

# Draft Annual Capacity Building Plan

DECEMBER 2022



सूचना एवं प्रसारण मंत्रालय  
Ministry of Information and Broadcasting



CAPACITY BUILDING  
COMMISSION

## Table of Contents:

<b>1. Executive Summary</b> .....	<b>7</b>
<b>2. Introduction</b> .....	<b>8</b>
<b>2.1 Mission Karamyogi</b> .....	<b>8</b>
<b>2.2 About Capacity Building Commission</b> .....	<b>9</b>
<b>2.3 Annual Capacity Building Plan</b> .....	<b>10</b>
2.3.1 About ACBP – Individual & Organizational .....	11
2.3.2 Guiding principles of Mission Karmayogi .....	12
<b>2.4 Ministry, Capacity Building Unit and Functions</b> .....	<b>13</b>
2.4.1 Ministry .....	13
2.4.2 Capacity Building Unit (CBU).....	13
2.4.3 Functions of CBU.....	14
2.4.4 Details of CBU Established in Ministry.....	15
<b>3. About the Approach of Annual Capacity Building Plan</b> .....	<b>16</b>
<b>3.1 Approach &amp; Methodology</b> .....	<b>16</b>
3.1.1 Approach .....	17
3.1.2 Methodology.....	26
3.1.3 Three Lenses and Pillars of ACBP .....	27
<b>3.2 ACBP Framework</b> .....	<b>29</b>
3.2.1 Elements of ACBP Development .....	30
3.2.2 About Wings – Divisions – Sections.....	32
3.2.3 Designations and Role.....	33
3.2.4 Competencies .....	34
3.2.5 Frequency of Competencies .....	34
3.2.6 Levels of Competencies.....	34
3.2.7 Training & Non-Training Interventions.....	35
3.2.8 Training Division for Facilitating Trainings .....	37
<b>4. An Overview of the Ministry/Department/Organisation</b> .....	<b>38</b>
<b>4.1 About the Ministry</b> .....	<b>38</b>
<b>4.2 Business Rules &amp; Mandate of the Ministry</b> .....	<b>38</b>
<b>4.3 Vision, Objectives and Purpose of the Ministry</b> .....	<b>43</b>
<b>4.4 Goals of the Ministry vs. National Priorities of GoI</b> .....	<b>44</b>
<b>4.5 Organogram</b> .....	<b>46</b>
<b>4.6 Divisions/Bureaus/Schemes</b> .....	<b>47</b>

<b>4.7</b>	<b>Future Roadmap of the Ministry .....</b>	<b>48</b>
<b>4.8</b>	<b>Current Training Management System of the Ministry .....</b>	<b>49</b>
<b>4.9</b>	<b>Conclusion .....</b>	<b>49</b>
<b>5.</b>	<b>Ministry-level Capacity Needs Analysis .....</b>	<b>50</b>
<b>5.1</b>	<b>Current Competency Structure of the Ministry .....</b>	<b>50</b>
<b>5.2</b>	<b>Current training structure:.....</b>	<b>50</b>
<b>5.3</b>	<b>Ministry Level Capacity Needs Analysis .....</b>	<b>53</b>
5.3.1	Competencies Identified for Designations: .....	53
5.3.2	Domain Competencies .....	54
5.3.3	Functional Competencies .....	62
5.3.4	Behavioural Competencies.....	67
<b>5.4</b>	<b>Role level Capacity Needs Analysis (CNA) .....</b>	<b>72</b>
<b>5.5</b>	<b>Division level Capacity Needs Analysis &amp; Role-level CNA.....</b>	<b>76</b>
5.5.1	Admin I .....	76
5.5.2	Admin II .....	79
5.5.3	Admin III .....	81
5.5.4	Admin IV.....	83
5.5.5	Broadcast Administration of Engineers (BAE- I & II).....	85
5.5.6	Broadcast Administration of Programmers (BAP I& II) .....	86
5.5.7	Broadcast Content - I, II, III.....	89
5.5.8	Broadcast Content - IV.....	92
5.5.9	BP&L I & II .....	94
5.5.10	Broadcast Dev. Section .....	97
5.5.11	Broadcasting Finance .....	99
5.5.12	Budget & Accounts .....	101
5.5.13	Cash.....	102
5.5.14	Community Radio Stations.....	105
5.5.15	Digital Media.....	107
5.5.16	Digitally Addressable Systems I&II .....	110
5.5.17	Film Festival .....	112
5.5.18	Film Industry .....	115
5.5.19	Film Training Institute .....	117
5.5.20	FM Cell.....	119
5.5.21	IFD.....	121
5.5.22	IIS - I & II.....	122
5.5.23	IP& MC.....	124

5.5.24	MUC – I .....	126
5.5.25	Media Unit Cell II.....	128
5.5.26	National Film Development Corporation (NFDC) .....	130
5.5.27	NMC .....	132
5.5.28	Parliament.....	133
5.5.29	Plan Coordination .....	134
5.5.30	Performance Management System (PMS).....	137
5.5.31	Policy Planning Cell .....	139
5.5.32	Press Cell .....	141
5.5.33	Public Grievance.....	143
5.5.34	RTI.....	144
5.5.35	Television .....	146
5.5.36	Vigilance Section .....	148
<b>6.</b>	<b>Capacity Building Plan.....</b>	<b>150</b>
<b>6.1</b>	<b>Prioritized Competencies .....</b>	<b>151</b>
6.1.1	Domain Competencies: .....	151
6.1.2	Functional Competencies:.....	153
6.1.3	Behavioural Competencies: .....	154
<b>6.2</b>	<b>Immediate Priority Training Initiatives .....</b>	<b>155</b>
<b>6.3</b>	<b>Role-Wise Competency-Specific Training Suggestions .....</b>	<b>156</b>
<b>6.4</b>	<b>Organisational Competency Suggestions. ....</b>	<b>159</b>
<b>6.5</b>	<b>Non-Training Interventions: .....</b>	<b>162</b>
<b>7.</b>	<b>Operational Plan.....</b>	<b>166</b>
<b>7.1</b>	<b>ACBP Rollout Plan .....</b>	<b>166</b>
7.1.1	Budget.....	166
7.1.2	Training & Trainee - Selection .....	167
7.1.3	Mode of Trainings.....	167
<b>7.2</b>	<b>ACBP Calendar .....</b>	<b>168</b>
7.2.1	Domain Competencies .....	168
7.2.2	Functional Competencies.....	172
7.2.3	Behavioural Competencies.....	175
<b>7.3</b>	<b>ACBP Leadership level (AS &amp; JS).....</b>	<b>177</b>
<b>7.4</b>	<b>Interventions: Training Institutes and Matrix for process .....</b>	<b>179</b>
7.4.1	Training Institutions for Functional Competencies .....	180
7.4.2	Training Institutions for Behavioural Competencies .....	186
<b>7.5</b>	<b>Responsibility Allocation.....</b>	<b>201</b>

<b>7.6 Monitoring and Evaluation Matrix .....</b>	<b>202</b>
7.6.1 Monitoring.....	202
7.6.2 Evaluation.....	203
<b>7.7 Key Performance Indicators.....</b>	<b>208</b>

**Figures:**

Figure 1: Mission Karmayogi – Role of CBC .....	9
Figure 2: Mission Karmayogi - Policy Framework - Individual .....	11
Figure 3: Guiding principles of Mission Karmayogi .....	12
Figure 4: Proposed Structure of CBU .....	13
Figure 5: Scope and Activities of CBU .....	15
Figure 6: Steps in ACBP Preparation .....	16
Figure 7: Approach Adopted for ACBP Preparation .....	17
Figure 8: Process followed for Identifying Designation-wise Competencies .....	18
Figure 9: Grouping of Competencies .....	21
Figure 10: Stages in ACBP Preparation.....	26
Figure 11: Three Lenses & Pillars of ACBP .....	28
Figure 12: Three Lenses of ACBP .....	28
Figure 13: Three Pillars of ACBP.....	29
Figure 14: Elements of ACBP Development.....	31
Figure 15: Designation wise Competencies .....	31
Figure 16: Individual Competency Requirement Analysis .....	32
Figure 17: Functions & Functionaries .....	32
Figure 18: Designation wise hierarchy in the ministry .....	33
Figure 19: Training Intervention .....	36
Figure 20: Non-Training Interventions .....	36
Figure 21: Organogram of the Department as in December 2022 .....	46
Figure 22: Structure of Training Division .....	50
Figure 23: Category-wise competency distribution.....	54
Figure 24: Domain Competencies - ASO to DS / Director for MoIB.....	56
Figure 25: Top Domain Competencies of AS & JS .....	59
Figure 26: Top Functional Competencies for ASO to DS /Director .....	62
Figure 27: Top Functional Competencies - AS & JS levels .....	65
Figure 28: Top Behavioural Competencies - ASO to DS / Director .....	67
Figure 29: Top Behavioural Competencies - AS & JS level.....	69
Figure 30: Aspects of ACBP Rollout Plan.....	166

Figure 31: Stages of Monitoring .....	202
Figure 32: Needs / Objectives of Evaluation of Trainings .....	204
Figure 33: Level of Training Evaluation .....	205
Figure 34: Modes of Training Evaluation.....	207

**Tables:**

Table 1: Vision, Mission, and Function of CBC .....	10
Table 2: Composition of CBU .....	15
Table 3: Function, Sub-function, Designation and Role Mapping .....	19
Table 4: Count of Competencies Across the Designations & Levels Identified.....	20
Table 5: Grouping of Competencies for Individual Training Assessment .....	22
Table 6: Individual Competency Assessment matrix .....	24
Table 7: Level of Competencies and their Definitions .....	35
Table 8: Vision, Objectives & Purpose of Ministry .....	43
Table 9: Wing Descriptions.....	47
Table 10: Trainings conducted in MoIB – 2021 - 22 .....	51
Table 11: Designation wise important Capacity Needs Analysis (CNA) .....	72
Table 12: Designation wise Competency Need Assessment (CNA).....	156
Table 13: ACBP - Domain Competencies .....	168
Table 14: ACBP - Functional Competencies.....	172
Table 15: ACBP - Behavioural Competencies.....	175
Table 16: ACBP - Leadership level - AS & JS level .....	177
Table 17: Training Institutions - Domain Competencies.....	180
Table 18: Training Institutions - Functional Competencies .....	181
Table 19: Training Institutions - Behavioural Competencies .....	186
Table 20: Levels of Evaluation & Related Performance Indicators.....	206

## 1. Executive Summary

*[Note: This section will be updated after finalization of Report]*

## 2. Introduction

### 2.1 Mission Karmayogi

In the process of meeting aspirations of the citizens and country, Civil services are at the center of all government activities, i.e., they are agents of policymaking and implementation on ground. The skillsets and capacity of the civil servants play a vital role in service delivery, program implementation and performing core governance functions. This is due to changes in citizens aspirations, government priorities, schemes/programs, etc., owing to changes in the political, economic, social, and technological aspects.

The experience gained during the Covid-19 pandemic also brought forth the need for the civil service to be agile, capable of partnering with diverse stakeholders and to be up to date with new competencies. Enhancing the capacities of the employees is an important intervention in achieving the desired objective.

Recognizing the importance of capacity building and need for reforms in training, GoI has launched National Programme for Civil Services Capacity Building (NPCSCB) – Mission Karmayogi in September 2020. Mission Karmayogi aims to create a competent civil service rooted in Indian ethos, with a shared understanding of India's priorities, working in harmonization for effective and efficient public service delivery.

Mission Karmayogi comprise the six pillars of:

- Policy framework
- Institutional framework
- Competency framework
- Digital learning framework (iGOT-Karmayogi)
- Electronic Human Resource Management System (e-HRMS), and
- Monitoring and evaluation (M&E) framework

Mission Karmayogi will aim to transform approximately 1.5 crore government officials across the Centre, the States, and the local bodies. The institutional framework of the Mission includes:



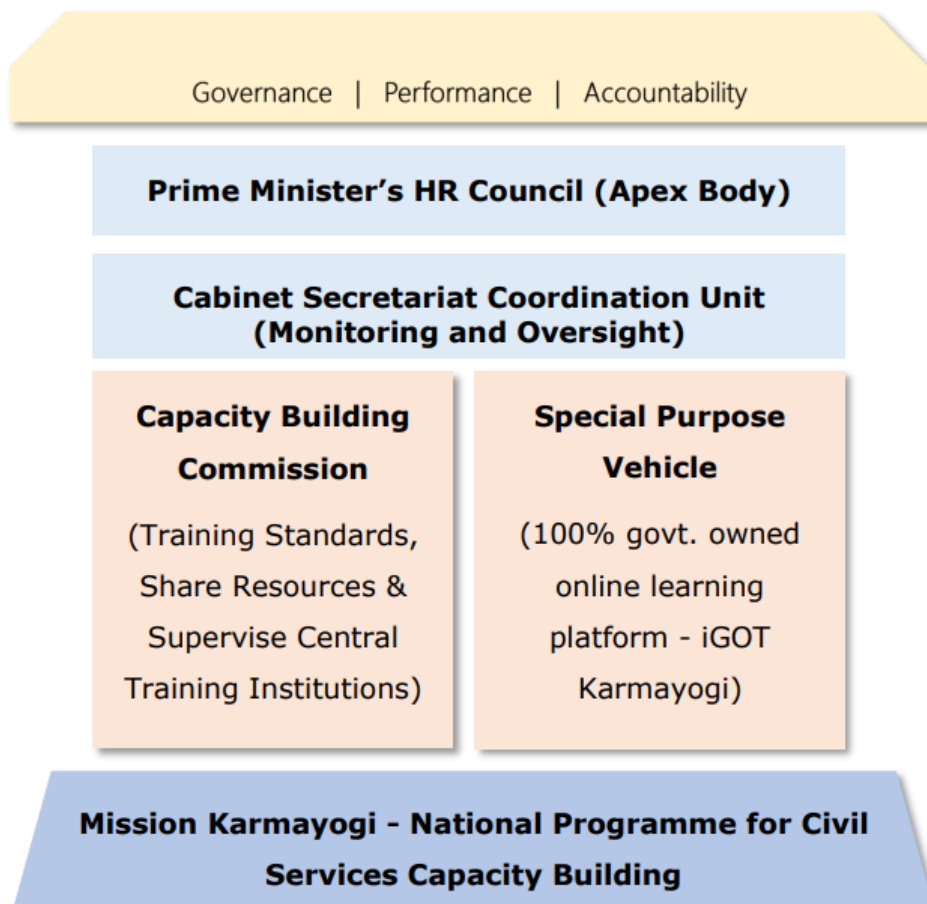


Figure 1: Mission Karmayogi – Role of CBC

## 2.2 About Capacity Building Commission

Capacity Building Commission (CBC) was constituted as an independent body through the Gazette of India on 1st April 2021 with full executive power. It is a three-member Commission, supported by an internal Secretariat. Members have been appointed from diverse backgrounds such as private sector, academia, public sector, and civil society. The Commission's focus is to drive standardization and harmonization across the Indian civil services landscape.

CBC as the custodian of civil services capacity building ecosystem, is central to the government's ambitious capacity building program. The Vision, Mission and functions of CBC are detailed below:

Table 1: Vision, Mission, and Function of CBC

<b>Vision</b>	Enable lifelong learning for all
<b>Mission</b>	Create optimal learning opportunities for each civil servant with the objective to build an agile and future ready public service
<b>Functions</b>	<ul style="list-style-type: none"> <li>• Facilitate preparation of ACBP of ministries / departments / agencies.</li> <li>• Make Policy recommendations to DoPT on personnel/ HR and Capacity Building.</li> <li>• Evolve a harmonious de-siloed approach to improve civil service capacity.</li> <li>• Analyse learning/competency related data from iGOT-Karmayogi, online training platform.</li> <li>• Drive standardization, harmonization, and shared understanding of Capacity Building activities.</li> <li>• Create shared learning resources, including internal and external faculty and resource centres.</li> <li>• Exercise functional supervision over all Central Training Institutions.</li> <li>• Undertake audit of HR in Government and outcomes of the Capacity Building efforts.</li> <li>• Approve Knowledge Partners and Content Validation mechanism for training of civil servants.</li> <li>• Organize a global HR Summit to bring best practices of HRM to the governance in India.</li> </ul>

### 2.3 Annual Capacity Building Plan

In recognition of the need to improve the abilities of civil servants, the Government of India has established the Capacity Building Commission (CBC) with the specific mandate to develop and implement an Annual Capacity Building Plan (ACBP) for various government agencies. The aim is to make capacity building an ongoing and prioritized activity.

The CBC has been engaging with and supporting Ministries in preparation of annual Capacity Building Plans. The starting point for the preparation of the ACBP exercise that is aligned with the Mission's stated objective is in developing a ACBP specific to the ministry outlining:

- the larger goals and objectives,
- identify the competencies required and preliminary gap analyses to understand competencies that require immediate intervention,
- strategic direction and broad parameters of the CBP for three years,

- identify broad systemic requirements for instituting an effective, efficient, and sustainable capacity building framework for the Ministry.

### 2.3.1 About ACBP – Individual & Organizational

Capacity Building is defined as the process of developing and strengthening the skills, instincts, abilities, processes, and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world (United Nations).

There are changes in citizen’s aspirations, government priorities, schemes/programs, etc. owing to changes in the political, economic, social, and technological aspects. The skillsets and capacity of the civil servants play a vital role in service delivery, program implementation and performing core governance functions and on the other hand Mission Karmayogi aims to create a professional, well-trained and future-looking civil service, that is imbued with a shared understanding of India’s developmental aspirations, national programs and priorities.

The above highlights the importance of equipping civil services with the necessary knowledge and skills to keep up with current best practices and future developments in their field.

Capacity building process can be visualized at three levels and as capacity building matures in an organization, it moves from one level to next level:

#### **Individual Level:**

Capacity building is process of equipping/improving knowledge, skills, and attitude in individual i.e., competencies required to perform the task effectively.

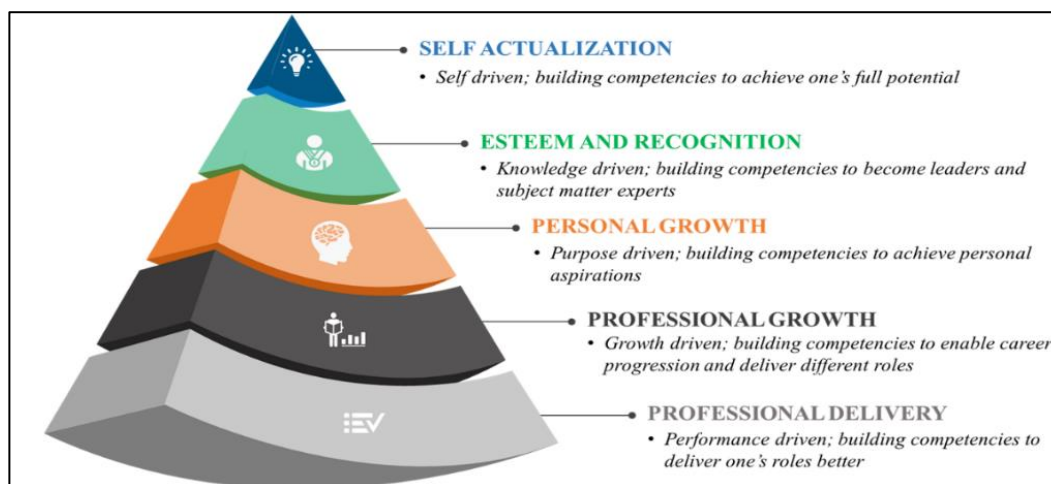


Figure 2: Mission Karmayogi - Policy Framework - Individual

### Organization Level:

Capacity building is all collective and shared aspects of an organisation such as organisation structure, processes, infrastructure, external partnerships, and technological capabilities with the objective of improving the functioning and performance of organization. The interventions are closely linked to the objective of organization.

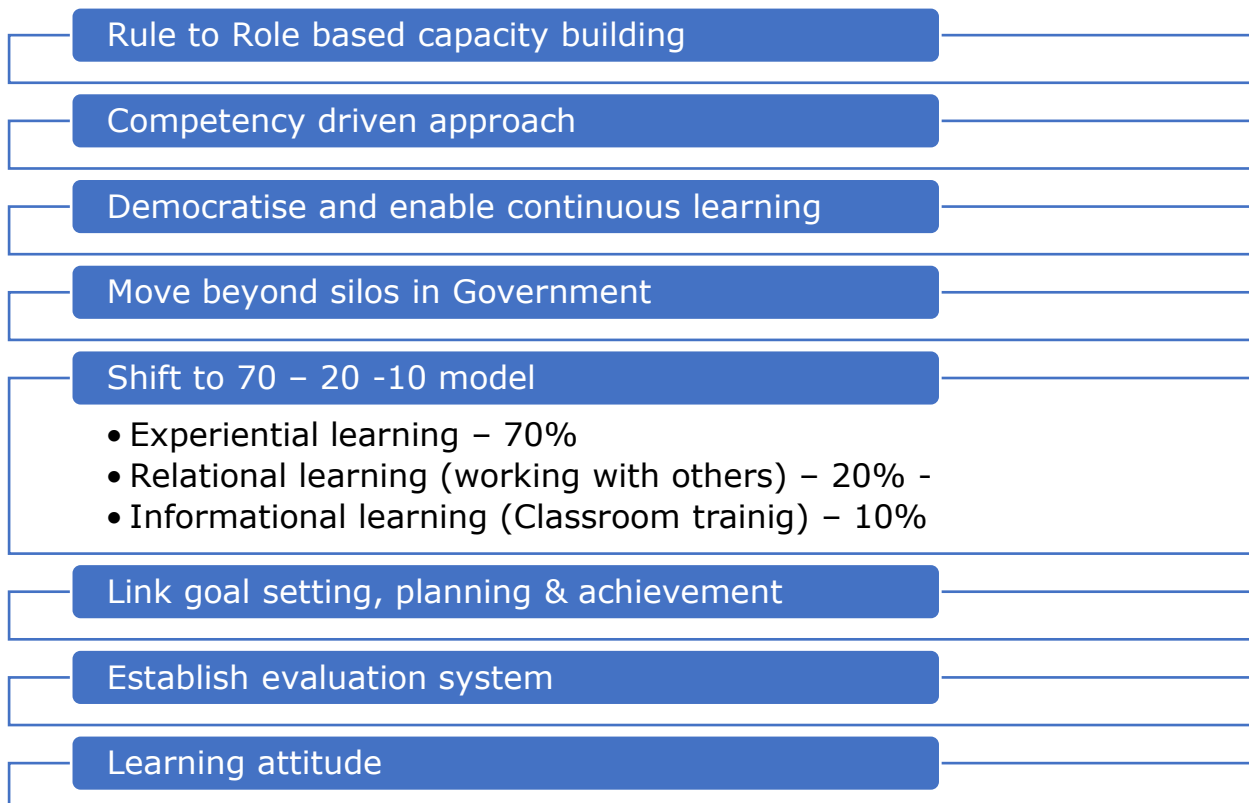
### Systemic level:

Capacity building impacts the policy guidelines and frameworks and the external environment it operates in.

#### 2.3.2 Guiding principles of Mission Karmayogi

Mission Karmayogi is guided by certain core principles that are applicable to all capacity building interventions. The same are depicted below.

Figure 3: Guiding principles of Mission Karmayogi



To achieve the vision of making civil services future ready and to address the current challenges, it is important to have a clearly defined capacity building plan for individual and the organization.

## 2.4 Ministry, Capacity Building Unit and Functions

### 2.4.1 Ministry

The Ministry of Information and Broadcasting is one of the vital Ministries that represent the face of the government and vital for reaching out to the masses. The Ministry is entrusted with the task of disseminating information about government policies, schemes, and programme through the different medium of mass communication covering radio, television, press, social media, printed publicity like booklets; posters, outdoor publicity including through traditional modes of communication such as dance, drama, folk recitals, puppet shows etc.

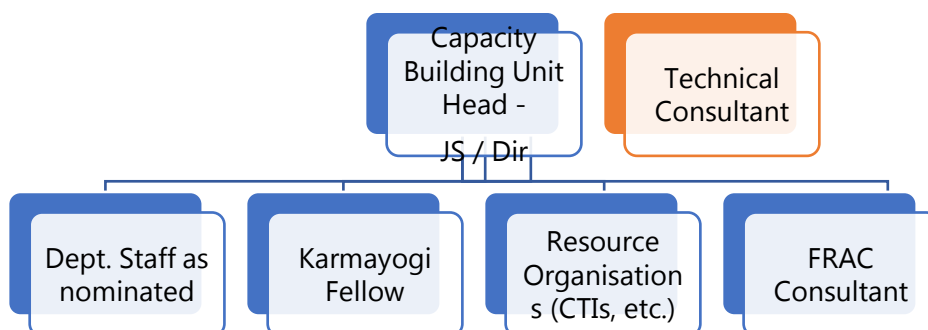
The Ministry is also the focal point as regards, policy matters related to private broadcasting sector, administering of the public broadcasting service- Prasar Bharati, multi-media advertising and publicity of the policies and programme of the Union Government, film promotion & certification and regulation of print media.

### 2.4.2 Capacity Building Unit (CBU) <sup>1</sup>

CBC intends to institutionalize Capacity building by setting up a Capacity Building Unit (CBU) in respective Ministry/Department. CBU will lead efforts in operationalizing competency framework, developing content, curating assessments etc.. CBU will work closely with CBC in fulfilling objectives.

This CBU will consist of manpower resources from the department, with required knowledge support from CBC. Proposed structure of the Ministry/Department CBU is as depicted below:

Figure 4: Proposed Structure of CBU



<sup>1</sup> Annual Capacity Building Plans – Approach Paper, CBC

A separate team of individuals, having the required knowledge and skills would be deployed in this CBU so that they can carry out the capacity building (training/ organizational) related activities in a continuous manner and standardize and institutionalize the training management processes in the Ministry / Department.

- As can be seen above, the CBU may be constituted with the following roles:
  - **CBU Head:** An officer of the seniority of Additional Secretary, Joint Secretary, or Director will head the CBU.
  - **Department Staff as Nominated Member:** The CBU head will nominate personnel they deem suitable, basis the size and requirements of the MDO, to become CBU members. The CBU can include the Director (Training) or equivalent of the MDO's nodal training institutes and must include at least one Under Secretary and one Section Officer of the department, with preference given to those in the Training, HR, or Admin sections.
- Further support will be provided to the CBU by the following roles:
  - **Karmayogi Fellow:** Appointed by the CBC/MDO for a span of 2 years who act. as a Capacity Building Coordinator to support the CBU head in the establishment, implementation & monitoring of all the functions of the CBU
  - **Resource Organizations:** A representative of the departments own/empaneled training institutes who will facilitate the design, course facilitation, logistics, etc. for the training.
  - **Technical Consultant:** The Technical consultant will be appointed by the CBC for the development of CBP with the MDO

#### 2.4.3 Functions of CBU<sup>2</sup>

The constituted CBU at Ministry-level will undertake the following functions and scope of work:

---

<sup>2</sup> Annual Capacity Building Plans – Approach Paper, CBC

Figure 5: Scope and Activities of CBU

Scope of Work	Activities
<ul style="list-style-type: none"> <li>• Capacity Diagnostics</li> <li>• Preparation of the ACBP</li> <li>• Implementation of ACBP of the department</li> <li>• Monitoring and evaluation of capacity building interventions</li> <li>• Facilitating the L&amp;D Survey</li> <li>• Representative of the CBC in the department</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, validate, and onboard CBPs</li> <li>• Operationalize and roll out FRAC</li> <li>• Monitor the competency development of officials</li> <li>• Develop and onboard assessments</li> <li>• Manage onboarding on iGOT Karmayogi</li> </ul>

Detailed list of activities proposed for CBU by CBC is provided as Annexure.

#### 2.4.4 Details of CBU Established in Ministry

In accordance with the framework of CBU, the Ministry of Information and Broadcasting has constituted a CBU at Ministry-level via Office Order No. F.No.X-13/1/2022 – Admn.I dated 05<sup>th</sup> December 2022 (*copy enclosed as Annexure*) with the following composition:

Table 2: Composition of CBU

S.No.	Designation	Role
1.	Joint Secretary (P & A)	Chairperson
2.	Additional Director General (Training), NABM	Member
3.	Additional Director General (Training), IIMC	Member
4.	Director (BAP)	Member
5.	Director (IIS)	Member
6.	DS (IP&MC)	Member
7.	Director (Admin)	Member Secretary

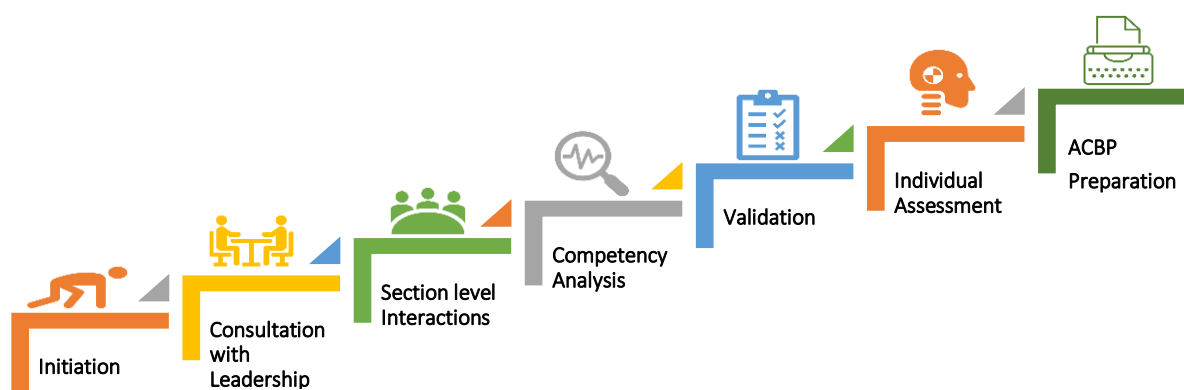
## 3. About the Approach of Annual Capacity Building Plan

### 3.1 Approach & Methodology

To develop Annual Capacity Building Plans (ACBP) of the ministry, guiding principle adopted is Strategic Human Resource Management (SHRM). Accordingly objectives of the ministry are mapped to every designation in the ministry and based on the responsibilities to be fulfilled, competencies required for the designation are identified. With availability of designation-wise required competencies, the competency enhancement needs of officials placed in these designations are identified. Form this data, the ACBP of the ministry for 3 years is derived.

The approach used to design and develop the Annual Capacity Building Plan (ACBP) of the various government agencies is a collaborative process, involving consultation with ministry officials, assessing the future needs of the ministry and evaluating the identified competencies against the current and future requirements with the help of the senior leadership of the ministry. Broad steps involved in this process are described below.

Figure 6: Steps in ACBP Preparation



As the initial steps, detailed secondary research on the M/D/O was carried out followed by detailed consultations/interactions with senior executives of the M/D/O to understand current day challenges and future requirements with respect to the vision for the ministry.

Based on the general guidelines, a detailed analysis of the competencies required for each role, designation, and division/section was conducted through interactions at the division/section level using competency analysis process. The competencies identified at the designation and division levels were then collected and consolidated to develop a comprehensive list of



competencies for the ministry. The identified competencies were validated with leadership to arrive at competency requirement of the designation.

Individual competency enhancement requirements are arrived at through individual assessment of the employees in comparison with the competencies identified for the designations, based on which, three-year Capacity Building Plan for the Ministry is developed.

### 3.1.1 Approach

The approach adopted for development of Capacity Building Plans of the MDO is in two phases:

- Phase-I involving Competency Analysis for each designation in the MDO and
- Phase-II involving Assessment of the Individual competency enhancement requirements

*Figure 7: Approach Adopted for ACBP Preparation*



Phase I: Competency Analysis  
- Designation-wise



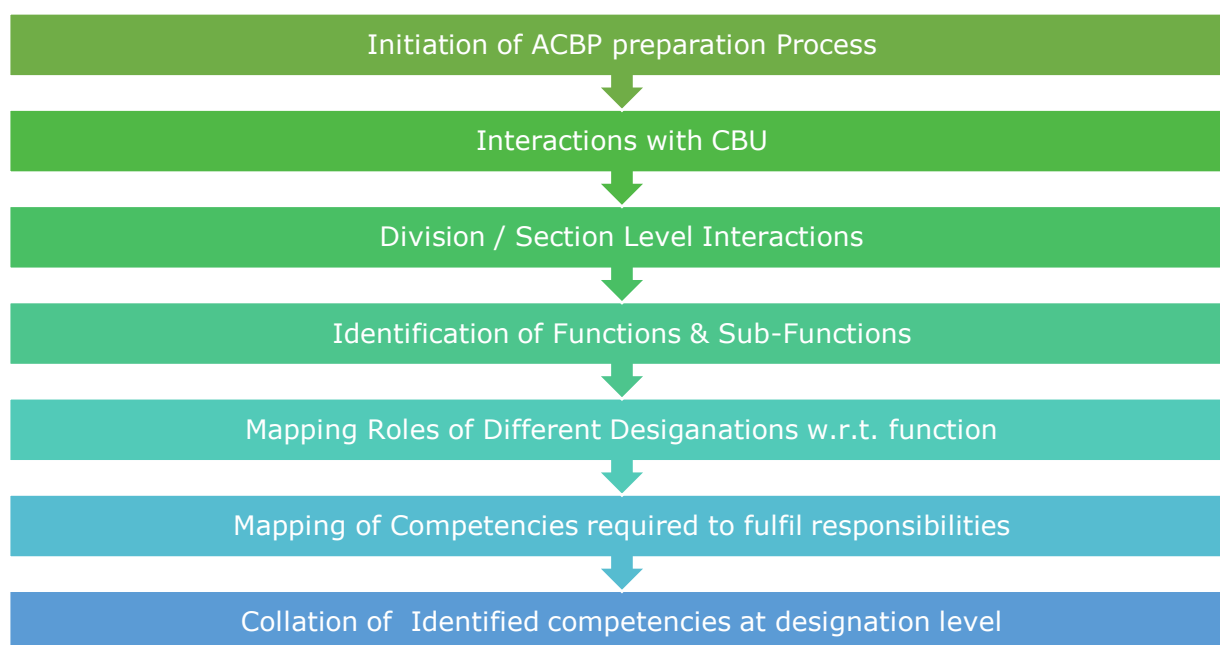
Phase II: Assessment of the  
Individual competency  
enhancement requirements

### **Phase I: Competency Analysis – Designation-wise**

Competency Analysis is the process of identifying the Domain, Functional and Behavioural competencies required for an organisation to fulfill the assigned mandate effectively and efficiently.

To determine the competencies required for the M / D / O, it is important to identify the competencies needed for each role and responsibilities assigned to different designations within the organization. The following process was used to identify competencies for each designation.

Figure 8: Process followed for Identifying Designation-wise Competencies



### ***Initiation of ACBP Preparation Process***

The process of ACBP preparation is initiated with the orientation of top leadership of the M/D/O by the Member – Capacity Building Commission (CBC). The leadership was suggested to establish a Capacity Building Unit (CBU), that can act as a strategic unit for all the capacity building functions of the ministry. The leadership is also briefed regarding core objectives, approach and expected outcome along with details pertaining to training and non-training interventions.

### ***Interactions with CBU***

Subsequent to interactions with the leadership, interactions were carried out with the CBU (if constituted) or the nodal officer appointed for the purpose of development of Capacity Building Plans. During these interactions, current challenges, short-term and long-term plans of the M/D/O are identified. The objectives of the M/D/O are grouped into National Priorities & Programs, Citizen Centric activities and emerging technologies.

### ***Division / Section level Interactions***

To initiate interactions with the divisions / sections, an orientation regarding the purpose and process of ACBPs was conducted for the Director, Deputy Secretary and Under Secretary level officers, to enable hassle free information collection from their respective divisions / sections.

To gather the necessary information, specific tools were created to identify the functions and sub-functions of each section, as well as the role of each designation within the hierarchy (from Assistant Section Officer to Additional Secretary) in completing these sub-functions.

The roles played by different designations are classified as Initiator, Implementor, Verifier, Reviewer, Manager, Strategist and Decision maker. For fulfilment of responsibilities of each of the sub-functions, roles played by different designations are mapped. The flow of the function, sub-function mapping to that of designations and roles played by respective designation is depicted below:

Table 3: Function, Sub-function, Designation and Role Mapping

Sl. No.	Function	Sub-Function	Designation	Role
1	F1	SF - 1	AS	Decision Maker
			JS	Strategiser
			DSD	Manager
			US	Verifier
			SO	Implementor
			ASO	Initiator
2		SF - 2	AS	-
			JS	-
			DSD	-
			US	Decision Maker
			SO	Reviewer
			ASO	Implementor

In the above table, F1 is the function while, SF – 1 & SF – 2 are the sub-functions.

It may be observed that for fulfilment of SF – 1, all the designations are involved and the roles played by different designations are depicted. However, in SF – 2 the process terminates at Under Secretary (US) level, hence, no role is identified for Deputy Secretary (DS) / Director (Dir), Joint Secretary (JS) or Additional Secretary (AS) in this sub-function. Based on the role played by the designation, competencies pertaining to Domain, Function and Behaviour are identified.

Based on the roles identified for SF – 1 and SF - 2 in the above table, competencies required are identified for each role.

### **Identification of Competencies**

Competencies are identified based on the functions and sub-functions of each division. The functions and sub-functions so identified are mapped to different designations based on the role played by that designation in fulfilment of assigned responsibility of the specific sub-function.

