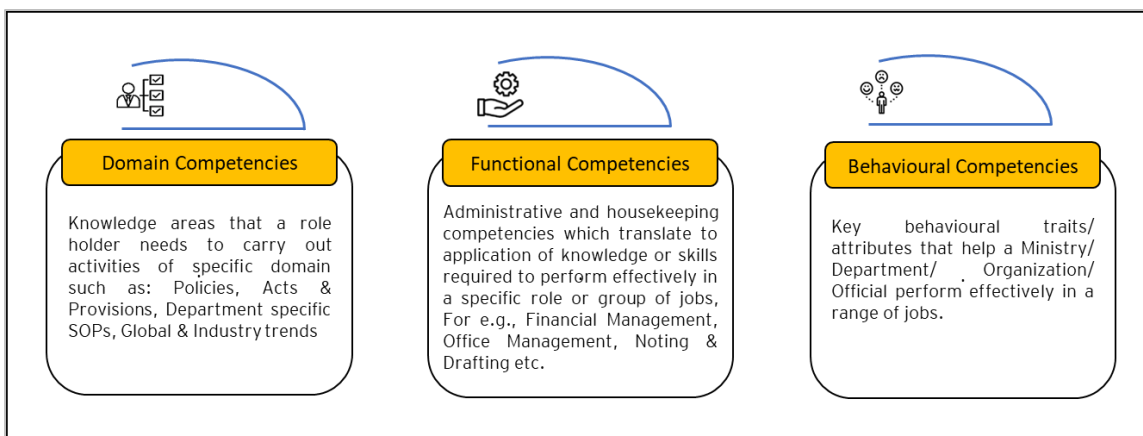


Figure 2: Definition of competencies

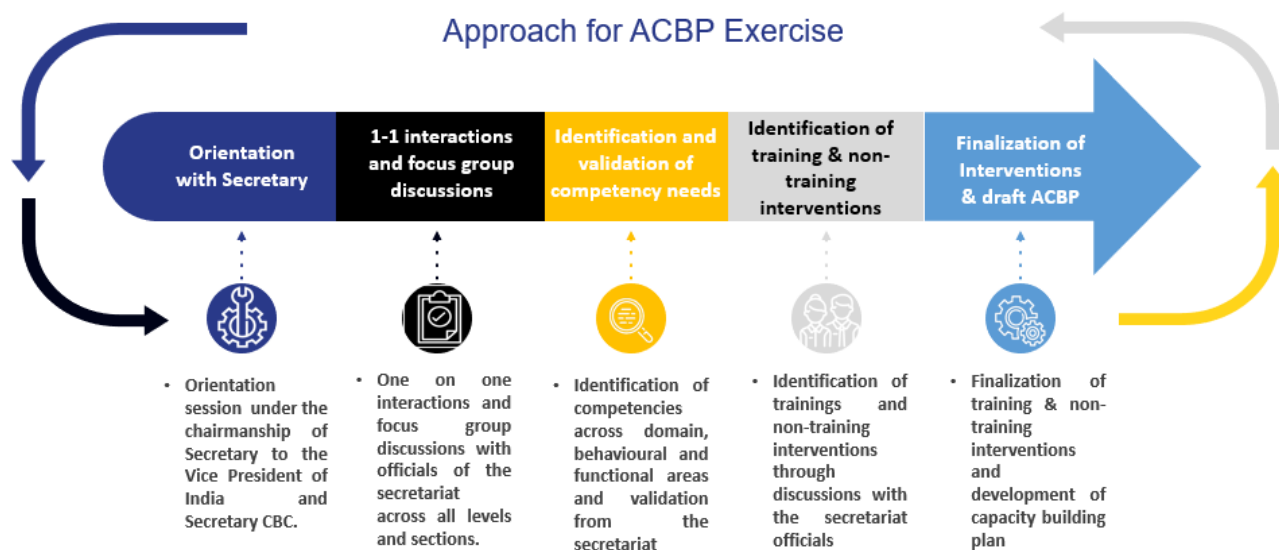
At the Organizational Level: This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

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

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

2. Approach and Methodology adopted for the ACBP exercise

Following the orientation workshop with all MDOs, a kick-off meeting was organized at the Vice President's



Secretariat on 22nd December 2022 chaired by the Hon'ble Secretary to plan the process of development of the capacity building plan for the Secretariat and introducing the team of ACBP consultants to support the exercise. The following approach & methodology was discussed and agreed for the ACBP exercise for the Secretariat:

Figure 3: Steps for developing ACBP

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

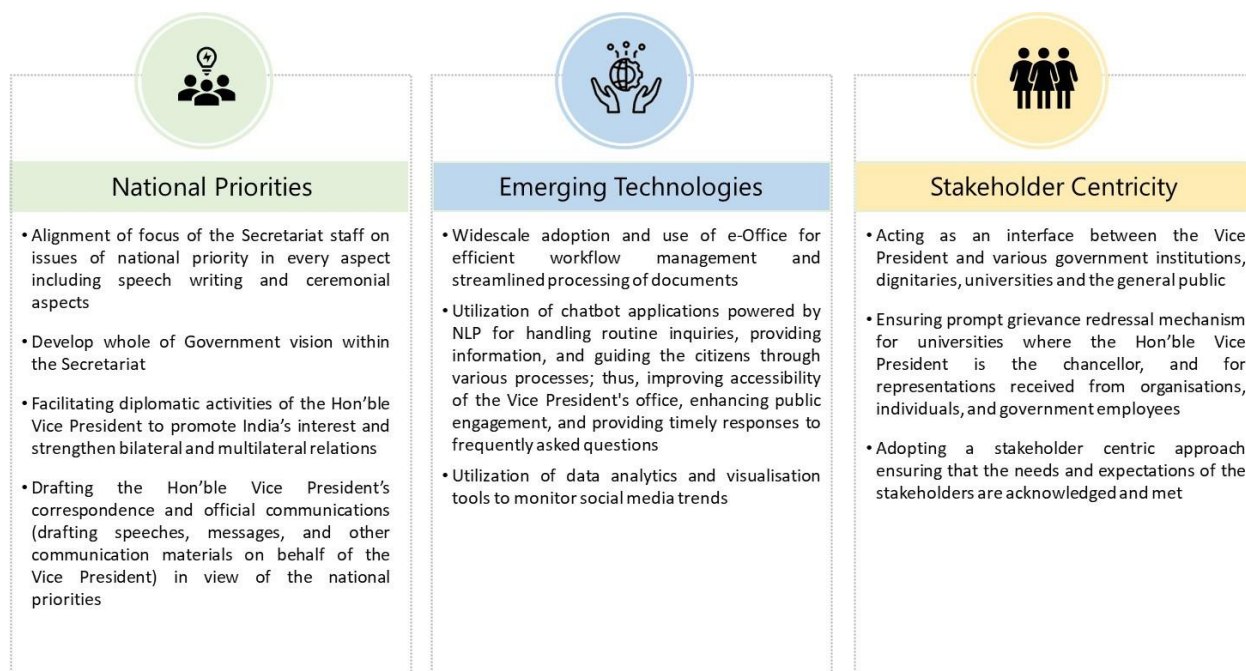


Figure 4: Lenses of capacity building for Vice President's Secretariat

Also, to fulfil the mandate on facilitating development of Annual Capacity Building Plan (ACBP), every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. Currently, selected officials of Administration and Accounts, under the guidance of Private Secretary to the Vice President of India, are handling the capacity building initiatives in the Secretariat.

3. Overview of the Vice President's Secretariat

The Vice President's Secretariat commenced functioning in 1952 in order to provide secretarial assistance to the Vice President in discharging constitutional, ceremonial, and state responsibilities. The Secretariat is headed by the Secretary, who is assisted by several senior officers including Officers on Special Duty to the Vice President, Private Secretary to the Vice President, and Under Secretaries.

The primary role of the Vice President's Secretariat is to provide administrative and logistics support to the Vice President. This includes managing the Vice President's official engagements, such as meetings, conferences, and events. The Secretariat assists in coordinating the Vice President's domestic and international visits, making travel arrangements, and ensuring the necessary protocol is followed during official functions. Additionally, the Vice President's Secretariat handles the Vice President's correspondence and official communications. It manages the office's record-keeping, document processing, and archiving. The Secretariat also assists in drafting speeches, messages, and other communication materials on behalf of the Vice President.

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

3.1 Summary of As-is assessment of the Secretariat

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

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

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

3.1.1 Organizational structure of the Secretariat

The Vice President's Secretariat is headed by Secretary to the Vice President of India who is assisted by several senior officers including Officers on Special Duty to the Vice President, Private Secretary to the Vice President, and Under Secretaries. Presently, clearly demarcated sections and divisions do not exist within the Secretariat.

The overall organogram of the Secretariat is shown below:

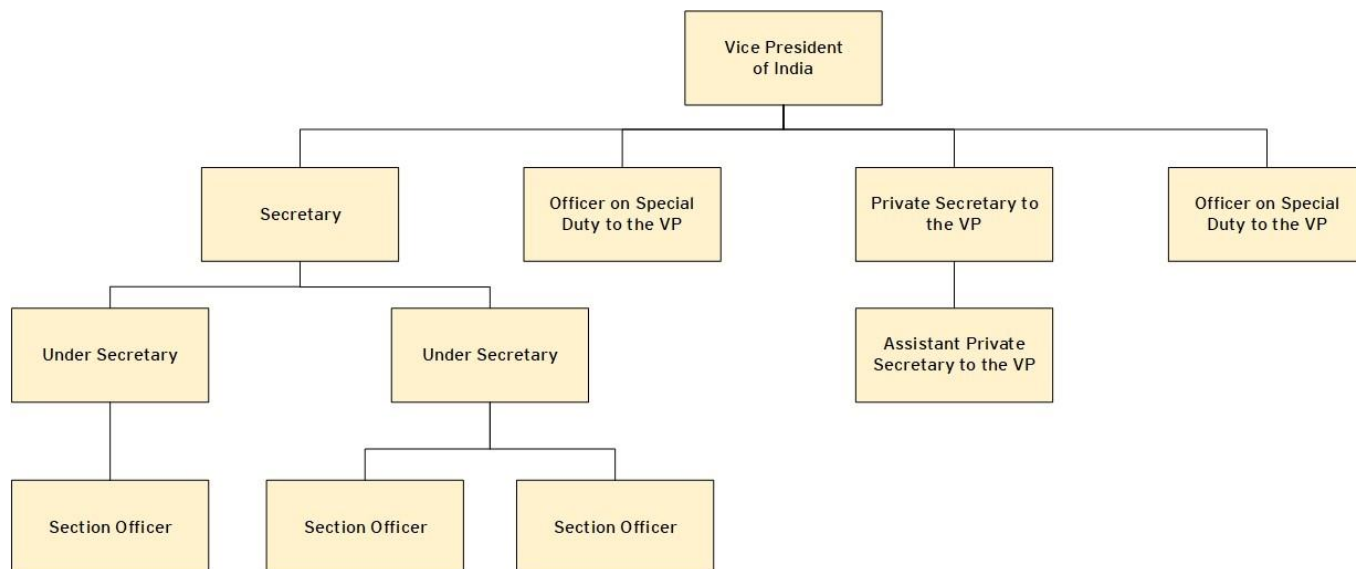


Figure 5: Organogram of the Vice President's Secretariat

Presently, clearly demarcated sections and divisions do not exist within the Secretariat. On the basis of the reporting hierarchy however, the secretariat can be functionally divided into three divisions, which are further subdivided into 7 operational areas based on the roles performed by the officials.

The table below summarizes the broad functions of the three divisions in the Secretariat.