Based on the role played in fulfilment of a sub-function, competency analysis is carried out to identify relevant domain, functional and Behavioural competencies that are required to complete the activity. Frequency of each competency is computed based on number of times the competency is repeated.

### **Consolidation of Competencies**

The competencies identified for each designation are consolidated at section level. At the section level competencies identified for different designations are mapped as detailed below.

The competencies identified for the specific designation are listed based on the importance of the competency, based on frequency of the competency for the designation in the section.

The competencies that have higher frequency can be considered important competencies pertaining to the designation in the section. Designation wise, report of competency list is depicted below:

*Table 4: Count of Competencies Across the Designations & Levels Identified*

<b>Level of Competency</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>Grand Total</b>
<b>Domain</b>				
DC – 5	5	3	2	10
DC – 8	2	2	5	9
DC – 1	4	3	2	9
DC – 2	4	2	2	8
DC – 4	3	2		5
DC – 3	1			1
DC – 7		1		1
DC – 6			1	1

Ministry level competency list is generated by consolidating competencies identified for each section and the important competencies are identified based on frequency of the competencies.

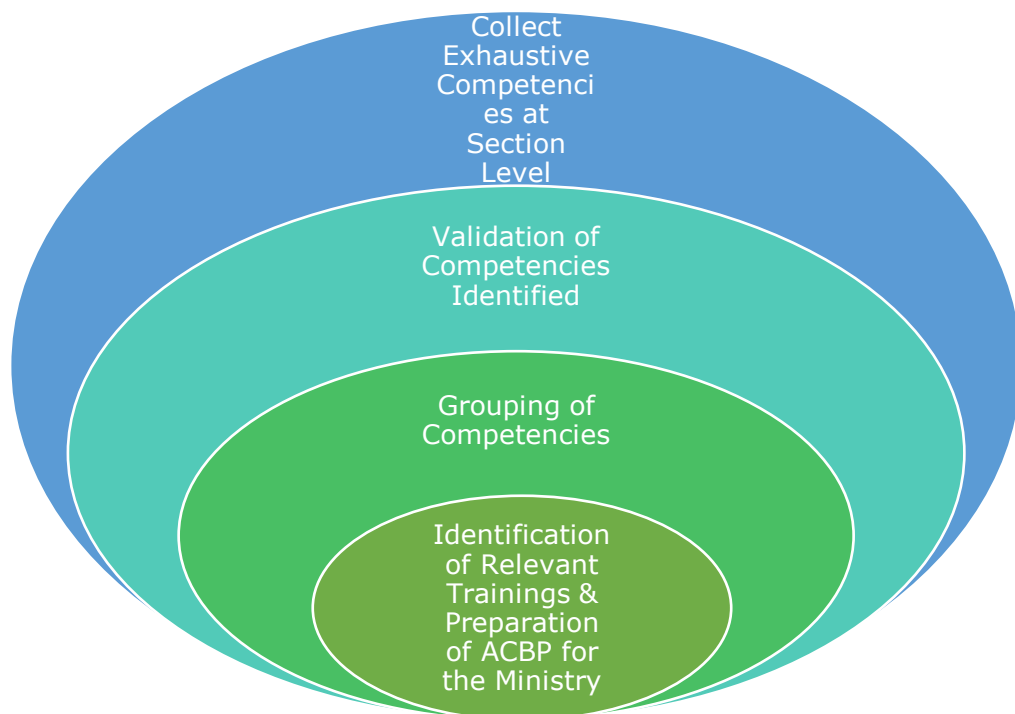
### **Validation & Prioritization**

The identified competencies of the sections are presented to the respective Director, Deputy Secretary or Under Secretary to add or delete or make changes to the required level of competencies based on the current and envisaged requirements of the Ministry. The identified competencies are validated with the leadership of respective ministries. Post validation and required corrections, the ministry level, section level and designation level competencies lists are finalized.

### **Grouping of Competencies**

The competencies identified based on the role played for fulfilment of the sub-function and function are usually elaborate. At this stage, the identified homogeneous competencies are grouped into relevant competencies with generic titles.

*Figure 9: Grouping of Competencies*



### **Identification of the Relevant Trainings**

Based on the Competencies arrived at, relevant training programs are mapped by carrying out secondary research regarding relevant training programs and the institutes of national repute. Where modules are to be specific to the ministry, recommendations are made for development of the modules using internal or external expertise.

## **Sustenance Plan**

It is required that the process of developing capacity building plans is continuous. At every stage of changes to the scheme / process or introduction of a new scheme, Competency Analysis is required to be carried out. For the purpose of continuity of the system, few identified personnel of the ministry would be trained on conduct of the process and identification of the relevant training programs. A detailed roll-out plan and strategy for continuity is described in subsequent chapters.

### **Phase – II: Assessment of Individual Competency Requirements**

After identification of the required competencies for the designation, to prepare Capacity Building Plans for 3 years, assessment process is initiated. Individual competency requirements are drawn based on the assessment by the respective reporting officer.

Competencies identified for the designation in Phase – I are used as reference for identification of training requirements. Up to the level of Under Secretaries, the competency need assessment is carried out by the respective Deputy Secretary or Director. For Deputy Secretary and above level officers, self-assessment was adopted to identify competency enhancement required and prepare the Competency Need Assessment (CNA).

To prioritize competencies based on the requirement of enhancement across the ministry, the assessors are requested to adopt forced distribution method. Wherein, the assessors were required to group the required competencies identified for the designation into three categories based on the criterion as defined below:

*Table 5: Grouping of Competencies for Individual Training Assessment*

<b>Category</b>	<b>Criterion</b>
A	Training Urgently Required
B	Training is Required
C	Training not required in near future

Whichever competencies, that need immediate enhancement for the specific official are grouped as Training Urgently Required, i.e., category 'A' Where the employee needs only refresher course are grouped under Training is Required – category 'B' and the competencies in which official is perceived to have expert knowledge are grouped as Training not required in near future list as category 'C'.

For every individual in the ministry, the competency grouping was carried out as per the criteria specified above. At the ministry level the assessed competencies are consolidated and for each competency, count of individuals placed in category A, B, C is ascertained.

To prioritize competency enhancement requirement two aspects are considered essential, one based on urgency of competency enhancement and second based on number of individuals requiring competency enhancement.

To derive prioritized list of competencies based on urgency as well as number of individuals requiring it, Weighted Score Method is followed, so that the ministry can schedule the trainings that are quite essential in the ministry. Wherein, the Code A, i.e., Training Urgently required is assigned weightage of 'three', Code B, i.e., Training is required is assigned weightage of '2' and Code C, i.e., Training not required in near future is assigned weightage of '1'.

By carrying out weighted score method, priority list of competencies is arrived. Which is further mapped to Year I, Year II, and Year III programs.

### **Case Study:**

Competencies identified for the designation of 'ASO' in Section 'A,' that has 3 employees, X, Y, Z. To derive priority competency list following method is followed:

Competencies in order of importance with frequency, identified for the designation of ASO in Section 'A'

Competencies	Frequency
DC - 5	6
DC - 6	5
DC - 1	4
DC - 3	3
DC - 2	2
DC - 4	1

Individual competency assessment by reporting officer:

Table 6: Individual Competency Assessment matrix

Competencies	Frequency	Name of the Employees		
		X	Y	Z
DC – 5	6	A	A	B
DC – 6	5	C	C	C
DC – 1	4	B	A	C
DC – 3	3	A	A	A
DC – 2	2	C	A	C
DC – 4	1	B	B	A

Compilation of Competency requirement based on categorization (count of A, B, C)

Competencies	A	B	C
DC – 5	2	1	0
DC – 6	0	0	3
DC – 1	1	1	1
DC – 3	3	0	0
DC – 2	1	0	2
DC – 4	1	2	0



Weighted Score – urgency as well as number of persons requiring the competency.

Competencies	A	B	C	Weighted Score
DC – 5	$2 \times 3 = 6$	$1 \times 2 = 2$	$0 \times 1 = 0$	8
DC – 6	$0 \times 3 = 0$	$0 \times 2 = 0$	$3 \times 1 = 3$	3
DC – 1	$1 \times 3 = 3$	$1 \times 2 = 2$	$1 \times 1 = 1$	6
DC – 3	$3 \times 3 = 9$	$0 \times 2 = 0$	$0 \times 1 = 0$	9
DC – 2	$1 \times 3 = 3$	$0 \times 2 = 0$	$2 \times 1 = 2$	5
DC – 4	$1 \times 3 = 3$	$2 \times 2 = 4$	$0 \times 1 = 0$	7

Prioritized list of Competencies for conduct of trainings is as below:

Competencies	Weighted Score	Training Year
DC – 3	9	I
DC – 5	8	I
DC – 4	7	I
DC – 1	6	II
DC – 2	5	II
DC – 6	3	III

***Inferences:***

It may be observed that DC – 5 has highest frequency and employees needed training in it. Whereas DC – 6 though is identified as one of the important competencies, employees all have good knowledge of it, hence it is listed as last competency for conduct of the training.

It may also be observed that DC – 4 had the least frequency, however, the employees had competency gap in these competencies and using the weighted score method, the competency is listed among top 3, since employees need enhancement of this competency.

It can be inferred that for competency DC – 3, all the employees needed training, hence, it is listed as the most important competency enhancement requirement.

### 3.1.2 Methodology

Methodology adopted for carrying out of the above specified approach is majorly collaborative in nature. However, following different techniques were adapted to collect information/data at different stages of ACBP preparation process and from different levels of hierarchy in the Ministry.

*Figure 10: Stages in ACBP Preparation*



#### ***Secondary Research***

To initiate the activities of preparation of ACBPs, it is essential to have an understanding about the mandate of the organisation, nomenclature of the ministry or department, schemes & programs etc. A detailed study is initiated to collate information of the ministry such as Business Rules, Organogram, work allocations, information about various schemes, achievements etc. The information is collected using a structured format.

### ***Collaborative Consultations & Personal Interviews***

Collaborative consultations were carried out with various levels of officials in the ministry to understand current challenges and perceived vision of the ministry. The discussions with the management of the ministry have set the tone for further collection of information from different wings, divisions, and sections of the ministry. For conduct of the consultation meetings a structured format was used.

### ***Structured interview with Divisions / Sections***

A detailed structure format was used for interviews to gather information about functions, sub-functions, roles based on designation, competencies, and levels of competencies required for fulfilling assigned responsibilities.

### ***Free wheel Discussions***

Free wheel discussions are carried out with various levels of the employees in the ministry to understand priorities, vision, existing challenges & possible solutions, ministry level requirements with respect to competencies, future plans were collected, which has provided required inputs majorly in terms of non-training interventions for improvement of functioning of the ministry.

### ***Validation of Competency Requirements***

Validation of identified competencies was carried out for all the sections with the respective Director or Deputy secretary and Joint Secretary. The validation was majorly for concurrence on the identified f competencies. Depending on requirements of the ministry, the officials have suggested few additional competencies required for different designations.

#### **3.1.3 Three Lenses and Pillars of ACBP<sup>3</sup>**

The approach of Annual Capacity Building Plans (ACBP) is based on three lenses and three pillars which are depicted and detailed below:

---

<sup>3</sup> Annual Capacity Building Plans, Approach Paper of CBC

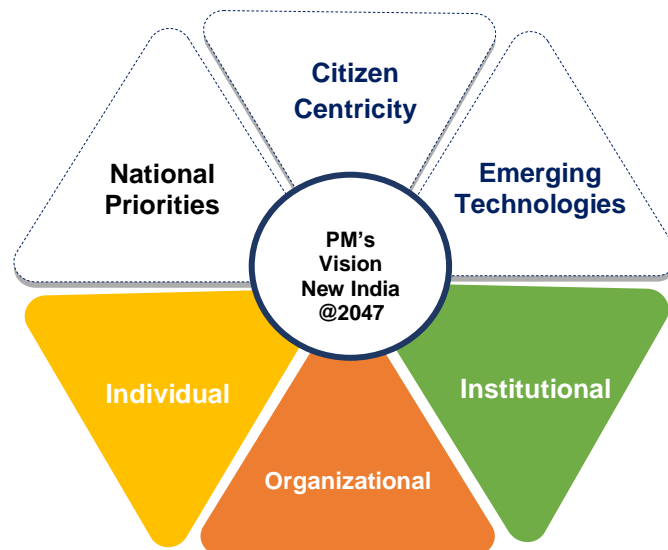


Figure 11: Three Lenses & Pillars of ACBP

The three lenses of ACBP include National Priorities, Citizen Centricity and Emerging Technologies.

The ACBP preparation process considers the objectives, activities and functions of the ministry through the lenses of National Priorities, Citizen Centricity and Emerging Technologies. The objectives and activities may overlap with different lenses. Core objective is utilising Capacity Building as a strategy to facilitate and act as a catalyst to achieve objectives of the ministry. Detailed analysis regarding the lenses is depicted below:

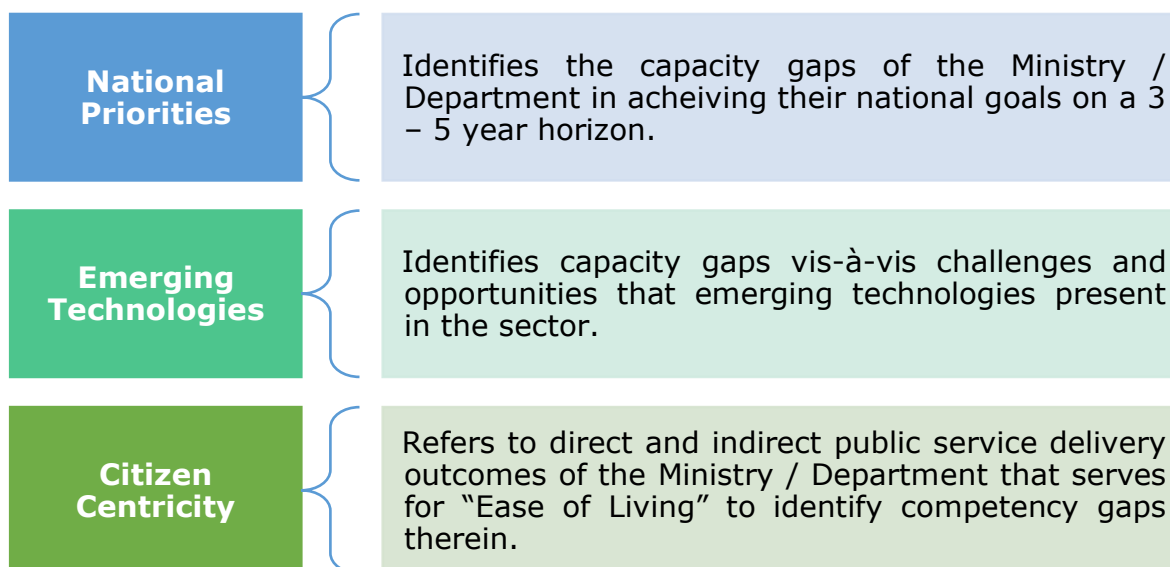
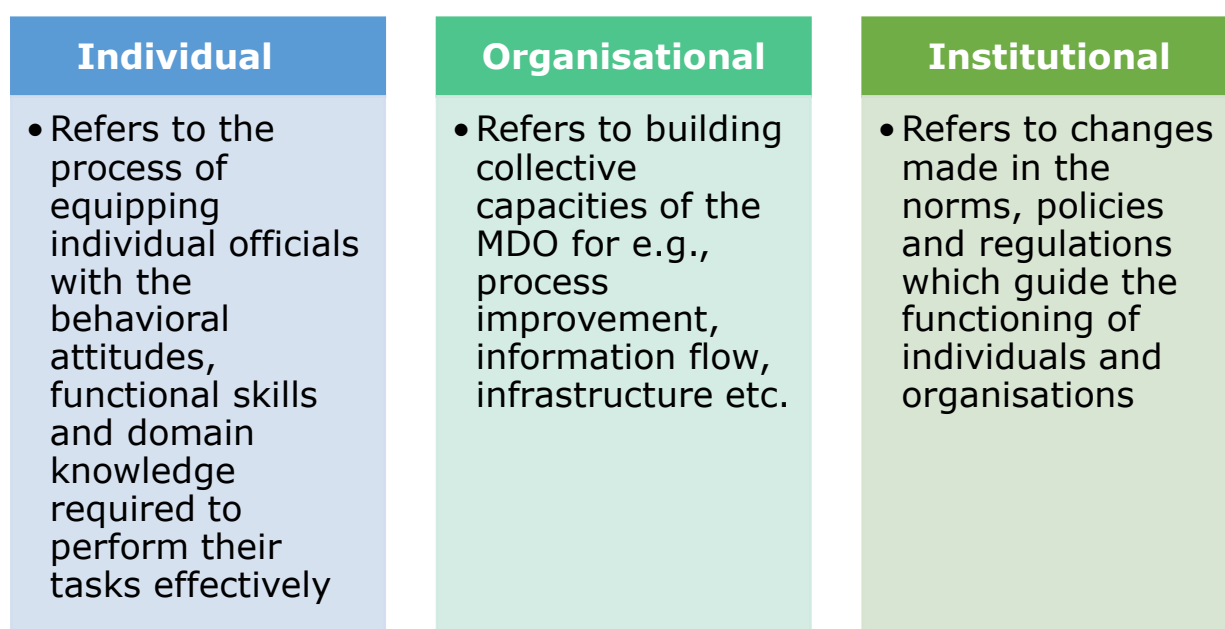


Figure 12: Three Lenses of ACBP

Three pillars of the Capacity Building Plans considered are Individual, Organizational and Institutional. At each level the in the organisation efficiency is essential and as part of ACBP at the individual level, competency enhancement is proposed for improving efficiency, likewise, for organizational effectiveness, non-training interventions are identified, that would be used as a que to strategize building of collective capacities of the Ministry / Department.

Initiatives proposed at each of the pillar’s effectiveness is detailed below:

Figure 13: Three Pillars of ACBP



For individual level, detailed competency analysis is carried out to identify relevant competency enhancement measures to improve efficiency of the individual officers for effective results of the organisation. Similarly, to identify aspects that can strengthen Organizational effectiveness, non-training interventions are identified as indicative areas which can be worked upon for organizational effectiveness.

### 3.2 ACBP Framework

Each position in the ministry serves a specific purpose, and the role of an employee is to achieve organization's goals. It is crucial that the person occupying that position has the necessary competencies to effectively and efficiently perform their responsibilities. To ensure that an individual has the necessary competencies for the role they are fulfilling, it is essential to identify the competencies required to carry out the responsibilities.

Competency analysis is the process of analyzing the job to be performed and identification of relevant competencies to fulfil such responsibilities. Based on the competency requirement of the position and the individual occupying the position, relevant capacity building programs are necessary to enhance competencies of the incumbent to perform better.

Preparation of Annual Capacity Building Plan (ACBP) is a methodical and scientific process to identify and strengthen the competencies of the employees by optimizing available resources. Ministries and Departments are required to select suitable capacity building programs that can yield optimal benefit to the Ministry.

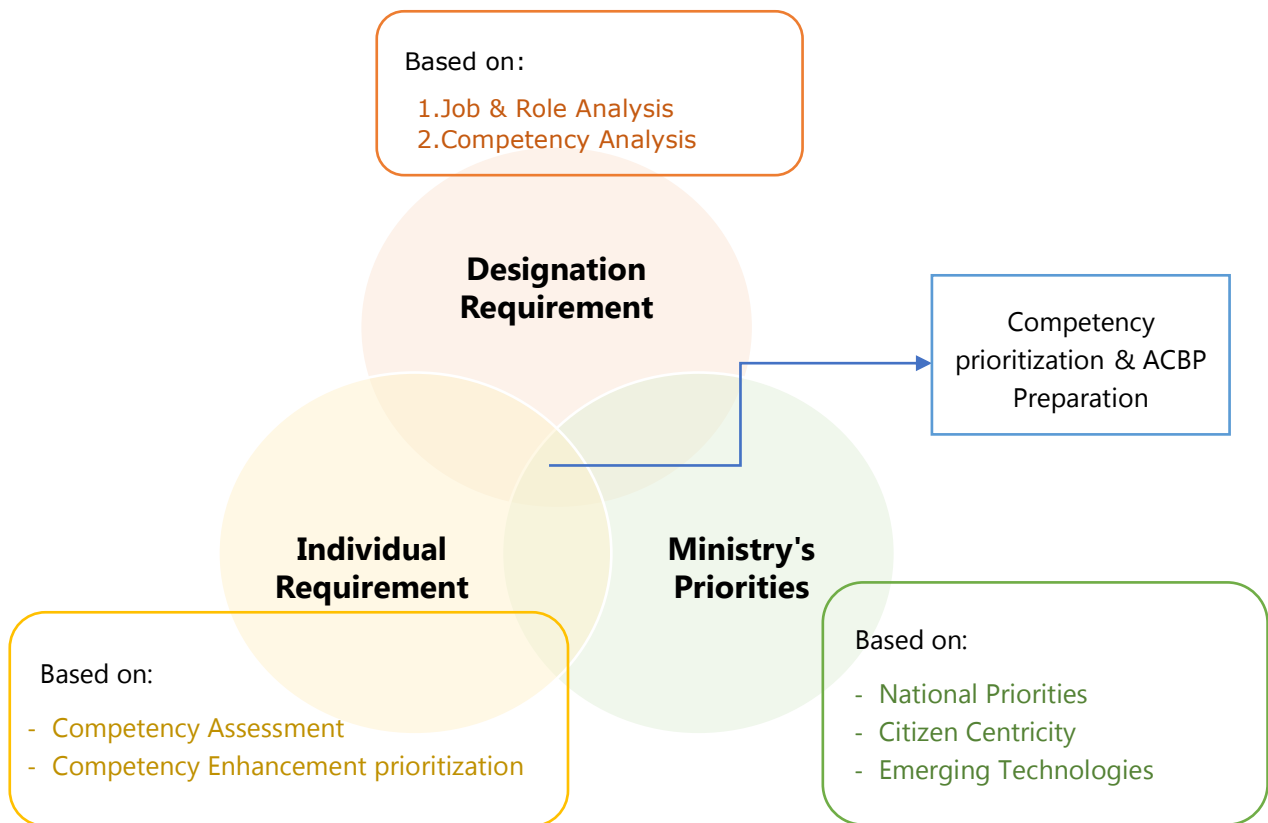
Further the Ministries / Departments are required to identify and conduct relevant capacity building programs that are required for majority of employees, so that the competencies are strengthened. Thus, the ACBPs prepared are a combination of designation-wise and individual specific competencies.

It is also imperative to understand and align Individual, Organizational and Institutional capacities in designing and developing the ACBP. At individual level, the competencies form the basis of individual capacity building through the process of equipping officials with the competencies required to effectively perform their assigned roles. These competencies, which are distinct and essential, however may be related to Behavioural, functional and domain competencies required in fulfilling their roles within the department. The elements of ACBP preparation are discussed below:

### 3.2.1 Elements of ACBP Development

ACBP development is collation and analysis of three dimensions namely Ministry's priorities based on its National Priorities, Citizen centricity, Emerging Technologies, Designation wise Requirements arrived at and Individual competency requirements.

Figure 14: Elements of ACBP Development

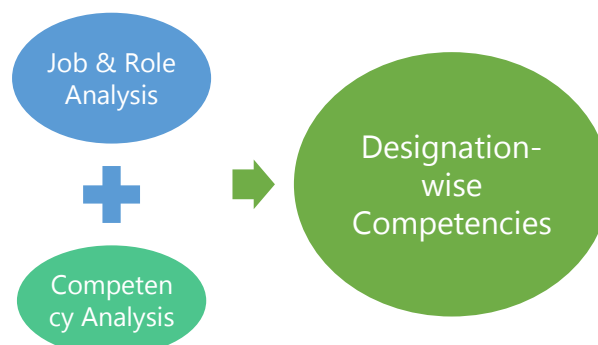


ACBP lists out the priority capacity building programs that would encompass requirements of all the three dimensions, which form the critical capacity building requirements.

### **Designation-wise Competency Requirement**

Job analysis and competency analysis is carried out for all sections and designations based on mandate of the Ministry, to arrive at Designation-wise and section-wise competency requirements. All the section level competency requirements are collated to arrive at Ministry-level competency requirements.

Figure 15: Designation wise Competencies



**Individual Competency Requirement:**

Individual assessment of the competencies vis-à-vis the identified competencies for the designation are carried out to arrive at competency enhancement requirements of employees of the ministry. Homogeneous competencies are grouped to design Capacity Building Plans.

Figure 16: Individual Competency Requirement Analysis



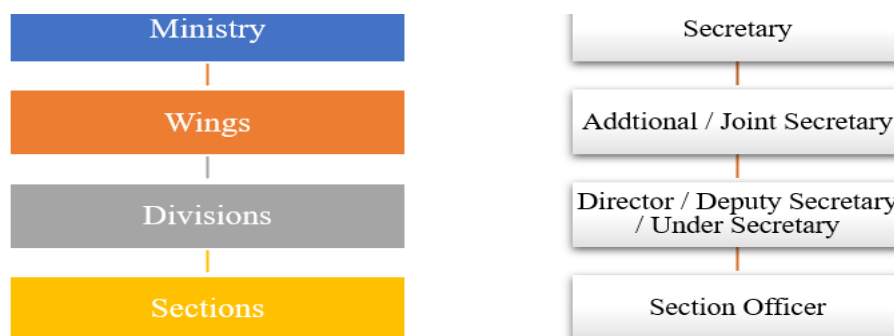
**Ministry-level Priorities:**

The priority of Ministry-level competencies is culmination of the competency enhancement requirements identified at the individual-level which are collated at the section-level to form the Ministry-level priorities.

3.2.2 About Wings – Divisions – Sections

The functional and functionary hierarchy of the Ministry are considered as below.

Figure 17: Functions & Functionaries





Ministry/Department is headed by the Secretary at the executive level. Additional Secretary and Joint Secretaries head Wings in which there are multiple divisions. Each division is headed either by a Director/Deputy Secretary or Under Secretary. Each division consists of multiple sections which are headed by Section Officers. Each of these designations play a different role in fulfilment of the objectives set for the sections.

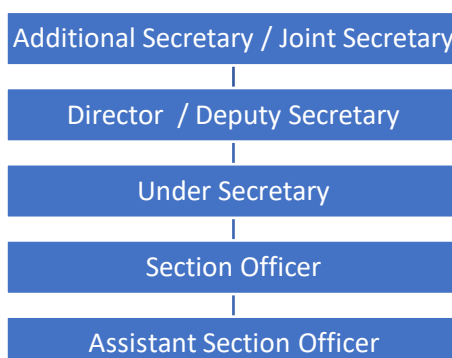
In order to build capacities at the individual level, it is essential to consider the competencies required for a position. A Deputy Secretary heading the Division within the Ministry would require competencies such as budget administration, public procurement, etc. These will be based on the roles undertaken by the position currently. However, to meet the emerging needs of the Ministry, this role may require competencies in emerging technologies and other IT tools. This is identified as the competency gap. To identify such gaps, it is critical to analyze the required competencies, both in the present and for future needs.

### 3.2.3 Designations and Role

The designations considered are from Additional Secretary to that of Assistant Section Officer level as per scope of work. Where other cadre employees are positioned in these designations with a different title suitable for their cadre, for preparation of ACBP their designations are also mapped to standard hierarchy of designations such as Assistant Section Officer, Section Officer, Under Secretary, Deputy Secretary, Director, Joint Secretary, Additional Secretary.

For example, if an Economic Cadre officer is posted in Section Officer position, the designation is termed as Economic Officer. However, role performed is as assigned to the defined designation and required competencies remains same.

Figure 18: Designation wise hierarchy in the ministry



### 3.2.4 Competencies

Competency is defined as a set of demonstrable characteristics and skills that enable and improve the efficiency of performance of a job. The competencies considered for analysis are domain, functional and Behavioural. The definitions considered for competency analysis are detailed below.

#### ***Domain Competencies:***

Domain competencies enable individuals to effectively perform roles within a specialized discipline or field. These competencies are generally applicable to the core work of a MDO or set of related ministries / departments.

#### ***Functional Competencies:***

Functional competencies help cater to the operational requirements of an MDO such as administration, procurement, financial management and so on. These competencies are applicable across a wide range of ministries / departments of the Government.

#### ***Behavioural Competencies:***

Behavioural competencies are set of benchmarked behaviors displayed by individuals across a range of roles within the MDO.

### 3.2.5 Frequency of Competencies

Competencies are identified based on the functions and sub-functions of each division. The functions and sub-functions so identified are mapped to different designations based on the role played by that designation in fulfilment of the assigned responsibility of the specific sub-function.

Based on the role being played in fulfilment of a sub-function, competency analysis is carried out to identify relevant domain, functional and Behavioural competencies that are required to complete the activity.

Frequency of each competency is computed based on number of times the competency is repeated at each level, viz., individual, division / section, Ministry levels.

### 3.2.6 Levels of Competencies

While identifying the required competencies based on role played by each designation, the level of the competency is also defined based on function and sub-function. The level of competencies used are Basic, Intermediary and Advanced. Definition considered for the study are discussed below:

Table 7: Level of Competencies and their Definitions

Level of Competency	Definition
<b>Basic</b>	The required competency is Basic, where the individual needs to have basic information regarding the subject, who can be guided, if need be, by others.
<b>Intermediary</b>	Working Knowledge of the competency is defined as Intermediary, where the individual may not need any support in utilizing the competency
<b>Advanced</b>	The competency which is required at expertise level where it may be required to guide others on the aspects related to the competency

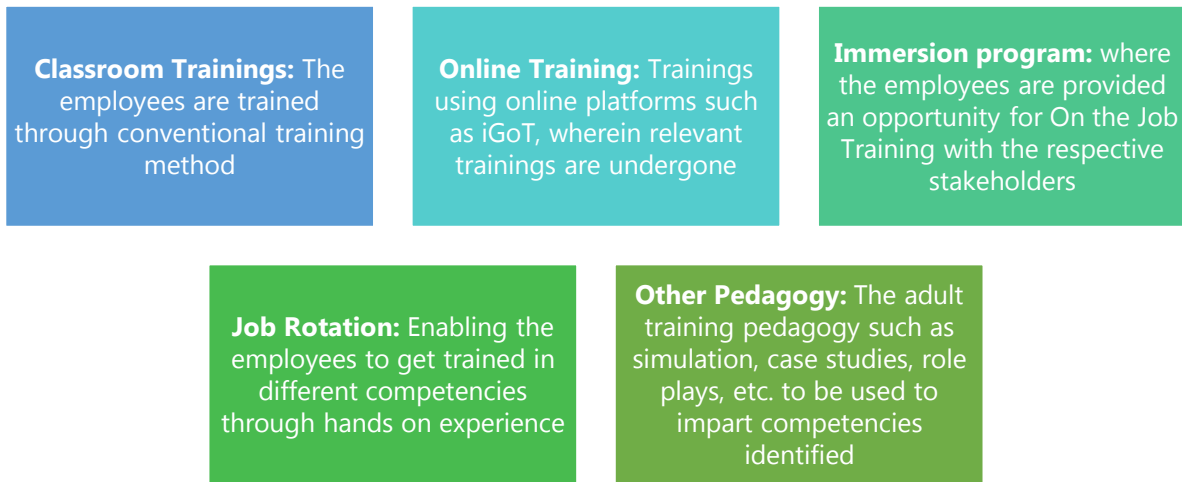
### 3.2.7 Training & Non-Training Interventions

The purpose of present project is to identify the competency requirements and to develop the ACBP. Interactions were carried out with the officials for identification of roles played by different designations. Along with competency analysis, different aspects of interventions that can have significant impact on functioning of the Ministry were also identified. While Training interventions include different pedagogy of trainings identified, the non-training interventions are identified and grouped into different categories.

#### ***Training Interventions***

The training interventions are captured in scientific manner with flow of data and analysis of the data collected at each stage of the process and finally validation by leadership of the organisation. Training interventions are majorly in the form of identification and recommendation of the training programs being carried out by various institutes of national and international repute. Some of the training interventions are as follows

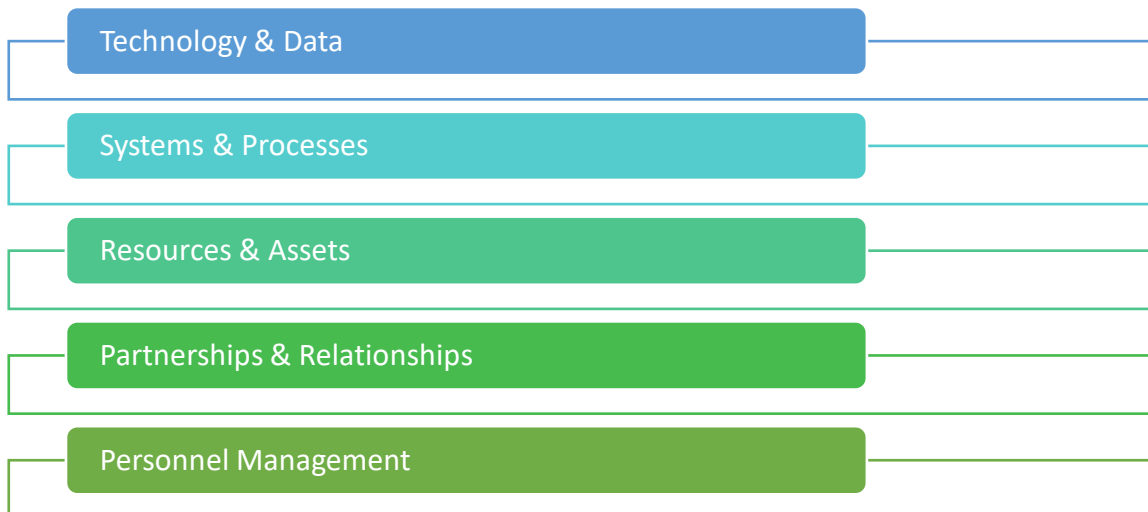
Figure 19: Training Intervention



### Non-Training Interventions

Some of the interventions that can improve performance of the employees in the ministry are also broadly captured through free-wheel discussions, and personal interactions. The non-training interventions captured are grouped into following five segments and the observations and recommendations are detailed for each of the interventions. These are basically the interventions at organizational level to create an enabling environment for the officials to perform better.

Figure 20: Non-Training Interventions



### 3.2.8 Training Division for Facilitating Trainings

The Ministry has established a CBU at the strategic-level for visioning, implementation and monitoring of the competency-based training functions in the Ministry. To operationalize the Training Section, its Vision, Mission & Objectives of Training Function is discussed below:

#### ***Vision:***

Continuous Development of competencies of the personnel to enable the Ministry to place Right Person at the Right Job with Right Competencies for optimum utilization of resources in achievement of the mandate of Ministry.

#### ***Mission:***

Continuous assessment of competency requirements of the ministry for each designation and assessment of the individual employees for competency gap analysis and plan relevant interventions to enable each employee in the ministry to acquire relevant and required competencies to perform better.

#### ***Objectives:***

Core objectives of the Training division may be:

- Ensure competency culture in the ministry and enable competency-based training function management.
- Identification of relevant competencies for each designation.
- Competency Analysis on periodic basis in the Ministry.
- Preparation of ACBP.
- Assessment of the employees every year to identify competency enhancement requirements.
- Monitoring implementation of Capacity Building Plans and mid-course corrections.
- Training evaluation on periodic basis.

## 4. An Overview of the Ministry/Department/Organisation

### 4.1 About the Ministry

The Ministry of Information and Broadcasting is one of the vital Ministries that represent the face of the government in reaching out to the masses. The Ministry is entrusted with the task of disseminating information about government policies, schemes, and programmes through the different medium of mass communication covering radio, television, press, social media, printed publicity like booklets; posters, outdoor publicity including through traditional modes of communication such as dance, drama, folk recitals, puppet shows etc.

The Ministry is also the focal point as regards policy matters related to private broadcasting sector, administering of the public broadcasting service- Prasar Bharati, multi-media advertising and publicity of the policies and programmes of the Union Government, film promotion and certification and regulation of print media.

the Ministry overviews matters relating to All India Radio and Doordarshan through the Prasar Bharati (Broadcasting Corporation of India Act),1990 which includes regulation of the use of All India Radio and Doordarshan by recognised national and regional political parties during elections to the Lok Sabha and State Assemblies

The Ministry of Information & Broadcasting is functionally organized into three wings (i) Information Wing, (ii) Broadcasting Wing and (iii) Films Wing. Details of these wings are detailed in subsequent sections.

MoIB's activities are driven by The Government of India (Allocation of Business) Rules, 1961 and amendments thereof.

### 4.2 Business Rules & Mandate of the Ministry

Ministry of Information & Broadcasting is assigned specific mandate through, The Government of India (Allocation of Business) Rules, 1961. Following is the detail of the mandate assigned through business rules.

#### **I. BROADCASTING POLICY AND ADMINISTRATION**

- All matters relating to radio and television broadcasting within the Union including regulation of the use of All India Radio and Doordarshan by recognized national and regional political parties during elections to the Lok Sabha and State Assemblies and procedure to be followed by the official electronic media during periods of national mourning on the demise of a high dignitary.

- The enunciation and implementation of the law relating to radio and television broadcasting in India by private Indian companies or Indian nationals.
- Broadcast Monitoring and Administration of the Prasar Bharati (Broadcasting Corporation of India) Act, 1990 (25 of 1990).
- All matters relating to the Indian Broadcasting (Programme) Service and the Indian Broadcasting (Engineering) Service until they are handed over to Prasar Bharati.

## **II. CABLE TELEVISION POLICY**

- Cable Television Networks (Regulation) Act, 1995 (7 of 1995).

## **III. RADIO**

- All business connected with All India Radio embracing news services in the home programmes, programmes for the foreign countries and Indians overseas, radio journals, research in the field of broadcasting engineering, monitoring of foreign broadcasts, programme exchange and transcription services, supply of community receiving sets to State Governments under the community listening scheme, etc.
- Development of radio Broadcasting throughout the Union, installation and maintenance of Radio Stations and Transmitters and operation of broadcasting services.

## **IV. DOORDARSHAN**

- Exchange including cultural exchange of television programmes.
- Development of television throughout the Union, including installation, maintenance and operation of television Programme Production Centres and Transmitters, and operation of television services.
- Promotion of production of television programmes outside Doordarshan.

## **V. FILMS**

- Legislation under entry 60 of the Union List, viz., 'Sanctioning of Cinematograph films for exhibition'.
- Administration of the Cinematograph Act, 1952 (37 of 1952).
- Import of feature and short films for theatrical and non-theatrical viewing.
- Export of Indian Films, both feature and short films.

- Import of unexposed cinematograph films and various types of equipment required by the film industry.
- All matters relating to film industry, including developmental and promotional activities thereto.
- Promotion of good cinema by institution of State awards for films produced in India and assistance through the National Film Development Corporation Limited.
- Production and distribution of documentaries and newsreels and other films and film strips for internal and external publicity.
- Preservation of films and filmic materials.
- Organisation of International Film Festivals in India and participation of India in International Film Festivals abroad.
- Organization of Film Festivals under Cultural Exchange Programmes.
- Film society movement.

#### **V A. DIGITAL / ONLINE MEDIA<sup>1</sup>**

22A. Films and Audio-Visual programmes made available by online content providers.

22B. News and current affairs content on online platforms.

#### **VI. ADVERTISING AND VISUAL PUBLICITY**

- Production and release of advertisements on behalf of the Government of India.

#### **VII. PRESS**

- Presentation and interpretation of the policies and activities of the Government of India through the medium of the press.
- Advising Government on information problems relating to the Press, keeping Government informed of the main trends of public opinion as reflected in the Press and liaison between Government and the Press.
- Publicity to and for the Armed Forces.
- General conduct of Government relations with the Press excluding the administration of sections 95 and 96 of the Code of Criminal Procedure, 1973 (2 of 1974).
- Administration of the Press and Registration of Books Act, 1867 (25 of 1867) relating to Newspapers.
- Administration of the Press Council Act, 1978 (37 of 1978).
- Allocation of Newsprint to Newspapers.



## **VIII. PUBLICATIONS**

- Production, sale and distribution of popular pamphlets, books and journals on matters of national importance for internal as well as external publicity, with a view to imparting to the general public at home and abroad up to date and correct information about India.

## **IX. RESEARCH AND REFERENCE**

- To assist the Media Units of the Ministry of Information and Broadcasting in collection, compilation and preparation of material involving research into published works, etc.
- Building up of a compendium of knowledge on important subjects and to prepare guidance and background notes on current and other topics for the use of the Media Units of the Ministry.

## **X. MISCELLANEOUS**

- Publicity for the policies and programmes of Government of India.
- Administration of Journalists Welfare Fund.
- Financial assistance to distinguished musicians, both vocal and instrumental, dancers and dramatists who have contributed substantially to the success of All India Radio and other units of the Ministry or their survivors in indigent circumstances.
- All matters relating to the Asia-Pacific Broadcasting Union, Commonwealth Broadcasting Association and the Non-Aligned News Agency Pool.
- Cadre management of the Indian Information Service (Groups 'a' & 'b').

## **XI. ATTACHED AND SUBORDINATE ORGANISATIONS**

- (a) All India Radio.
- (b) Doordarshan.
- (c) Press Information Bureau.
- (d) Directorate of Advertising and Visual Publicity.
- (e) Publications Division.
- (f) Office of the Registrar of Newspapers for India.
- (g) Central Board of Film Certification.
- (h) Films Division.
- (i) Directorate of Film Festivals.

- (j) National Film Archives of India.
- (k) Directorate of Field Publicity.
- (l) Song and Drama Division.
- (m) Research, Reference, and Training Division.
- (n) Photo Division.
- (o) Principal Accounts Office.
- (p) Central Monitoring Service.

## **XII. AUTONOMOUS ORGANISATIONS**

- (a) Film and Television Institute of India, Pune;
- (b) Satyajit Ray Film and Television Institute, Kolkata.
- (c) Children Film Society of India.
- (d) Indian Institute of Mass Communication.
- (e) Press Council of India.
- (f) Federation Of Film Society of India

## **XIII. PUBLIC SECTOR UNDERTAKING**

- National Film Development Corporation Limited.
- Broadcast Engineers Consultants (India) Limited.

### 4.3 Vision, Objectives and Purpose of the Ministry

Table 8: Vision, Objectives & Purpose of Ministry

<b>Vision</b>
Create an enabling environment for sustained growth of media and entertainment sector, facilitate value based wholesome entertainment and effectively disseminate information on government policies, programmes and achievements.
<b>Mission</b>
<ol style="list-style-type: none"><li>1. To effectively disseminate information on the policies, programmes and achievements of Government while ensuring free flow of information to the public and safeguarding freedom of the press and media in general.</li><li>2. To communicate and publicize the Government's Flagship programmes directly to the beneficiaries through appropriate multimedia public campaigns down to the grassroots level.</li><li>3. Strengthen and expand infrastructural support in order to create opportunities for young talent to develop its potential in the fields of print media, electronic media and films.</li><li>4. To promote, facilitate and develop the Broadcasting Industry in India and strengthen the Public Service Broadcaster.</li><li>5. Adopt a structured and time bound approach towards evolving a sound and accurate 'Rating' systems for Broadcasting Sector which has an over-riding impact on content creation by Broadcasters.</li><li>6. Activate the process to evolve Public Private Participation (PPP) mode in the entertainment and media sectors with industry bodies.</li><li>7. To promote and develop good and value based cinema for healthy entertainment of people of all ages and create a policy framework for achieving this.</li><li>8. To restore, digitalize, preserve and enhance public access to the archival wealth of films, video and audio resources.</li><li>9. Make India the hub for Animation, Gaming and VFX Sector utilizing the comparative advantage of India in this sector.</li><li>10. Combat film, music and video piracy in coordination with other concerned agencies.</li><li>11. Promote good cinema and propagate film culture through film festivals &amp; celebrations.</li><li>12. Ensure transparency in decision making relating to core mandate of the Ministry and eliminate delays in implementation at all levels thereto.</li></ol>

#### 4.4 Goals of the Ministry vs. National Priorities of GoI

Government of India's one of the priority areas is transparency through continuous communication.

Government of India as part of *Azadi ka Amrit Mahotsav*<sup>4</sup>, has set a 25-year-long leadup to India@100. Government of India aims to attain the vision during the Amrit Kaal, starting with 75 years of Independence of the country.

MoIB plays an important role in dissemination of information to the citizen from Government of India. Some of the very important activities and events undertaken by MoIB are listed below.

##### *Novel Coronavirus (COVID – 19) and COVID -19 Vaccination drive:*

During the period of pandemic, MoIB has played an important role through Doordarshan (DD), All India Radio (AIR) & New Media Wing (NMW). MoIB has promoted the call given by Hon'ble Prime Minister for Test, Track, Treat and COVID appropriate behaviour, Tika Utsav, announcement on various measures under PM CARES for children, Co-WIN conclave etc. and have raised up to call of duty during the pandemic.

Through its media units MoIB has carried out various programmes to build confidence of citizen on the vaccines through, bytes of people vaccinated, interview, phone-ins with medical experts through 'Doctor speak', Aarogya Bharat'.

MoIB's contribution in campaign for awareness generation regarding awareness generation for prevention of COVID – 19 and promotion of vaccination was well appreciated by all the stakeholders.

##### *Azadi ka Amrit Mahotsav: 75 years of independence of India:*

MoIB is pioneering activities under 'Azadi Ka Amrit Mahotsav' campaign since its launch. Special publicity campaign was launched. MoIB through its attached institutions have organised various programmes including, exhibitions, special publicity campaigns, special programmes to commemorate freedom fighters, development of documentaries on renowned freedom fighters etc.

##### *Rashtriya Ekta Diwas:*

---

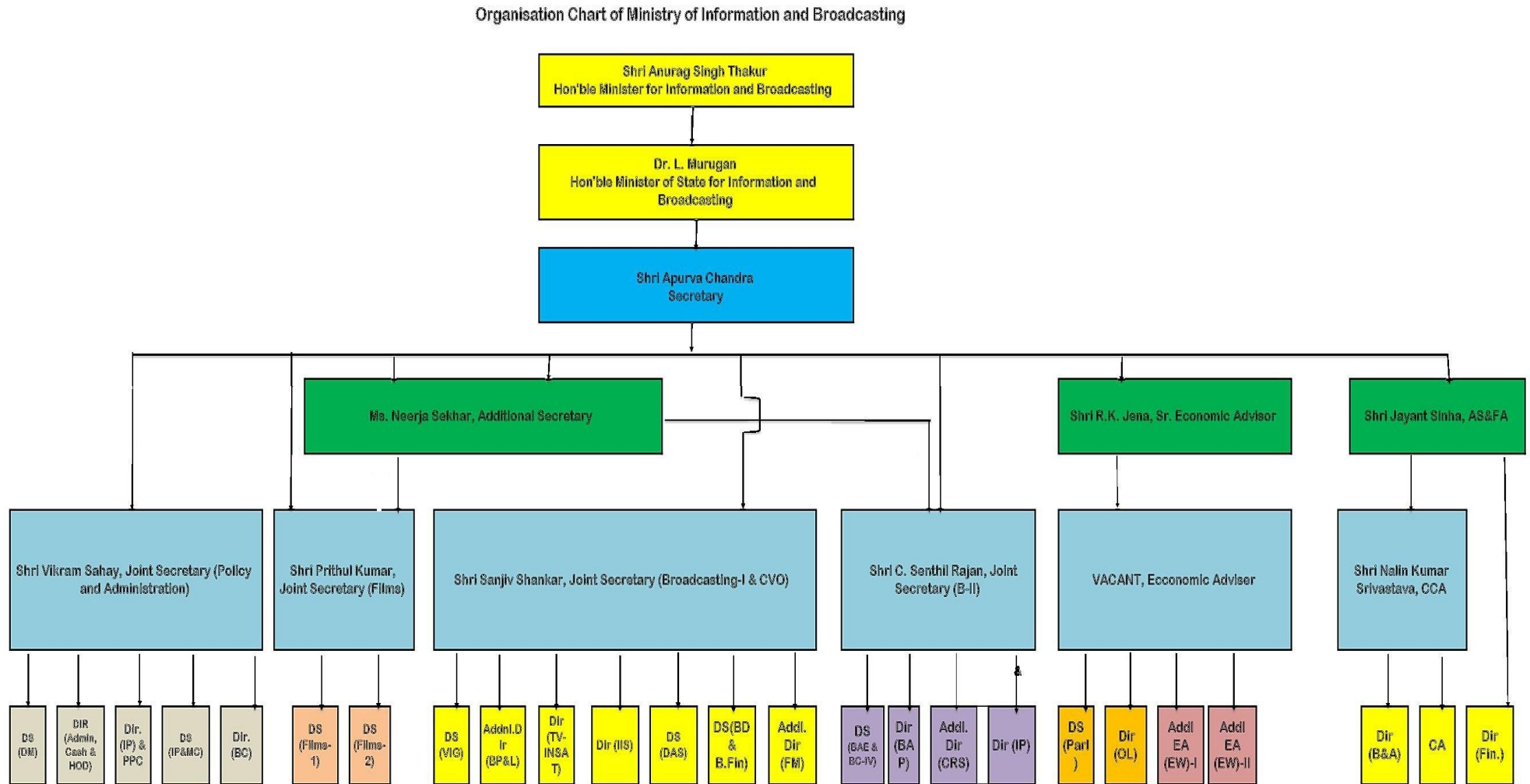
<sup>4</sup>Hon'ble Finance Minister speech of Budget 2022 – 23, Government of India

As part of Rashtriya Ekta Diwas, 2021, national unity day pledge was administered along with programme such as webinars, book exhibitions and slogan writing competitions.

The programs of the ministry are formulated, facilitated and monitored in an organized manner by different levels of employees. The Organogram of MoIB is detailed herewith.

## 4.5 Organogram

Figure 21: Organogram of the Department as in December 2022



## 4.6 Divisions/Bureaus/Schemes

MoIB achieves its mandate through various divisions that managed works of the ministry. The Ministry of Information & Broadcasting is functionally organized into three wings

- Information
- Broadcasting
- Films

Table 9: Wing Descriptions

Scheme	Description
Information	<p>This wing takes care of the presentation and interpretation of the policies and activities of Government of India through, print, electronic and digital media.</p> <p>This wing also deals with framing of policy guidelines for rate fixation of Government advertisements on print, electronic and online platforms. Administers Press and Registration of Books Act, 1867, the Press Council Act, 1978 and allocation of newsprint to Newspapers.</p>
Broadcasting	<p>The Broadcasting wing administers Prasar Bharati (Broadcasting Corporation of India) Act, 1990. Takes care of the affairs of All India Radio and Doordarshan including matters related to development of radio and tv broadcasting throughout the Union, installation and maintenance of Radio stations, Transmitters, operation of television programme production centres etc.</p> <p>Broadcasting wing formulated policies also regulate the content of private satellite channels and network of multi system operators, local cable operators, private FM radio network, auctioning of FM Channels, operationalisation of Community Radio Stations in rural and remote areas to provide access and voice to marginalised communities etc.</p>
Films Wing	<p>Films wing administers the Cinematograph Act, 1952 that governs certification of films for public exhibition, import of films for theatrical and non-theatrical viewing, export of Indian films, import of unexposed</p>

Scheme	Description
	<p>cinematograph films and various types of equipment required by the film industry, all matters relating to film industry, including developmental and promotional activities thereto, promotion of good cinema by institution of State awards for films produced in India and assistance through the National Film Development Corporation Limited.</p> <p>Production and distribution of documentaries and newsreels and other films and film strips for internal and external publicity, preservation of films and filmic materials, organization of International Film Festivals in India and participation of India in International Film Festivals abroad, organization of Film Festivals under Cultural Exchange Programmes etc.</p>

At the ministry level policy making, administratively managing the institutions, monitoring the progress of policy implementation are undertaken, while the implementation of the policies is carried out through various attached and subordinate offices.

Scope of this study is limited to the operations at Ministry level and the competencies are mapped at the ministry level and does not include designations or roles played in attached institutions or subordinate offices.

#### 4.7 Future Roadmap of the Ministry

The technology in the domain of broadcasting, information is ever changing and MoIB also through its robust policies keeps updating itself to monitor the emerging varieties of media. Considering that MoIB is the regulating body for the media, it needs to be abreast with latest technologies in this domain. Accordingly, MoIB also updates itself periodically to meet the mandate defined by The Government of India (Allocation of Business) Rules, 1961.

Some of the measures undertaken by the ministry in order to fulfil its mandate is briefed below.

- Registration of Newspapers to be digitised
- Monetisation of the content that is with Prasar Bharati through working with OTT platforms



- Cabinet Committee on Economic Affairs has approved for sanction of Rs. 2,539.61 crores to boost public sector broadcasting in the country through Doordarshan and All India Radio under the scheme titled 'Broadcasting Infrastructure and Network Development (BIND)'
- For implementation of the scheme, Ministry plays an important role in the form of policy making, management and monitoring the modernisation activities

#### 4.8 Current Training Management System of the Ministry

MoIB has a training division that coordinates for nomination of the employees for various training programme. While the trainings are majorly supply driven, where the employees are nominated for the trainings that are conducted by various reputed institutions. Currently, Department has constituted a Capacity Building Unit to manage competency-based training function management in the department.

#### 4.9 Conclusion

The department to perform efficiently and achieve the set mandate set by Business Rules of Government of India, needs to undertake various activities. To efficiently handle the activities divisions are formulated. Various designations in these divisions play the roles assigned as per the channel of submission, work allocation etc.

To enable efficiency in delivering the results the individuals positioned in these designations need specific competencies. To equip the individuals with the competencies, it is required to understand required competencies to perform a role. Competency Analysis is carried out to understand current as well as future competency requirements of the designations.

Considering the identified competencies as benchmark, assessment of the competencies possessed by individual placed in the position is conducted and the competency gap of the individual vis-à-vis the benchmarked competencies is ascertained.

Training division needs to equip the individual employee with required competencies to enable the individual to perform better so that the Department would achieve the objectives set out with citizen centricity.

Hence as specified, Department's success depends on the collective individual performance and the individual performance depends on Competencies that these individuals possess. Hence it is quite essential that the Department imparts required competencies to its employees to achieve objectives of the Ministry.

## 5. Ministry-level Capacity Needs Analysis

### 5.1 Current Competency Structure of the Ministry

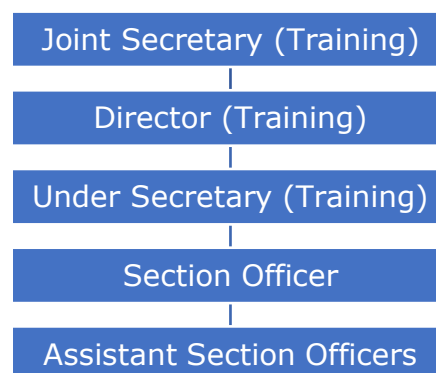
MoIB has attached training institutes, namely, Indian Institute of Mass Communication (IIMC), Film and Television institute of India, Pune (FTII), Satyajit Ray Film and Television Institute, Kolkata (SRFTI). However, only IIMC conducts Management Development training programmes to officials of the ministry.

Currently training of employees of MoIB is majorly supply based, wherein various institutions invite employees for trainings and the employees are nominated to those training programme. Majority of the trainings are conducted by ISTM.

### 5.2 Current training structure:

Currently, training division organization structure of MoIB is as below.

*Figure 22: Structure of Training Division*



Some of the important works carried out in the section are listed below.

- Nominating employees of MoIB to various training programmes conducted by ISTM, Institutes of excellence that conduct training programmes that are useful to the employees of MoIB
- Works related to iGOT portal and Capacity Building Commission

As part of nominating employees for various training programmes, in 2022 – 23 training division has nominated employees of MoIB to the programme conducted by different institutes of excellence.

Following are some of the programmes and institutions to which officials of MoIB were nominated in last one year for trainings.

Table 10: Trainings conducted in MoIB – 2021 - 22

Training Type / Details	Name of the Training Programme	Name of the Institute	No. of Participants
CSS Level – B	ASO of CSS with 6 yrs. of approved Service	ISTM	10
CSS Level – D	SO, of CSS with 6 yrs. of approved service	ISTM	11
CSS Level – E	US of CSS with 4 yrs. of approved service	ISTM	3
CSS Level – F	Officers of CSS	ISTM	1
CSS Level – I	Stenographers Grade D of CSSS with 7 years of regular service	ISTM	6
CSS Level – III	Private Secretaries of CSSS with 4 years of regular service	ISTM	3
CSS Level – IV	Principal Private Secretaries with 4 years of regular service	ISTM	2
Preparation of Roaster	SO / ASO	ISTM	3
Mid-Career Training Programme (MCTP) Phase – I	Additional Economic Adviser,	IIM, Kozhikode & SARTTAC	2
	PS to HMIB	IIM, Lucknow	
e-Governance senior Leaders	Assistant Director	IIM, Bangalore	1
Online Workshop on Noting & Drafting	SO / ASO or equivalent	ISTM	4
Online Training Programme on Workshop for Liaison Officers (SC / ST)	Deputy Secretary	ISTM	1

Training Type / Details	Name of the Training Programme	Name of the Institute	No. of Participants
Pre-Promotion Training	Senior Translation Officers of the Central Secretariat Official Language Service Cadre	Central Hindi Training Institute	1
Workshop on Training-cum-awareness programme on Maintenance of Reservation Roster (DR & Promotion) and service matters of employees with disabilities with reference to RPwD Act, 2016	Official dealing with the subject	ISTM	1
Foundation Training Programme	Newly Recruited Assistant Section Officers	ISTM	Phase -2 for 2018 batch (25)  Phase – 1 for 2019 batch & Remaining ASOs from 2018 (8)
Foundation Training Programme	Newly Recruited Stenographers – D of CSSS	ISTM	3

In all, 85 officials of the ministry were nominated for various training programme from MoIB.

Currently, MoIB has formed a Capacity Building Unit (CBU) headed by Joint Secretary to strategize, implement and monitor competency-based training function management in MoIB.

### 5.3 Ministry Level Capacity Needs Analysis

As detailed in approach & methodology and competency framework, an extensive study is carried out in all the sections of the ministry and functions & sub-functions of the ministry are captured. While function is defined as collection of various sub-functions returning result, and a sub-function is the collection of activities but will not return result on its own but would do when performed along with other sub-functions.

Identified functions and sub-functions are mapped to different designations based on the role played by the designation in fulfilment of the assigned responsibility of the specific sub-function. While for some sub-functions, all the designations get involved and in some sub-functions only few designations have a role to play.

Based on the role being played in fulfilment of a sub-function, competency analysis is carried out to identify relevant domain, functional and Behavioural competencies that are required to complete the activity assigned to the role.

Among all the competencies identified, based on frequency of a particular competency, important or essential or core competencies at individual, division level and ministry level are ascertained.

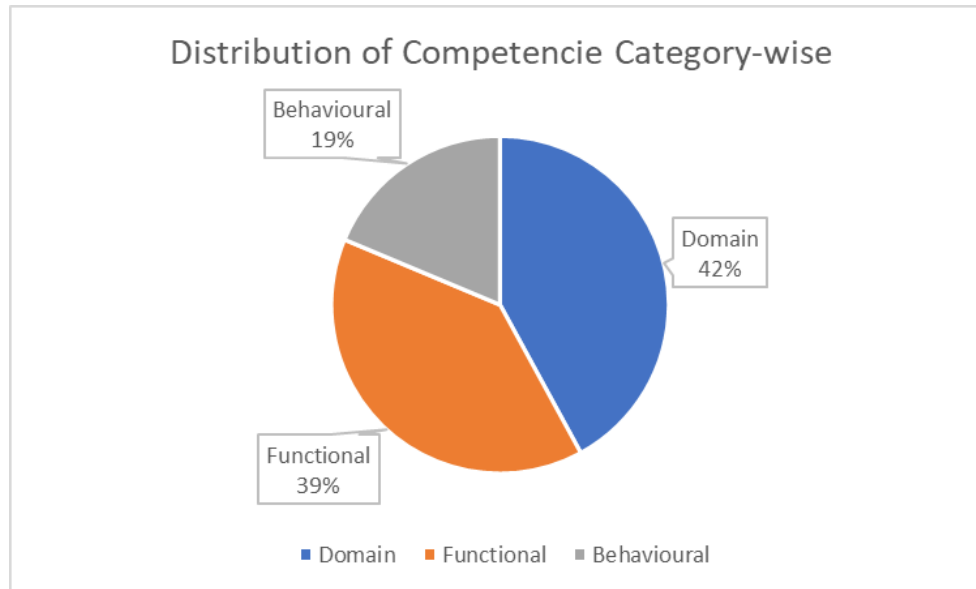
The ascertained competencies are at the designation level and are considered as benchmark competencies. The training need is ascertained based on assessment of the individual placed in the designation, with regards to the benchmarked competency and if it is required that the individual needs competency enhancement in a particular identified competency, the same is identified as a training need for the individual.

#### 5.3.1 Competencies Identified for Designations:

As detailed, competencies identified at the designation level are further collated at division level and ministry level. These competencies are the benchmarked competencies required for the designation. However, these competencies are not to be considered as gaps, and separate Competency Need Assessment is carried out and detailed in subsequent chapters.

The graph below shows the distribution of competencies at the department level, broken down by domain, functional, and behavioral categories at the ministry level.

Figure 23: Category-wise competency distribution



### 5.3.2 Domain Competencies

Domain competencies are core competencies to the ministry that are essentially required to work in the ministry. A total of about 90 domain competencies are identified for MoIB. As it is essential for the employees to have domain knowledge about each of the activity, its implementation, monitoring and the ministry handles various technical aspects, number of competencies are higher.

#### **About Ministry, Divisions, Schemes:**

One of the very important domain competency of the ministry is knowledge of "About Ministry, Divisions, Schemes". To carry out every function in the ministry it is essential that every designation and role of the organisation is aware about the ministry, its divisions, schemes.

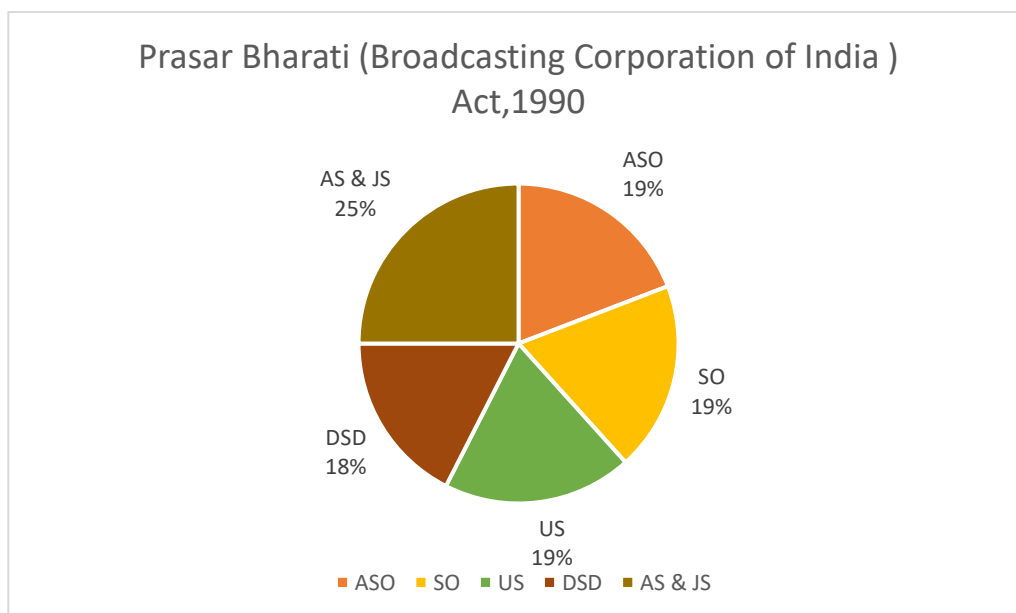
It is essential that Ministry level and Section level induction manuals are created to enable every employee joining the ministry understand about the ministry, divisions and the schemes.

This competency requirement is addressed through Induction Training at Ministry level and also section level. The ministry is required to develop an induction training module, which has to be undergone by every employee

working in the ministry. Furthermore, every new entrant to the ministry including consultants must be oriented about the ministry as well as the division in which they would be placed. This practice would enable every employee to understand about the Ministry, its divisions, schemes, work allocations etc.

### **Prasar Bharati (Broadcasting Corporation of India) Act, 1990:**

Another essential competency identified in the ministry is, Awareness of Prasar Bharati (Broadcasting Corporation of India) Act, 1990. It is identified as one of the very important domain competency requirement of the ministry, since comparatively higher number of officials working in the ministry need this competency.

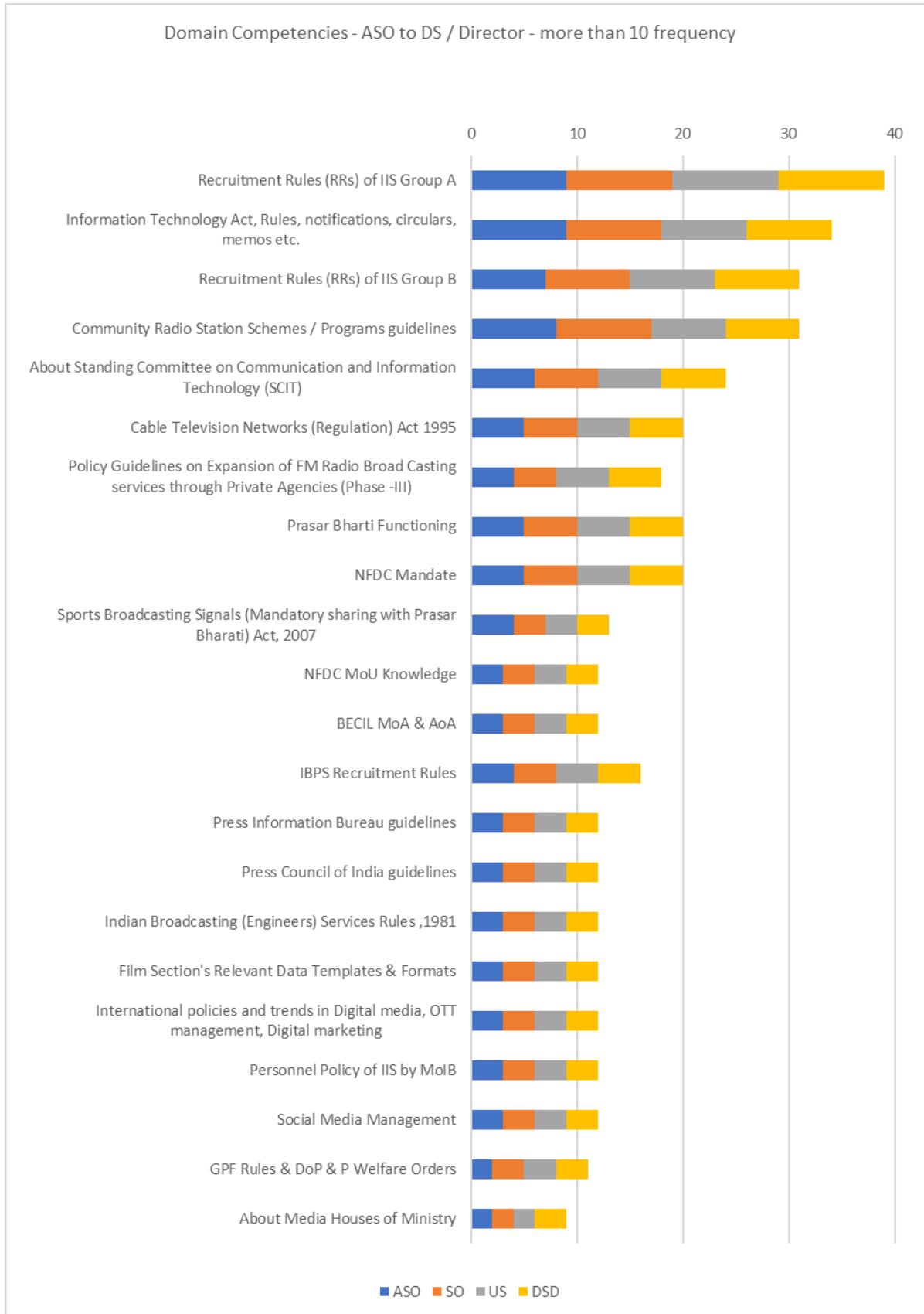


It may be observed that, awareness of Prasar Bharati (Broadcasting Corporation of India) Act, 1990 has got highest frequency since, majority of the works of Prasar Bharati are controlled by the Ministry and different sections deal with administration related activities of Prasar Bharati.

### **Domain competencies - ASO to DS / Director level:**

Domain competencies required for the officers working from ASO level to that of Deputy Secretary / Director are detailed below in order of preference based on their frequency.

Figure 24: Domain Competencies - ASO to DS / Director for MoIB





It may be observed that, since the ministry is the cadre controlling authority, one of the major works of the ministry is personnel administration of the officials, which is dealt by different divisions of the ministry. Hence, the knowledge of Recruitment Rules has emerged as one of the important domain competencies. Apart from some of the competencies that are cross-cutting among different divisions, some of the domain competencies are specific to the divisions. The competency level is required to be at advanced level for the officials working in the respective division. Division wise competency requirements are also detailed in subsequent sections of the report.

Other Domain competencies identified for ASO to DS / Director level officers is listed below.

<b>Domain Competencies identified for ASO to DS / Director level Officers</b>	
<ul style="list-style-type: none"> <li>- About Central Bureau of Communication (CBC)</li> <li>- CBC Schemes &amp; Guidelines</li> <li>- State level Correspondence Hierarchy</li> <li>- FDI Policy of GoI &amp; SOPs</li> <li>- International Cooperation</li> <li>- Sectoral Knowledge</li> <li>- International Trends &amp; Exposure</li> <li>- DPIIT Circulars</li> <li>- Spectrum Technicalities</li> <li>- Copyright Act, 1957</li> <li>- NIs Schemes, Structures &amp; Functions</li> <li>- CRS Award Guidelines</li> <li>- Press and Registration of Books Act, 1867</li> <li>- Guidelines for empanelment of respective media (print, FM, Website, bulk SMS, etc.)</li> <li>- MEA guidelines on issuance of passport to Govt. Servants, PSU/Autonomous Body employees etc.</li> </ul>	<ul style="list-style-type: none"> <li>- DARPAN/performance dashboard of MoIB</li> <li>- About vision India@2027</li> <li>- Title Registration Guidelines</li> <li>- Acts and Rules, Codes of Media</li> <li>- Understanding of Information and Broadcasting Eco System</li> <li>- About Data Governance Quality Index (DGQI) and questionnaire</li> <li>- Geographical Spread of Prasar Bharti</li> <li>- About National Awards fore-Gov.</li> <li>- Government policies on FDI in Broadcasting Sector</li> <li>- Film Shooting Guidelines of MoIB</li> <li>- MIB Scheme outlay and NER Component</li> <li>- International Arbitration</li> <li>- About capital project of MoIBs</li> <li>- About 10% GBS for NER</li> <li>- Strategic Locations Identification</li> </ul>

Domain Competencies identified for ASO to DS / Director level Officers	
<ul style="list-style-type: none"> <li>- UPSC Guidelines for Recruitment, Deputation</li> <li>- Personnel Information System of IIS</li> <li>- Staff Selection Commission Rules &amp; Procedures</li> <li>- Broadcasting Equipment Information</li> <li>- Current Status of Approved Projects</li> <li>- FFO Business Allocation</li> <li>- Asia Pacific Broadcasting Union (ABU) MoUs/ Guidelines</li> <li>- Companies Act 2013</li> <li>- FCRA Clearance Procedure</li> <li>- Asia-Pacific Institute for Broadcasting Development (AIBD) MoUs/ Guidelines</li> <li>- DoESW Instructions</li> <li>- About Non-lapsable fund for NER</li> <li>- Cadre Rules for IIS Group A</li> <li>- About Registrar of News Papers for India (RNI)</li> <li>- Title Verification Guidelines</li> <li>- About autonomous bodies of MoIB</li> <li>- Basics of Cyber Security</li> <li>- Electronic Media Monitoring Centre (EMMC)</li> </ul>	<ul style="list-style-type: none"> <li>- The Print Media Advertisement Policy of the Government of India - 2020</li> <li>- About Media Units</li> <li>- New Education Policy</li> <li>- Election Commission Orders</li> <li>- EASY (Empanelment &amp; Appraisal System) Portal</li> <li>- Verification of Equipment &amp; Invoices</li> <li>- Online Management Assurance System</li> <li>- MoD Orders</li> <li>- MIB Dashboard</li> <li>- Portal - Broadcast Seva</li> <li>- e-political clearance</li> <li>- Radio Transmission Equipment Functionality</li> <li>- CGEIS Scheme Knowledge</li> <li>- Government of India Foreign Policy</li> <li>- Bilateral relations</li> <li>- International Bodies - India as member</li> <li>- Advertisement Policy of concerned media (print, FM, Website, bulk SMS, etc.) international best practices</li> <li>- FDI Portal</li> </ul>

***Detail of few important Competencies:***

*Information Technology Act, Rules, Notifications, Circulars etc.:*

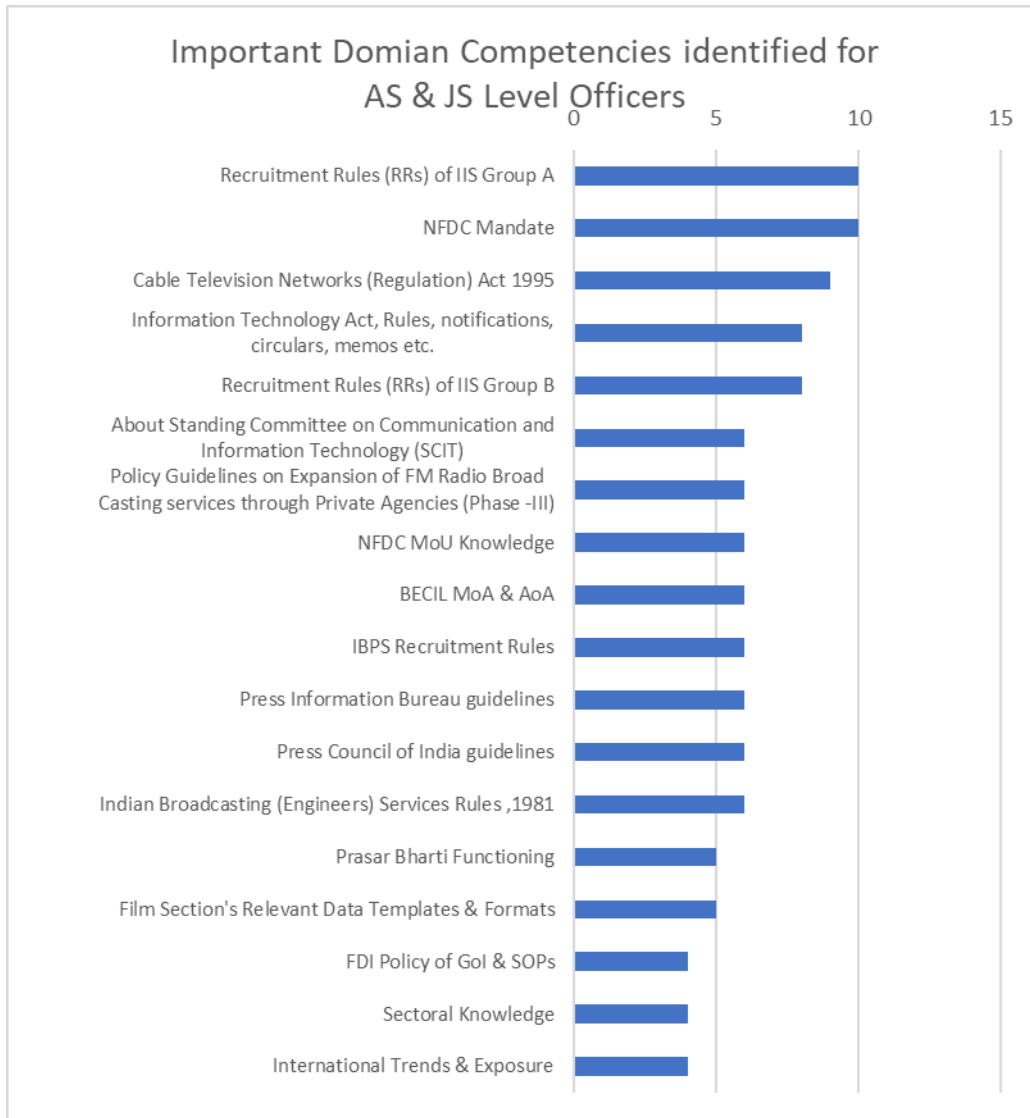
At ministry level one of most important domain competency that the officials need to have is Information Technology Act, Rules, Notifications, Circulars. Most of the division's works involves implementation of the act, rules and further notifications that are issued from time to time.