Table 1: Overview of Divisions

Divisions	Description
Division I: Administration & Accounts, and Procurement Cell	Division I comprises of two branches, namely: administration & accounts section and the procurement cell. The division is responsible for all establishment, procurement, budget, and account matters of the Secretariat.
Division II: Function Cell, University Cell, and Representations & RTI Cell	Division II consists of three sections, namely: function cell, university cell, and representations & RTI cell. This division is responsible for all matters related to the logistics, coordination and protocol of the Vice President's domestic and international tours and events. This division is further tasked with receiving and responding to grievances, representations and RTIs from the general public, and processing applications and documents from universities where the hon'ble Vice President is Chancellor.
Division III: Media Cell and Message Cell	Division III consists of two cells, message, and media cell. This division comprises of officials from the Press Information Bureau, and is engaged in creating, and maintaining the important speeches and press releases of the Vice President. The division also sends congratulatory wishes and condolences messages on behalf of the Vice President.

3.1.2 Summary of past capacity building interventions

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

- Last training attended by the employees
- Duration of training
- Mode of training
- Topic of training

A snapshot of the data is presented below:

Table 2: Past Capacity Building Interventions

Topic of the Course	No. of Individuals	Duration	Mode of Training
Technology Platforms in Public Grievance Redressal	1	1d	Online
Preventive Vigilance	3	2d	Online
Drafting Request for Proposal	4	1d	Online
Monitoring & Evaluation of Government Schemes	3	1d	Online
Public Procurement through GeM Portal	2	2d	Online

It was observed that only 6 officials of the Secretariat have received trainings in the last 3 years, with a select few being chosen repeatedly. It was also observed in the analysis that employees have got trained on areas like technology platforms in public grievance redressal, preventive vigilance, drafting request for proposal, monitoring and evaluation of Government schemes, public procurement through GeM portal. The themes of the trainings that respondents attended indicates that the trainings are related to functional aspects largely.

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

4. Competency Need Analysis for the Secretariat

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

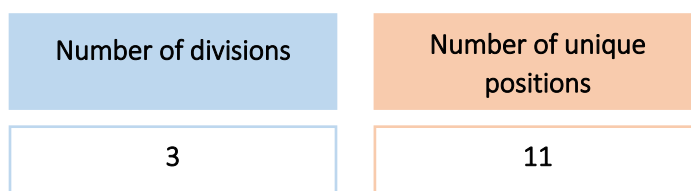


Figure 6: Coverage across the Secretariat

4.1 Data collection and validation

Karmayogi Manchitra or KYMs were created for unique roles at Vice President’s Secretariat, capturing the domain/functional/behavioural competency needs required at the individual level for each role. Additionally, the KYMs also outlined the immediate and yearly training requirements necessary to address these identified needs.

The following steps were taken to analyse the qualitative data gathered:

- Validation of preliminary findings from the interactions with officials
- Identification of essential individual and organizational level competencies across all designations/roles through the creation of heatmaps
- Suggesting appropriate type of training interventions to address identified competency gaps for effective capacity building within the office



Figure 7: Interactions with Secretariat officials for identification and validation of Competency needs

An orientation session was conducted by Mission Karmayogi team to acquaint the officials of the secretariat with the various features of the iGOT platform, and to smoothen the registration process.



Figure 8: iGOT orientation for Secretariat Officials

4.2 Detailed competency needs analysis at unique position level

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

Table 3: Detailed competency requirement PS-OSD

Incumbent	Role	Domain	Behavioural	Functional
Private Secretary to the Vice President of India	Private Secretary to the Vice President of India	<ul style="list-style-type: none"> • Government protocol and procedures • Tour management • Facility management • Escalation management • Establishment and human resource management • Financial management • Support in discharging vice presidential duties (universities, petitions, etc) 	<ul style="list-style-type: none"> • Visionary leadership • Networking • Adaptability • Whole of government thinking • Result orientation • Decision making • Team management and development 	<ul style="list-style-type: none"> • Confidentiality and discretion • Organizational and time management • Translating leadership vision and sentiments into action • Research and briefing • Proactive planning and coordination • Grievance redressal
Officer on Special Duty to the Vice President of India	Officer on Special Duty to the Vice President of India	<ul style="list-style-type: none"> • Government protocol and procedures • Tour management • Diplomacy and international relations • Managing public relations • Event management • Social media strategy 	<ul style="list-style-type: none"> • Visionary leadership • Strategic thinking • Networking • Innovation and improvement • Whole of government thinking • Result orientation • Decision making 	<ul style="list-style-type: none"> • Project management • Translating leadership vision and sentiments into action • Research and briefing • Proactive planning and coordination • Confidentiality and discretion • Content curation and creation

Table 4: Detailed Competencies for USs

Incumbent	Role	Behavioural	Functional
Under Secretary (Administration, and Accounts)	Under Secretary (Accounts)	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stress management • Stakeholder management • Time management • Collaboration and teamwork 	<ul style="list-style-type: none"> • Knowledge of central secretariat manual of office procedure • Knowledge of acts, rules, and regulations: <ul style="list-style-type: none"> ✓ General Financial Rules – material management, public procurement framework, etc ✓ Delegation of Financial Power Rules ✓ Relevant circulars from Ministry of Finance on Government accounting and budget • Financial management (Budget/PFMS) • Digital fluency (MS Excel) • Processing of bills and authorisation of payments • Office procedures, noting & drafting • File retention schedule and record management • Correspondence management
	Under Secretary (Administration)	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stress management • Stakeholder management • Time management • Collaboration and teamwork 	<ul style="list-style-type: none"> • Knowledge of central secretariat manual of office procedure • Office procedures, noting & drafting • Vigilance & disciplinary matters • Establishment and human resource management (recruitment, training, retivals, etc.) • Knowledge of establishment rules and regulations: <ul style="list-style-type: none"> ✓ Conduct and service rules ✓ Central Government Health Scheme rules ✓ Leave travel concession rules ✓ Pension rules ✓ Leave rules • File retention schedule and record management • Digital fluency (MS Office) • Correspondence management

Incumbent	Role	Behavioural	Functional
Under Secretary (RTI, Functions and Estate, Universities)	Under Secretary (RTI)	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Stress management • Time management • Collaboration and teamwork 	<ul style="list-style-type: none"> • Knowledge of acts, rules, and regulations <ul style="list-style-type: none"> ✓ RTI act 2005 ✓ RTI rules 2012 • Handling RTI matters • Knowledge of CPGRAMs portal • Grievance redressal • File retention schedule and record management • Correspondence management • Office procedures, noting & drafting
	Under Secretary (Functions and Estate)	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Stress management • Time management • Collaboration and teamwork 	<ul style="list-style-type: none"> • Event management and coordination • Facility management (upgradation, maintenance, restoration, etc.) • Vehicle management and protocol works
	Under Secretary (Universities)	<ul style="list-style-type: none"> • Communication • Decision making • Initiative and drive • Stakeholder management • Stress management • Time management • Collaboration and teamwork 	<ul style="list-style-type: none"> • Digital fluency (MS Office) • Office procedures, noting & drafting • File retention schedule and record management • Correspondence management

Table 5: Detailed Competencies for SOs

Incumbent	Role	Behavioural	Functional
Section Officer (Procurement)	Section Officer (Procurement)	<ul style="list-style-type: none"> • Communication • Time management • Collaboration and teamwork • Initiative and drive • Stress management • Stakeholder management 	<ul style="list-style-type: none"> • Public Procurement Framework – GFR, GeM • Office Procedures, noting & drafting • Digital fluency (MS Office) • Establishment & human resource management (outsourced staff) • Financial management (PFMS) • E-office & office management • Vehicle management and protocol works • Vigilance & disciplinary matters (outsourced staff) • File retention schedule and record management • Correspondence management
Section Officer (Accounts)	Section Officer (Accounts)	<ul style="list-style-type: none"> • Communication • Time management • Collaboration and teamwork • Initiative and drive • Stakeholder management • Stress management 	<ul style="list-style-type: none"> • Knowledge of central secretariat manual of office procedure • Knowledge of acts, rules, and regulations: <ul style="list-style-type: none"> ✓ General Financial Rules – material management, public procurement framework, etc ✓ Delegation of Financial Power Rules ✓ Relevant circulars from Ministry of Finance on Government accounting & budget • Financial management (Budget/PFMS) • Digital Fluency (MS Office) • E-office & office management • Office procedures, noting & drafting • File retention schedule and record management • Correspondence management
Section Officer (Tours, Functions, Universities, RTI)	Section Officer (RTI)	<ul style="list-style-type: none"> • Communication • Time management • Collaboration and teamwork • Initiative and drive • Stakeholder management • Stress management 	<ul style="list-style-type: none"> • Knowledge of acts, rules, and regulations <ul style="list-style-type: none"> ✓ RTI act 2005 ✓ RTI rules 2012 • Handling RTI matters • Grievance redressal • E-office & office management • File retention schedule and record management • Correspondence management

Incumbent	Role	Behavioural	Functional
			<ul style="list-style-type: none"> Office procedures, noting & drafting
	Section Officer (Tour and Functions)	<ul style="list-style-type: none"> Communication Time management Collaboration and teamwork Stress management Initiative and drive Stakeholder management 	<ul style="list-style-type: none"> Tour management Protocol matters Correspondence management E-office and office management File retention schedule and record management Office procedures, noting and drafting
	Section Officer (Universities)	<ul style="list-style-type: none"> Communication Time management Stress management Collaboration and teamwork Initiative and drive Stakeholder management 	<ul style="list-style-type: none"> Digital fluency (MS Office) Office procedures, noting & drafting E-office and office management File retention schedule and record management Correspondence management

Table 6: Detailed Competencies for ROs, UDCs, TOs, LDCs

Incumbent	Role	Behavioural	Functional
Reception Officer	Reception Officer	<ul style="list-style-type: none"> Communication Time management Stress management Collaboration and teamwork Initiative and drive 	<ul style="list-style-type: none"> Knowledge of establishment rules and regulations: <ul style="list-style-type: none"> ✓ Conduct and service rules ✓ Central Government Health Scheme rules ✓ Leave travel concession rules ✓ Leave rules File retention schedule and record management Office Procedures, noting & drafting Digital fluency (MS Office)

Incumbent	Role	Behavioural	Functional
Upper Division Clerks	Upper Division Clerks	<ul style="list-style-type: none"> • Communication • Time management • Collaboration and teamwork • Stress management • Initiative and drive 	<ul style="list-style-type: none"> • Knowledge of establishment rules and regulations: <ul style="list-style-type: none"> ✓ Conduct and service rules ✓ Central Government Health Scheme rules ✓ Leave travel concession rules ✓ Leave rules • File retention schedule and record management • Office Procedures, noting & drafting • Digital fluency (MS Office)
Telephone Operators	Telephone Operators	<ul style="list-style-type: none"> • Communication • Time management • Collaboration and teamwork • Initiative and drive • Stress management 	<ul style="list-style-type: none"> • Knowledge of establishment rules and regulations: <ul style="list-style-type: none"> ✓ Conduct and service rules ✓ Central Government Health Scheme rules ✓ Leave travel concession rules ✓ Leave rules • File retention schedule and record management • Office Procedures, noting & drafting • Digital fluency (MS Office)
Lower Division Clerks	Lower Division Clerks	<ul style="list-style-type: none"> • Communication • Time management • Collaboration and teamwork • Stress management • Initiative and drive 	<ul style="list-style-type: none"> • Knowledge of establishment rules and regulations: <ul style="list-style-type: none"> ✓ Conduct and service rules ✓ Central Government Health Scheme rules ✓ Leave travel concession rules ✓ Leave rules • File retention schedule and record management • Office Procedures, noting & drafting • Digital fluency (MS Office)