**Domain Competencies - AS & JS level Officers:**

Domain competencies at the level of AS & JS are depicted separately, since at the strategic level the competencies required differ from tactical and operational level.

Competencies identified as required at AS & JS level in order of frequency are depicted below. Competencies that have frequency of more than 3 are depicted below.

Figure 25: Top Domain Competencies of AS & JS



It may be observed that, most of the competencies identified are programme and project related, since the category of competency analysis is domain, it invariably resulted in technical related competencies. While, respective AS & JS would need to have advanced knowledge of their respective division related domain competencies, it is recommended that they also have basic knowledge of other scheme related competencies as

well, since, at the strategic level, they also may be expected to contribute for improvement of other programme implementation as well.

Other identified domain competencies of Additional Secretary & Joint Secretary Level are listed below:

<b>Domain Competencies identified for AS &amp; JS level Officers</b>	
<ul style="list-style-type: none"> <li>- DPIIT Circulars</li> <li>- Spectrum Technicalities</li> <li>- International policies and trends in Digital media, OTT management, Digital marketing</li> <li>- Personnel Policy of IIS by MoIB</li> <li>- Social Media Management</li> <li>- About Media Houses of Ministry</li> <li>- Copyright Act, 1957</li> <li>- Community Radio Station Schemes / Programs guidelines</li> <li>- Sports Broadcasting Signals (Mandatory sharing with Prasar Bharati) Act, 2007</li> <li>- About Central Bureau of Communication (CBC)</li> <li>- CBC Schemes &amp; Guidelines</li> <li>- International Cooperation</li> <li>- NIs Schemes, Structures &amp; Functions</li> <li>- CRS Award Guidelines</li> <li>- Press and Registration of Books Act, 1867</li> <li>- Guidelines for empanelment of respective media (print, FM, Website, bulk SMS, etc.)</li> <li>- MEA guidelines on issuance of passport to Govt. Servants, PSU/Autonomous Body employees etc.</li> <li>- Broadcasting Equipment Information</li> <li>- FFO Business Allocation</li> <li>- Asia Pacific Broadcasting Union</li> </ul>	<ul style="list-style-type: none"> <li>- Electronic Media Monitoring Centre (EMMC)</li> <li>- DARPAN/performance dashboard of MoIB</li> <li>- About vision India@2027</li> <li>- Title Registration Guidelines</li> <li>- Acts and Rules, Codes of Media</li> <li>- Understanding of Information and Broadcasting Eco System</li> <li>- About Data Governance Quality Index (DGQI) and questionnaire</li> <li>- Geographical Spread of Prasar Bharti</li> <li>- About National Awards fore-Gov.</li> <li>- Government policies on FDI in Broadcasting Sector</li> <li>- Film Shooting Guidelines of MoIB</li> <li>- MIB Scheme outlay and NER Component</li> <li>- International Arbitration</li> <li>- About capital project of MoIBs</li> <li>- About 10% GBS for NER</li> <li>- Strategic Locations Identification</li> <li>- The Print Media Advertisement Policy of the Government of India - 2020</li> <li>- About Media Units</li> <li>- New Education Policy</li> <li>- Election Commission Orders</li> <li>- EASY (Empanelment &amp; Appraisal System) Portal</li> <li>- Verification of Equipment &amp; Invoices</li> <li>- Online Management Assurance</li> </ul>

<b>Domain Competencies identified for AS &amp; JS level Officers</b>	
<ul style="list-style-type: none"> <li>(ABU) MoUs/ Guidelines</li> <li>- Companies Act 2013</li> <li>- FCRA Clearance Procedure</li> <li>- Asia-Pacific Institute for Broadcasting Development (AIBD) MoUs/ Guidelines</li> <li>- State level Correspondence Hierarchy</li> <li>- UPSC Guidelines for Recruitment, Deputation</li> <li>- Personnel Information System of IIS</li> <li>- DoESW Instructions</li> <li>- About Non-lapsable fund for NER</li> <li>- Cadre Rules for IIS Group A</li> <li>- About Registrar of News Papers for India (RNI)</li> <li>- Title Verification Guidelines</li> <li>- About autonomous bodies of MoIB</li> <li>- Basics of Cyber Security</li> </ul>	<ul style="list-style-type: none"> <li>System</li> <li>- MoD Orders</li> <li>- MIB Dashboard</li> <li>- Portal - Broadcast Seva</li> <li>- e-political clearance</li> <li>- Radio Transmission Equipment Functionality</li> <li>- CGEIS Scheme Knowledge</li> <li>- Government of India Foreign Policy</li> <li>- Bilateral relations</li> <li>- International Bodies - India as member</li> <li>- Advertisement Policy of concerned media (print, FM, Website, bulk SMS, etc.) international best practices</li> <li>- FDI Portal</li> </ul>

It may be observed that, of the total competencies identified as Domain at ministry level, most of these competencies are required for the officials working in the specific domains in the ministry. However, it is preferable that all the employees have Basic level understanding of all the schemes and have advanced level of competency in their respective division related competencies.

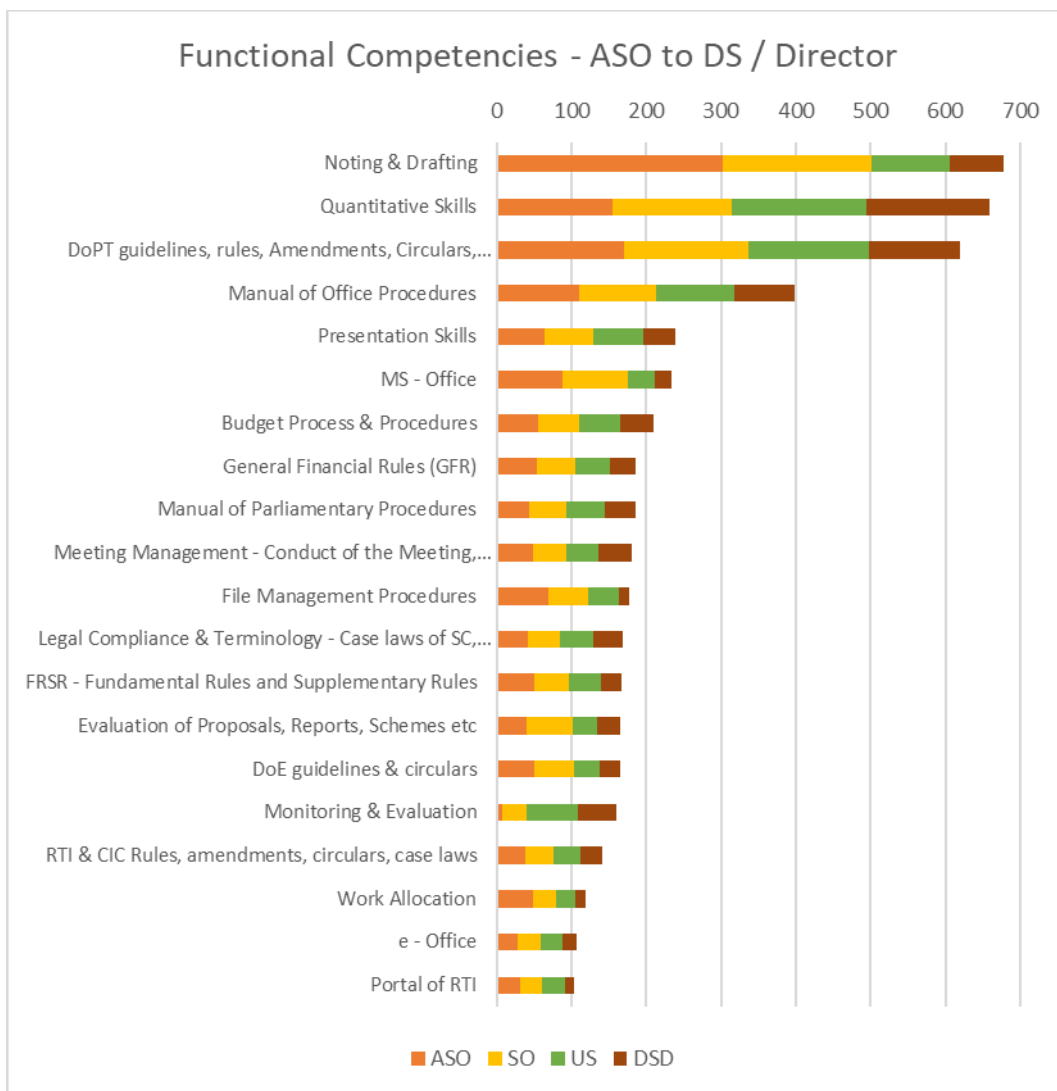
### 5.3.3 Functional Competencies

Functional competencies are essential to perform administrative, facilitating, financial and other functions of the ministry. Most of these are defined at the Government level, which are common for different ministries and department.

#### Functional competencies - ASO to Deputy Secretary / Director:

Functional competencies required for the officers working from ASO level to that of Deputy Secretary / Director are detailed below in order of preference based on their frequency.

Figure 26: Top Functional Competencies for ASO to DS /Director



Since the functional competencies are required for every role, the frequency of the competencies is higher. As these competencies are pertaining to the role and the designations, these competencies indicate importance, however, it is not essential that the training is required in

these competencies, since the Competency Need Assessment depends on the requirement of the training based on the competency gap identified for the individuals.

**Detail of few important Competencies:**

*Noting & Drafting:*

Noting & Drafting is one of the most important competencies across the ministry. Considering the fact that entire decision making of the government process depends on the articulation of the facts and possible options of decisions, that are supported by relevant laws, rules, precedence etc. which are detailed, for which noting & drafting skill is essential.

*Manual of Office Procedures:*

Popularly known as CSMOP, manual of office procedures provides for the process and procedures to be followed in carrying out the business allocated for the ministry. The new CSMOP aims to increase efficiency in decision making and creates a foundation for building a robust knowledge management system in line with National Programme for Civil Services Capacity Building (NPCSCB), the Mission Karmayogi. In addition, the renewed emphasis on digitization of all dak will help usher in a paperless Central Secretariat and enhancing the ease of doing business.

DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.:

Most of the functions of the ministry are governed and guided by DoPT guidelines, especially the personnel administration issues. It is essential that employees should not only be aware about the relevant rules and guidelines but also be updated about the latest changes and amendments. Hence, the competency to be abreast with the relevant rules, notifications etc. is one of the essential functional skills as observed from the functions and sub-functions of the ministry.

Other identified functional competencies identified for ASO to Deputy Secretary / Director level officers is detailed below.

Other Functional Competencies identified from ASO – Deputy Secretary / Director level	
<ul style="list-style-type: none"> <li>- Delegation of Financial Powers Rules (DFPR)</li> <li>- Managerial Effectiveness</li> <li>- Administrative Guidelines &amp; Procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Policy Formulation, Analysis, amendment process</li> <li>- EFC/SFC - guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc. Audit Standards 2011</li> </ul>

Other Functional Competencies identified from ASO – Deputy Secretary /  
Director level

<ul style="list-style-type: none"> <li>- Data collection, validation, Interpretation &amp; Database Management</li> <li>- Public Finance Management Systems (PFMS)</li> <li>- CVC Act &amp; Vigilance Manual, 2021 - guidelines, circulars, notifications</li> <li>- Portal - CPGRAMS Portal</li> <li>- MIS of Ministry's schemes &amp; programmes</li> <li>- Financial Concurrence Procedure</li> <li>- Strategic Management Techniques</li> <li>- Preparation of Reports, Proposals, Analysis etc</li> <li>- Cost Benefit Analysis</li> <li>- Portal Management</li> <li>- Allocation of Business Rule, GoI</li> <li>- Government of India Schemes, other Ministry Schemes</li> <li>- Human Resource Management Techniques</li> <li>- MoU / Contract Preparation, verification, enforcement</li> <li>- Cabinet Note Preparation Procedure</li> <li>- IT application development process – Emerging Technologies, Software Development Life cycle - changes to software etc.</li> <li>- SPRROW Portal - Process, Procedures, trouble shooting</li> <li>- Financial Analysis, inferences, interpretations</li> <li>- Portal of eSamiksha</li> <li>- Pay fixation Process</li> <li>- Official Languages Act, Amendments, Notifications, Circulars</li> <li>- Decision making Concepts</li> <li>- Portal of LIMBS</li> <li>- Standing Committee Procedures</li> <li>- Manual of Procurement of Goods &amp; Services</li> <li>- Dak Management</li> </ul>	<ul style="list-style-type: none"> <li>- NITI Aayog's Output-Outcome Monitoring Framework (OOMF)</li> <li>- Corporate Governance</li> <li>- Knowledge Management Systems</li> <li>- UC Process &amp; Procedures</li> <li>- Committees - formation, conduct of meeting and report preparation &amp; analysis</li> <li>- Portal of GeM</li> <li>- Ministry related Acts, Rules &amp; Regulations, Amendments, circulars, notifications</li> <li>- Public Relations - IEC, social media etc.</li> <li>- Standard Operating Procedures</li> <li>- Grievance Redressal Mechanisms</li> <li>- Portal - e - HRMS</li> <li>- Contract Preparation, verification, enforcement</li> <li>- Portal - Bhavishya</li> <li>- Portal - e-Samiksha</li> <li>- Portal of Audit Para Monitoring System (APMS)</li> <li>- Stakeholder Management - Vendors, Multilateral funding agencies, Institutions, partners etc.</li> <li>- Taxation Rules - IT, TDS, GST Processing</li> <li>- Tech-Savvy</li> <li>- Change Management</li> <li>- Portal - Special Campaign for Disposal of Pending Matters (SCDPM) Portal</li> <li>- Statistical Analysis Techniques</li> <li>- Safety Aspects</li> <li>- Direct Benefit Transfer</li> <li>- Portal - e - Samiksha</li> <li>- Portal - Probity Portal - DoPT</li> <li>- Portal of CVC</li> <li>- Stock Register</li> <li>- Training Function Management - CNA, nominating for trainings, MIS, Competency Building Process</li> <li>- Logistic Management</li> </ul>
--	---

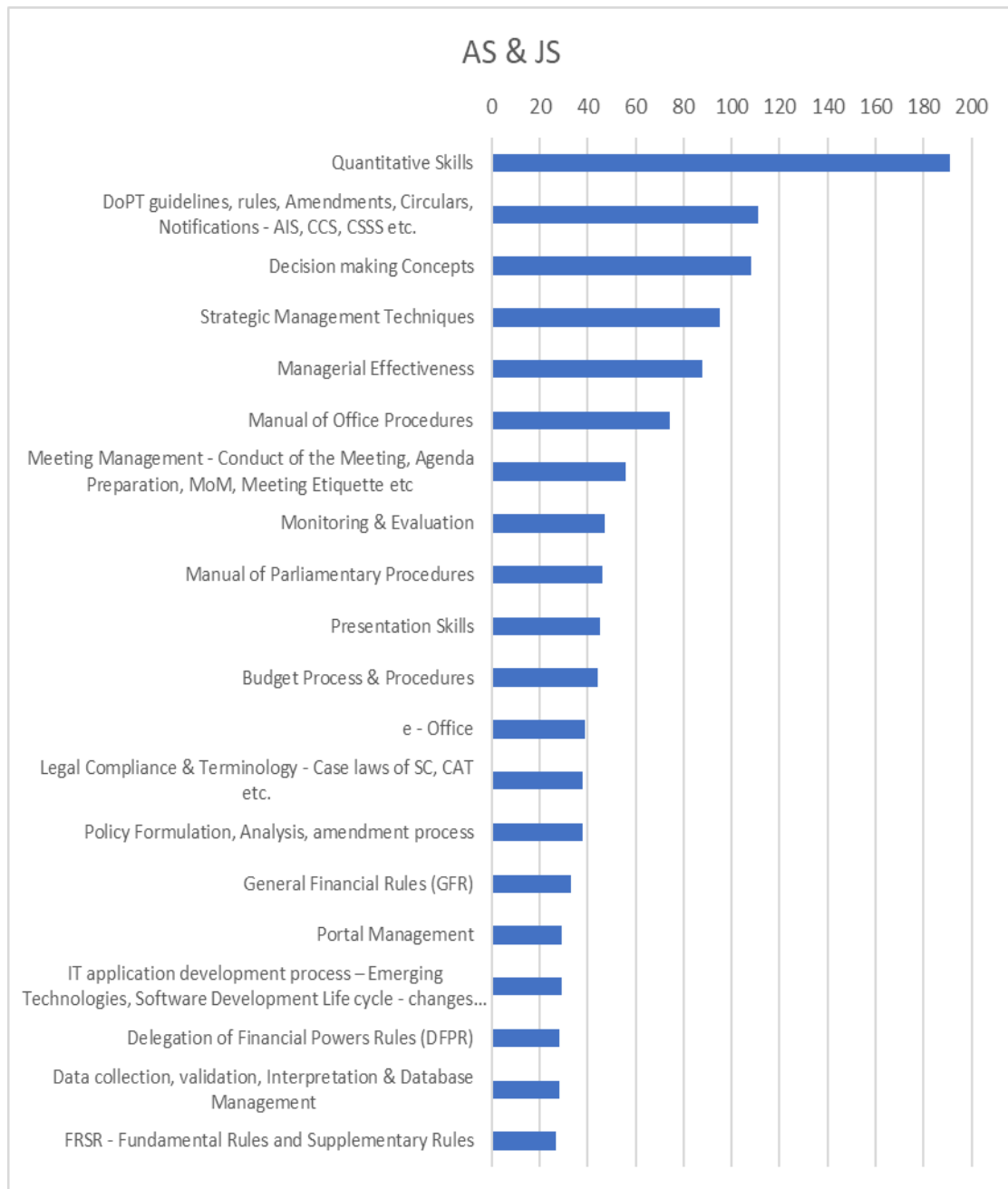


### Functional competencies at AS & JS Level:

Functional competencies at the level of AS & JS are detailed separately, since at the strategic level the competencies required differ from tactical and operational level.

Competencies identified as required at AS & JS level in order of frequency are shown below. Competencies that have frequency of more than 25 are depicted below.

Figure 27: Top Functional Competencies - AS & JS levels



Competencies that have frequency of less than 25 are listed below.

<b>Other Functional Competencies identified for AS &amp; JS level Officers</b>	
<ul style="list-style-type: none"> <li>- CVC Act &amp; Vigilance Manual, 2021</li> <li>- guidelines, circulars, notifications</li> <li>- Evaluation of Proposals, Reports, Schemes etc</li> <li>- DoE guidelines &amp; circulars</li> <li>- Noting &amp; Drafting</li> <li>- RTI &amp; CIC Rules, amendments, circulars, case laws</li> <li>- Portal - CPGRAMS Portal</li> <li>- Financial Concurrence Procedure</li> <li>- Human Resource Management Techniques</li> <li>- SPRROW Portal - Process, Procedures, trouble shooting</li> <li>- MoU / Contract Preparation, verification, enforcement</li> <li>- Cabinet Note Preparation Procedure</li> <li>- Statistical Analysis Techniques</li> <li>- Allocation of Business Rule, GoI</li> <li>- Government of India Schemes, other Ministry Schemes</li> <li>- MS - Office</li> <li>- Financial Analysis, inferences, interpretations</li> <li>- Public Finance Management Systems (PFMS)</li> <li>- Work Allocation</li> <li>- Cost Benefit Analysis</li> <li>- EFC/SFC - guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>- Change Management</li> <li>- Portal of LIMBS</li> <li>- Corporate Governance</li> <li>- Preparation of Reports, Proposals, Analysis etc</li> <li>- Portal of RTI</li> <li>- Administrative Guidelines &amp; Procedures</li> <li>- Pay fixation Process</li> </ul>	<ul style="list-style-type: none"> <li>- Official Languages Act, Amendments, Notifications, Circulars</li> <li>- Standing Committee Procedures</li> <li>- NITI Aayog's Output-Outcome Monitoring Framework (OOMF)</li> <li>- Standard Operating Procedures</li> <li>- File Management Procedures</li> <li>- MIS of Ministry's schemes &amp; programmes</li> <li>- Portal of eSamiksha</li> <li>- Audit Standards 2011</li> <li>- Committees - formation, conduct of meeting and report preparation &amp; analysis</li> <li>- Ministry related Acts, Rules &amp; Regulations, Amendments, circulars, notifications</li> <li>- Public Relations - IEC, social media etc.</li> <li>- Portal of Audit Para Monitoring System (APMS)</li> <li>- Tech-Savvy</li> <li>- Manual of Procurement of Goods &amp; Services</li> <li>- Grievance Redressal Mechanisms</li> <li>- Portal - e-Samiksha</li> <li>- Stakeholder Management - Vendors, Multilateral funding agencies, Institutions, partners etc.</li> <li>- Contract Preparation, verification, enforcement</li> <li>- Safety Aspects</li> <li>- UC Process &amp; Procedures</li> <li>- Knowledge Management Systems</li> <li>- Portal - e - HRMS</li> <li>- Training Function Management - CNA, nominating for trainings, MIS, Competency Building Process</li> <li>- Portal - Probity Portal - DoPT</li> <li>- Direct Benefit Transfer</li> <li>- Portal of CVC</li> <li>- Portal - e - Samiksha</li> </ul>

**Detail of few important Competencies:**

*Decision making Concepts:*

At the level of AS & JS, decision making is the most important function that enables ministry to achieve objectives. At the level of leadership, decision making concepts is one of the critical competencies.

*Monitoring & Evaluation:*

At the leadership level, the accountability is highest, and AS & JS are responsible for achievement of the objectives. For achievement of the objectives, it is quite essential that continuous monitoring systems are in place for any mid-course corrections. Hence, Monitoring & Evaluation forms an important competency at leadership level of AS & JS.

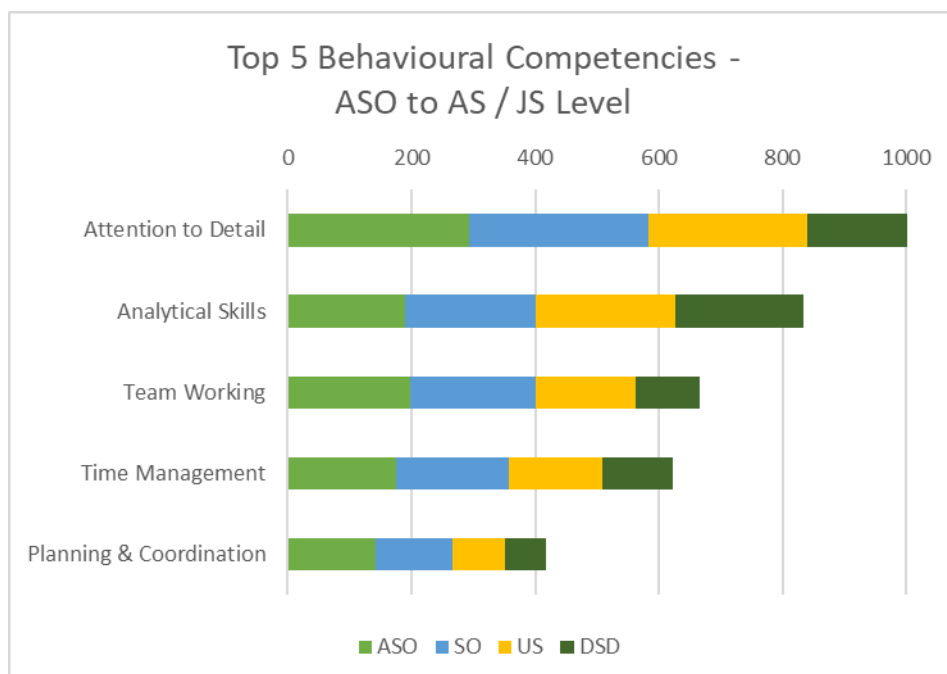
Apart from the competencies specified in the chart, there are few more important competencies, the same are listed below.

**5.3.4 Behavioural Competencies**

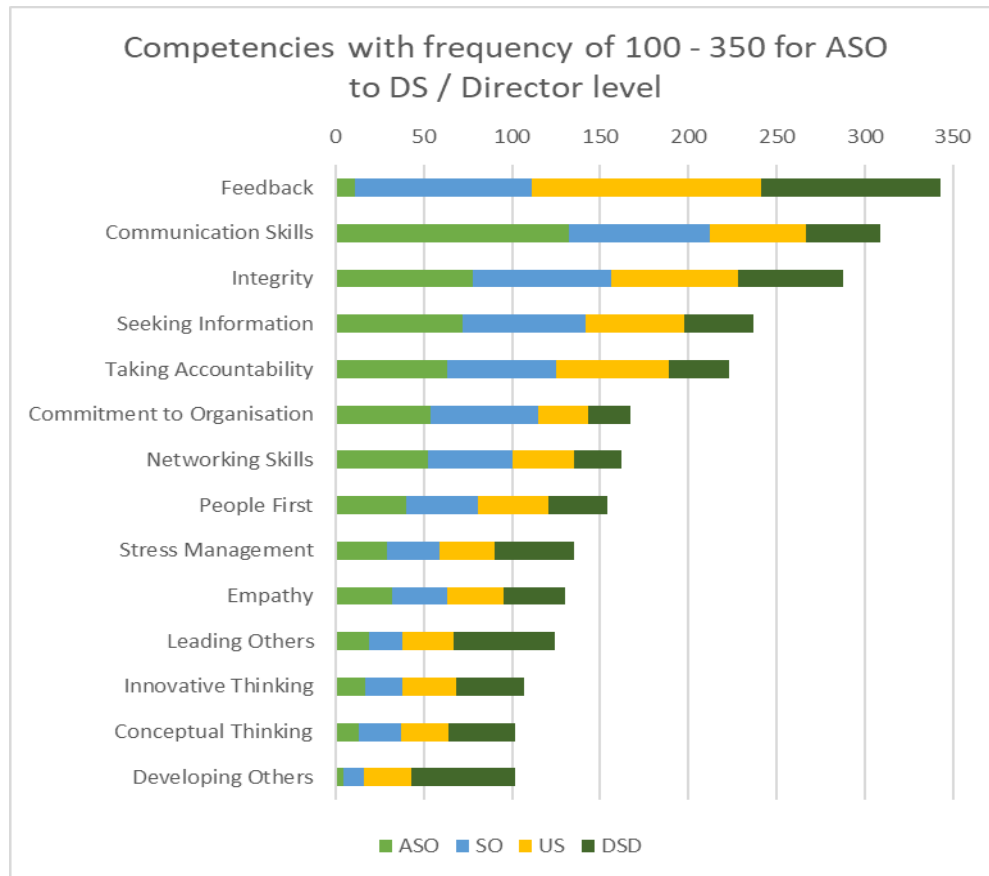
Behavioural competencies essential to conduct the assigning functions and sub-functions of different designations summed up at ministry level are detailed below.

Top 5 Behavioural competencies required at ASO, SO, US and Director / Deputy Secretary level are depicted herewith.

*Figure 28: Top Behavioural Competencies - ASO to DS / Director*



Other top 15 competencies that are identified for the designation of ASO to DS / Director are depicted below.



### ***Detail of few important Competencies:***

#### ***Attention to Detail:***

It may be observed that Attention to detail is the most important Behavioural competency, since work of the ministry involves dealing with schemes that are implemented across the country and involves lot of data collection, collation, validation. It also involves release of funds to various states as part of implementation of the schemes. Hence, attention to detail is one of the very critical competencies for all the employees working in the ministry.

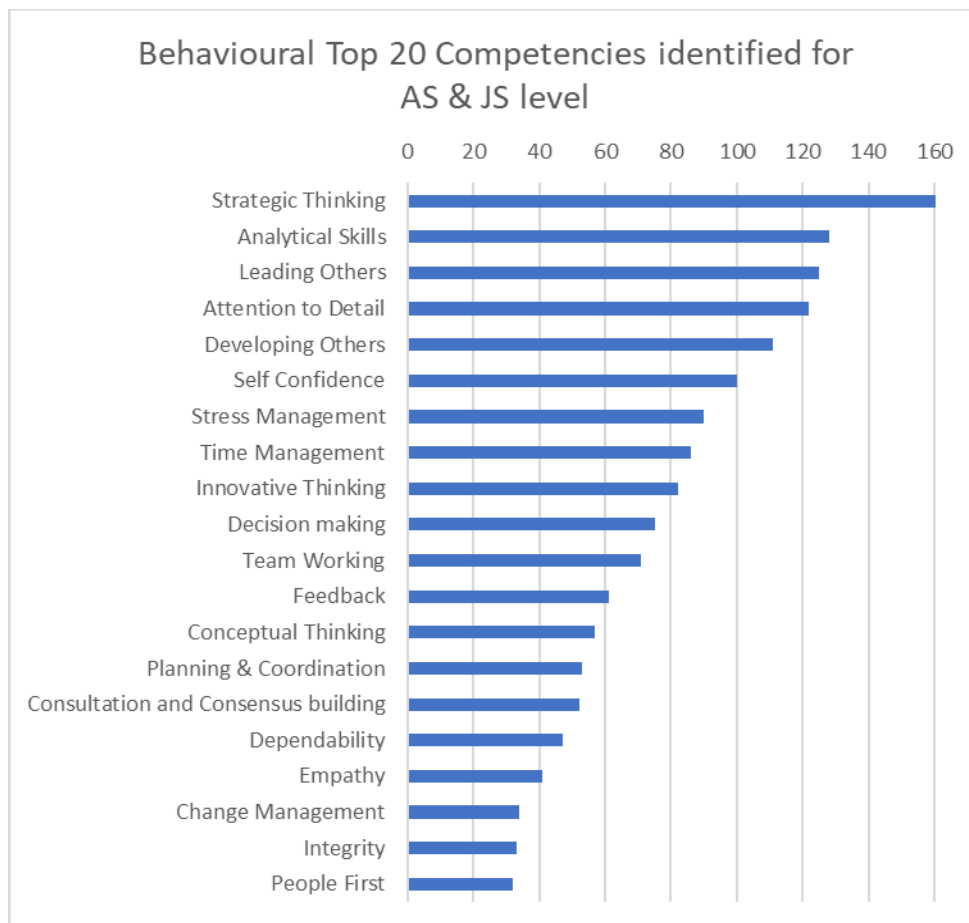
#### ***Analytical Skills:***

Ministry's major work involves coordination and adherence to scheme guidelines. The job profile also involves inferencing and interpreting of the information. Considering the job profile spread across different functions and sub-functions, analytical skills has emerged as one of the topmost required competencies based on its frequency of usage for fulfilment of responsibilities.

Other Behavioural Competencies - ASO to Deputy Secretary / Director level	
<ul style="list-style-type: none"> <li>- Organising</li> <li>- Initiative &amp; Drive</li> <li>- Strategic Thinking</li> <li>- Dependability</li> <li>- Problem Solving</li> <li>- Self Confidence</li> <li>- Consultation and Consensus building</li> <li>- People Management</li> <li>- Stakeholder Management</li> </ul>	<ul style="list-style-type: none"> <li>- Decision making</li> <li>- Desire for Knowledge</li> <li>- Self-Awareness &amp; Self Control</li> <li>- Resilience</li> <li>- Change Management</li> <li>- Result Orientation</li> <li>- Delegation</li> <li>- Motivation</li> <li>- Conflict Resolution</li> <li>- Gender Sensitive</li> </ul>

Behavioural competencies identified for the strategic designations is depicted below.

Figure 29: Top Behavioural Competencies - AS & JS level



### **Detail of few important Competencies:**

#### *Strategic Thinking:*

Usage of strategic management techniques becomes one of the very critical competencies. It may be observed from the above chart that the strategic thinking is identified for leadership roles, i.e., AS & JS levels who would in turn guide the tactical level, i.e., DS / Director level and implementation level employees, i.e., US, SO, ASO level officers.

#### *Leading Others:*

Being in the leadership position, Additional Secretary and Joint Secretary have the responsibility of leading the team of officers to achieve the goals set for the division. Unison of objectives of all the team members is critical in achieving the set objectives and hence, leading the team is identified as one of the very important competencies for officers in AS & JS level.

#### *Feedback:*

Feedback is a competency that involves providing feedback to the subordinates regarding the work that they perform, this includes vetting of the documents, review of performance etc. Techniques of providing feedback is a competency for the officers in leadership role.

Other competencies with less frequency are listed below.

Behavioural Competencies with less frequency - AS & JS level	
<ul style="list-style-type: none"> <li>- People Management</li> <li>- Commitment to Organisation</li> <li>- Communication Skills</li> <li>- Self-Awareness &amp; Self Control</li> <li>- Delegation</li> <li>- Initiative &amp; Drive</li> <li>- Problem Solving</li> <li>- Motivation</li> </ul>	<ul style="list-style-type: none"> <li>- Result Orientation</li> <li>- Seeking Information</li> <li>- Conflict Resolution</li> <li>- Organising</li> <li>- Stakeholder Management</li> <li>- Networking Skills</li> <li>- Taking Accountability</li> <li>- Desire for Knowledge</li> <li>- Negotiation</li> <li>- Gender Sensitive</li> </ul>

At the ministry level identified competencies are collation of all the divisions competencies ascertained through analysis of the functions and sub-functions assigned to different roles in the division to achieve set objectives. The identified competencies are the requirements of the designation and role to perform efficiently.

The identified competencies are through observation, discussions with the concerned stakeholders, comparison with the competencies identified in

other ministries and validations by the officials. However, CBU may add or delete any of these identified competencies.

For identification of training requirements, the competencies specified above are considered as the standard competencies. However some of the officers have added few additional competencies and identified them as training requirement for self or subordinates. While some of the identified competencies are sub-set of the competencies already identified, few are additional competencies. The list of competencies added are listed below.

1. Power BI, Dashboard, use of MIS for report generation, data analysis, data import
2. Basics of MS – Excel – Use of Tables, Formulae, Sorting, Printing
3. Concepts of Information Technology for acquiring working knowledge to understand MIS
4. Positive Attitude

These competencies were also added to the identified competencies for preparation of ACBP by identification of training requirements of the officers. Following is the matrix depicting the hierarchy followed for training requirement identification.

Designation	Appraiser of Training need
ASO, SO, US	Respective Deputy Secretary / Director
Deputy Secretary / Director, Joint Secretary and Additional Secretary	Self-Assessment

Detailed competency analysis of each division is detailed in subsequent section, which provides insights into competency identification for each of the designations and respective divisions.

## 5.4 Role level Capacity Needs Analysis (CNA)

As detailed in the approach & methodology, different designations play different roles in fulfilment of objectives set for the division and ministry. Ministry level and division level competency priorities based on their frequency are detailed above. In this section, designation wise competencies analysis is detailed.

For every designation, competencies with highest frequency are shown category of the competency wise. These are the competencies identified for the designation. Indicating that anyone occupying the specific position needs to have the required competencies, if not they need to acquire these competencies to perform efficiently. The competencies detailed below are the consolidated competencies at the ministry level.