4.3 Heatmap for functional and behavioral competencies

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

Table 7: Heat map for trainings on behavioral competencies

Role	Time mgmt.	Collaboration & teamwork	Communication	Initiative & drive	Stress Mgmt.	Stakeholder mgmt.	Decision making	Networking	Visionary leadership	Whole of govt. Thinking	Result orientation
PS							✓	✓	✓	✓	✓
OSD							✓	✓	✓	✓	✓
US (Admin, Acc.)	✓	✓	✓	✓	✓	✓	✓				
US (Fun., Univ., Est., RTI)	✓	✓	✓	✓	✓	✓	✓				
SO (Proc.)	✓	✓	✓	✓	✓	✓					
SO (Acc.)	✓	✓	✓	✓	✓	✓					
SO (Tour, Func., Univ., RTI)	✓	✓	✓	✓	✓	✓					
RO	✓	✓	✓	✓	✓						
UDC	✓	✓	✓	✓	✓						
TO	✓	✓	✓	✓	✓						
LDC	✓	✓	✓	✓	✓						
Total	9	9	9	9	9	5	4	2	2	2	2

Table 8: Heat map for trainings on functional competencies

Position	Digital Fluency (MS Excel)	Office procedures, noting & drafting	File retention schedule & record mgmt.	Knowledge of acts, rules, regulations	Correspondence mgmt.	Grievance redressal	e-Office & office mgmt.	Research & briefing	Translating leadership vision & sentiments into action	Proactive planning & coordination	Confidentiality & discretion	Knowledge of central secretariat manual of office procedure	Vigilance & disciplinary matters	Establishment & HR mgmt.	Handling RTI matters	Financial mgmt. (Budget/PFMS)	Vehicle mgmt. & protocol works	Event mgmt. & coordination	
PS*						✓		✓	✓	✓	✓								
OSD*								✓	✓	✓	✓								
US (Admin Acc.)	✓	✓	✓	✓	✓							✓	✓	✓		✓			
US (Fun., Univ., Est., RTI)	✓	✓	✓	✓	✓	✓									✓		✓	✓	
SO (Proc.)	✓	✓	✓	✓	✓		✓						✓	✓			✓		
SO (Acc.)	✓	✓	✓	✓	✓		✓					✓				✓			
SO (Tour, Func., Univ., RTI)	✓	✓	✓	✓	✓	✓	✓								✓			✓	
RO	✓	✓	✓	✓															
UDC	✓	✓	✓	✓															
TO	✓	✓	✓	✓															
LDC	✓	✓	✓	✓															
Total	9	9	9	9	5	3	3	2	2	2	2	2	2	2	2	2	2	2	2

*For the PS and OSD, four competencies- event, tour, facility, and financial management have been marked as domain competencies considering the criticality of operations and the competencies supporting the core operational part of the role

5. Capacity Building Plan

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

5.1 Individual capacity building initiatives (training interventions)

As part of the plan, training courses both online & offline, have been identified from different training providers across functional and behavioral areas. Based on ease of implementation (availability of existing programs on iGOT catering to specific needs), stakeholder buy-in, etc., implementation plan for the training courses have been divided into 4 quarters. Further, the courses have been categorized as L1, L2 and L3 based on duration of the course. Training calendars for different designations are presented in the following subsections. Training calendars for different designations are presented in the following subsections. In the following summary course calendar for each quarter, the sum of training hours for functional and behavioral competencies across different levels is presented in hours and minutes (hh:mm) format.

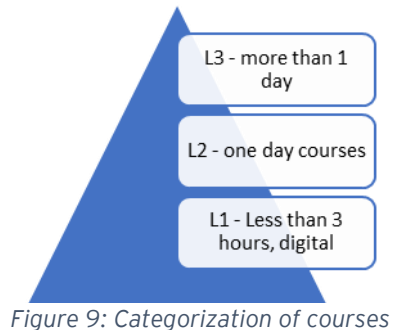


Table 9: Training calendar summary

Designation	Category	Q1	Q2	Q3	Q4	Sub Total	Grand Total
PS-OSD	Behavioural	3:02	17:50	17:46	34:05	72:43	97:48
	Functional	6:57	7:30	4:30	6:08	25:05	
US	Behavioural	3:36	25:35	82:51	21:34	133:36	176:19
	Functional	7:34	9:13	12:39	13:17	42:43	
SO	Behavioural	1:15	25:46	82:26	21:34	131:01	180:33
	Functional	13:40	12:54	13:41	9:17	49:32	
RO, UDC, TO, LDC	Behavioural	1:15	2:17	5:34	3:02	12:08	43:56
	Functional	10:07	5:48	10:44	5:09	31:48	
Total		47:26	106:53	230:11	114:06	498:36	498:36

5.1.1 Training Calendar at RO, UDC, TO, LDC level

Table 10: Training calendar at RO, LDC, TO, UDC level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
Functional	Office Procedure, Noting and Drafting	Noting and Drafting	This course will guide you about noting and drafting in a secretariat set up. It includes modules on noting guidelines, examination by officers, level of disposal and channel of submission, deviations (including oral discussions), modification of notes, functional approach to noting.	Online	iGOT	ISTM	2h	L1	Q1
Functional	Office Procedure, Noting and Drafting	Office Procedure	This course will guide the learner about office procedures. It gives an overview about file management system, management of DAK, decision making in government and record management	Online	iGOT	ISTM	2h 17m	L1	Q1
Functional	Handling RTI matters	Right to Information - Part 1	This course provides an overview of the Right to Information (RTI) Act, its major features and implications, responsibilities of public authorities, RTI cells, and duties of Central and Assistant Public Information Officers. Participants will learn about the purpose and definitions of RTI, and the process of seeking and providing information.	Online	iGOT	ISTM	55m	L1	Q1
Functional	Handling RTI matters	Right to Information - Part 2	The course pertains to the Right to Information (RTI) Act in India. The answers cover exemptions from disclosure, partial disclosure and	Online	iGOT	ISTM	41m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
			rejection processes, complaint and appeal procedures, citizen's rights, and responsibilities in implementing the RTI Act.						
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 30 m	L1	Q1
Functional	Public Procurement Framework	Government e Marketplace	This course provides an overview of the GeM Ecosystem. It also covers prerequisites for registration, purchase of products through bid creation, purchase of service through bid creation, awarding of bid, order processing CRAC - generation and payment process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q1
Functional	Establishment Matters	Code of Conduct for Government Employees	This course covers the basic code of conduct for government employees	Online	iGOT	ISTM	35m	L1	Q1
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include	Online	iGOT	Microsoft	3h	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
			improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.						
Functional	Digital Fluency	Word Advanced	This course educates learners advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as repeat headings, insert formula, word art, table of figures, tab stops, paragraph styles, wrapping words around pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 48m	L1	Q2
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	L1	Q3
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, etc	Online	iGOT	Microsoft	3h 44m	L2	Q3
Functional	Official Language Knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha Adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q4
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts, and presentation templates	Online	iGOT	Microsoft	2h 41m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
Functional	Cyber Awareness	Digital Safety Essentials	This course aims to create an awareness about data protection. It educates learners about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q4
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to time management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q1
Behavioural	Stress Management	Stress Management	The course aims to provide the learners a potpourri of stress management tips and strategies to tackle the root cause of stress. As the learner goes through the course, they will be able to apply the learning and develop insight into meaning of stress, its impact, symptoms, causes as well as practical interventions which can help busting the stress level.	Online	iGOT	IIPA	2h 17m	L1	Q2
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication.	Online	iGOT	IIMB	5h 34m	L1	Q3
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and	Online	iGOT	ISTM	1h 51m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
			responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.						
Behavioural	Yoga	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q4

5.1.2 Training calendar at SO level

Table 11: Training calendar at SO level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	-	DAKSHTA on iGOT	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	-	13h 40m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	Public Procurement Framework	Registration of Buyers	This course offers a complete overview of the registration process for primary and secondary users, including the deactivation and transfer of users	Online	iGOT	Government e Marketplace	1h 38m	L1	Q2
Functional	Public Procurement Framework	Buyer Dashboard	This course walks the user through various buyer dashboards available on GeM	Online	iGOT	Government e Marketplace	1h 28m	L1	Q2
Functional	Official Language Knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q2
Functional	Establishment Matters	Leave Travel Concession	This course provides an overview of the Leave Travel Concession rules. The learning is aided with illustrations of the relevant rules.	Online	iGOT	ISTM	1h 7m	L1	Q2
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 30 m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners how to use Microsoft Word effectively by covering topics such as ribbon menu, rulers, navigation pane, proof reading, views, editing pictures, indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	3h	L1	Q2
Functional	Digital Fluency	Word Advanced	This course educates learners advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as repeat headings, insert formula, word art, table of figures, tab stops, paragraph styles, wrapping words around pictures, and inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 48m	L1	Q2
Functional	Public Procurement Framework	Payment process of buyers	This course guides the user through the various payment processes available for buyers on the GeM portal. The course covers topics like payment processing on PFMS, bulk updation of bills, etc	Online	iGOT	Government e Marketplace	2h 7m	L1	Q3
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/basic layouts etc.	Online	iGOT	Microsoft	7h	L1	Q3
Functional	Digital Fluency	Excel Advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, ETC	Online	iGOT	Microsoft	3h 44m	L2	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	Financial Management	Budget	This course provides an overview of the budgetary system	Online	iGOT	ISTM	55m	L1	Q4
Functional	e-Office and Office Management	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h	L1	Q4
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts, and presentation templates	Online	iGOT	Microsoft	2h 41m	L1	Q4
Functional	Data Analytics	Data Driven Decision Making For Government	This course aims at building awareness of Data Science and Analytics and data visualization tools among government officials enabling them to make informed data-driven decisions thereby impacting lives for the social good	Online	iGOT	WITP	2h 30m	L1	Q4
Functional	Cyber Awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C (MHA) is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India	Online	iGOT	i4C	1h 16m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
			(GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple, and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q1
Behavioural	Yoga	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q2
Behavioural	Problem Solving and Decision Making	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework.	Online	iGOT	ISTM	35m	L1	Q2
Behavioural	Decision Making	Decision Making for Managerial Effectiveness	The course focuses to expose participants to the influence of framing, biases, motivational factors, and escalation of commitment on decision-making processes. The program seeks to	Offline	IIM B	IIM B	3 Days	L2	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
			understand how decisions made by smart and responsible individuals and groups can sometimes lead to organizational failures and disasters, affecting the destinies of thousands of people. It also focuses on understanding how humans interpret complex situations and the strategies employed by leaders and managers to deal with uncertainties, crises, and complexities. By understanding these factors, managers and leaders can make better and more creative decisions in their organizations.						
Behavioural	Problem Solving and Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices .	Online	iGOT	ISTM	35m	L1	Q3
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harrasment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and	Online	iGOT	ISTM	1h 51m	L1	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
			institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.						
Behavioural	Result Orientation	Achievement Orientation	This course focuses on Result Orientation through improvement of self and individual performance. This course will enable participants to learn team working skills and manage high performance teams by embracing digital innovation skills and developing emotional intelligence	Offline	Administrative Staff College of India, Hyderabad	Administrative Staff College of India, Hyderabad	5 Days	L2	Q3
Behavioural	Communication	Communication Skills for Managers	This course focuses on the communication skills through sharpening verbal, non-verbal, written communication skills	Offline	Administrative Staff College of India, Hyderabad	Administrative Staff College of India, Hyderabad	5 Days	L2	Q3
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication.	Online	iGOT	IIMB	5h 34m	L1	Q4
Behavioural	Stress Management	Yoga	The course to provide a standardized and structured approach to the practice of yoga for individuals to promote well being	Offline	-	Art of Living/ MDNIY	2 days	L2	Q4