Table 11: Designation wise important Capacity Needs Analysis (CNA)

Designation	Domain Competencies	Functional Competencies	Behavioural Competencies
ASO	<ul style="list-style-type: none"> <li>- About Ministry, Divisions and Schemes</li> <li>- Prasar Bharati (Broadcasting Corporation of India) Act,1990</li> <li>- Guidelines for broadcasting services (DTH, HITS, IPTV etc.)</li> <li>- Policy Guidelines for Up linking and Downlinking of Television channels from India</li> <li>- Recruitment Rules (RRs) of IIS Group A</li> <li>- Information Technology Act, 2000,amendments, notifications, circulars, memos etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Noting &amp; Drafting</li> <li>- DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>- Quantitative Skills</li> <li>- Manual of Office Procedures</li> <li>- MS - Office</li> <li>- Budget Process &amp; Procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Attention to Detail</li> <li>- Analytical Skills</li> <li>- Team Working</li> <li>- Time Management</li> <li>- Planning &amp; Coordination</li> <li>- Communication Skills</li> <li>- Seeking Information</li> </ul>



Designation	Domain Competencies	Functional Competencies	Behavioural Competencies
SO	<ul style="list-style-type: none"> <li>- About Ministry, Divisions and Schemes</li> <li>- Ministry's Relevant Data Templates &amp; Formats</li> <li>- Prasar Bharati (Broadcasting Corporation of India) Act,1990</li> <li>- Guidelines for broadcasting services (DTH, HITS, IPTV etc.)</li> <li>- Policy Guidelines for unlinking and Downlinking of Television channels from India</li> <li>- Recruitment Rules (RRs) of IIS Group A</li> <li>- Information Technology Act, 2000, amendments, notifications, circulars, memos etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Noting &amp; Drafting</li> <li>- DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>- Quantitative Skills</li> <li>- Manual of Office Procedures</li> <li>- MS - Office</li> <li>- Budget Process &amp; Procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Attention to Detail</li> <li>- Analytical Skills</li> <li>- Time Management</li> <li>- Team Working</li> <li>- Planning &amp; Coordination</li> <li>- Feedback</li> <li>- Communication Skills</li> </ul>
US	<ul style="list-style-type: none"> <li>- About Ministry, Divisions and Schemes</li> <li>- Ministry's Relevant Data Templates &amp; Formats</li> <li>- Prasar Bharati (Broadcasting Corporation of India) Act,1990</li> <li>- Guidelines for broadcasting</li> </ul>	<ul style="list-style-type: none"> <li>- DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>- Quantitative Skills</li> <li>- Noting &amp; Drafting</li> <li>- Manual of Office Procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Attention to Detail</li> <li>- Analytical Skills</li> <li>- Time Management</li> <li>- Team Working</li> <li>- Feedback</li> <li>- Planning &amp; Coordination</li> <li>- Integrity</li> </ul>

Designation	Domain Competencies	Functional Competencies	Behavioural Competencies
	<ul style="list-style-type: none"> <li>services (DTH, HITS, IPTV etc.)</li> <li>- Policy Guidelines for up linking and Downlinking of Television channels from India</li> <li>- Recruitment Rules (RRs) of IIS Group A</li> <li>- Information Technology Act, 2000, amendments, notifications, circulars, memos etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget Process &amp; Procedures</li> <li>- Presentation Skills</li> <li>- Monitoring &amp; Evaluation</li> </ul>	
DS / Director	<ul style="list-style-type: none"> <li>- Ministry's Relevant Data Templates &amp; Formats</li> <li>- Prasar Bharati (Broadcasting Corporation of India) Act, 1990</li> <li>- Guidelines for broadcasting services (DTH, HITS, IPTV etc.)</li> <li>- Policy Guidelines for unlinking and Downlinking of Television channels from India</li> <li>- Recruitment Rules (RRs) of IIS Group A &amp; B</li> <li>- Information Technology Act, 2000, amendments, notifications, circulars, memos etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Quantitative Skills</li> <li>- DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>- About Ministry, Divisions and Schemes</li> <li>- Manual of Office Procedures</li> <li>- Noting &amp; Drafting</li> <li>- Budget Process &amp; Procedures</li> <li>- Strategic Management Techniques</li> <li>- Manual of Parliamentary Procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Attention to Detail</li> <li>- Analytical Skills</li> <li>- Time Management</li> <li>- Feedback</li> <li>- Team Working</li> <li>- Strategic Thinking</li> <li>- Planning &amp; Coordination</li> <li>- Developing Others</li> </ul>

Designation	Domain Competencies	Functional Competencies	Behavioural Competencies
JS / AS	<ul style="list-style-type: none"> <li>- Ministry related Acts, Rules &amp; Regulations, Amendments, circulars, notifications</li> <li>- Prasar Bharati (Broadcasting Corporation of India ) Act,1990</li> <li>- Guidelines for broadcasting services (DTH, HITS, IPTV etc.)</li> <li>- Cable Television Networks (Regulation) Act 1995</li> <li>- Policy Guidelines for up linking and Downlinking of Television channels from India</li> <li>- Recruitment Rules (RRs) of IIS Group A</li> <li>- Recruitment Rules (RRs) of IIS Group B</li> </ul>	<ul style="list-style-type: none"> <li>- Manual of Office Procedures</li> <li>- Decision making Concepts</li> <li>- Quantitative Skills</li> <li>- DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>- Strategic Management Techniques</li> <li>- Managerial Effectiveness</li> <li>- Budget Process &amp; Procedures</li> <li>- Manual of Parliamentary Procedures</li> <li>- Meeting Management - Conduct of the Meeting, Agenda Preparation, MoM, Meeting Etiquette etc</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Thinking</li> <li>- Decision making</li> <li>- Attention to Detail</li> <li>- Analytical Skills</li> <li>- Leading Others</li> <li>- Time Management</li> <li>- Self Confidence</li> <li>- Developing Others</li> <li>- Stress Management</li> </ul>

## 5.5 Division level Capacity Needs Analysis & Role-level CNA

MoIB achieves its mandate by way of distributing the mandate among all the divisions within the department. Every division is given a specific mandate to fulfil which is further drilled down up to individual level.

As detailed above, competencies are mapped based on the functions and sub-functions that are carried out by each division. This section dwells upon different competencies identified at division level.

For some of the divisions, domain competencies would be very minimal, since these divisions carryout works that are functional in nature and not pertaining to core domain of the ministry. However, as stated above, every officer working in the ministry is supposed to have advanced level understanding of About the Ministry, Divisions and Schemes of the ministry.

For every division, identified competencies in the category of Domain, Functional and Behaviour are detailed. For the non-programme divisions, domain competencies may not be relevant, for such divisions details of functional and Behavioural are detailed.

The divisions are listed based on alphabetical order for easier reference.

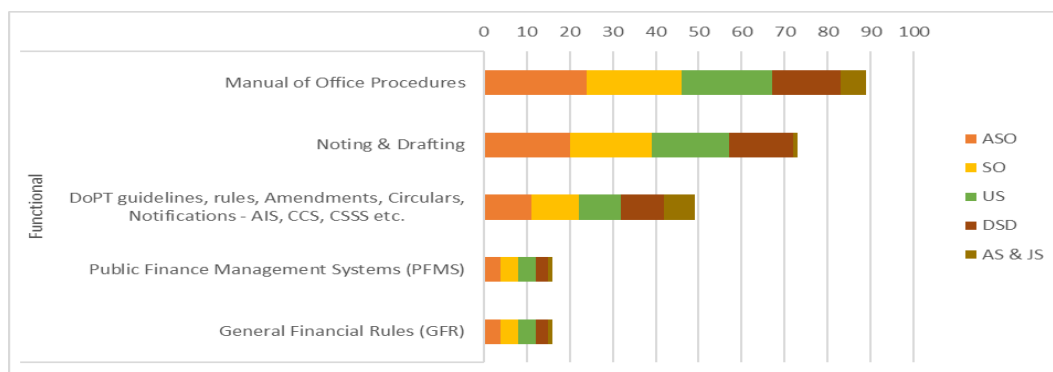
### 5.5.1 Admin I

This Section majorly deals with the service matters of Group 'C' staff and ex-Servicemen, Training Matters, and Compassionate Appointments, Protocol arrangements, and Election matters of the entire Ministry. This section also deals with the miscellaneous matters such as processing canteen bills, processing gazette notifications and printing etc.

#### **Division- level Capacity Needs Analysis**

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



### ***Detail of important Competencies:***

#### *Manual of Office Procedures:*

Popularly known as CSMOP, manual of office procedures provides for the process and procedures to be followed in carrying out the business allocated for the ministry. The new CSMOP aims to increase efficiency in process and procedures including decision making. Hence, for officials working in this division knowledge of procedures specified in CSMOP are paramount.

#### *DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.:*

Most of the functions of the ministry are governed and guided by DoPT guidelines, especially the personnel administration issues. It is essential that employees should not only be aware about the relevant rules and guidelines but also be updated about the latest changes and amendments. Hence, the competency to be abreast with the relevant rules, notifications etc. is one of the essential functional skills as observed from the functions and sub-functions of the ministry.

#### *Staff Selection Commission Rules & Procedures:*

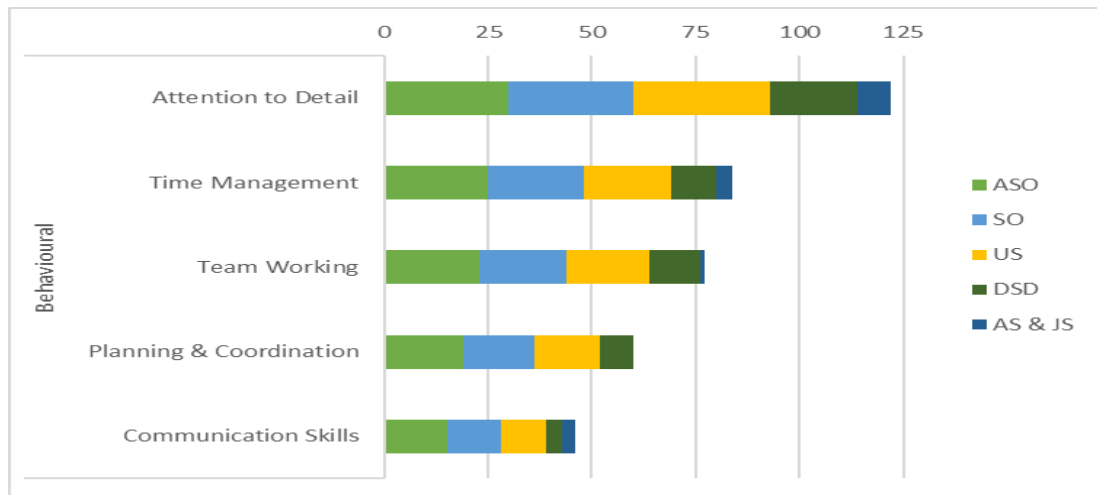
Considering that the division deals with the service matters of Group 'C' staff, the recruiting agency being Staff Selection Commission, the division is required to work closely with SSC. It is essential for the officials working in the division to have working knowledge of the SSC rules & procedures. Hence this is one of the very important domain competencies for this division.

#### *Election Commission Orders:*

This division also deals with election works, wherein the officials would need to keep interacting with election commission regarding allocation of the slots for political parties to campaign through DD, AIR etc. and also regarding election duties for officials of the ministry. Hence, the officials are required to have knowledge regarding Election Commission Orders and their processing.

### ***Behavioural Competencies:***

Identified important behavioural competencies identified for this division are depicted below.



### ***Detail of few important Competencies:***

#### ***Attention to Detail:***

The job profile of this division involves inferencing and interpreting of various rules. Attention to detail is one of the most important competencies since, the division deals with sensitive information such as compassionate appointments, election commission's orders etc. any lapses in analysis may result in court cases. Hence attention to detail is a very important competency for the division.

#### ***Time Management:***

Time Management is one of the very important competencies across the ministry, since, the divisions need to adhere to the strict timelines set by different stakeholders, competence of time management is very essential for the officials.

### 5.5.2 Admin II

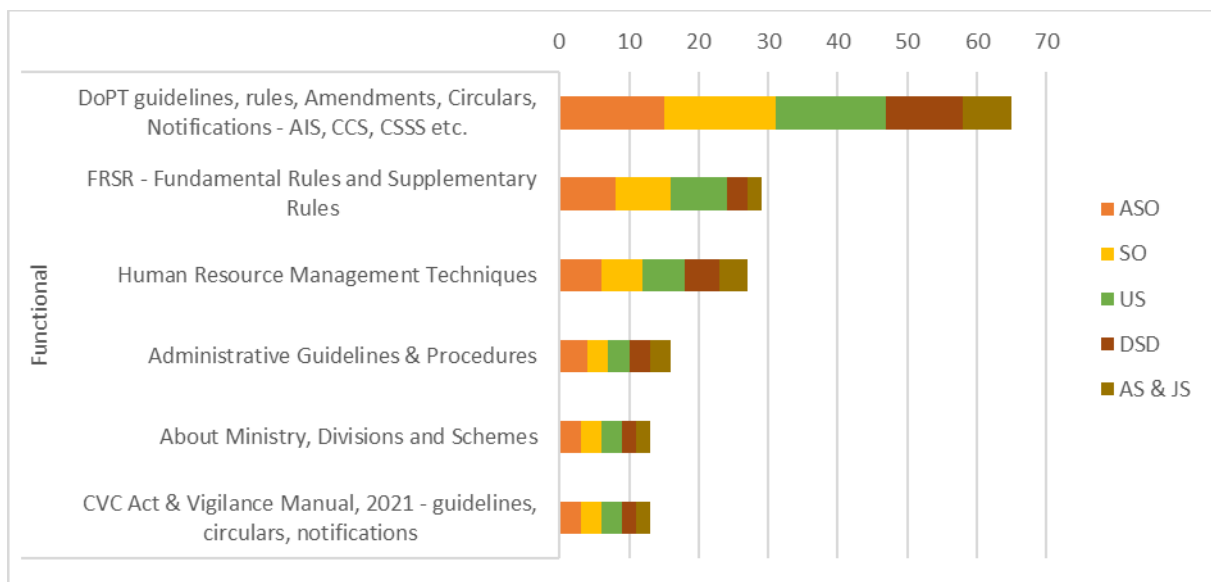
The division looks after all service-related matters in respect of officers (SO, US, DS/Dir, JS, AS and Secretary, Economic Advisor) of the Ministry working such as transfer/posting, allocation of work, leave management, issue of NOC for various purposes, maintenance and updating of service records, request for deputation to this ministry and other organizations, grant of advance, revision of pay, APAR matters, processing of VRS/Resignation and retirement.

The sections is also responsible for initiating disciplinary proceedings in matters not involving vigilance angle, handle general correspondence and provide information for RTI queries pertaining to the division.

#### **Division- level Capacity Needs Analysis**

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



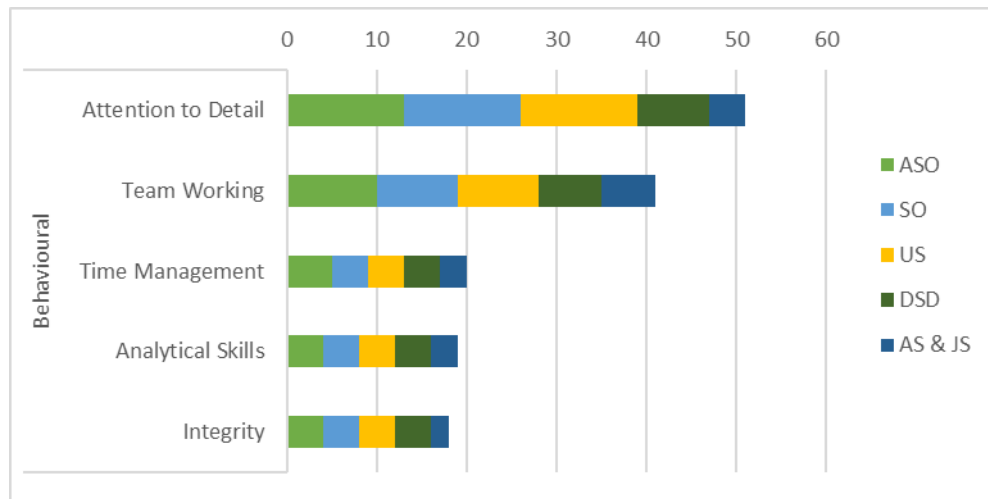
##### **Detail of few important Competencies:**

###### **FRSR – Fundamental Rules and Supplementary Rules**

FRSR are considered the guiding rules for Central Government employees. These rules detail about recruitment and the conditions of service of persons appointed. Other details included in FRSR, include: Travelling Allowances, Leave Rules, Dearness Allowance rules, HRA and CCA rules. Since this division deals with service matters of officials working in the ministry, it is required that the officials working in this division are well versed with these rules, hence, this is one of the very important competency for the division.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Team Working:*

This division’s core objectives are managing service matters of officials and handling deputation matters. For fulfilment of objectives of this division, extensive working with officials of the ministry and officials deputed in another ministry is essential. Hence, team working plays an important role in fulfilling the set objectives of the division.

*Time Management:*

Time Management is one of the very important competencies across the ministry, since, the divisions need to adhere to the strict timelines set by different stakeholders, competence of time management is very essential for the employees.



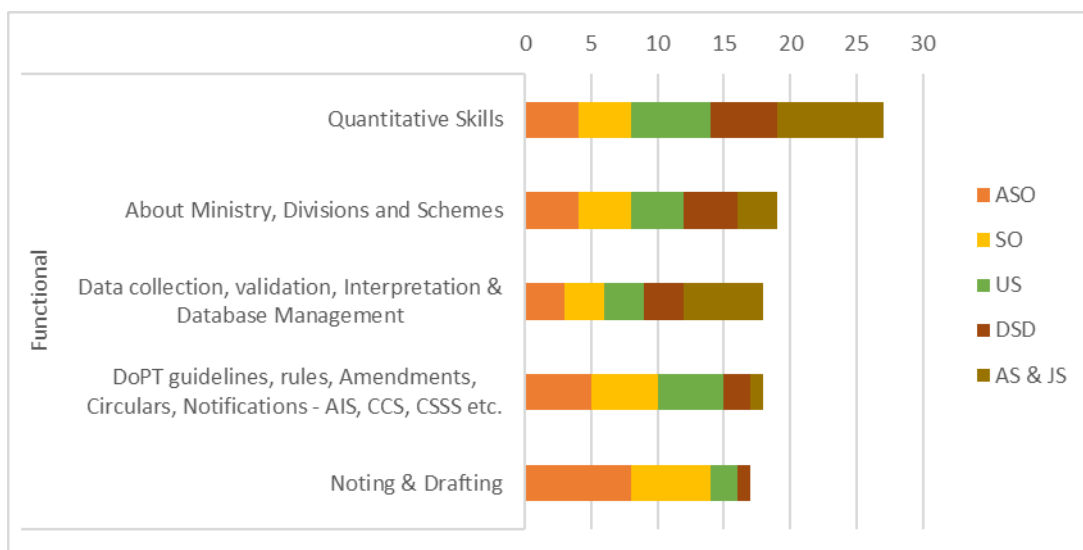
### 5.5.3 Admin III

Admin III section carries out various functions for supporting the programme divisions/sections of the ministry, the activities of the section includes procurement of goods and services through open tendering as well as through GeM portal based on the availability of goods/services on GeM. The section allots the general pool of residential allotment to the employees, Restructuring and renovation works in the office space as per the requirement and condemnation of obsolete items. The section coordinates with the other sections such as RTI, Public Grievance, Parliament for preparation of replies, reports and required information for the works associated with the section.

### **Division- level Capacity Needs Analysis**

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



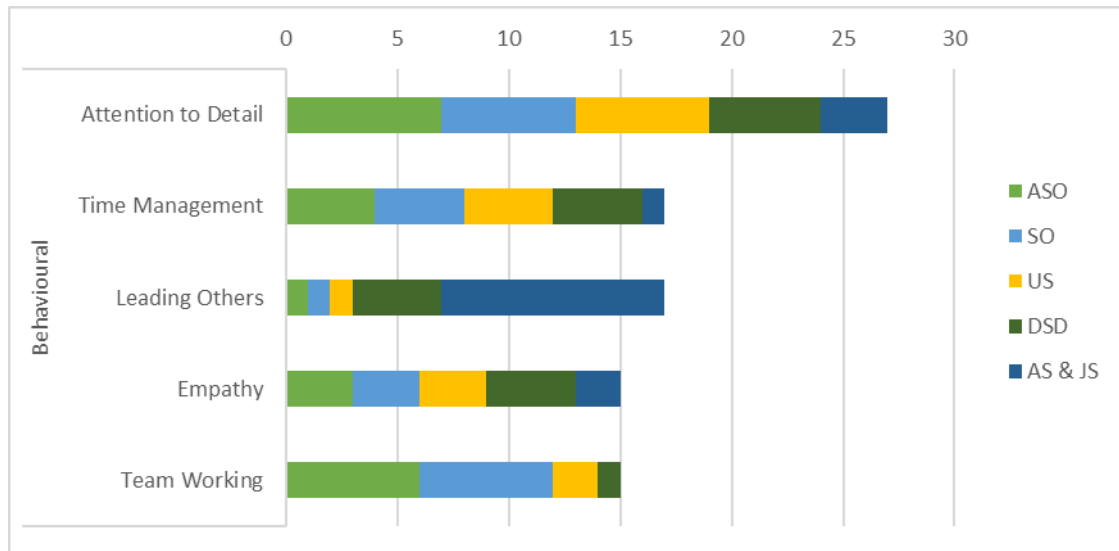
#### **Detail of important Competencies:**

##### *Quantitative Skills:*

This division works on procurement of goods and services, based on the principles of procurement, which needs Quantitative Skills for calculation of technical scores, financial scores for the bids submitted by various vendors. Hence, officials working in this division needs to have advanced knowledge in quantitative skills to perform efficiently.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Leading Others:*

It may be observed from the chart above that leading other’s is the competency that is majorly required at the leadership level of AS & JS pertaining to this division, followed by Deputy Secretary / Director. One of the critical aspects of this division is selection of vendors, which is driven by leadership.

#### 5.5.4 Admin IV

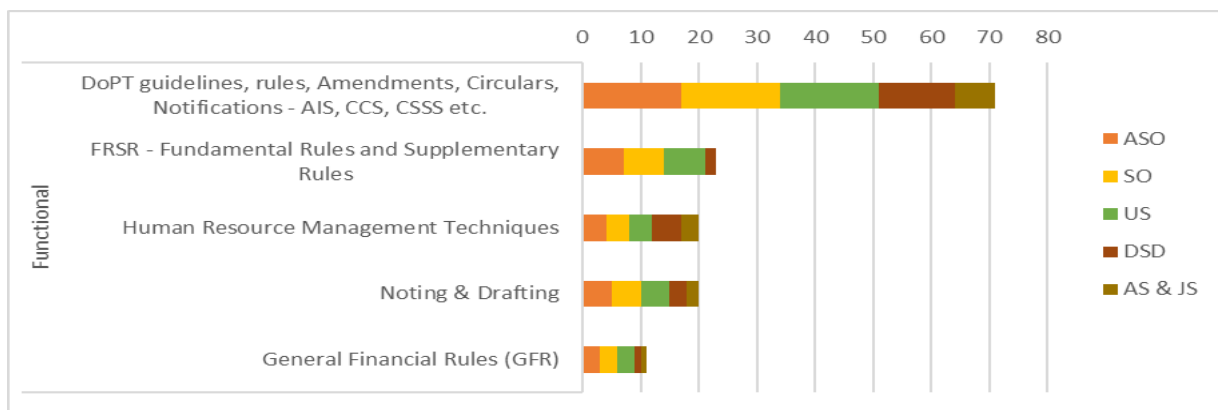
The division looks after all service-related matters in respect of staff (Junior Secretariat Assistant (JSA), Senior Secretariat Assistant (SSA), and ASO) of the Ministry working such as transfer/posting, allocation of work, leave management, issue of NOC for various purposes, maintenance and updating of service records, request for deputation to this ministry and other organizations, grant of advance, revision of pay, APAR matters, processing of VRS/Resignation and retirements on account of superannuation.

The section is also responsible for initiating disciplinary proceedings in matters not involving vigilance angle, engagement/extension of young professionals/consultants in the Ministry, processing of monthly payments, handling general correspondence and providing information for RTI queries related to the division's work.

#### **Division- level Capacity Needs Analysis**

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



##### **Detail of important Competencies:**

*DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.:*

Most of the functions of the ministry are governed and guided by DoPT guidelines, especially the personnel administration issues. It is essential that employees should not only be aware about the relevant rules and guidelines but also be updated about the latest changes and amendments. Hence, the competency to be abreast with the relevant rules, notifications etc. is one of the essential functional skills as observed from the functions and sub-functions of the ministry.

*Noting & Drafting:*

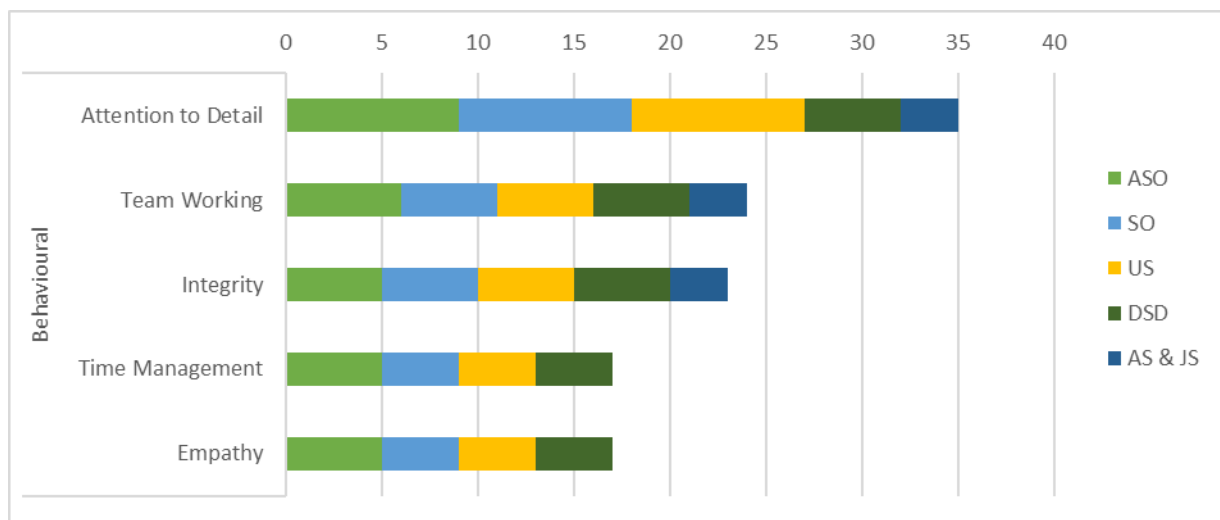
Noting & Drafting is one of the most important competencies across the ministry. Considering the fact that entire decision making of the government process depends on the articulation of the facts and possible options of decisions, which are supported by relevant laws, rules, precedence etc. which are detailed, for which noting & drafting skill is essential.

*MoU / Contract Preparation, verification, enforcement:*

It may be observed from the functions performed by this division that, one of the functions is engagement of young professionals, consultants etc. as per guidelines of DoPT in this regard. Officials of this division are required to prepare various MoUs for engagement of the consultants, hence it is required that they are well aware about the procedures of MoU preparation, enforcement etc.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Integrity*

Since the functions of this division involves engagement of consultants, dealing with vigilance cases etc., it is required that one of the key competencies required in the division is Integrity.

### 5.5.5 Broadcast Administration of Engineers (BAE- I & II)

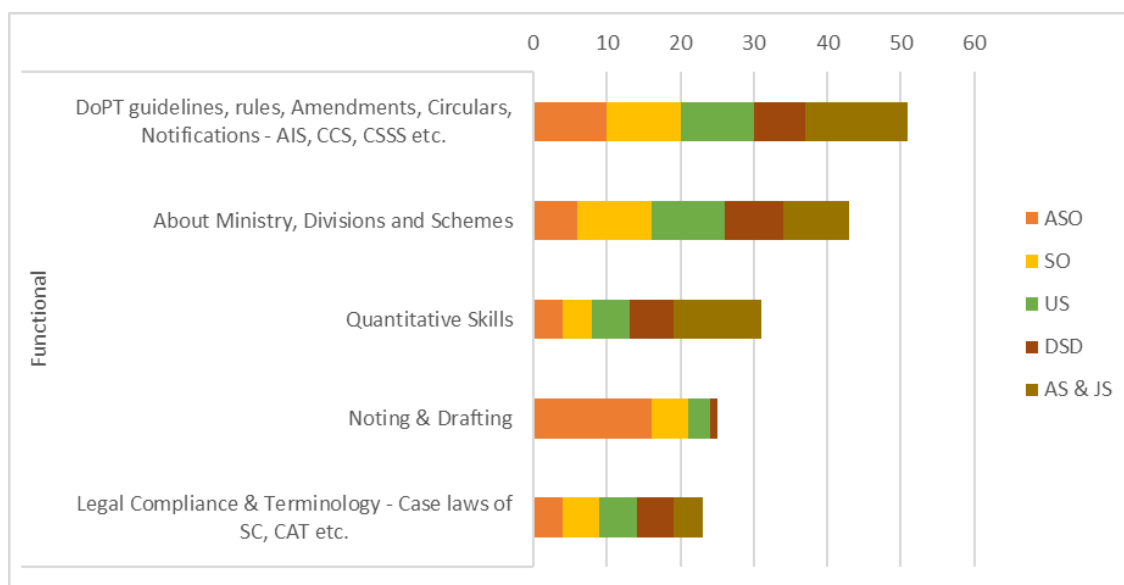
Broadcast Administration of Engineers Section deals with the cadre management of Indian Broadcasting Engineering Services and Subordinate Engineering Services (Helper, Engineering Assistant, Sr. Engineering Assistant & Assistant Engineer) and all matters relating to posts exclusive to Doordarshan. The administrative matters such as promotions, Merger of cadres, maintaining of service records, addressing the grievances, replying to parliament queries and other miscellaneous matters pertaining to all Broadcast Engineers/Officers.

Handling of the associated section works are dealt based on the Indian Broadcasting (Engineers) Services Rules ,1981. In addition, the section looks after other general matters related to parliamentary Standing committees, RTI applications, Public Grievances, court cases and internal matters pertaining to promotions.

#### **Division- level Capacity Needs Analysis**

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



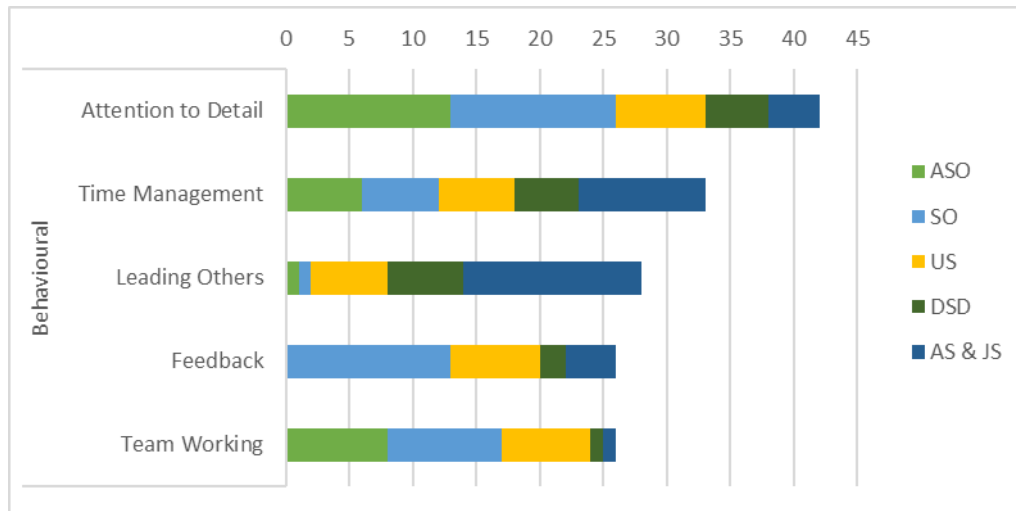
##### **Detail of important Competencies:**

###### **About Ministry, Divisions, Schemes:**

One of the very important domain competencies is knowledge of "About Ministry, Divisions, Schemes". To carry out every function in the ministry it is essential that every designation and role of the organisation is aware about the ministry, its divisions, schemes.

### **Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



### **Detail of important Competencies:**

#### **Feedback:**

Feedback is a competency that involves providing feedback to the subordinates regarding the work that they perform, this includes vetting of the documents, review of performance etc. Techniques of providing feedback is a competency for the officers in leadership role.

#### **5.5.6 Broadcast Administration of Programmers (BAP I& II)**

The Broadcast Administration of Programmers section looks after the administrative matters pertaining to the different cadres of All India Radio & Doordarshan. The cadres include administrative cadre, Programming Cadre, Official Language cadre, Instrumentalists, News Reader cum Translator, Stenographer cadre, Announcer cadre.

The section handles the subjects such as Amendments of Prasar Bharati Broadcasting Corporation of India Act 1990, Framing Rules and Regulations and their amendments for Recruitment and Promotions of the above-mentioned cadres, Appointment of Chairman, and other members of Prasar Bharati Board.

In addition, it looks after other general matters related to parliamentary Standing committees, RTI applications, Public Grievances, court cases and internal matters pertaining to promotions.

## Division- level Capacity Needs Analysis

### Domain Competencies:

Domain Competencies identified for this division are specified below:

Competencies	ASO	SO	US	DSD	AS & JS	Total
<b>Domain</b>						
Prasar Bharati (Broadcasting Corporation of India) Act,1990	8	8	8	8	16	48
IBPS Recruitment Rules	3	3	3	3	6	18

### Detail of important Competencies:

#### *Prasar Bharati (Broadcasting Corporation of India) Act,1990:*

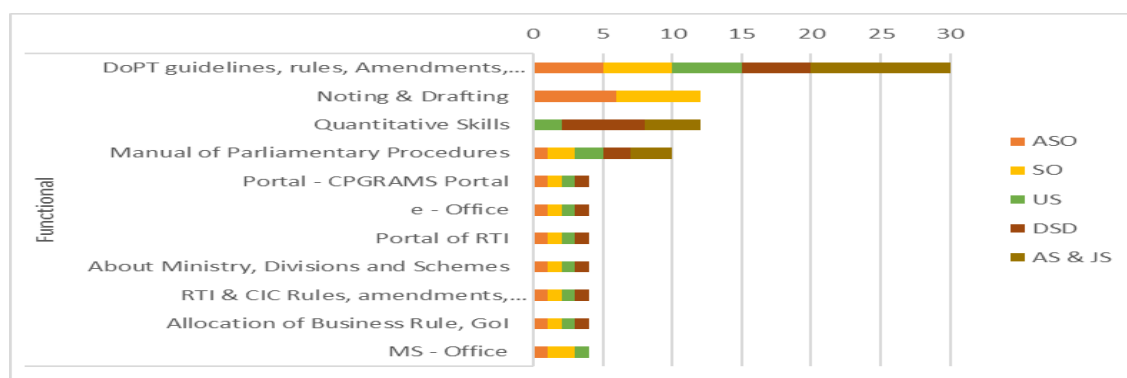
The division deals with administrative matters of employees of various cadres working in AIR and DD. Majorly the works of DD and AIR are defined by Prasar Bharati Act and this division deals with amendments to the act pertaining to the recruitment and promotion of specific cadres. Hence it is required that the officials of this division have advanced knowledge of the provisions of the act to be able to fulfil the responsibilities assigned.

#### *IBPS Recruitment Rules*

The division deals with recruitment of professionals in AIR and DD through IBPS. Since officials of this division deal with recruitments, they are required to have advanced knowledge of IBPS recruitment rules to be able to perform efficiently in this division.

### Functional Competencies:

Important functional competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Manual of Parliamentary Procedures:*

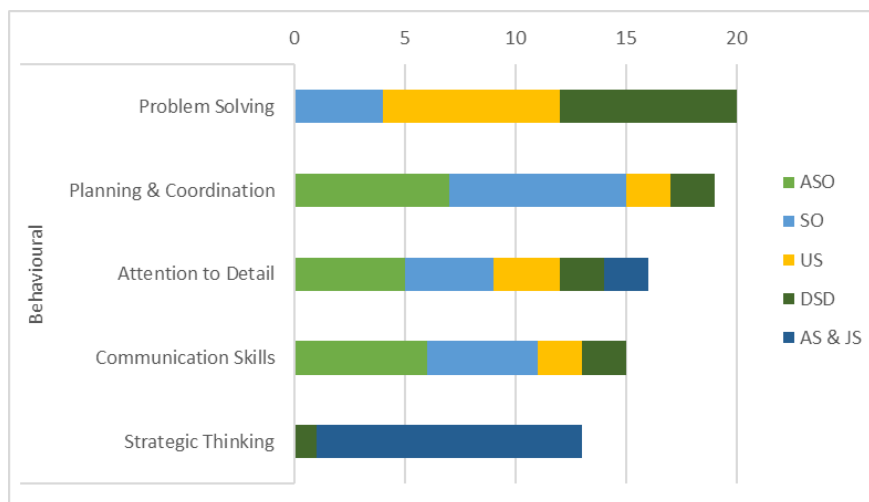
Employees working in this division are required to follow all the processes and procedures detailed in Manual of Parliamentary procedures to adhere to the standards. Since, the work pertaining to replying to parliament questions is high in this division. Therefore, this competency becomes one of the very important competencies of this division.

*RTI & CIC Rules, amendments, circulars, case laws:*

RTI compliance is one of the very important aspects of this division. Considering the responsibilities assigned to the division, it receives numerous RTI applications. For compliance with the provisions of the act, it is essential for the employees to be abreast with the latest happenings in the domain of RTI, CIC case laws etc. Therefore, this is one of the important competencies for the division.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Planning & Coordination:*

Planning and coordination is one of the core aspects required for this division. This division works closely with AIR & DD for matters pertaining to personnel administration. Further, this division needs to adhere to various procedures and practices etc. it is essential that the works of the divisions are required to be planned for timely completion. Hence, competency of planning & coordination is quite essential for the employees working in the division.