5.1.3 Training calendar at US level

Table 12: Training calendar at US level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	CBC	2h 30min	L1	Q1
Functional	Establishment Matters	Code of Conduct for Government Employees	This course covers the basic code of conduct for government employees	Online	iGOT	ISTM	35m	L1	Q1
Functional	Establishment Matters	Annual Performance Appraisal Report (APAR)	The course educates the learner about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and Sparrow Rule	Online	iGOT	ISTM	30m	L1	Q1
Functional	e-Office and office management	Office Procedure	This course will guide about office procedures. It gives an overview about file management system, management of DAK, decision making in government, and record management	Online	iGOT	ISTM	2h 17m	L1	Q1
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the gem ecosystem. It also covers pre-requisites for registration, purchase of	Online	iGOT	ISTM	1h 9m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
			products through bid creation, purchase of service through bid creation, awarding of bid / view the bid, order processing CRAC - generation and payment process through PFMS.						
Functional	Vigilance and Disciplinary Matters	Constitutional Provisions relating to Disciplinary Proceedings	This course covers the 'All India Services Rules 1969 (Discipline and Appeal)' and provides details on Article 309 and 310 and 311; and explains the applicable legal provisions to be followed to remove or demote a government employee	Online	iGOT	ISTM	33m	L1	Q1
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners on how to use Microsoft word effectively by covering topics such as ribbon menu, rulers, navigation pane, proof reading, views, editing pictures, indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	3h	L1	Q2
Functional	Digital Fluency	Word Advanced	This course educates learners on advanced concepts of MS Word in a simple and easy-to-follow manner. It covers topics such as repeat headings, insert formula, word art, table of figures, tab stops, paragraph styles, wrapping words around pictures, and inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 48m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	Establishment Matters	Central Government Health Scheme & Central Services (MA) Rules	This course educates the learner on the main features of the CGHS and CS MA rules	Online	iGOT	ISTM	1h	L1	Q2
Functional	Establishment Matters	Leave Travel Concession	This course provides an overview of the Leave Travel Concession rules. The learning is aided with illustrations of the relevant rules.	Online	iGOT	ISTM	1h 7m	L1	Q2
Functional	Establishment Matters	Leave Rules	This course provides an overview of leave rules with a focus on debit-able leaves and non-debit-able leaves.	Online	iGOT	ISTM	55m	L1	Q2
Functional	Official Language Knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q2
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/basic layouts etc.	Online	iGOT	Microsoft	7h	L2	Q3
Functional	Digital Fluency	Excel Advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 44m	L2	Q3
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid / View The Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	DOE	1h 55m	L1	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L1	Q4
Functional	Financial Management	Budget	This course provides an overview of the budgetary system	Online	iGOT	ISTM	50m	L1	Q4
Functional	Cyber Awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C (MHA) is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (Gol). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	Q4
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	2h 41m	L1	Q4
Functional	-	VIKAS	Bouquet of courses on functional competencies of employees	Online	iGOT	CBC	4h	L2	Q4
Functional	e-Office and office management	e-Office	Bouquet of courses on functional competencies of employees	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Behavioural	Problem Solving and Decision Making	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	L1	Q1
Behavioural	Problem Solving and Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q1
Behavioural	Yoga	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q1
Behavioural	Motivation	Understanding Motivation	By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation.	Online	iGOT	LBSNAA	1h 35m	L1	Q2
Behavioural	Decision Making	Decision Making for Managerial Effectiveness	The course focuses to expose participants to the influence of framing, biases, motivational factors, and escalation of commitment on decision-making processes. The program seeks to understand how decisions made by smart and responsible individuals and groups can sometimes lead to organizational failures and disasters, affecting the destinies of thousands of people. It also focuses on understanding how humans	Offline	IIM B	IIM B	3 Days	L2	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
			interpret complex situations and the strategies employed by leaders and managers to deal with uncertainties, crises, and complexities. By understanding these factors, managers and leaders can make better and more creative decisions in their organizations.						
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h	L1	Q3
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q3
Behavioural	Result Orientation	Achievement Orientation	This course focuses on Result Orientation through improvement of self and individual performance. This course will enable participants to learn team working skills and manage high performance teams	Offline	Administrative Staff College of India, Hyderabad	Administrative Staff College of India, Hyderabad	5 Days	L2	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/days)	Level	Timeline
			by embracing digital innovation skills and developing emotional intelligence						
Behavioural	Communication	Communication Skills for Managers	This course focuses on the communication skills through sharpening verbal, non-verbal, written communication skills	Offline	Administrative Staff College of India, Hyderabad	Administrative Staff College of India, Hyderabad	5 Days	L2	Q3
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	Q4
Behavioural	Stress Management	Yoga	The course to provide a standardized and structured approach to the practice of yoga for individuals to promote well being	Offline	-	Art of Living/ MDNIY	2 days	L2	Q4

5.1.4 Training calendar at PS-OSD level

Table 13 Training calendar at PS-OSD level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
Functional	Public Procurement Framework	Government E Marketplace	This course provides an overview of the gem ecosystem. it also covers pre-requisites for registration, purchase of products through bid creation, purchase of service through bid creation, awarding of bid / view the bid, order processing CRAC - generation and payment process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q1
Functional	Digital Fluency	Ways Of Enhancing Presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h	L1	Q1
Functional	Digital Fluency	PowerPoint Advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about slide designs, smart art, animations, embedding documents etc.	Online	iGOT	Microsoft	2h 18m	L1	Q1
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of ai-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	CBC	2h 30min	L1	Q2
Functional	Cyber Awareness	Stay Safe In Cyber Space	The aim of this course designed by I4C (MHA) is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (Gol). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple, and graphic based demonstrations. Key citizen centric	Online	iGOT	i4C	1h 16m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
			initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Functional	Digital Fluency	Excel Advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, etc	Online	iGOT	Microsoft	3h 44m	L2	Q2
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L1	Q3
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe.	Online	iGOT	IIPA	2h	L1	Q3
Functional	Team Management and Development	COMMIT: Team Building	The course emphasizes creating a collaborative atmosphere and ensuring cooperation among team members. The course consists of five courses that define a high-performance team, describe the impact of a common goal for success, define the importance of collaboration within the team, identify mechanisms to improve communication with team members and explain how trusting one another helps the team achieve success.	Online	iGOT	ISTM	1h 20m	L1	Q4
Functional	Digital Fluency	Word Advanced	This course educates learners advanced concepts of MS Word in a simple and easy-to-follow manner. It covers topics such as repeat headings, insert formula, word art, table of	Online	iGOT	Microsoft	2h 48m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
			figures, tab stops, paragraph styles, wrapping words around pictures, and inserting audio, video, and online videos etc.						
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q4
Behavioural	Yoga	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q1
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q1
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q2
Behavioural	Problem solving	Problem solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework.	Online	iGOT	ISTM	35m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
Behavioural	Team Management & Development	Building High-Performance Teams	This course focuses on building high performing team and enhance skills of trust, collaboration and diversity by building shared values, purpose and goals	Offline	ISB	ISB	2 Days	L3	Q2
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 16m	L1	Q3
Behavioural	Decision Making	Decision making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	30m	L1	Q3
Behavioural	Decision Making	Negotiating Success	This workshop teaches participants the Interests-Based Model of Negotiation and taught at the Program on Negotiation at Harvard Law School, through a mixture of presentations, discussions, and role plays.	Offline	Law Academy Faculty of Law	Law Academy Faculty of Law	2 Days	L3	Q3
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h	L1	Q4
Behavioural	Coaching and mentoring	BSNL Mission Karmayogi	This course covers critical topics like performance assessment, time management, coaching, and teamwork	Online	iGOT	BSNL	9h 5m	L2	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hrs/ days)	Level	Timeline
Behavioural	Innovation and Improvement	Innovation and Corporate Entrepreneurship	This course focuses on innovation and intrapreneurship and equips the participant with information and tools of innovation.	Offline	ISB	ISB	3 Days	L3	Q4

5.1.5 Training for Domain Competencies

The Vice President's Secretariat officials' domain competencies include tour management, diplomacy and international relations, event management and public relations. It is imperative to develop a tailored training program that specifically caters to these areas, and further deliberations with the Secretariat are required to explore ways by which industry expertise and intragovernmental knowledge can be leveraged to address these competencies.

5.1.6 Responsibility Allocation

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

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

5.1.7 Monitoring and Evaluation Framework

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

Table 14: Monitoring and evaluation framework

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

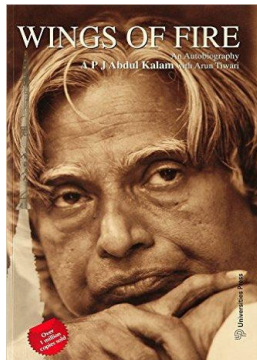
Completion of training courses on iGOT can be monitored by the CBU through the MDO Admin log- in credentials provided by the Karmayogi Bharat Team to the Secretariat.

5.2 Recommended books and Ted Talks

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

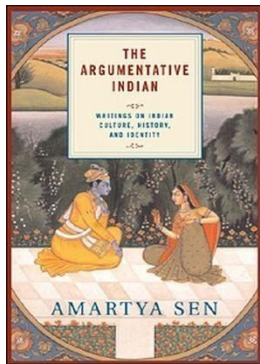
- **Access to expertise:** Books and TED Talks are often written or delivered by experts in a particular field or domain. By reading books or watching TED Talks, individuals would gain access to the knowledge and expertise of these experts, which would help them develop competencies in a specific area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

5.2.1 Recommended Books



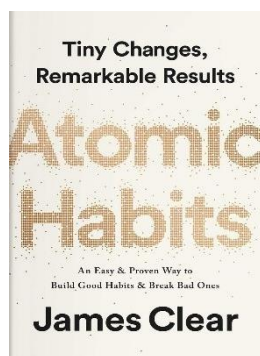
“Wings of Fire” is an autobiography written by Dr A.P.J. Abdul Kalam, renowned scientist, and former President of India. The book provides a captivating account of Kalam's early life, his journey from a humble background to becoming a prominent scientist, and his vision for India's development.

Wings of Fire serves as an inspirational memoir, motivating readers to pursue their dreams, overcome obstacles, and contribute to the progress of their country. It offers a unique perspective on Indian history and culture, as well as valuable lessons on leadership and personal growth.



The Argumentative Indian celebrates India's long history of intellectual discourse and debate, tracing it back to ancient times. Sen argues that India's tradition of argumentation and engagement with diverse ideas has been integral to its cultural and political development. The book serves as an invitation to engage in constructive discussions and embrace the diversity of ideas that define India's identity.

The book allows the reader to develop of greater understanding of India's intellectual heritage, social dynamics, and power of reasoned debate.



The book explores the power of small habits and incremental improvements in achieving personal and professional goals. The author shares inspiring stories, scientific research, and practical examples to illustrate the principles and techniques for habit formation and presents a step-by-step framework that readers can use to identify, build, and reinforce effective habits while breaking bad ones.

The book offers valuable insights and actionable strategies for individuals looking to transform their lives by harnessing the power of small, consistent habits to achieve long-term success and personal growth

5.2.2 Recommended Ted Talks



Pahlka explains that government agencies can adopt a "digital mindset" to reimagine and redesign their processes and systems. She illustrates how open data initiatives have led to the creation of innovative applications and services that improve government transparency, citizen engagement, and service delivery. She emphasizes that it is not about reinventing the wheel but rather building upon existing resources and working together to create

meaningful solutions. Furthermore, Pahlka emphasizes the importance of cultivating a culture of innovation within government agencies. She encourages government employees to adopt a more entrepreneurial mindset, where they can experiment, iterate, and learn from failures.

The speaker believes that by embracing technology, collaboration, and a user-centric approach, governments can bridge the gap between citizens' expectations and the services provided.

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



Drew Dudley challenges the notion that leadership is solely reserved for those in formal positions of authority. He argues that each individual has the power to be an everyday leader by recognizing and embracing their capacity to make a positive impact on others. He introduces the concept of "lollipop moments," which are small but meaningful moments where someone has made a difference in another person's life. Dudley believes that these seemingly insignificant interactions have the potential to create a ripple effect and transform lives.