### 5.5.7 Broadcast Content - I, II, III

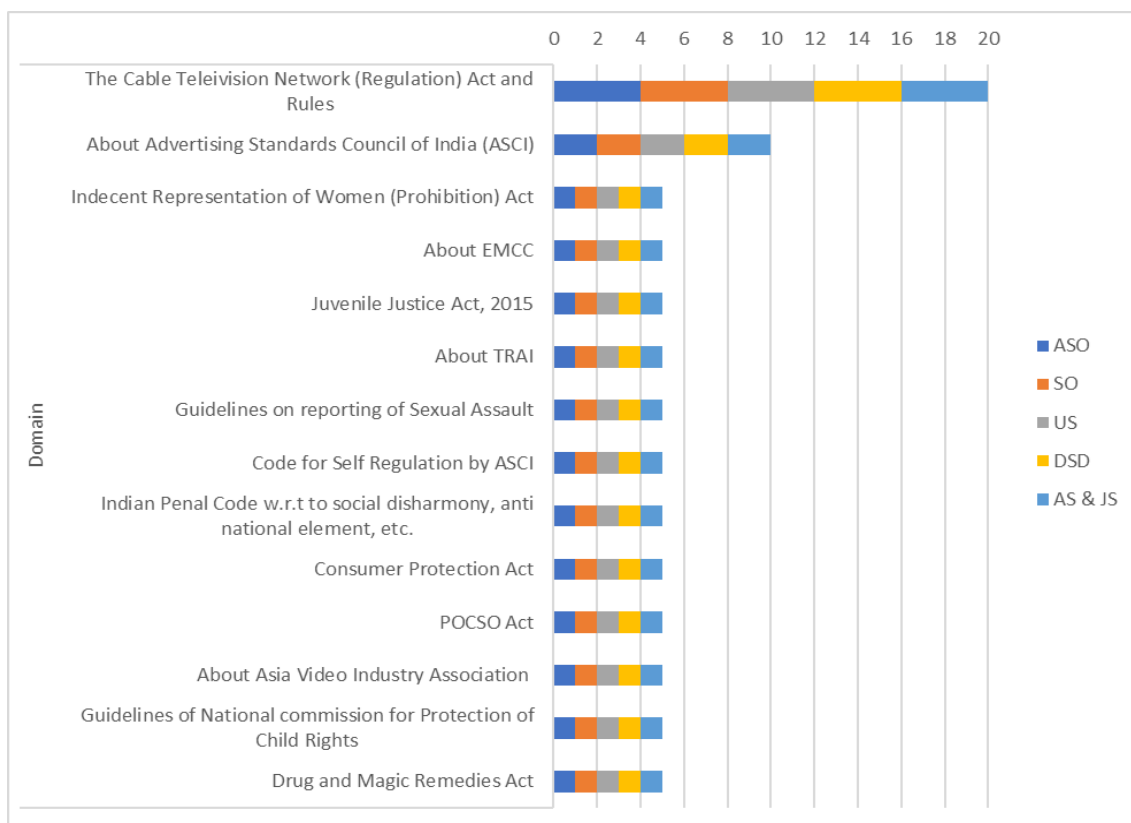
Broadcasting Wing (BC Wing) is responsible for all matters related to regulation of content telecast on private satellite TV channels and transmitted/re-transmitted through cable television network. To monitor and record, the Ministry has established Electronic Media Monitoring Centre (EMMC).

All administrative and financial matters of EMCC office are handled by BC Section in the Ministry and also undertakes various activities in regard to regulation of the content covering scrutiny of complaints/grievances relating to telecast of advertisements on Private Satellite TV channels, coordination in respect of constitution of State/District Level Monitoring Committee for monitoring content, review of cases referred by Scrutiny Committee of EMCC for content violation, taking action on complaints /Grievance Petitions against violation of Programme Code by private satellite TV channels and handling of court cases, parliament matters and RTI queries.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:



##### **Detail of important Competencies:**

**Cable Television Network (Regulation) Act, 1995 and Rules:**

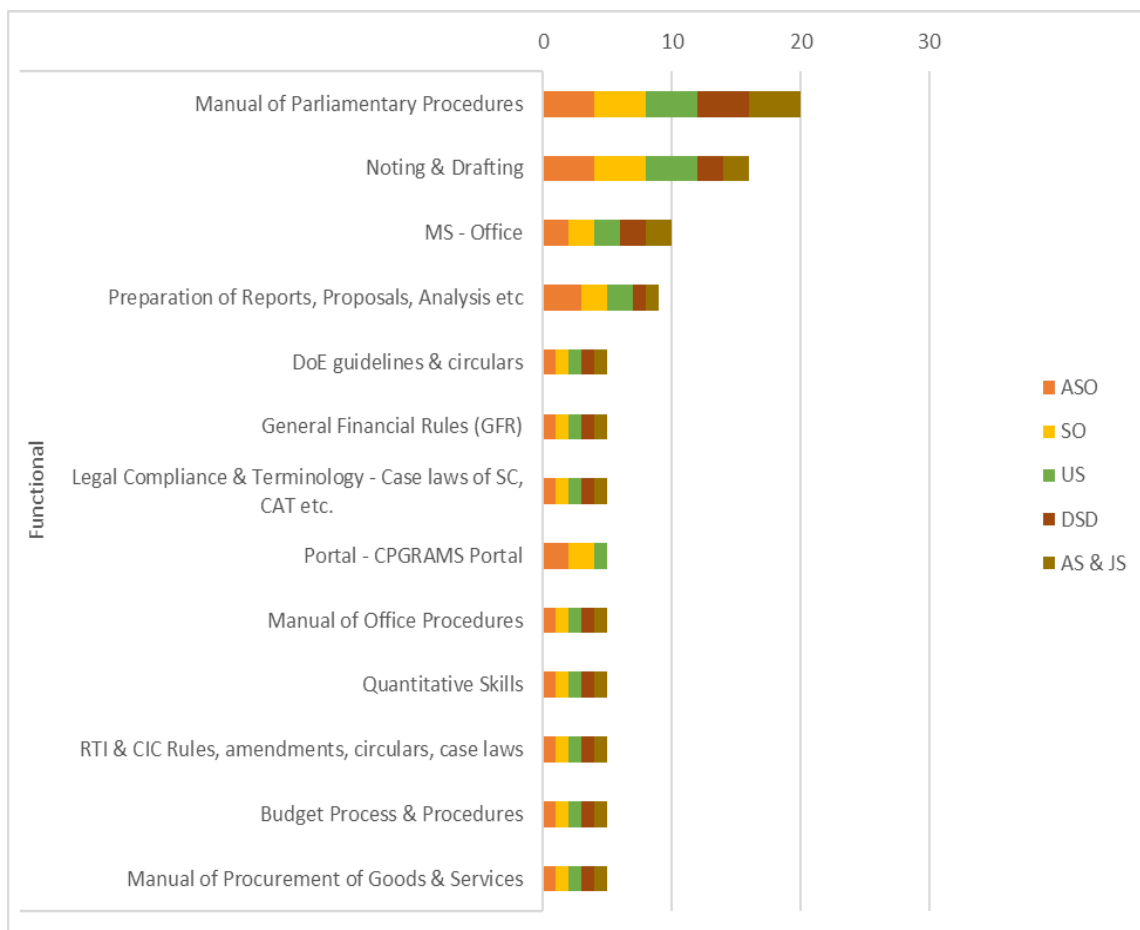
The division deals with administrative and financial matters of Electronic Media Monitoring Centre office as per Cable Television Network Act, 1995, related amendments, rules, notifications, circulars etc. The officials working in this division are required to have advanced knowledge regarding the act, since they are required to infer and invoke provisions of the act to fulfil the responsibilities assigned to the division.

**Advertising Standards Council of India (ASCI):**

The division undertakes various activities regarding regulation of the content covering scrutiny of complaints/grievances relating to telecast of advertisements on Private Satellite TV channels. To carry out the works efficiently it is required that the officials of the division have advanced knowledge of Advertising Standards defined by ASCI.

**Functional Competencies:**

Important functional competencies identified for this division are depicted below.



**Detail of important Competencies:**

*MS – Office:*

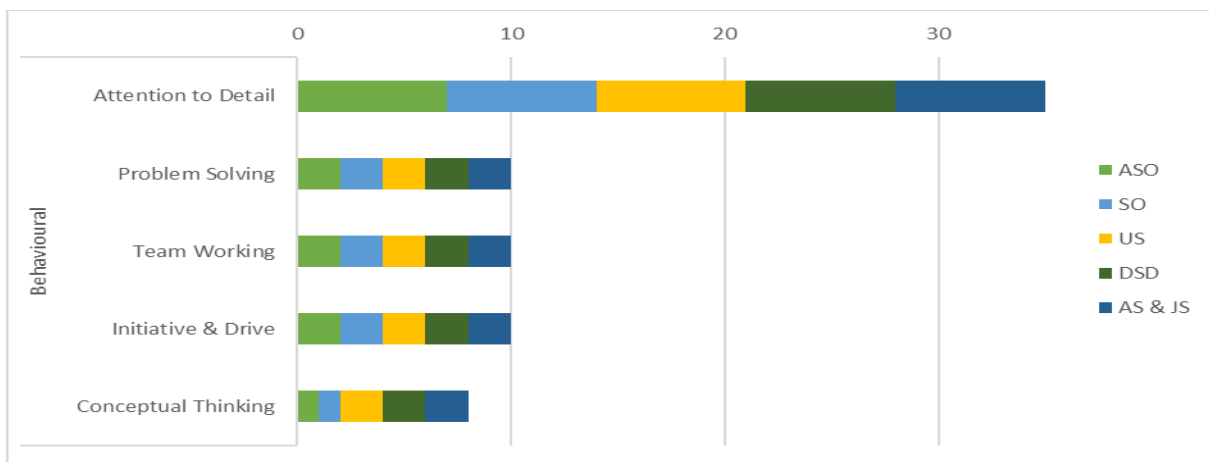
MS – Office suite consisting of MS – Word, Excel and Power point are one of the critical competencies that employees of the ministry need to possess. Hence MS – Office is identified as one of the important competencies for employees working in Cash division.

*Preparation of Reports, Proposals, Analysis etc.:*

The division is assigned the responsibilities of handling grievances related to telecast and review of cases referred by Scrutiny Committee of EMMC for content violation, taking action on complaints /Grievance Petitions against violation of Programme Code by private satellite TV channels. To carry out the responsibilities efficiently, officials need to have expertise in preparation of the reports, analysis of the reports received. Hence, it is required that all the officials of the division have advanced knowledge of this competency.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of few important Competencies:**

*Attention to Detail:*

It may be observed that attention to detail is the most important Behavioural competency, since work of the division involves dealing with grievances related to telecast and review of cases referred by Scrutiny Committee, it is essential to verify every aspect of the grievance. Hence, attention to detail is one of the very critical competencies for all the officials working in the division.

### 5.5.8 Broadcast Content - IV

Broadcast Content is responsible for all matters related to programme matters of AIR, DD, processing of public requests for telecast of serials / films on Doordarshan and AIR, coverage of sports events / functions by DD & AIR including sharing of sports events with other sports channels, Election broadcast scheme for recognized national / state level political parties, grievance redressal related to content matter of AIR, DD. The division is also responsible for handling of audit paras, court cases, parliament matters and RTI queries.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Prasar Bharati (Broadcasting Corporation of India) Act,1990	14	14	14	13	13	68
Sports Broadcasting Signals (Mandatory sharing with Prasar Bharati) Act, 2007	4	4	4	4	2	18

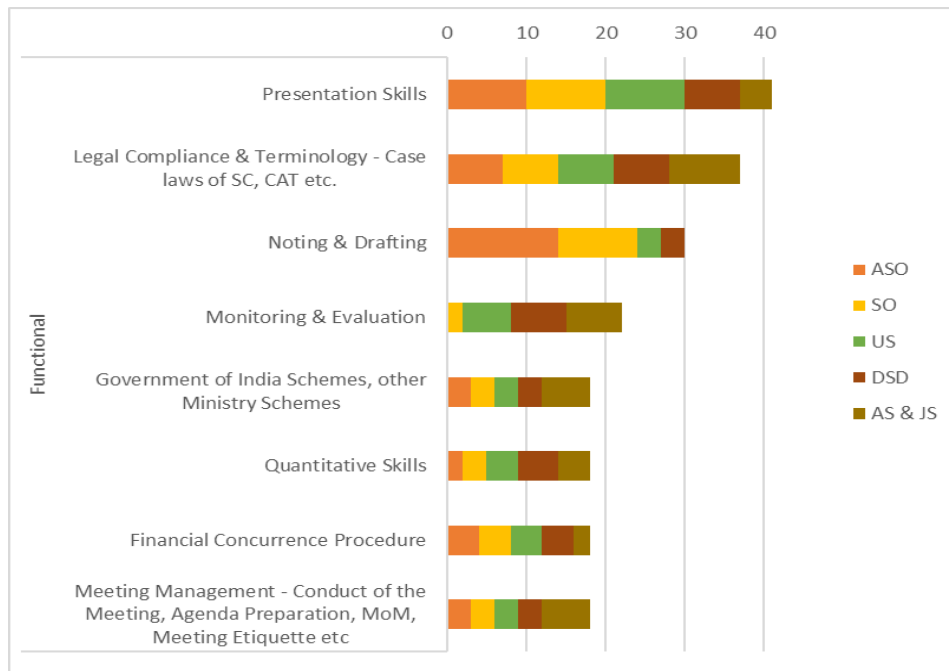
##### **Detail of important Competencies:**

*Sports Broadcasting Signals (Mandatory sharing with Prasar Bharati) Act, 2007:*

The division deals with subjects related to broadcast content of DD and AIR. One of the very important acts that provide DD and AIR with the mandate of broadcasting sports event is Sports Broadcasting signals Act, 2007. Hence, the officials of this division needs to have thorough understanding of this act. Therefore, this is one of the key domain competencies of the division.

### Functional Competencies:

Important functional competencies identified for this division are depicted below.



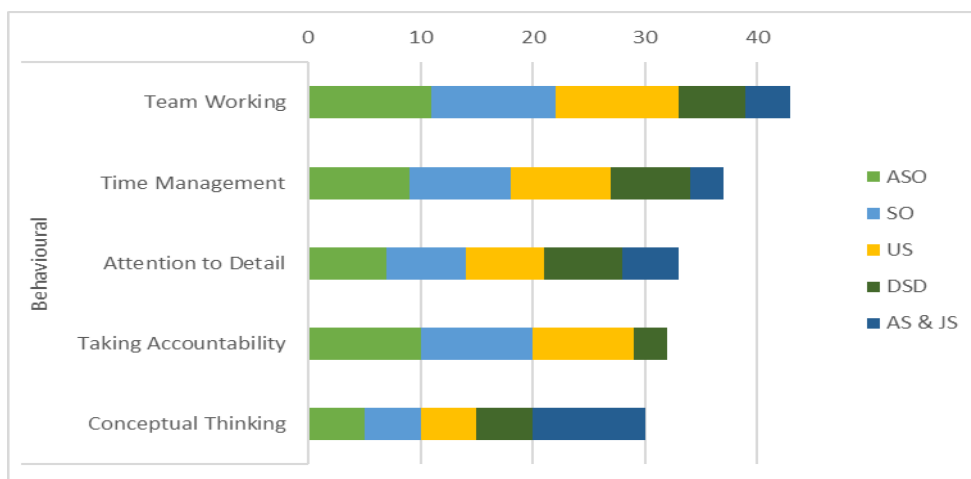
### Detail of important Competencies:

#### Presentation Skills:

Presentation skills is one of the very important competencies. This includes preparation as well as presentation. Since, every scheme is required to project its current status, strategy to achieve the objective to various stakeholders, it is essential in most of the divisions.

#### Behavioural Competencies:

Identified important Behavioural competencies identified for this division are depicted below.



### ***Detail of important Competencies:***

#### *Taking Accountability:*

In this division it is required that the employee take accountability for the content transmitted through DD and AIR. This would involve coordinating with different divisions of DD, AIR and other divisions of the ministry. Therefore, taking responsibility and accountability is one of the important competencies required for the designations of this division as per the job description.

#### **5.5.9 BP&L I & II**

BP&L Section in Broadcasting Wing is concerned with policy matters related to administration of Cable Television Networks (Regulation) Act, 1995 and Rules thereunder, The Sports Broadcasting Signals (Mandatory Sharing with Prasar Bharati) Act, 2007 and Rules thereunder, DTH Guidelines, HITS Guidelines, IPTV Guidelines, TRP Guidelines and miscellaneous policy issues pertaining to broadcasting sector. The BP&L section is also responsible for processing the requests like grant of license to DTH operators, permission to HITS operators, and registration to TRP agency as per the guidelines and undertake the work of amendments in the policy/guidelines from time to time.

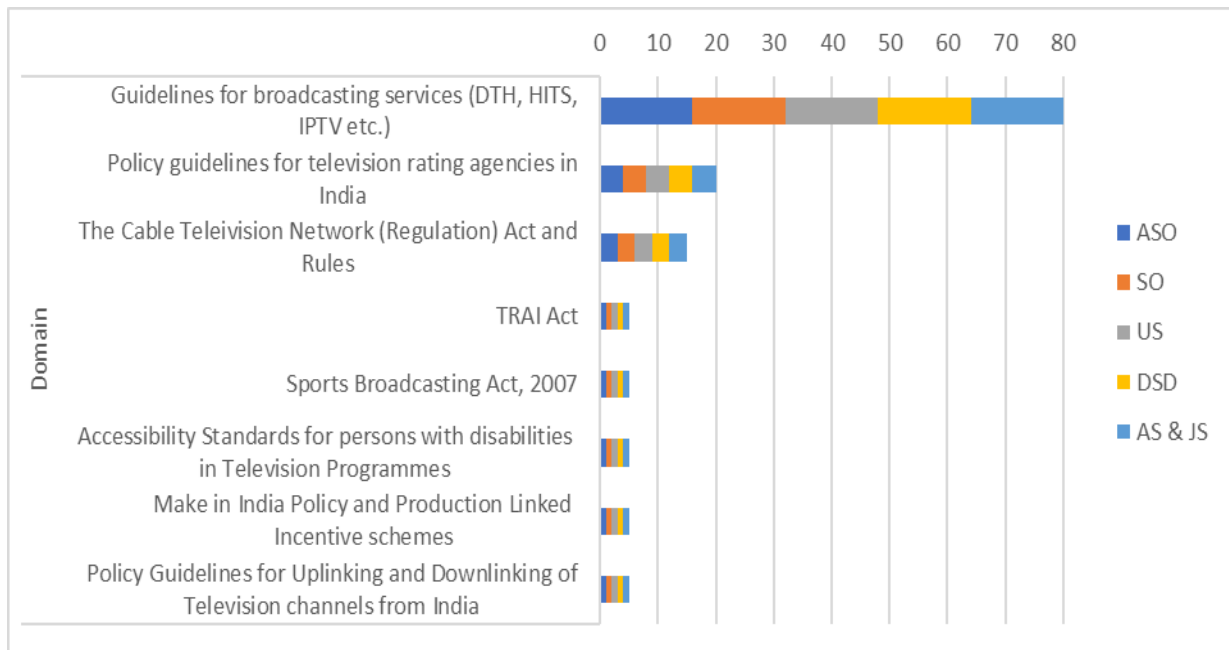
The proposal to declare any sporting event(s)/game(s) of national importance under the Sports Broadcasting Signals (Mandatory Sharing with Prasar Bharati) Act, 2007, coordination with concerned ministries in the matter and its notification through Gazette of India is also undertaken by BP&L Section. Other activities undertaken by the section include:

- Levy of penalty or Cancellation of license/permission/registration
- Accessibility standards in Television for persons with hearing disability
- Coordination regarding indigenous manufacturing of set-top boxes
- FDI proposal(s) in DTH/ HITS segment.
- Court cases, RTI, Parliament matters

## Division- level Capacity Needs Analysis

### Domain Competencies:

Domain Competencies identified for this division are specified below:



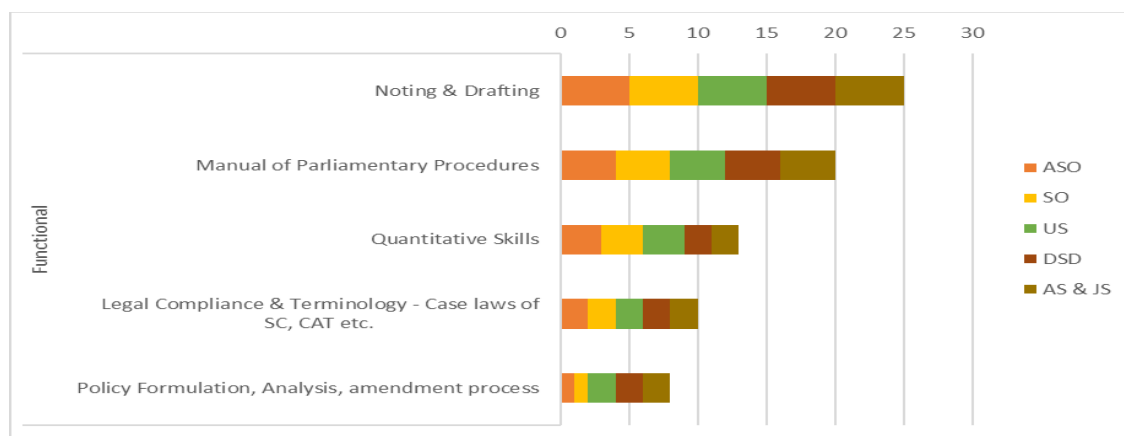
### Detail of important Competencies:

#### Guidelines for Broadcasting Services – DTH, HITS, IPTV etc.:

This division deals with policy matters related to administration of Cable Television Networks (Regulation) Act, 1995. Which governs the broadcasting services, based on which guidelines for broadcasting services such as DTH, HITS, IPTVs are governed. Awareness regarding guidelines plays an important role in functioning of the division.

### Functional Competencies:

Important functional competencies identified for this division are depicted below.



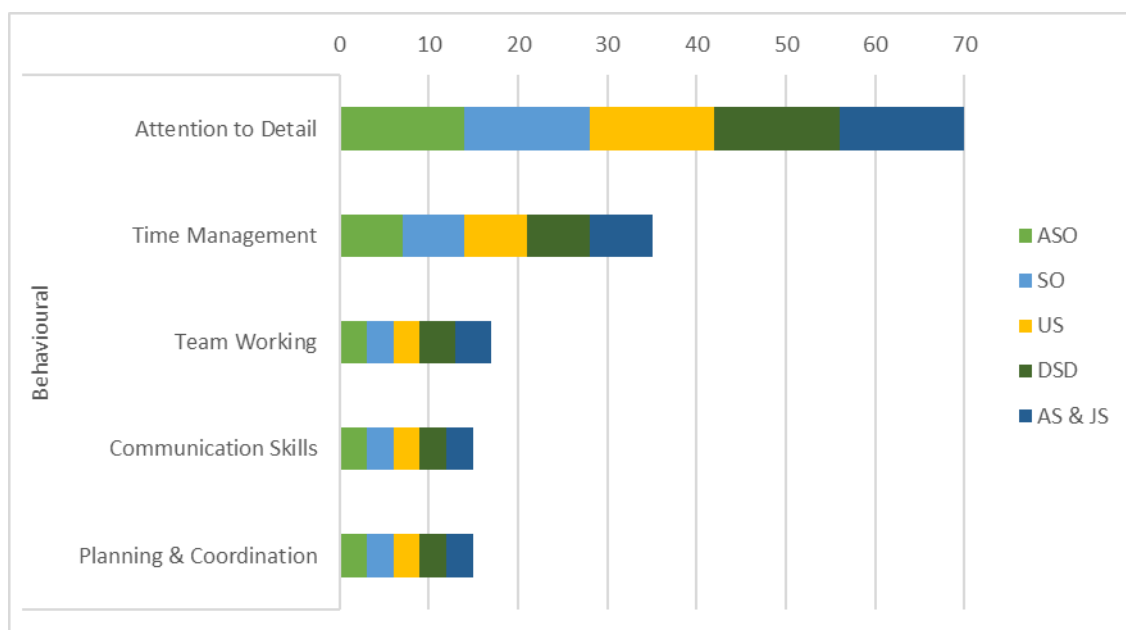
**Detail of important Competencies:**

*Legal Compliance & Terminology – Case laws of SC, CAT etc.*

The division works regarding managing of various service providers in the process of implementation of relevant Acts and guidelines, there may be legal cases that may be filed. To manage the cases and not to give scope for contempt of court decisions, it is required that the officials of this division are aware about Legal compliances and also legal terminology at intermediate level so as to understand crux of the case.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of few important Competencies:**

*Attention to Detail:*

Attention to detail is a crucial behavioral competency for individuals working in the division, as the work involves dealing with various stakeholders related to telecast and reviewing cases pertaining to licenses, FDIs, Court cases, it is essential for officials in this division to thoroughly examine every aspect of the case thoroughly. Hence, Attentional to detail is an important competency for this division.



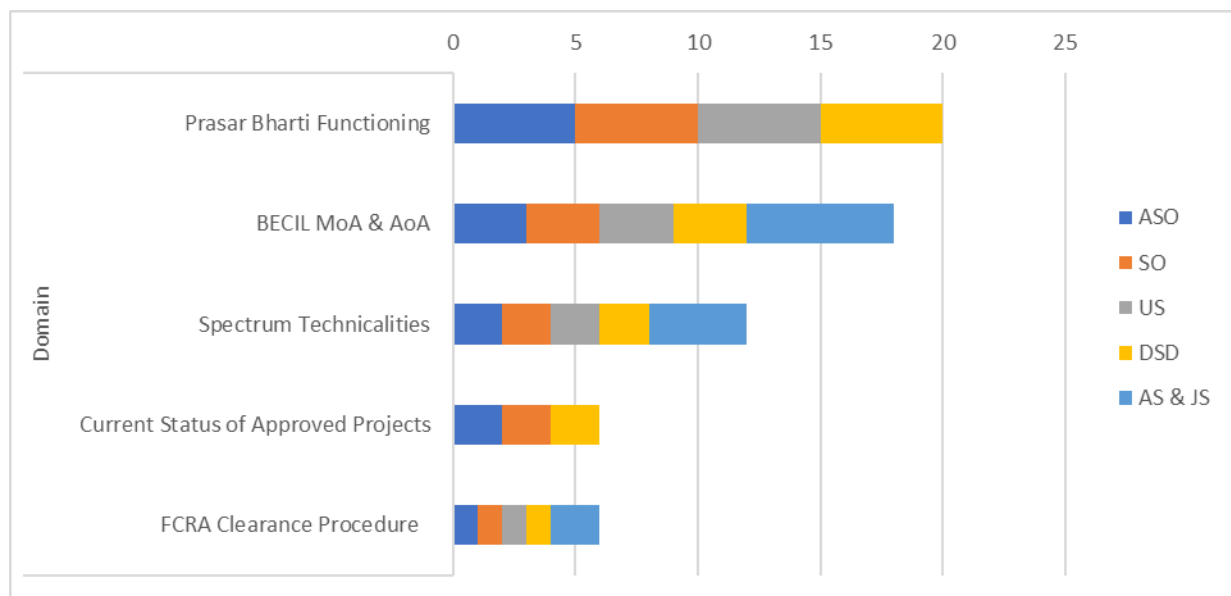
### 5.5.10 Broadcast Dev. Section

Broadcast Development division takes care of administration, finance, and other management related aspects of Prasar Bharati. Activities include policy making related to Prasar Bharati, development of broadcasting infrastructure of AIR, DD through plan schemes, Support for Prasar Bharti for strengthening border area infrastructure with special focus on J&K and North East, Security of installations of DD, AIR in coordination with MHA etc.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:



##### **Detail of important Competencies:**

###### **Prasar Bharati Functioning:**

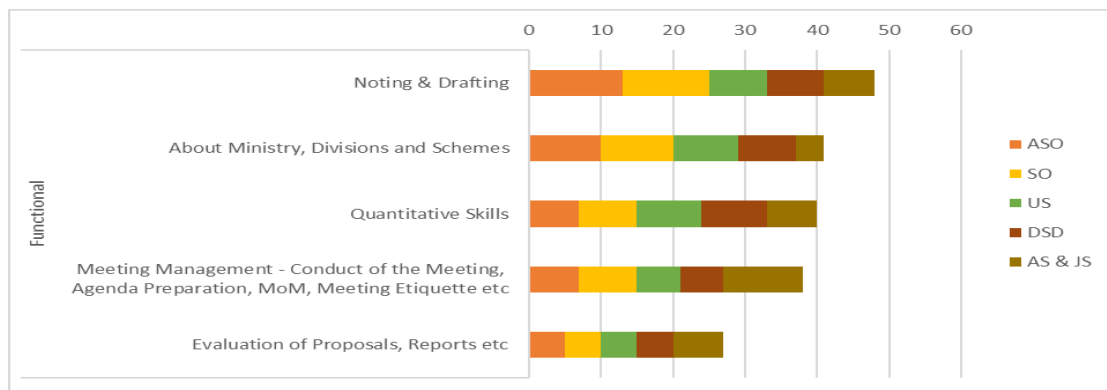
This division works on policy making, management, monitoring, functioning of Prasar Bharati. Officials working in this division are required to have advanced knowledge of functioning of Prasar Bharati, to deliver responsibilities assigned to the division.

###### **BECIL MoA & AoA:**

The division manages functioning of BECIL, hence it is required that the officials are aware of the Memorandum of Association and Articles of Association of BECIL for proper functioning of BECIL.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



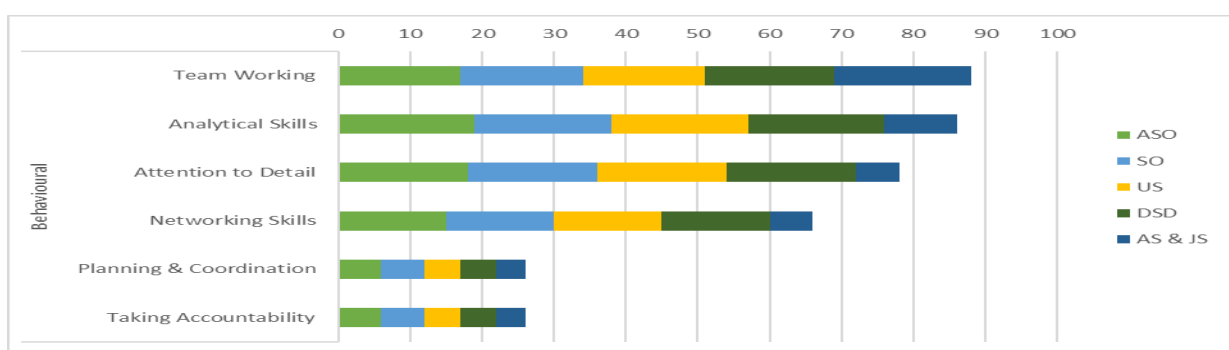
**Detail of important Competencies:**

**Meeting Management:**

Conduct of the meeting, attending the meeting, meeting etiquette etc. are very important competencies, which are grouped to Meeting Management. This includes the competencies of preparation of agenda, communicating the agenda to participants, conduct of the meeting for results etc. This division works with various stakeholders which requires conduct of the meetings on regular basis. Therefore, this competency is one of the very important competencies.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

**Networking Skills:**

As detailed, this division works with various stakeholders such as Prasar Bharati, DD, AIR, MHA etc. officials working in the division need to have good networking skills to ensure proper coordination with various stakeholders.

### 5.5.11 Broadcasting Finance

Broadcasting Finance deals with Budget management of Prasar Bharati, wherein the budgets submitted by Prasar Bharati are analysed, placed for sanction of budgets, budget re-appropriations, Coordination for submission of Annual Report of Prasar Bharti to parliament, analysis of outcome, output budgets, working with standing committee of information & technology, handling of court cases, preparation of cabinet notes pertaining to grants, waiver of spectrum charges and signing of KPI with Prasar Bharati.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Prasar Bharati (Broadcasting Corporation of India) Act,1990	6	6	6	5	7	30
Broadcasting Infrastructure and Network Development Scheme	2	2	2	2	2	10

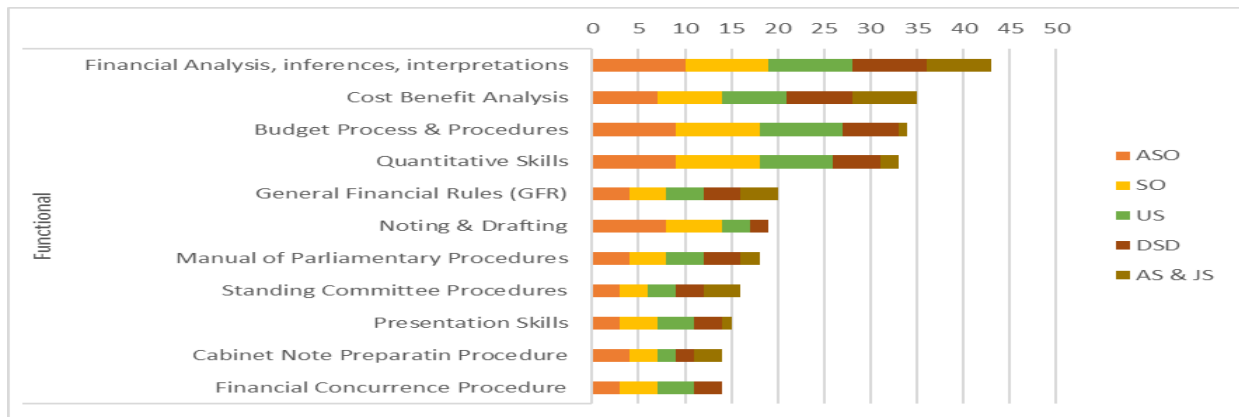
##### **Detail of important Competencies:**

###### *Broadcasting Infrastructure and Network Development (BIND) Scheme:*

Government of India under the scheme BIND has planned to revamp the infrastructure of DD, AIR apart from expanding in the areas of producing high quality content with focus of LWE, border and strategic areas. This division works in the area of budget management; hence officials of the division are required to have intermediate knowledge regarding BIND scheme, it's objectives and cost-benefit analysis.

### Functional Competencies:

Important functional competencies identified for this division are depicted below.



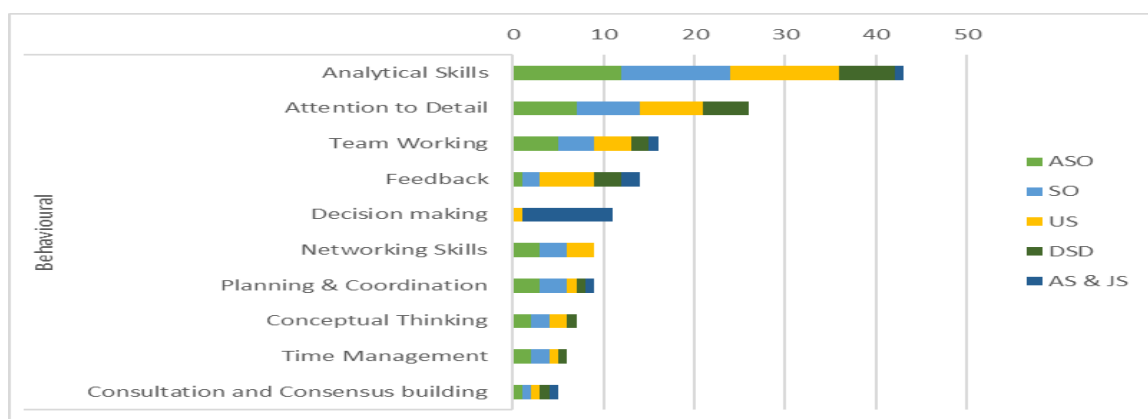
### Detail of important Competencies:

#### Financial Analysis, inferences, interpretations:

Core activity of the division is to work on the budget aspects of Prasar Bharati, as part of the functions, officials of the division are required to work on financial analysis, inferences, interpretations mentioned in the budgets. Therefore, it is essential for the officials to have this important competency.

### Behavioural Competencies:

Identified important Behavioural competencies identified for this division are depicted below.



### Detail of important Competencies:

#### Decision making Concepts:

At the level of AS & JS, decision making is the most important function that enables ministry to achieve objectives. At the level of leadership, decision making concepts is one of the critical competencies.