The speaker encourages individuals to embrace their role as everyday leaders by being intentional in their interactions, actively seeking opportunities to positively influence others, and recognizing the value they bring to people's lives.

[Everyday leadership - Drew Dudley - YouTube](#)




5.3 Organizational capacity building initiatives


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

- People
- Process
- Technology
- Policy

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

Table 15: Organization Level Intervention

Dimension		Observed Challenge	Suggested interventions
	Systems & Processes	Demarcation of sections: There is no clear demarcation of sections the Secretariat - as the second highest constitutional office, there is an urgent need for clearly assigning roles and responsibilities by creating different sections which will ultimately lead to more accountability.	Clear demarcation of the various sections within the secretariat, and well-defined roles and responsibilities of officials working within each section.
	Resources & Assets Partnerships & Relationships	Learning Culture: Continuous learning and passing on institutional memory/knowledge for new joiners	Institutionalization of induction process: mentor/buddy program, process walk throughs, reading materials/ e-content for regulations, acts and SoPs to be followed
		New partnership: Partnering with reputed institutions/organizations for skill development of ceremonial and kitchen staff, conducting immersion visits	Collaboration with NIC: for training interventions on NIC application e-Office, GeM, PFMS, etc. Collaboration with professional service providers: Tie-ups with Taj Learning Center for improving the services of the kitchen and ceremonial staff
	Technology	Workflow management: Need for digital movement of files and workflow management	Widescale adoption of eOffice: Mandatory adoption and use of eOffice throughout the Secretariat

Dimension		Observed Challenge	Suggested interventions
	Personnel Management	<p>Need for cadre review /restructuring: The new Vice President’s enclave is reported to be nearly twice the area of existing Vice President’s house - the number of the maintenance staff needs to be enhanced as per the newly built residence and offices. At present the Secretariat is relying on the staff of Rajya Sabha Secretariat and outsourced staff to fulfil the requirement of the VP Secretariat due to paucity of staff.</p>	<p>Conduct a diagnostic study for process optimization, followed by a cadre review study (work-load analysis) to optimize the manpower of the Secretariat.</p>
		<p>Refresher course/ optional training: Only 6 individuals have received trainings in the last 3 years with a select few being chosen repeatedly</p>	<p>Periodic Trainings: Training need assessment has to be done periodically and based on identified needs training interventions need to be institutionalized</p>
		<p>Limited Promotional Avenues for Staff: Non pyramidal structure leads to limited promotional avenues - Under Secretary is the highest post to which an employee can progress. Since officials posted in the Secretariat continue serving in the office there is a disparity in career progression in comparison with other offices within the government.</p>	<p>Following the manpower optimization study, devise employee incentivization programme to motivate employee morale.</p>

5.4 Induction module for the Secretariat

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

Table 16: Induction module for Secretariat

S.No	Modules	Details	Duration
1.	Understanding the Role of the Vice President	<ul style="list-style-type: none"> An overview of the Vice President's role, duties, and responsibilities as the second-highest constitutional office in the country 	15 minutes
2.	Introduction to Vice President's Secretariat	<ul style="list-style-type: none"> An overview of the organization's history, structure, and functions Vision & mission of the Secretariat Key Stakeholders of the Secretariat 	20 minutes
3.	Policy & Procedures	<ul style="list-style-type: none"> Modules on the policies and procedures which apply to the Vice President's Secretariat 	20 minutes
4.	Administrative Procedures	<ul style="list-style-type: none"> Overview of administrative procedures including those related to record keeping, travel arrangements, etc. Module on Standard Operating Procedures, SPOCs list, and Escalation Matrix 	20 minutes
5.	Communication and networking	<ul style="list-style-type: none"> Module on communication skills may include topics such as active listening, effective writing, and conflict resolution 	20 minutes
6.	Protocol Matters	<ul style="list-style-type: none"> Handling of classified information Protocols related training 	20 minutes
7.	Glossary of terms	<ul style="list-style-type: none"> Glossary of frequently used terms in the Vice President's Secretariat 	20 minutes
8.	Ethics and integrity	<ul style="list-style-type: none"> Topics such as ethical decision-making, conflict of interest, and anti-corruption measures 	10 minutes

6. Conclusion

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

7 Annexures

7.1 Key stakeholder meetings

Table 17: Details of meetings held with the Vice President's Secretariat

S.No	Meeting Date	Stakeholders	Key Discussion Points
1	22 nd December 2022	Secretary to the Vice President of India, Private Secretary to the Vice President of India, CBC Team, EY Team	<ul style="list-style-type: none"> Kick off meeting for creation ACBP
2	12 th January 2023	Private Secretary to the Vice President of India, CBC Team, EY Team	<ul style="list-style-type: none"> Understanding the organisation structure of the Secretariat Understanding past capacity building interventions undertaken by ministry
3	16 th - 17 th January 2023	Under Secretaries Section Officers EY Team	<ul style="list-style-type: none"> Discussion on roles and responsibilities Understanding training requirements
4	6 th March 2023	TOs, ROs, LDCs, UDCs Drivers, EY Team	<ul style="list-style-type: none"> Discussion on roles and responsibilities Understanding training requirements
5	27 th April 2023	Private Secretary to the Vice President of India, CBC Team, EY Team	<ul style="list-style-type: none"> Status update Discussion on identifies competencies
6	30 th May 2023	USs, SOs, ROs, TOs, LDCs, UDCs, iGOT Team, CBC Team, EY Team	<ul style="list-style-type: none"> Live demonstration of the iGOT platform Real time resolution of queries pertaining to the platform
7	16 th June 2023	Private Secretary to the Vice President of India, Officer on Special Duty to the Vice President of India, EY Team	<ul style="list-style-type: none"> Validation of KYMs

7.2 iGOT orientation

Annual Capacity Building Plan | Quick Win | iGOT Orientation

Vice President's Secretariat

Context

Mission Karmayogi aims to create a well-trained and future ready civil service through extensive capacity building and is based on the philosophy of creating an ecosystem of competency driven training and human resource management by transitioning from a 'rules-based' system to a 'roles based' approach. Under this programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and facilitating formation of Capacity Building Units in every Ministry/ Department / Organization for developing annual capacity building plans (ACBPs) for respective Ministry/ Department / Organization and implementation of the plan. In parallel, iGOT Karmayogi Bharat, a Special Purpose Vehicle (SPV) has been formed for owning and operating the digital assets and the technological platform for online training of civil servants as part of the National Program of Civil Services Capacity Building (NPCSCB). The training content curated by individual Ministries as well as best in class government and non- government institutions, universities, private content providers and individual resources is made available through the platform to all civil servants.

EY has been mandated to undertake the ACBP development exercise in the Vice President's Secretariat. As part of the Annual Capacity Building Plan (ACBP) development exercise, training requirements have been identified by the ACBP team based on identified competency gaps through Competency Need Analysis (CNA). Some of these training areas have been mapped with existing courses on the iGOT platform. However, it was observed during the study that the Secretariat officials have not accessed the iGOT portal in the past. Hence to implement the training programmes an orientation of the portal was a key imperative. Further, based on several focus group discussions held with the officials of the ministry, a need for an orientation session on efficiently accessing, and using the iGOT platform was identified.

Objective

The iGOT orientation is an engaging session designed to familiarise the Government officials with the iGOT platform, including installation of the application on mobile devices, registration, and course enrolment processes. The session comprises of interactive discussions, step-by-step guidance, and on-the-spot resolution of queries.

Details of the Workshop

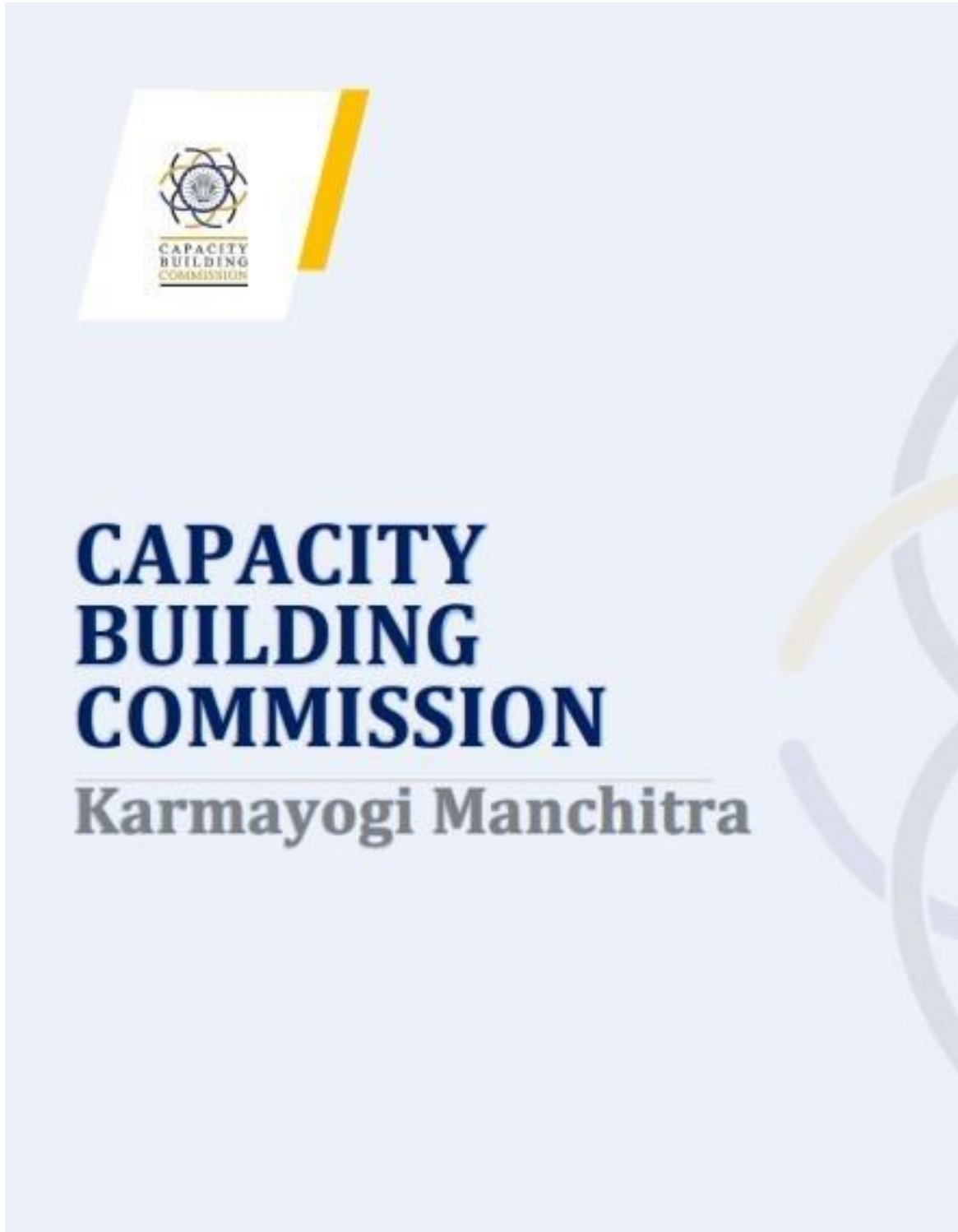
An iGOT orientation workshop was facilitated by the ACBP team as part of the interventions/quick wins to acquaint the officials with the navigation of the portal for necessary and relevant courses. The session was held on 30th May 2023 at the Vice President's Secretariat and was attended by Under Secretaries, SOs, RO, UDCs, TOs, and LDCs. In total the workshop was attended by 20-25 officials. The orientation session was for one hour and comprised of live demonstrations, discussions, video testimonials and a presentation. The CEO, Mission Karmayogi presented an overview of the various features of the iGOT platform long with the key components (hubs) available. The role of the competency hub, learning hub, network hub in the learning journey was elaborated upon. Attendees were hands on guided through the installation and registration process on the iGOT Karmayogi App, and queries regarding the process were resolved on the spot. A hands-on demonstration on downloading of the app was conducted to familiarize the officials with the application and platform. The officials were also apprised of various routes for login like using Parichay id details. Current status of the Secretariat officials in terms of active users, registered users was showcased. An interactive demonstration on how to enrol in the 'Introduction to Emerging Technologies' course was given, and details about the format of the course were shared such as the duration of the course, number of modules, etc. Video testimonials of iGOT users sharing their positive experiences were shown.

Key Takeaways

- Sujeet Kumar, Private Secretary to the Vice President, was made the nodal officer and Ms. Sarita Chauhan, US Administration was made the MDO Admin for monitoring the progress of registration of the employees of the Secretariat on the iGOT platform.
- The iGOT team requested the SPOC to share the email IDs of individuals facing technical difficulties in registering or logging onto the platform.

Figure 10: iGOT Orientation Note

7.3 Karmayogi Manchitra (KYMs)



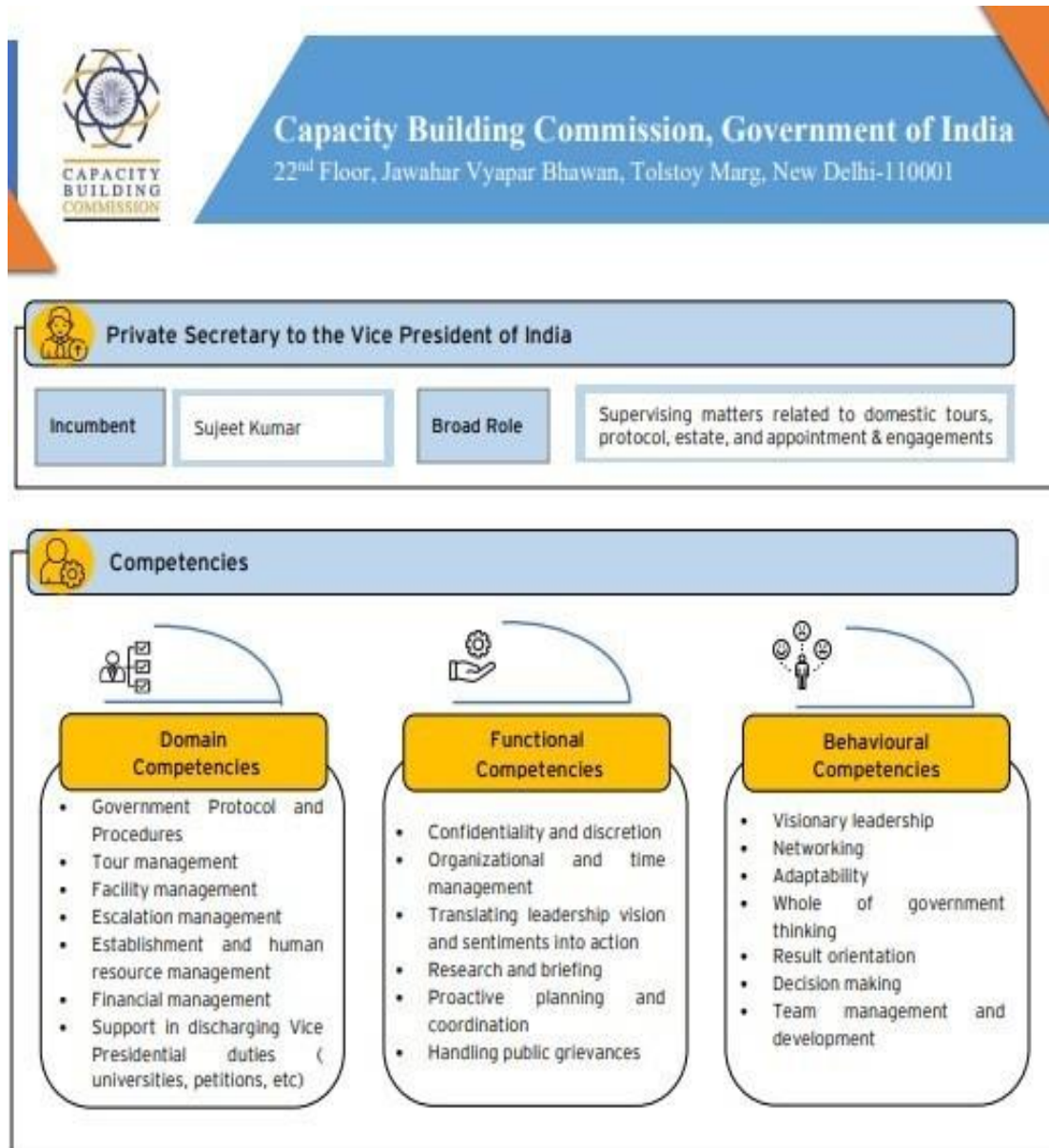


Figure 11: Snapshot of KYM of PS (1/2)



Capacity Building Commission, Government of India

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



Immediate Requirements (FY23-FY24)

Area	Course	Link	Duration
Governance	<ul style="list-style-type: none"> Data-Driven Decision Making for Government 	IGOT	2h 30m
Emerging Technology	<ul style="list-style-type: none"> Introduction to Emerging Technologies 	IGOT	2h 30m
Visionary Leadership	<ul style="list-style-type: none"> Self-Leadership 	IGOT	1h 16m
	<ul style="list-style-type: none"> Increasing your Emotional Quotient 	IGOT	1h
Total Hours			7h 16m



Yearly Requirements

- Key focus area of the budget for the Financial year
- Global perspective on megatrends in the key sector in focus for Vice President
- Global/national issues of importance
- Refresher course on Vice presidential duties related to Universities, petitions, grants etc



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Introductory module on Parliament
- Detailed module on Rajya Sabha
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training
- Snippets of important global/national news, and subjects mentioned by the Hon'ble Vice President in his speeches

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat

Figure 12: Snapshot of KYM of PS (2/2)

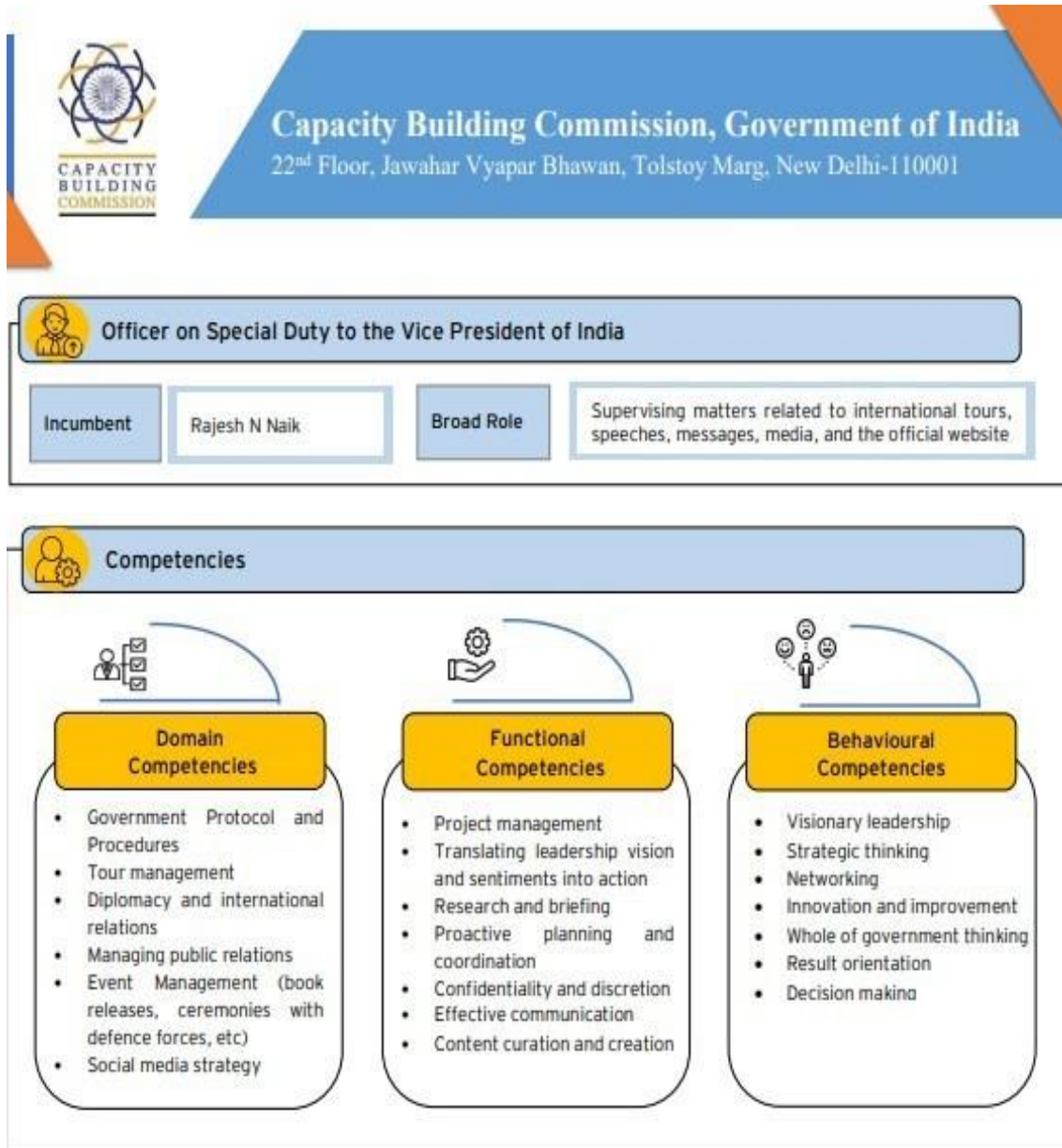


Figure 13: Snapshot of KYM of OSD (1/2)



Capacity Building Commission, Government of India

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



Immediate Requirements (FY23-FY24)

Area	Course	Platform	Duration
Governance	Data-Driven Decision Making for Government	iGOT	2h 30m
Emerging Technology	Introduction to Emerging Technologies	iGOT	2h 30m
Visionary Leadership	Self-Leadership	iGOT	1h 16m
	Increasing your Emotional Quotient	iGOT	1h
Total Hours			7h 16m



Yearly Requirements

- Key focus area of the budget for the Financial Year
- Global perspective on megatrends in the key sector in focus for Vice President
- Global/national issues of importance
- Refresher course on Vice Presidential duties related to Universities, petitions, grants etc



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Introductory module on Parliament
- Detailed module on Rajya Sabha
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training
- Snippets of important global/national news, and subjects mentioned by the Hon'ble Vice President in his speeches

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat

Figure 14: Snapshot of KYM of OSD (2/2)