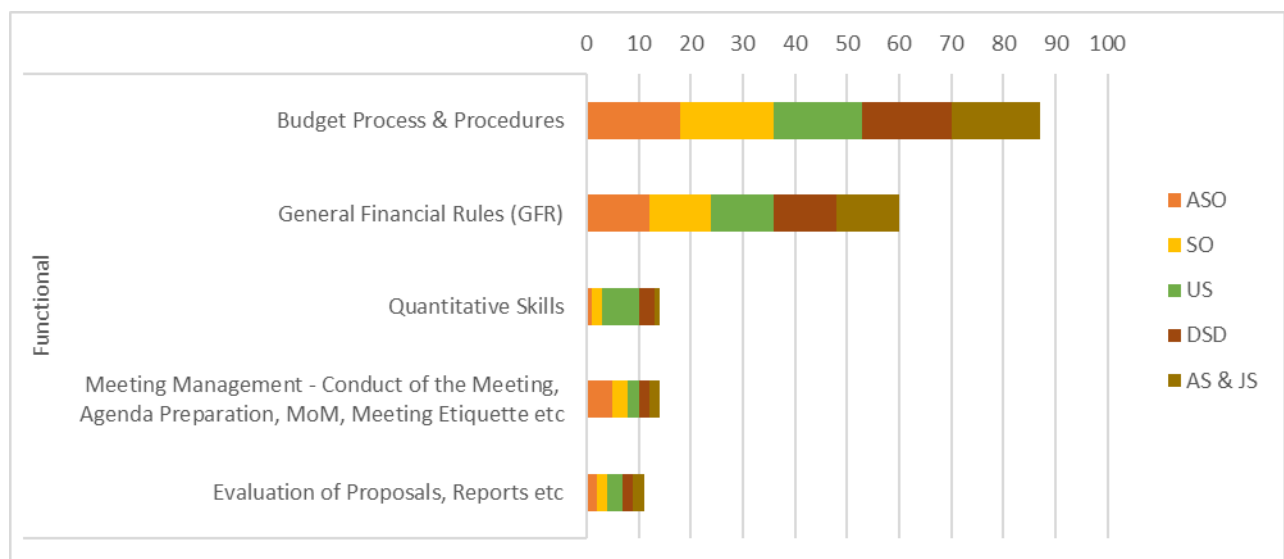
### 5.5.12 Budget & Accounts

Budget & Accounts section looks after the Analysis of previous year's budget and the prepares Budget Estimates and Revised Estimates of the Ministry by collecting information from the Media Units, prepares outcome Budget and Detailed Demands for Grants of the Ministry for laying in both the Houses of the Parliament in the Budget Session every year. In addition, the section prepares the supplementary demands for Grants for the Ministry, submits the details for Manpower Management Information system such as quarterly expenditure on pay and allowances, pay bands, grade pay. The section based on the requirement opens a new head of accounts on request from budgetary units and carries out the process of Re-appropriation of funds to various media units in consultation with the Ministry of Finance and Department of Expenditure.

#### **Division- level Capacity Needs Analysis**

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



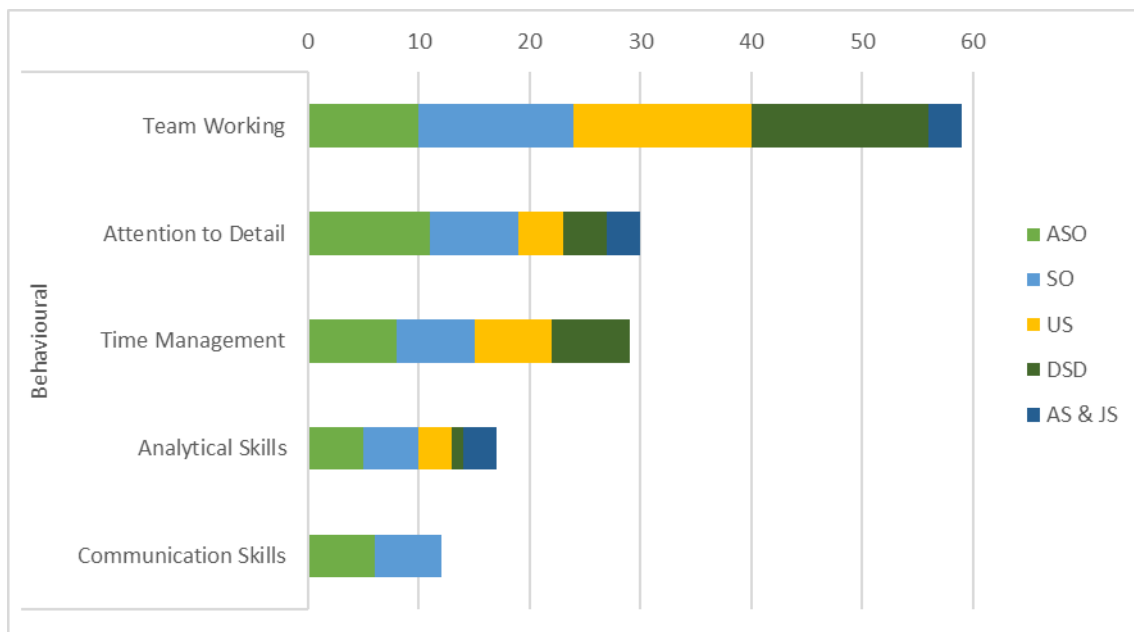
##### **Detail of important Competencies:**

###### **Budget Process & Procedures:**

This division's one of the core activity is handling all budget related activities of the ministry. Therefore, it is essential that the officers of the section are aware about all the budget process and procedures, viz., budget preparation, apportionment of budget under different heads, communication process about sanctioned budgets, budget re-appropriation process etc.

### **Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



### **Detail of important Competencies:**

#### **Attention to Detail:**

This section deals with the budget of entire ministry, the information from which is collected from various other divisions of the ministry. Since this division is the process owner, it is required that the budget that is prepared for the ministry is flawless and accurate. The competency essential for this section is Attention to detail.

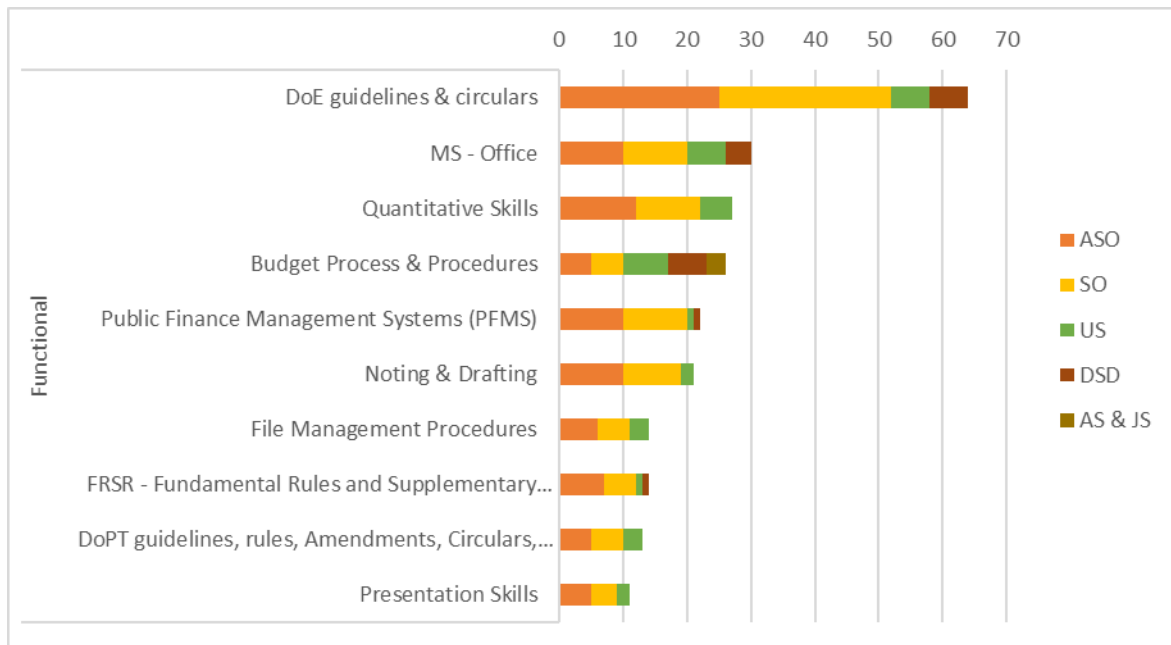
#### **5.5.13 Cash**

Cash Section in the Ministry majorly deals with Bills Processing works such as Salary Bills processing, Advance bills, processing other bills, Income Tax works, GPF works,, Reconciliation of expenditure with PAO, Audit Works etc.

### **Division- level Capacity Needs Analysis**

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



### **Detail of important Competencies:**

#### **DoE Guidelines & Circulars:**

Department of Expenditure (DoE) is the nodal department for overseeing public financial management system in Central Government. The principal activities of the Department include overseeing the expenditure management in the central Ministries/ Departments through the interface with the Financial Advisers and the administration of the Financial Rules/ Regulations/ Orders, pre-sanction appraisal of major schemes/ projects.

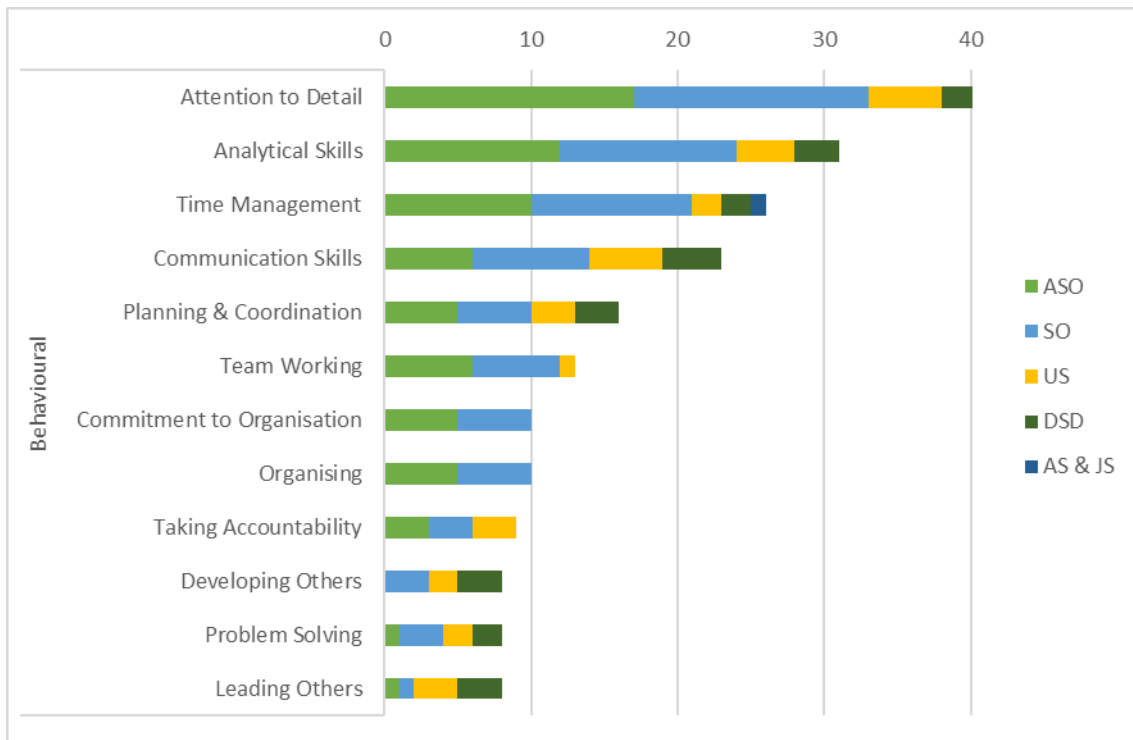
For the purpose, DoE on a continual basis issues Guidelines, Circulars, Notifications etc. which are to be duly followed by every ministry. For the purpose, Budget and accounts division staff needs to be abreast with latest notifications, circulars. Hence, this is one of the top most required competency for this division.

#### **MS – Office:**

MS – Office suite consisting of MS – Word, Excel and Power point are one of the critical competencies that employees of the ministry need to possess. Especially in cash section it is required that many kinds of analysis are required for submission of MIS. Hence MS – Office is identified as one of the important competencies for employees working in Cash division.

### **Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



***Detail of important Competencies:***

***Communication Skills:***

Communication Skills is one of the core competencies that every employee is required to have, this includes written, oral, and non-verbal communication. Active listening is one of the core components of this competency.

***Leading Others:***

It may be observed from the chart above that leading other’s is the competency that is majorly required at the leadership level of AS & JS pertaining to this division, followed by Deputy Secretary / Director.



#### 5.5.14 Community Radio Stations

This division deals with issuance of licenses for Community Radio establishment, processes grants on the infrastructure to establish community radio services, works closely with MHA with regards to border area services of community radio. Announce awards in various categories to encourage Community Radio Stations.

#### **Division- level Capacity Needs Analysis**

#### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Community Radio Station Schemes / Programs guidelines	8	9	7	7	2	33
CRS Award Guidelines	2	2	2	2	2	10

#### **Detail of important Competencies:**

#### *Community Radio Station Scheme / Programme Guidelines:*

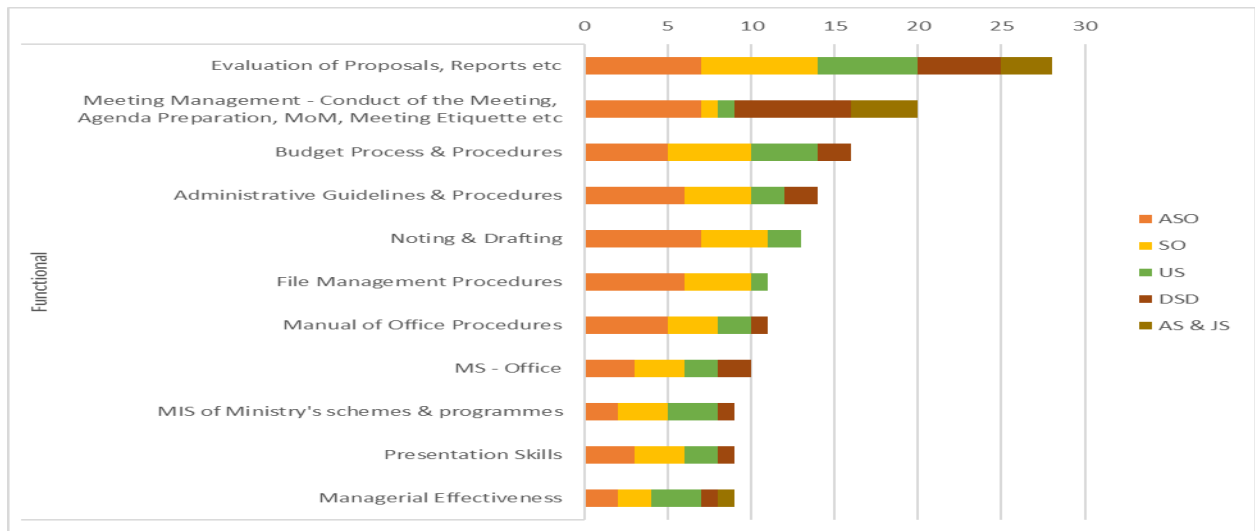
The purpose of this division is to grant licenses and oversee functioning of CRS. For the purpose it is quite essential that the officials of the division have advanced knowledge of the CRS schemes and program guidelines.

#### *CRS awards Guidelines*

On yearly basis MoIB announces awards in various categories of CRS functioning and prepares guidelines for announcement of awards. For processing of the applications and handle entire activity, it is required that the officials have domain knowledge of CRS awards guidelines.

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



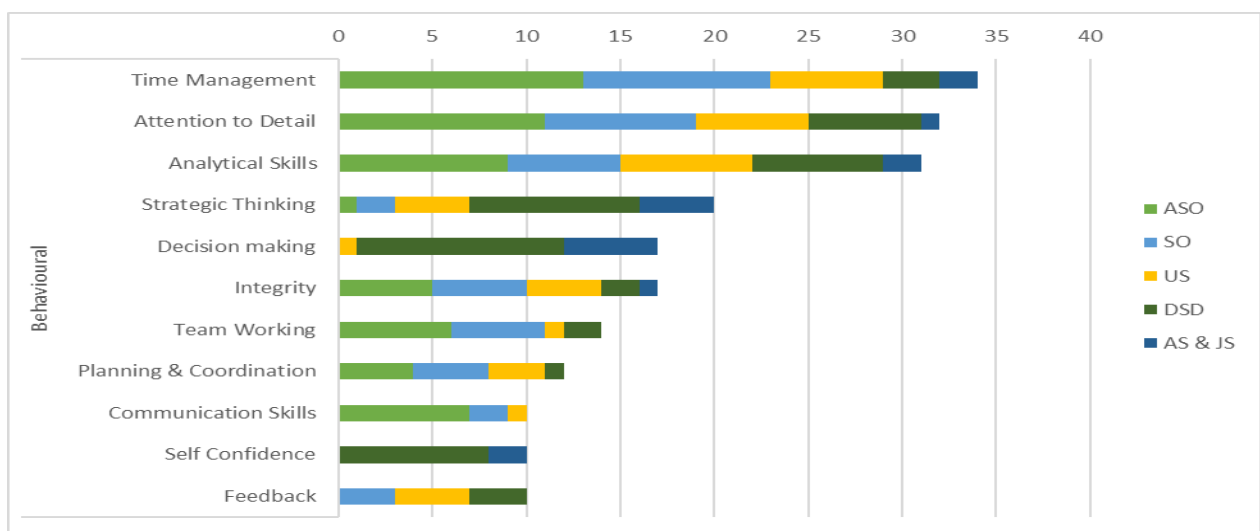
**Detail of important Competencies:**

*Evaluation of Proposals, Reports etc.:*

Interested parties to establish Community Radio Station submits proposals to the ministry, which is required to be analysed and based on scheme guidelines, the license is issued. Hence, officers of these sections need relevant competencies to evaluate proposals.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



*Strategic Thinking:*

To manage the scheme Strategic Thinking is one of the critical competencies required for the senior leadership of the division similarly, other officials of the division also needs strategic thinking to assess the application for setting up of Community Radio Station.

### 5.5.15 Digital Media

Digital media deals with policy matters related to digital media that includes self-regulation by publisher and self-regulation by self-regulating bodies and oversight mechanism by the ministry under Information Technology Rules, 2021 [Intermediary Guidelines and Digital Media Ethics Code]. The division also deals with FDI matters in respect of streaming of news and current affairs through digital media, registration of self-regulating bodies of publishers with respect to news and OTT platforms.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Information Technology Rule, 2021	9	9	8	8	8	42
International Trends & Exposure	2	2	2	2	4	12
FDI Policy of GoI & SOPs	1	1	1	2	2	7
International Cooperation	1	1	1	1		4

##### **Detail of important Competencies:**

###### *Information Technology Rules, 2021:*

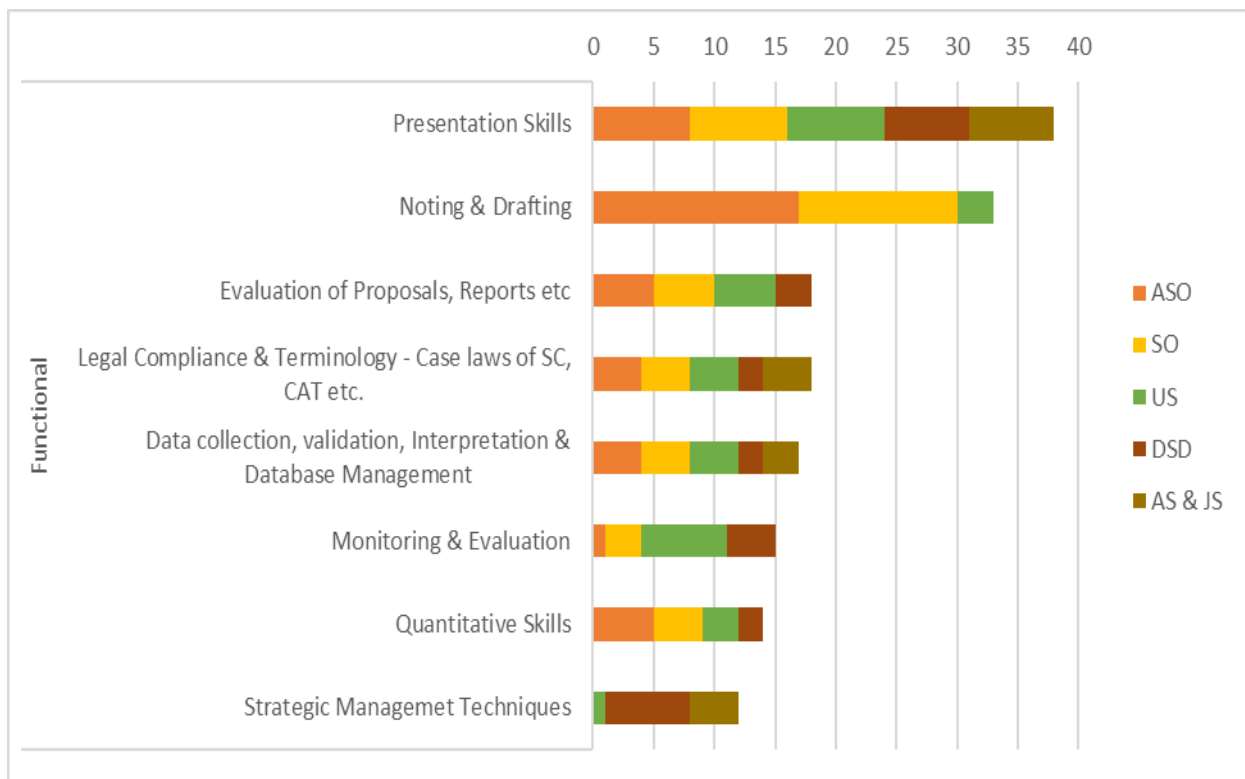
This division deals with policy matters pertaining to regulation of the digital media content. Hence it is essential that the officials working in the division are aware and possess advanced knowledge of Information Technology Rules, 2021 to enable them to deliver the responsibilities efficiently.

###### *FDI Policy of GoI & SoPs:*

This division is responsible to work regarding FDI aspects in respect of streaming of news and current affairs through digital media, to work efficiently in accordance with the guidelines of GoI regarding FDIs, the officials need to have advanced knowledge regarding FDI policy of GoI and related Standard Operating Procedures.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Evaluation of Proposals, Reports etc.:*

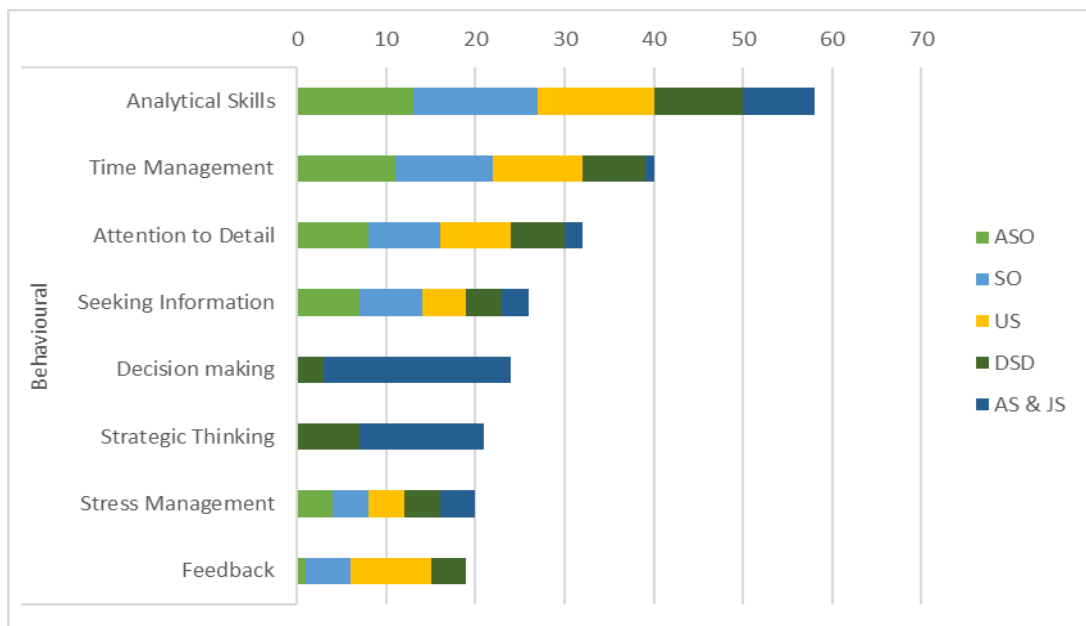
Interested parties to establish self-regulating bodies submit proposals to the ministry, which is required to be analysed and based on scheme guidelines, the registration is approved. Hence, officers of these sections need relevant competencies to evaluate proposals.

*Data Collection, Validation, Interpretation & Database Management:*

As part of implementation of the scheme, the division deals with various operators of digital media and keep receiving reports periodically, apart from this, there would be complaints that are lodged against digital platforms that needs to be handled. For carrying out the responsibilities vested, officials need to work on huge data and its interpretation. Hence, its essential for the officials to have advanced knowledge of this competency.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

**Feedback:**

Feedback is a competency that involves providing feedback to the subordinates regarding the work that they perform, this includes vetting of the documents, review of performance etc. Techniques of providing feedback is a competency for the officers in leadership role.

### 5.5.16 Digitally Addressable Systems I&II

Digital Addressable Systems section carries out the associated functions such as Multi System Operator (MSO) Registrations, looks into policy matters pertaining to Cable Television Networks (Regulation) Act 1995 for reviewing, amendments and setting the standards based on the stakeholder's feedback and grievances.

The section examines, coordinates with the Department for Promotion of Industry and Internal Trade (DPIIT) for the matters related to Foreign Direct Investment (FDI) proposals and continuously monitors and updates the Foreign Investment Facilitation (FIF) Portal.

In addition, it handles other general works associated with the applications of Right to Information Act, 2005, Public Grievances, Parliament Questions, Court Cases and preparation of the reports of Official Language, Budget Reports and reports sought by the policy planning cell.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Cable Television Networks (Regulation) Act 1995	5	5	5	5	9	29
Sectoral Knowledge	1	1	1	1	2	6
DPIIT Circulars	1	1	1	1	2	6
Portal - Broadcast Seva	1	1	1	1	1	5

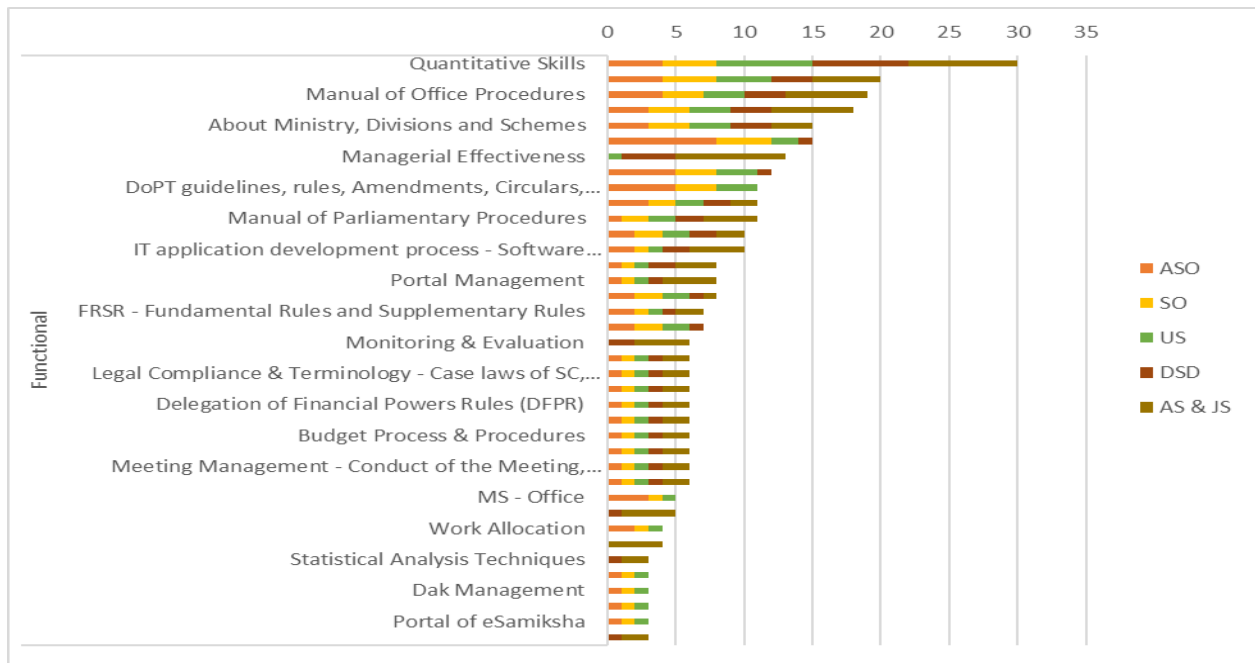
##### **Detail of important Competencies:**

###### *Cable Television Network (Regulation) Act, 1995 and Rules:*

The division deals with policy matters of Cable Television Network Act, 1995, related amendments, rules, notifications, circulars etc. The officials working in this division are required to have advanced knowledge regarding the act, since they are required to infer and invoke provisions of the act to fulfil the responsibilities assigned to the division.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



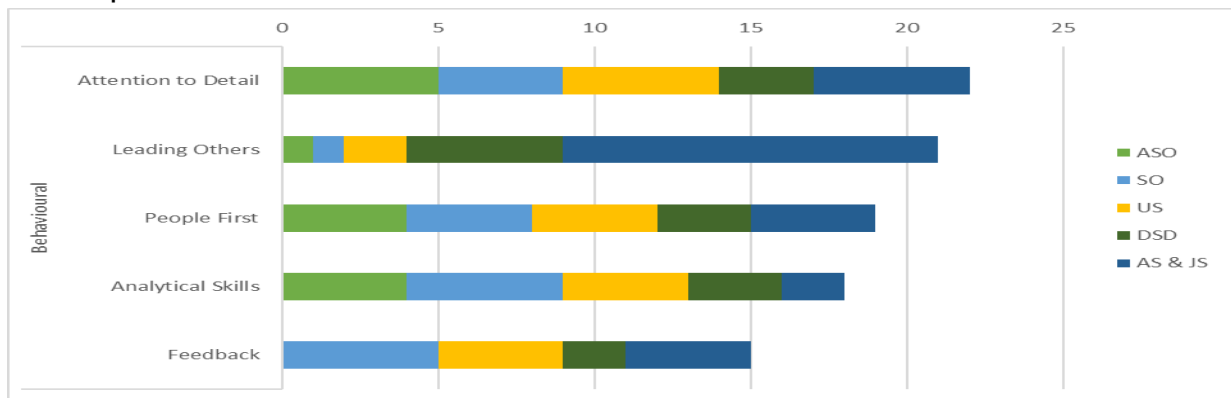
**Detail of important Competencies:**

**Quantitative Skills:**

This division works on aspects that include MSO operations, foreign investments etc. which needs Quantitative Skills for calculations. Hence, officials working in this division needs to have advanced knowledge in quantitative skills to perform efficiently.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

**Leading Others:**

It may be observed from the chart above that leading other’s is the competency that is majorly required at the leadership level of AS & JS pertaining to this division, followed by Deputy Secretary / Director. One of the critical aspects of this division is selection of vendors, which is driven by leadership.

### 5.5.17 Film Festival

Film festival desk linked to the section works on the functions such as preparation of National Film Awards regulations, Film Festival of India and Indian Panorama and participation in International Film Festival abroad. The section also looks after the Administrative Matters of Directorate of Film Festival (DFF). The section coordinates with the other sections such as RTI, Public Grievance, Parliament for preparation of replies, reports and required information for the works associated with the section.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Film Section's Relevant procedures, Data Templates & Formats	3	3	3	3	6	18
Indian Panorama Regulations	1	1	1	1	2	6
IFFI Regulations	1	1	1	1	2	6
Policy Guidelines for Up linking and Downlinking of Television channels from India	1	1	1	1	1	5

##### **Detail of important Competencies:**

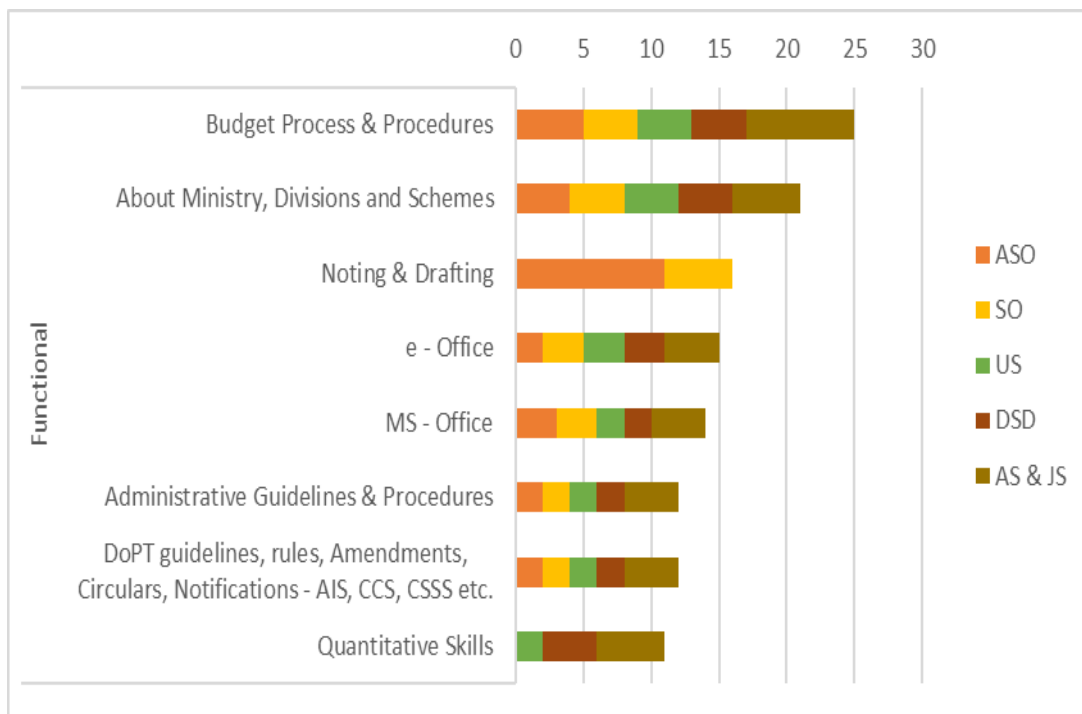
###### *Film Section's Relevant Procedures, Data Templates & Formats:*

This division works on activities that involve film award regulations, conduct of film festivals in India. Officials of this division are required to have required domain competencies regarding relevant procedures, precedence, practices to deliver results effectively.

##### **Functional Competencies:**



Important functional competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Budget Process & Procedures:*

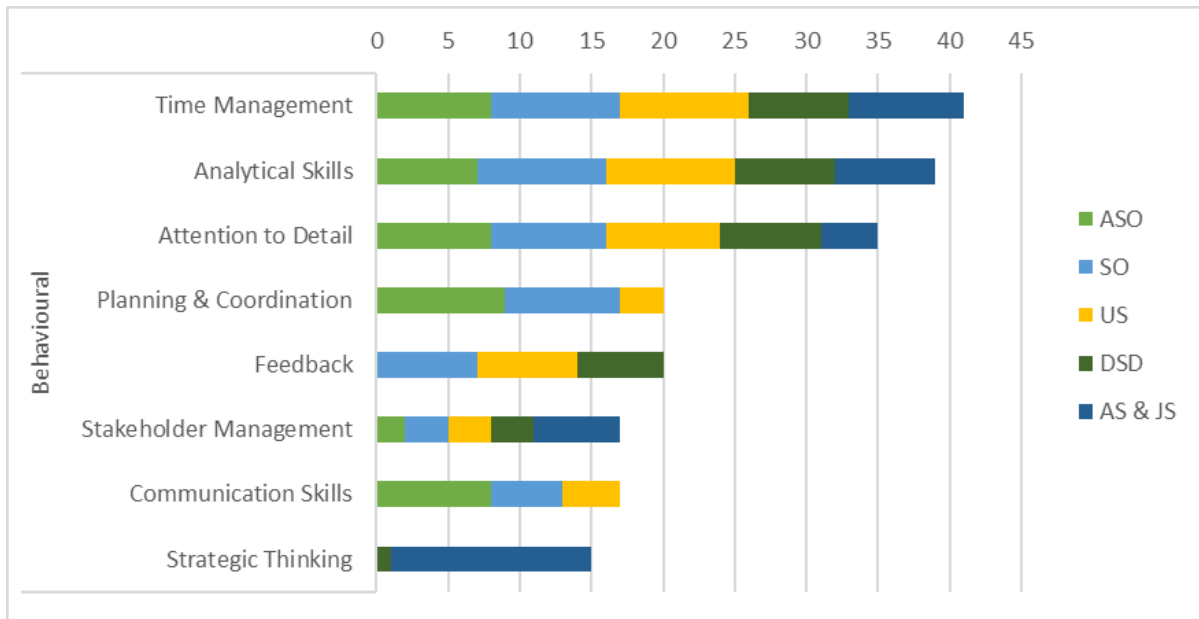
This division’s core activity is organizing national level events, for which budgets are proposed, approved, re-appropriated etc. Therefore, it is essential that the officers of the section are aware about all the budget process and procedures, viz., budget preparation, apportionment of budget under different heads, communication process about sanctioned budgets, budget re-appropriation process etc.

*Noting & Drafting:*

Noting & Drafting is one of the most important competencies of the division. Considering the fact that entire decision making of the government process depends on the articulation of the facts and possible options of decisions, which are supported by relevant laws, rules, precedence etc. which are detailed, for which noting & drafting skill is essential.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Time Management:*

Time Management is one of the very important competencies of the division, since the divisions needs to adhere to the strict timelines for conduct of the film festivals. The related file processing, budget approvals etc. must be completed within the timelines. Hence, competence of time management is very essential for the officials of this division.

*Stakeholder Management:*

This division deals with various stakeholders, internal as well as external. The division needs to coordinate between internal and external stakeholders to get the film festivals organized. Hence, this competency is identified as one of the important competencies of the division.

### 5.5.18 Film Industry

This program division majorly deals with the Foreign Films shooting permissions in India, processing permissions of FDIs in the Indian film industry, providing incentives for foreign films shooting in India or co-producing with India, Administrative matters, MoUs and release of grants to Films Facilitation Office (FFO), release of grants to NFDC to conduct film bazaar, etc.