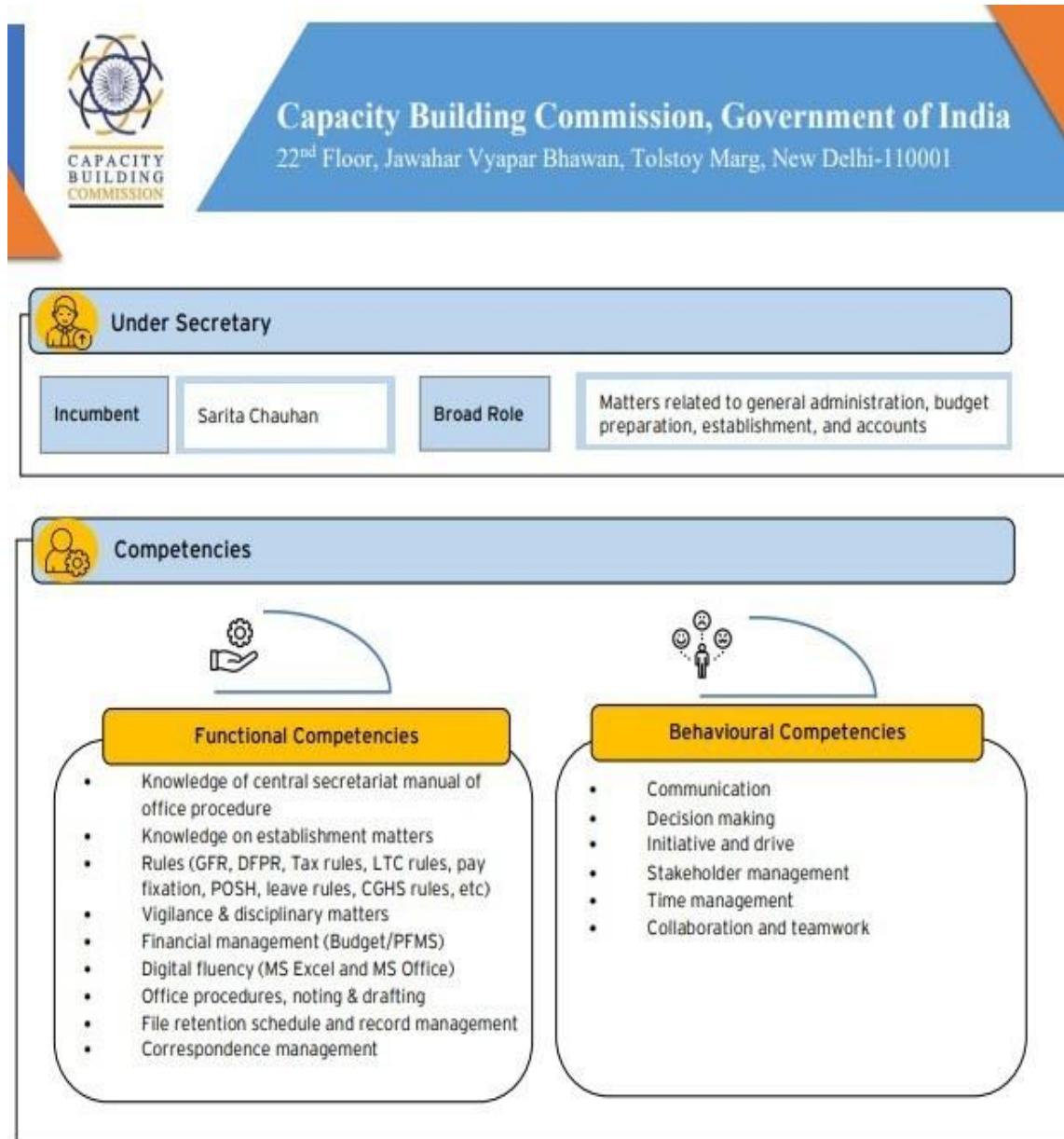


Figure 15: Snapshot of KYM of US, Administration and Accounts (1/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter I	Establishment and Human Resource Management	• Annual Performance Appraisal Report	iGOT	34m
		• Leave rules	iGOT	55m
		• Pay fixation	iGOT	43m
		• Payment function and booking of expenditure	iGOT	1h 22m
		• Pensionary benefits	iGOT	55m
		• Consolidated instructions on suspension	iGOT	1h
	Ethics and Values	• Code of Conduct for Government employees	iGOT	35m
	Emerging Technologies	• Introduction to Emerging Technologies	iGOT	2h 30m
E-Office & Office management	• Workshop on e-Office	ISTM	2 days	
Total no. of hours* (Q-I)				8h 34m
Quarter II	Establishment and Human Resource Management	• Rewarding employee performance	LinkedIn Learning	45m
		• Feedback : A powerful tool for efficiency and effectiveness	EdX	2h
	Digital Fluency	• Word advanced	iGOT	2h 49m
		• Excel advanced	iGOT	3 h 44m
	Financial Management	• Budget	iGOT	50m
Stress Management	• Stress management	iGOT	2h 17m	
Total no. of hours (Q-II)				12h 25m

*Online training hours

Figure 16: Snapshot of KYM of US, Administration and Accounts (2/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter III	Vikas Module	<ul style="list-style-type: none"> TBD 	IGOT	TBD
	Government Rules and Regulations	<ul style="list-style-type: none"> Leave Travel Concession 	IGOT	1h 7m
		<ul style="list-style-type: none"> Central government health scheme (CGHS) & central service (MA) rules 	IGOT	1h
	Disciplinary matters	<ul style="list-style-type: none"> Disciplinary proceedings in Government 	IGOT	3h 57m
	Ethics and Values	<ul style="list-style-type: none"> Ethics and Values 	IGOT	50m
	Time Management	<ul style="list-style-type: none"> Time Management 	IGOT	1h 15m
	Stress Management	<ul style="list-style-type: none"> Yoga for excellence 	IGOT	1h 16m
	Gender Sensitivity	<ul style="list-style-type: none"> Prevention of Sexual Harrassment of Women at Workplace 	IGOT	1h 51m
Total no. of hours (Q-III)				11h 16m
Quarter IV	Team Management and Development	<ul style="list-style-type: none"> Managing personal relationships 	IGOT	40m
		<ul style="list-style-type: none"> Managing teams 	LinkedIn Learning	1h 9m
	Gender Sensitivity	<ul style="list-style-type: none"> Gender sensitivity 	IGOT	50m
	Emerging Technologies	<ul style="list-style-type: none"> Data driven decision making for Government 	IGOT	2h 30m
	Communication	<ul style="list-style-type: none"> Effective communication 	IGOT	7h 31m
Total no. of hours (Q-IV)				12h 40m

Figure 17: Snapshot of KYM of US, Administration and Accounts (3/4)



Capacity Building Commission, Government of India

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



Yearly Requirements

Year I	<ul style="list-style-type: none"> Covered under 'Immediate Requirements'
Year II	<ul style="list-style-type: none"> Module on latest guidelines for revenue and expenditure planning from Ministry of Finance Training on dashboard and data visualisation in financial decision making Training on HR processes (manpower planning, capacity building and performance management)
Year III	<ul style="list-style-type: none"> Refresher courses on latest updates of eHRMS and PFMS Module on latest guidelines for revenue and expenditure planning from Ministry of Finance Monitoring and evaluation techniques for budget utilisation



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Introductory module on Parliament
- Detailed module on Rajya Sabha
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training
- Snippets of important global/national news, and subjects mentioned by the Hon'ble Vice President in his speeches

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat



Capacity Building Commission, Government of India

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



Under Secretary

Incumbent

Rajesh Kumar Sharma

Broad Role

Handling matters related to RTI cases, functions, universities, protocol, CPWD, supervision of vehicles & drivers and management of estate



Competencies



Functional Competencies

- Grievance redressal
- Event management and coordination
- Facility management
- Vigilance & disciplinary matters
- Handling RTI matters
- Vehicle management and protocol works
- Digital fluency (MS Excel and MS Office)
- Office procedures, noting & drafting
- File retention schedule and record management
- Correspondence management



Behavioural Competencies

- Communication
- Decision making
- Initiative and drive
- Stakeholder management
- Time management
- Collaboration and teamwork

Figure 19: Snapshot of KYM of US, Functions University Representations RTI Estate (1/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter I	Handling matters RTI	• Right to Information Act - Part 1	IGOT	55m
		• Right to Information Act - Part 2	IGOT	41m
	Ethics and Values	• Code of Conduct for Government employees	IGOT	35m
	Emerging Technologies	• Introduction to Emerging Technologies	IGOT	2h 30m
	E-Office & Office management	• Workshop on e-Office	ISTM	2 days
Total no. of hours* (Q-I)				4h 41m
Quarter II	Handling matters RTI	Right to Information - Public Information Officer	ISTM	3 days
	Digital Fluency	• Word Advanced	IGOT	2h 49m
		• Excel Advanced	IGOT	3 h 44m
	Stress Management	• Stress management	IGOT	2h 17m
Event Management	• TBD	Taj Learning Center	TBD	
Total no. of hours* (Q-II)				9h 50m
Quarter III	Vikas Module	• To be developed	IGOT	TBD
	Disciplinary matters	• Disciplinary proceedings in Government	IGOT	3h 57m
	Ethics and Values	• Ethics and Values	IGOT	50m
	Time Management	• Time Management	IGOT	1h 15m

*Online training hours

Figure 20: Snapshot of KYM of US, Functions University Representations RTI Estate (2/4)



Capacity Building Commission, Government of India

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



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter III	Stress Management	<ul style="list-style-type: none"> Yoga for excellence 	IGOT	1h 16m
	Gender Sensitivity	<ul style="list-style-type: none"> Prevention of Sexual Harrassment of Women at Workplace 	IGOT	1h 51m
Total no. of hours (Q-III)				9h 9m
Quarter IV	Team Management and Development	<ul style="list-style-type: none"> Managing personal relationships 	IGOT	40m
		<ul style="list-style-type: none"> Managing teams 	LinkedIn Learning	1h 9m
	Gender Sensitivity	<ul style="list-style-type: none"> Gender sensitivity 	IGOT	50m
	Emerging Technologies	<ul style="list-style-type: none"> Data driven decision making for Government 	IGOT	2h 30m
	Communication	<ul style="list-style-type: none"> Effective communication 	IGOT	7h 31m
Total no. of hours (Q-IV)				12h 40m



Yearly Requirements

Year I	<ul style="list-style-type: none"> Covered under 'Immediate Requirements'
Year II	<ul style="list-style-type: none"> Knowledge visit to the relevant sections of the President's Secretariat for facility and event management (EBA section, Ceremonial section, etc) Refresher course on SOPs and protocols relevant to Secretariat
Year III	<ul style="list-style-type: none"> Refresher courses on latest updates of CPGRAMs, and RTI Portal Best practices for event management Training on diplomacy and cultural sensitivity

Figure 21: Snapshot of KYM of US, Functions University Representations RTI Estate (3/4)



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Introductory module on Parliament
- Detailed module on Rajya Sabha
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training
- Snippets of important global/national news, and subjects mentioned by the Hon'ble Vice President in his speeches

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat



Capacity Building Commission, Government of India

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



Section Officer

Incumbent

Vishu
Choudhary Kumar

Broad Role

Matters related to budget and accounts



Competencies



Functional Competencies

- Knowledge of central secretariat manual of office procedure
- Rules (GFR, DFPR, tax rules, pay fixation, etc.)
- Financial management (Budget/PFMS)
- E-office & office management
- Office procedures, noting & drafting
- File retention schedule and record management
- Correspondence management



Behavioural Competencies

- Communication
- Time management
- Collaboration and Teamwork
- Initiative and Drive
- Stakeholder management

Figure 24: Snapshot of KYM of SO, Administration and Accounts (1/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter I	Dakshta Module	• Leave Rules	iGOT	13h 7m
		• Noting and Drafting		
		• Office Procedure		
		• Code of Conduct for Government Employees		
		• Public Procurement Framework		
		• Parliamentary Procedures		
		• Pay Fixation		
		• Annual Performance Appraisal Report		
		• Government e Marketplace		
		Right to Information Act - Part 1		
	Right to Information Act - Part 2			
	Emerging Technologies	• Introduction to Emerging Technologies	iGOT	2h 30m
Total no. of hours (Q-I)				15h 37m
Quarter II	Digital Fluency	• Word Advanced	iGOT	2h 49m
		• Excel Advanced	iGOT	3h 44m
	Stress Management	• Stress management	iGOT	2h 17m
	Financial Management - Budget/PFMS	• Budget	iGOT	50m
	E-office & Office Management	• Workshop on e-Office	ISTM	2 days
Total no. of hours* (Q-II)				9h 40m

*Online training hours

Figure 25 : Snapshot of KYM of SO, Administration and Accounts (2/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter III	Financial Management Budget/PFMS	• Payment Function and Booking of Expenditure	iGOT	1h 22m
	Ethics and Values	• Ethics and Values	iGOT	50m
	Time Management	• Time Management	iGOT	1h 15m
	Stress Management	• Yoga for excellence	iGOT	1h 16m
	Gender Sensitivity	• Prevention of Sexual Harrassment of Women at Workplace	iGOT	1h 51m
Total no. of hours (Q-III)				5h 44 m
Quarter IV	Gender Sensitivity	• Gender Sensitivity	iGOT	50m
	Emerging Technologies	• Data Driven Decision Making for Government	iGOT	2h 30m
	Communication	• Effective communication	iGOT	7h 31m
Total no. of hours (Q-IV)				10h 51m



Yearly Requirements

Year I	<ul style="list-style-type: none"> Covered under 'Immediate Requirements'
Year II	<ul style="list-style-type: none"> Refresher on latest guidelines for revenue and expenditure planning from Ministry of Finance Training on dashboard and data visualisation in financial decision making
Year III	<ul style="list-style-type: none"> Refresher on latest guidelines for revenue and expenditure planning from Ministry of Finance Monitoring and evaluation techniques for budget utilisation

Figure 26: Snapshot of KYM of SO, Administration and Accounts (3/4)



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Introductory module on Parliament
- Detailed module on Rajya Sabha
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training
- Snippets of important global/national news, and subjects mentioned by the Hon'ble Vice President in his speeches

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat



Capacity Building Commission, Government of India

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



Section Officer

Incumbent

Ashish Anand

Broad Role

Procurement & management of outsourced staff, protocol, and management of vehicles and drivers



Competencies



Functional Competencies

- Public Procurement Framework - GFR
- Office Procedures, noting & drafting
- Digital fluency (MS Office, GeM, etc)
- Establishment & human resource management (outsourced staff)
- Financial management- PFMS
- Vehicle management and protocol works
- Vigilance & disciplinary matters (outsourced staff)
- File retention schedule and record management
- Correspondence management



Behavioural Competencies

- Communication
- Time management
- Collaboration and teamwork
- Initiative and drive
- Stakeholder management

Figure 28: Snapshot of KYM of SO, Procurement (1/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter I	Dakshta Module	• Leave Rules	IGOT	13h 7m
		• Noting and Drafting		
		• Office Procedure		
		• Code of Conduct for Government Employees		
		• Public Procurement Framework		
		• Parliamentary Procedures		
		• Pay Fixation		
		• Annual Performance Appraisal Report		
		• Government e Marketplace		
		• Right to Information Act - Part 1		
	• Right to Information Act - Part 2			
Emerging Technologies	• Introduction to Emerging Technologies	IGOT	2h 30m	
Total no. of hours (Q-I)				15h 37m
Quarter II	Digital Fluency	• Word Advanced	IGOT	2h 56m
		• Excel Advanced	IGOT	3 h 44m
	Public Procurement - GeM	• Registration of buyers	IGOT	14m
		• Buyer Dashboard	IGOT	15m
	Stress Management	• Stress Management	IGOT	2h 17m
E-office & Office Management	• Workshop on e-Office	ISTM	2 days	
Total no. of hours* (Q-II)				9h 26m

*Online training hours

Figure 29: Snapshot of KYM of SO, Procurement (2/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter III	Disciplinary Matters	<ul style="list-style-type: none"> Disciplinary Proceedings in the Government 	IGOT	3h 57m
	Public Procurement GeM	<ul style="list-style-type: none"> Mode of procurement (services) 	IGOT	49m
		<ul style="list-style-type: none"> Payment process for buyers 	IGOT	33m
	Ethics and Values	<ul style="list-style-type: none"> Ethics and Values 	IGOT	50m
	Time Management	<ul style="list-style-type: none"> Time Management 	IGOT	1h 15m
	Stress Management	<ul style="list-style-type: none"> Yoga for excellence 	IGOT	1h 16m
	Gender Sensitivity	<ul style="list-style-type: none"> Prevention of Sexual Harrassment of Women at Workplace 	IGOT	1h 51m
Total no. of hours (Q-III)				10h 31m
Quarter IV	Gender Sensitivity	<ul style="list-style-type: none"> Gender Sensitivity 	IGOT	50m
	Emerging Technologies	<ul style="list-style-type: none"> Data Driven Decision Making for Government 	IGOT	2h 30m
	Communication	<ul style="list-style-type: none"> Effective communication 	IGOT	7h 31m
Total no. of hours (Q-IV)				10h 51m

Figure 30: Snapshot of KYM of SO, Procurement (3/4)



Capacity Building Commission, Government of India

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



Yearly Requirements

Year I	<ul style="list-style-type: none"> Covered under 'Immediate Requirements'
Year II	<ul style="list-style-type: none"> Efficient vendor management techniques Training on HR processes for outsourced employees (manpower planning, capacity building and performance management)
Year III	<ul style="list-style-type: none"> Refresher courses on latest updates of GeM, and PFMS Best practices for Government Procurement



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Introductory module on Parliament
- Detailed module on Rajya Sabha
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training
- Snippets of important global/national news, and subjects mentioned by the Hon'ble Vice President in his speeches

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat



Capacity Building Commission, Government of India

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



Section Officer

Incumbent

Chandan Deekshith
Goli

Broad Role

Handling matters related to tours, functions, grievances from universities & the public, and RTIs



Competencies



Functional Competencies

- Coordination and event management
- Grievance redressal
- E-office and office management
- Protocol works and tour management
- Office procedures, noting and drafting
- Handling RTI matters
- File retention schedule and record management
- Correspondence management



Behavioural Competencies

- Communication
- Time management
- Collaboration and teamwork
- Initiative and drive
- Stakeholder management

Figure 32: Snapshot of SO, Functions University Representations RTI (1/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter I	Dakshta Module	• Leave Rules	iGOT	13h 7m
		• Noting and Drafting		
		• Office Procedure		
		• Code of Conduct for Government Employees		
		• Public Procurement Framework		
		• Parliamentary Procedures		
		• Pay Fixation		
		• Annual Performance Appraisal Report		
		• Government e Marketplace		
		• Right to Information Act - Part 1		
	• Right to Information Act - Part 2			
	Emerging Technologies	• Introduction to Emerging Technologies	iGOT	2h 30m
Total no. of hours (Q-I)				15h 37m
Quarter II	Digital Fluency	• Word Advanced	iGOT	2h 49m
		• Excel Advanced	iGOT	3 h 44m
	Stress Management	• Stress management	iGOT	2h 17m
	Handling matters RTI	• Right to Information - Public Information Officer	ISTM	3 days
	Event Management	• TBD	Taj Learning Center	TBD
E-office & Office Management	• Workshop on e-Office	ISTM	2 days	
Total no. of hours* (Q-II)				8h 50m
Quarter III	Handling matters RTI	• Record Management - Right to Information	ISTM	3 days

*Online training hours

Figure 33: Snapshot of SO, Functions University Representations RTI (2/4)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter III	Ethics and Values	• Ethics and Values	iGOT	50m
	Time Management	• Time Management	iGOT	1h 15m
	Stress Management	• Yoga for excellence	iGOT	1h 16m
	Gender Sensitivity	• Prevention of Sexual Harrassment of Women at Workplace	iGOT	1h 51m
Total no. of hours (Q-III)				5h 12m
Quarter IV	Gender Sensitivity	• Gender Sensitivity	iGOT	50m
	Emerging Technologies	• Data Driven Decision Making for Government	iGOT	2h 30m
	Communication	• Effective communication	iGOT	7h 31m
Total no. of hours (Q-IV)				10h 51m



Yearly Requirements

Year I	<ul style="list-style-type: none"> Covered under 'Immediate Requirements'
Year II	<ul style="list-style-type: none"> Knowledge visit to the relevant sections of the President's Secretariat for tour and event management (Tour section, Ceremonial section, etc) Training on crisis management, contingency planning, and documentation
Year III	<ul style="list-style-type: none"> Refresher courses on latest updates of CPGRAMs, and RTI Portal Training on diplomacy and cultural sensitivity

Figure 34: Snapshot of SO, Functions University Representations RTI (3/4)



Capacity Building Commission, Government of India

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



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Introductory module on Parliament
- Detailed module on Rajya Sabha
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training
- Snippets of important global/national news, and subjects mentioned by the Hon'ble Vice President in his speeches

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat



Capacity Building Commission, Government of India

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



Upper Division Clerk (UDC)/ Reception Officer (RO)/ Telephone Operator (TO)/
Lower Division Clerk (LDC)

Incumbent

--

Broad Role

Registration of dak, dispatch, maintenance of registers, preparation of bills (DA, petrol, etc.), and matters related to protocol and functions



Competencies



Functional Competencies

- Rules (GFR, DFPR, Tax rules, LTC rules, pay fixation, leave rules etc.)
- Digital fluency (MS Excel and MS Office)
- Office procedures, noting & drafting
- File retention schedule and record management



Behavioural Competencies

- Communication
- Time management
- Initiative and drive
- Collaboration and teamwork

Figure 36: Snapshot of KYM of ROs, UDCs, TOs, LDCs (1/3)



Immediate Requirements (FY23-FY24)

Quarter	Area	Course	Course Provider	Duration
Quarter I	Office Procedure, Noting & Drafting	• Noting and Drafting	IGOT	2h
		• Office Procedure	IGOT	2h 17m
	Handling RTI matters	• Right to Information - Part 1	IGOT	55m
		• Right to Information - Part 2	IGOT	41m
	Procurement Management	• Government e Marketplace	IGOT	1h 9m
	Ethics and Values	• Code of Conduct for Government Employees	IGOT	35m
Emerging Technologies	• Introduction to Emerging Technologies	IGOT	2h 30m	
Total no. of hours (Q-I)				10h 7m
Quarter II	Stress Management	• Stress Management	IGOT	2h 17m
	Digital Fluency	• Microsoft Word Beginners	IGOT	2h 56m
		• Word Advanced	IGOT	2h 49m
Total no. of hours (Q-II)				8h 2m
Quarter III	Government Rules & Regulations	Leave Travel Concession	IGOT	1h 7m
	Digital Fluency	Microsoft Excel for Beginners	IGOT	6h 55m
		Excel Advanced	IGOT	3 h 44m
	Ethics and Values	Ethics and Values	IGOT	50m
	Time Management	Time Management	IGOT	1h 15m
Total no. of hours (Q-III)				13h 51m
Quarter IV	Communication	Effective communication	IGOT	7h 31m
	Gender Sensitivity	Gender Sensitivity	IGOT	50m
Total no. of hours (Q-IV)				8h 21m

Figure 37: Snapshot of KYM of ROs, UDCs, TOs, LDCs (2/3)



Capacity Building Commission, Government of India

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



Yearly Requirements

Year I	<ul style="list-style-type: none"> Covered under 'Immediate Requirements'
Year II	<ul style="list-style-type: none"> Training on teamwork and collaboration Training on record management and DAK handling
Year III	<ul style="list-style-type: none"> Refresher courses on office procedures, noting and drafting Refresher course on SOPs and protocols relevant to Secretariat



Induction Requirements

- Know your Ministry (Vice President's Secretariat)
 - ✓ Vision/mission
 - ✓ Organisation structure
 - ✓ Sections & their mandates
 - ✓ Key stakeholders
- Standard operating procedures relevant to the Secretariat
- Glossary of terms used in the Secretariat
- FAQs/SPOCs list/escalation matrix
- Handling of classified information/ confidentiality/ protocol related training

Periodic Progress of effectiveness of training shall be monitored by the CBU of the Vice President's Secretariat