#### Division- level Capacity Needs Analysis

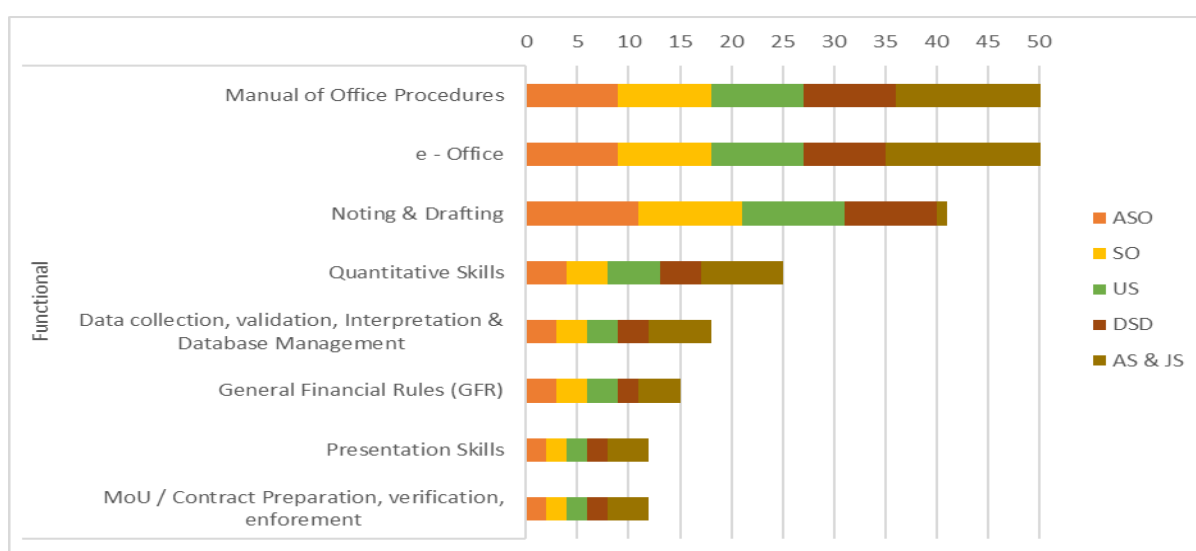
##### Domain Competencies:

Domain Competencies identified for this division are specified below:

Competencies	ASO	SO	US	DSD	AS & JS	Total
<b>Domain</b>						
Film Section's Relevant Data Templates & Formats	3	3	3	3	3	15
FDI Policy of GoI & SOPs	1	1	1	1	1	5
FFO Business Allocation	1	1	1	1	1	5
Film Shooting Guidelines of MoIB	1	1	1	1	1	5

##### Functional Competencies:

Important functional competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Manual of Office Procedures:*

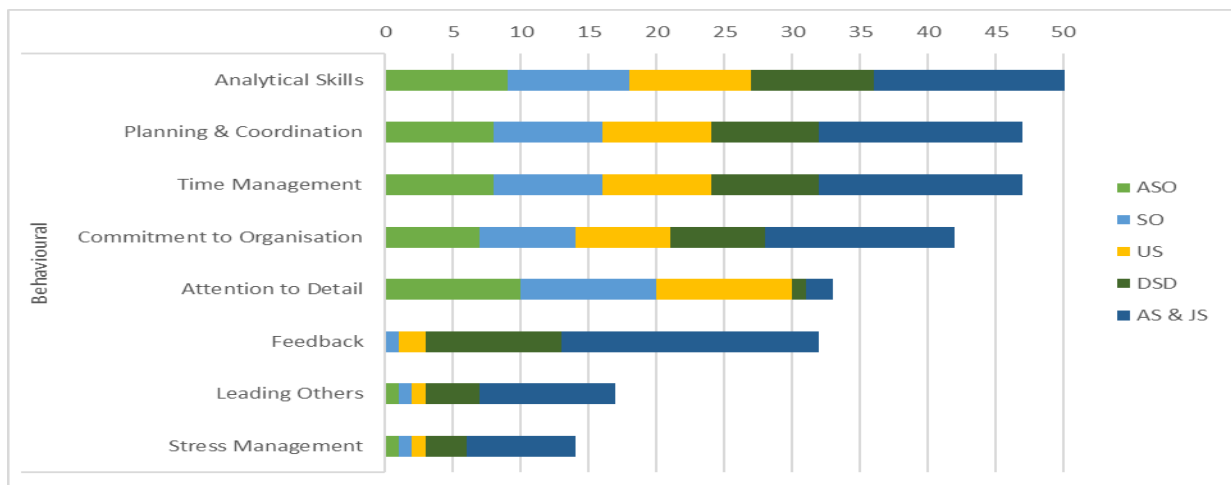
Popularly known as CSMOP, manual of office procedures provides for the process and procedures to be followed in carrying out the business allocated for the ministry. The new CSMOP aims to increase efficiency in process and procedures including decision making. Hence, for officials working in this division knowledge of procedures specified in CSMOP are paramount.

*e-office:*

e-Office is used across the ministry for file movement and obtaining approvals. Being able to efficiently work using e – office is critical for file movement. Having understanding of all the features of e – office would also enable completion of the tasks in e-office in lesser time increasing productivity. Hence, it is required that all the officials of the division and ministry have advanced knowledge in operating e-office.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Planning & Coordination:*

Planning and coordination are one of the core aspects required for this division. This division works closely with matters pertaining to film industry, foreign film shooting etc. It is essential that the works of the divisions are required to be planned for timely completion. Hence, competency of planning & coordination is quire essential for the employees working in the division.

### 5.5.19 Film Training Institute

The Govt of India has set up two film institutes in India named Film and Television Institute of India at Pune in 1960 and Satyajit Ray Film & Television Institute Kolkata in 1995. The Section Film Training Institute of Ministry looks after the administrative and related functions at the ministry level such as appointment of Chairperson, Director, and Non-Official members of the two film institutes, the yearly budgetary allocation for the film training institutes functioning under the Ministry. The Section coordinates the works associated with laying of annual reports of the institutes in the parliament annually. In addition, the section prepares the reports required by other sections such as official language, Policy planning, Budget, parliament and Public Grievance and matters related to court cases and VIP references.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Film Section's Relevant Data Templates & Formats	3	3	3	3	3	15
Mandate of FTI	3	3	3	3	3	15

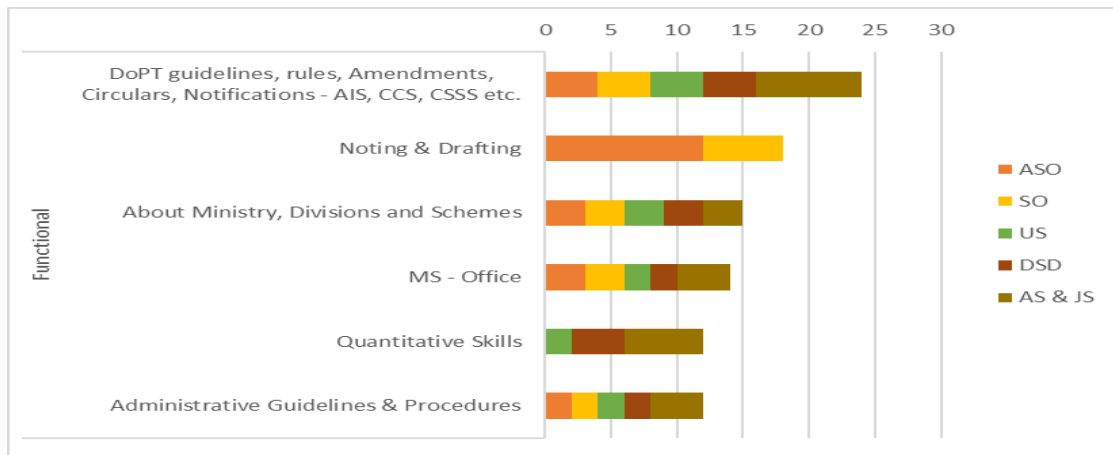
##### **Detail of important Competencies:**

###### *Mandate of FTI*

This division deals with administrative and financial aspects of Film Training Institute. Officials manning different positions in this division are required to have thorough understanding about the mandate of FTI.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



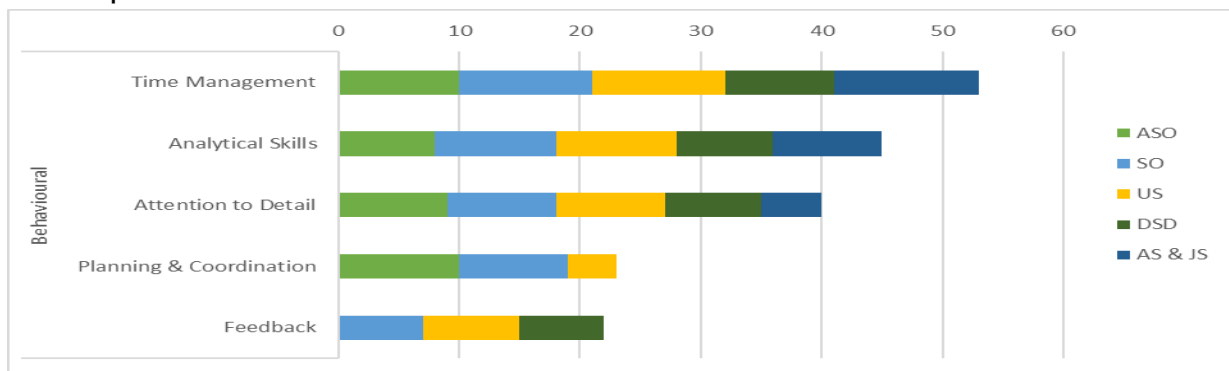
**Detail of important Competencies:**

*DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.:*

Most of the functions of the ministry are governed and guided by DoPT guidelines, especially the personnel administration issues. It is essential that employees should not only be aware about the relevant rules and guidelines but also be updated about the latest changes and amendments. Hence, the competency to be abreast with the relevant rules, notifications etc. is one of the essential functional skills as observed from the functions and sub-functions of the ministry.

**Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Time Management:*

As the division works on the data to be submitted by different divisions, there exists dependencies. Collection of information, collation and analysis are required to be carried out within the timelines set by stakeholders. Officials working in this division are required to carry out processing of the data within short spans, hence it is essential for them to have Time Management skills.

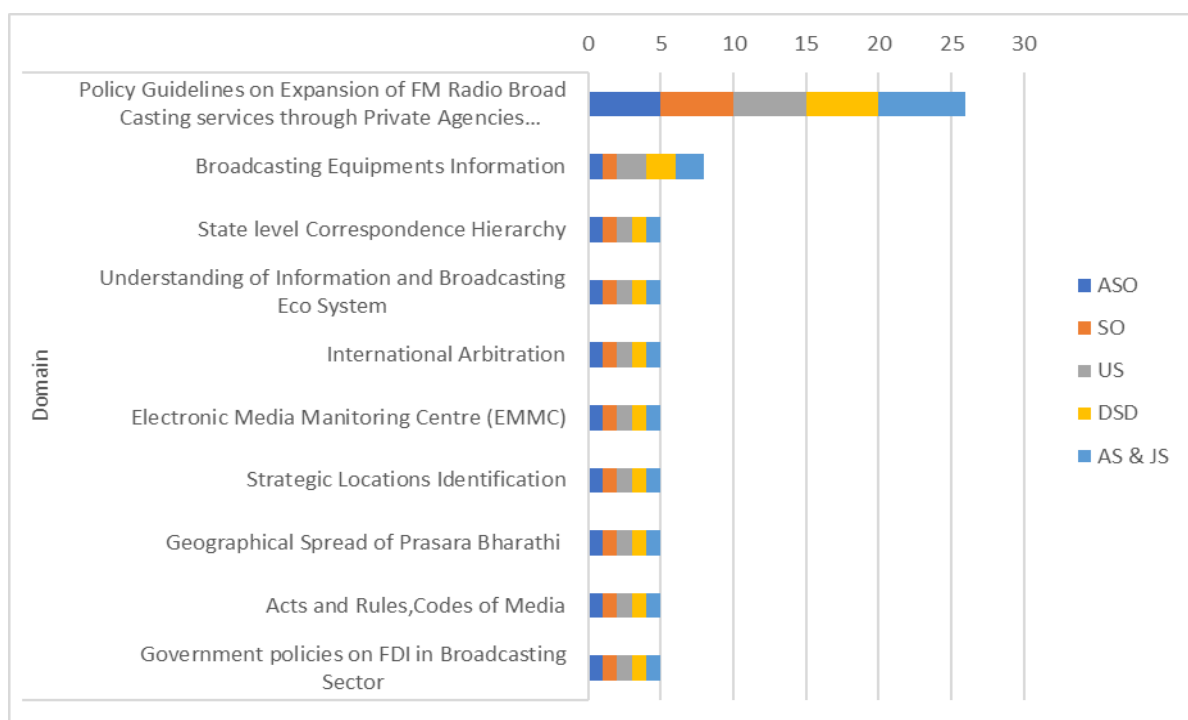
### 5.5.20 FM Cell

FM cell deals with framing and implementation of policy guidelines for expansion of FM Radio Broadcasting services through private agencies. Some of the important activities handled by this division are e-auctioning of frequency for FM Radio, coordination with BECIL for establishment of infrastructure for FM Radio and all financial matters related to FM Radio, such as license fee, bank guarantees etc.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:



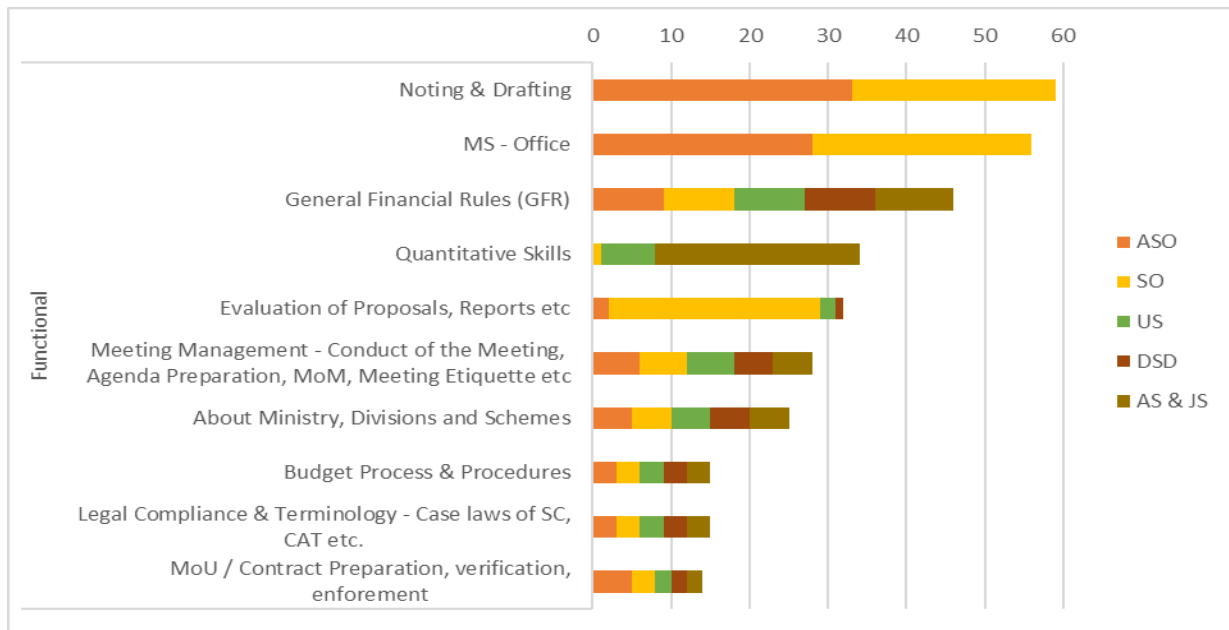
##### **Detail of important Competencies:**

###### **Policy Guidelines on expansion of FM Radio:**

Considering that the division deals with the subject FM Radio, including policy, regulation and monitoring, officials working in this division are required to have advanced knowledge in Policy guidelines that govern FM Radio expansion, policies, and regulations.

### Functional Competencies:

Important functional competencies identified for this division are depicted below.



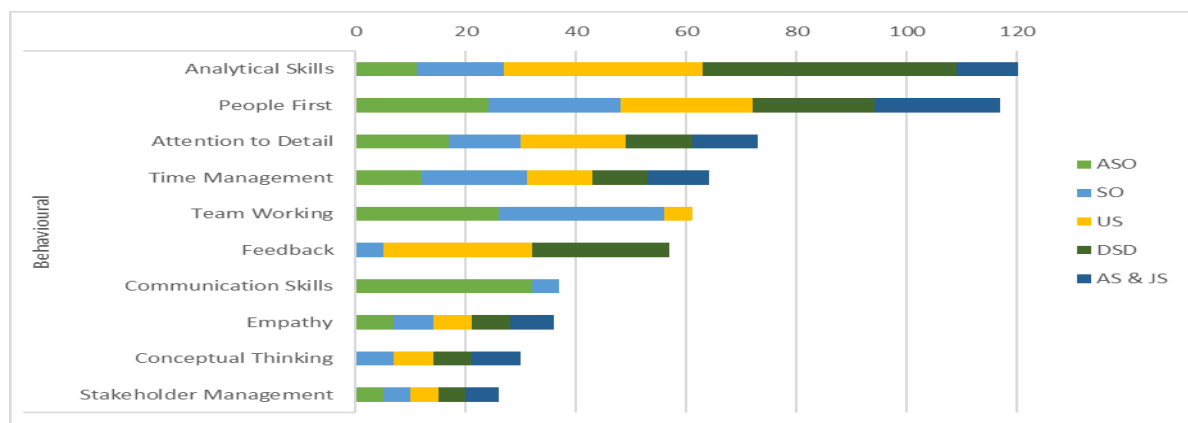
### Detail of important Competencies:

#### General Financial Rules:

General Financial Rules (GFR) is one of the very important guidelines of the Government which is required to be followed by all the ministries, especially at the time of hiring of vendors, release of payments etc. Since this division deals with private parties who buy FM Radio frequency, it is required that GFR are strictly followed. Hence, this is one of the important competencies for the division.

### Behavioural Competencies:

Identified important Behavioural competencies identified for this division are depicted below.



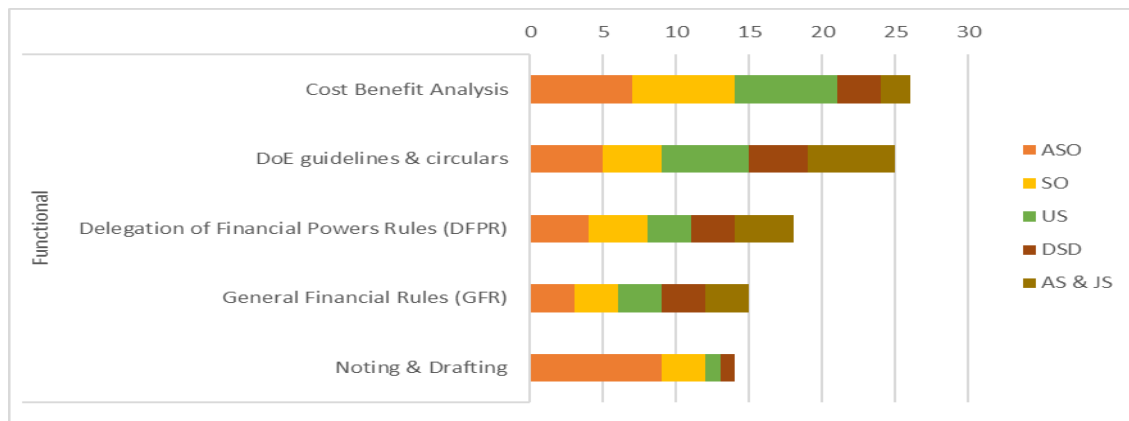


### 5.5.21 IFD

IFD is responsible for exercising expenditure control and management, ensuring rationalization of expenditure and compliance of economy measures in accordance with the instructions of the Department of Expenditure including regular monitoring of expenditure through monthly/Quarterly reviews and submission of reports to the concerned.

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



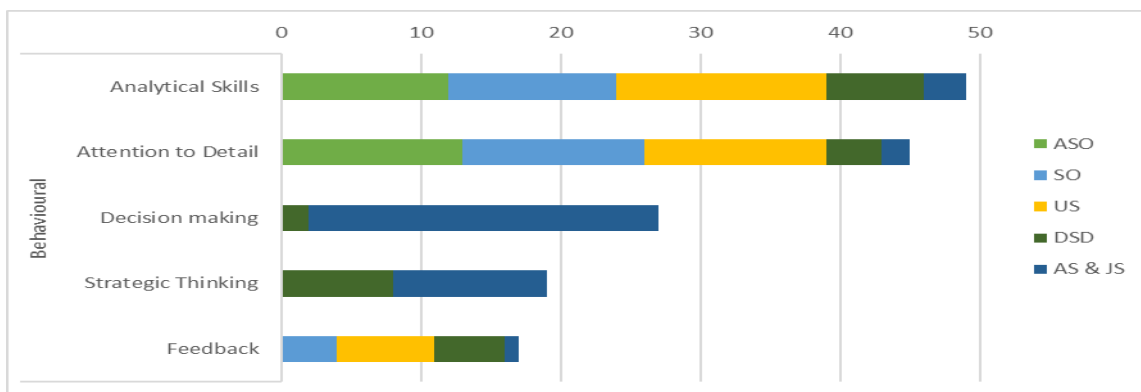
#### **Detail of important Competencies:**

##### *Delegation of Financial Power Rules (DFPR):*

Delegation of Financial Power Rules (DFPR) are the instructions about delegation of financial authority at various levels. These are issued from time to time. Employees of IFD are required to have updated knowledge regarding the delegation of financial powers since, IFD advice regarding adherence to the systems for release of payments.

#### **Behavioural Competencies:**

Identified important Behavioural competencies identified for this division are depicted below.



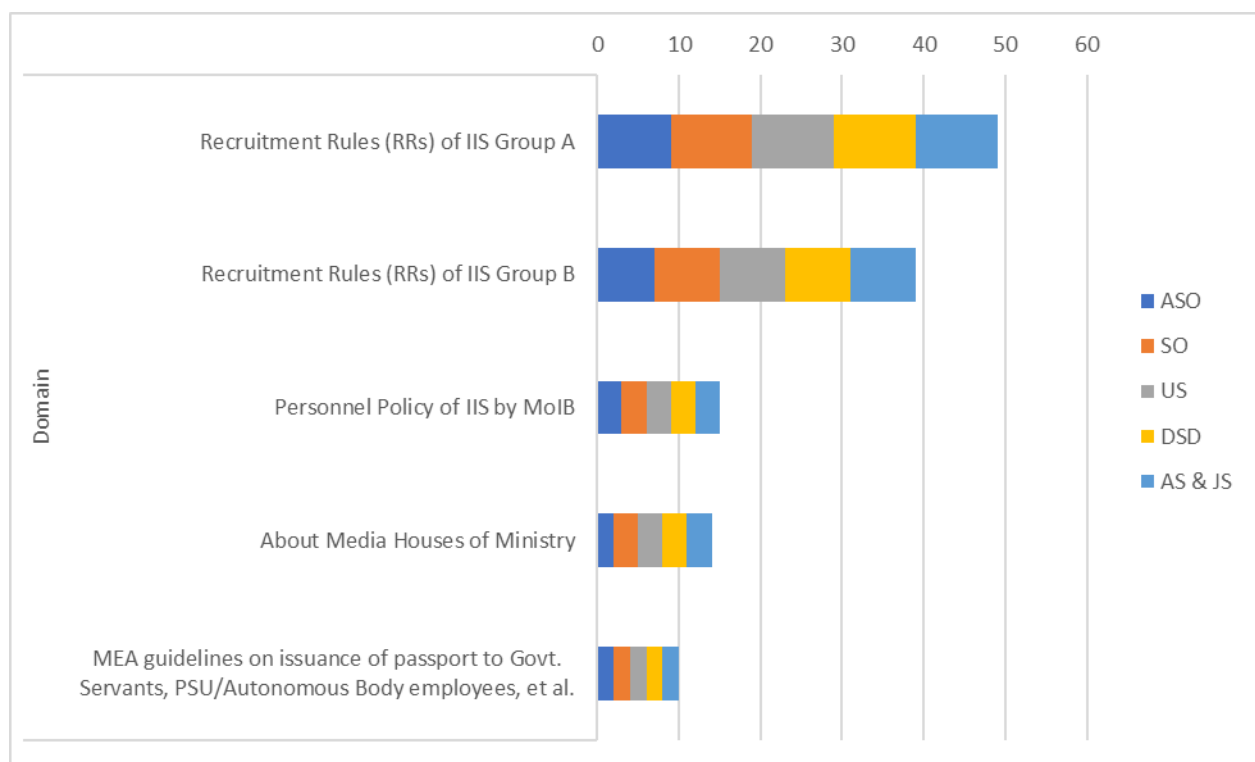
### 5.5.22 IIS - I & II

MoIB is cadre controlling authority for officials working in India Information Service (IIS) and administers all the establishment matters through IIS-1 and IIS-2 sections. The list of activities handled by IIS section include coordination with UPSC for filling vacancies, issue of appointment order, coordination with IIMC for training, processing transfers, promotions and deputation requests, amendment to recruitment rules, maintenance and updating of service records, initiation of disciplinary proceedings, processing of resignation/voluntary retirement requests, etc.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:



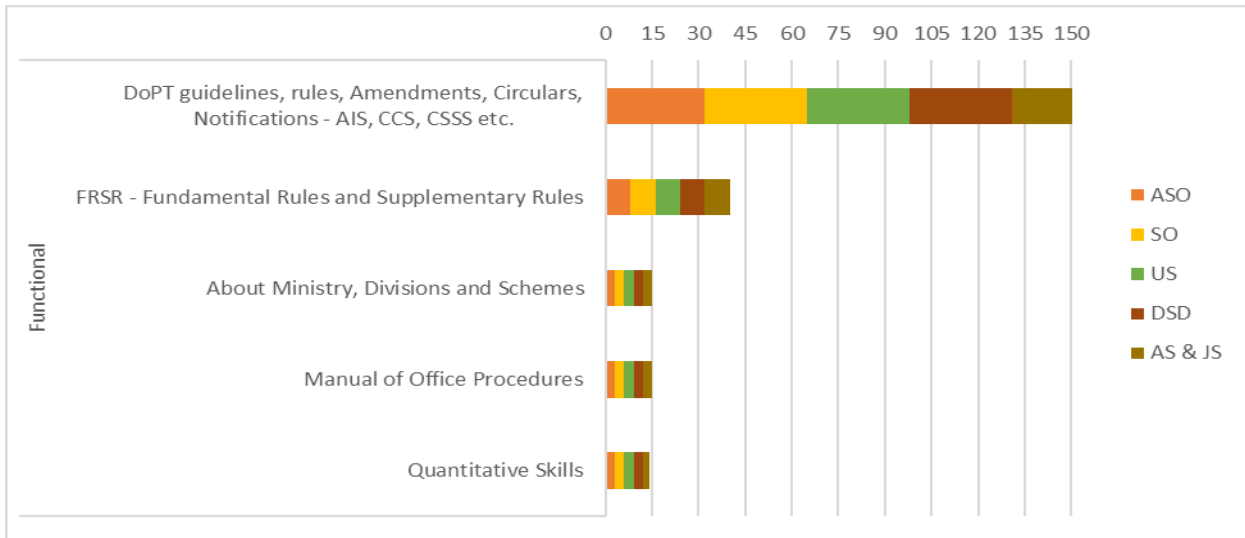
##### **Detail of important Competencies:**

###### **Recruitment Rules (RRs) of IIS Group A & B**

This division deals with administration of specific cadres of officials for whom MoIB is the cadre controlling authority. This division handles all personnel administration activities of these cadres. Hence, the officials working in this division are required to have advanced knowledge regarding Recruitment rules, personnel policies that govern IIS officers.

### Functional Competencies:

Important functional competencies identified for this division are depicted below.



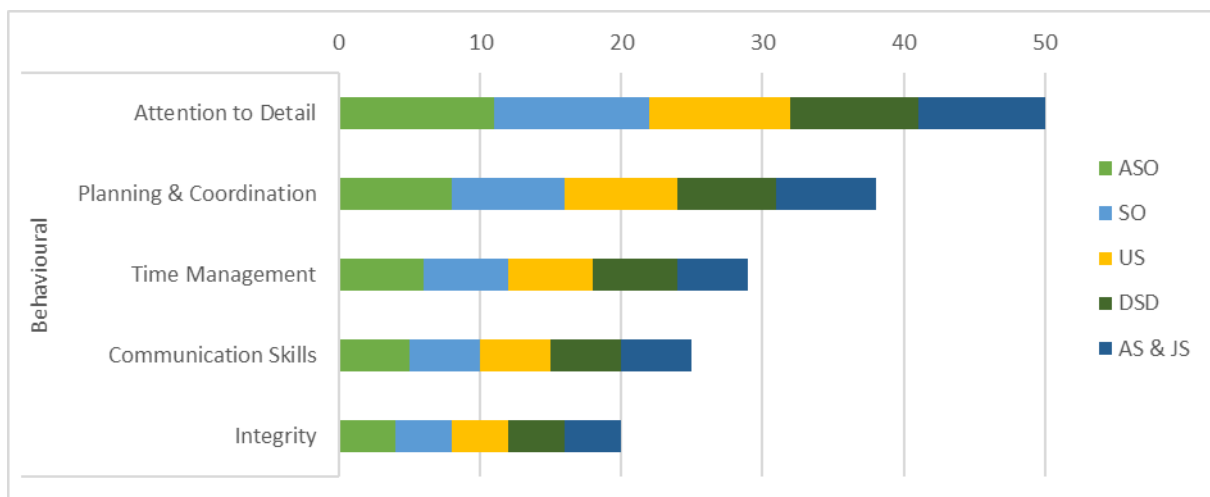
### Detail of important Competencies:

*DoPT guidelines, rules, Amendments, Circulars:*

This section handles personnel administration aspects of IIS Cadre officials. DoPT governs the personnel administration of Government of India employees and from time-to-time issues various notifications, rules, guidelines etc. employees working in establishment division are required to be abreast with the latest circulars, rules etc. hence, this is one of the important competency that all the employees in the division must possess.

### Behavioural Competencies:

Identified important Behavioural competencies identified for this division are depicted below.



### 5.5.23 IP& MC

This division deals with administrative and policy guidelines for Indian Institute of Mass Communication (IIMC). Activities include budget analysis, sanction, release of grants etc. This division deals with administration of publication division of the ministry. All the activities pertaining to publication activity are handled by this division. This division also works in participation of international exhibitions etc.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Government of India Foreign Policy	2	2	2	2	2	10
International Educational Trends	2	2	2	2	2	10
International Cooperation	2	2	2	2	2	10
UPSC Portal for Amendment of Recruitment Rules	1	1	1	1	1	5
Bilateral relations	1	1	1	1	1	5
International Bodies - India as member	1	1	1	1	1	5

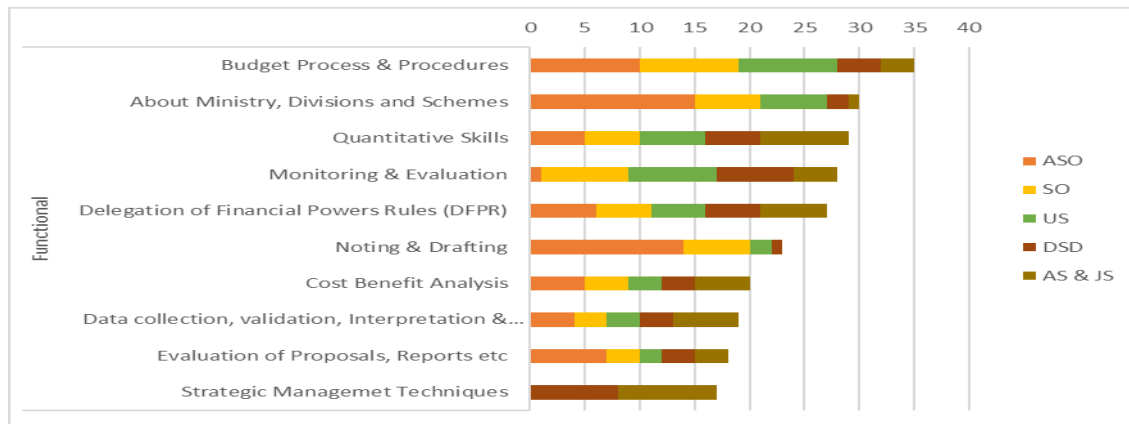
##### **Detail of important Competencies:**

###### *UPSC Portal for amendment of Recruitment Rules:*

This division deals with administrative works of IIMC, publication division of the ministry. The division handles cadre administration of publication division, including recruitment, revival of the posts etc. To carry out the activity, officials of the division are aware about UPSC portal management.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



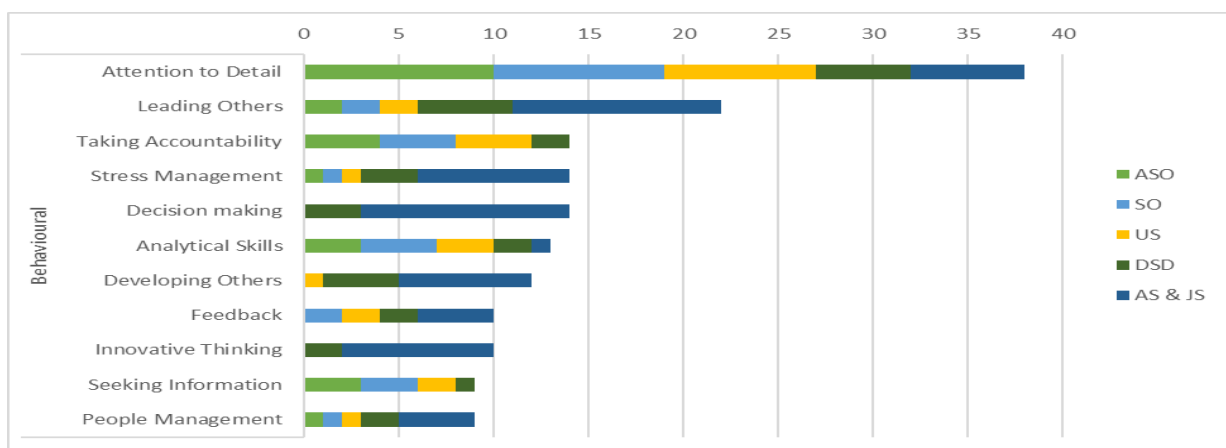
**Detail of important Competencies:**

**Cost Benefit Analysis**

This division works on administration of IIMC and DPD. The budget proposal, analysis, sanction of the budget and release of grant etc. officials of the division are required to analyse the budget proposals and work with IIMC, DPD officials. One of the key competencies required are Cost Benefit Analysis. Hence, officials of the division are required to have the competency Cost Benefit Analysis.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

**Attention to Detail:**

It may be observed that Attention to detail is the most important Behavioural competency, since work of the division involves dealing with administration and management of IIMC & Publication division, where processing of the files for decision making is important. Hence, attention to detail is one of the very critical competencies for all the employees working in the ministry.

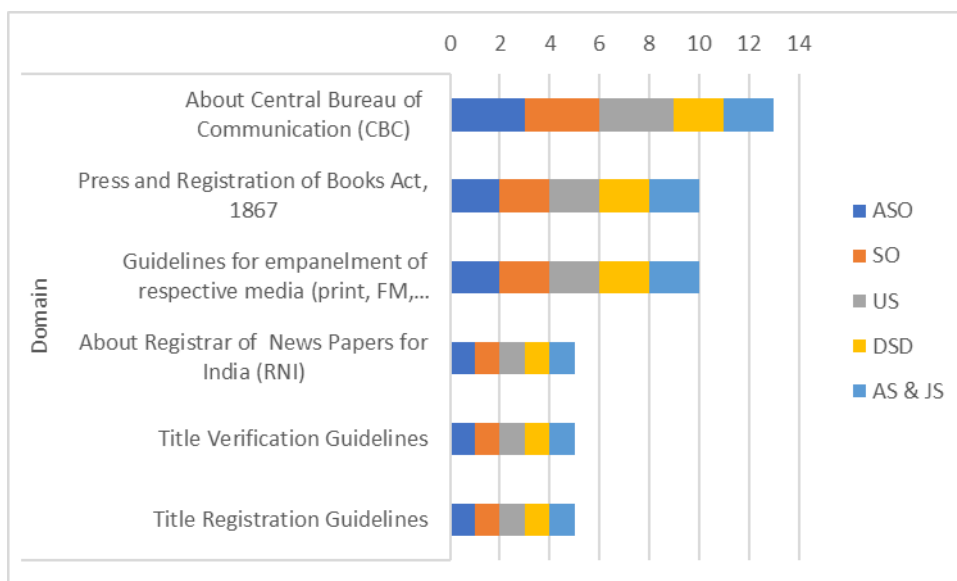
### 5.5.24 MUC – I

MUC I section of the Ministry is responsible for framing of policy guidelines for empanelment of different media with CBC, scrutiny and approval of Annual Plan of Action of CBC, revision of rates for release of Government Advertisements, matters relating to outstanding dues, Administrative and financial matters of RNI Office including service matters and budget related works, furnishing of information in respect of Parliament Questions and RTI, handling public grievances and court cases, etc.

### **Division- level Capacity Needs Analysis**

#### **Domain Competencies:**

Domain Competencies identified for this division are specified below:



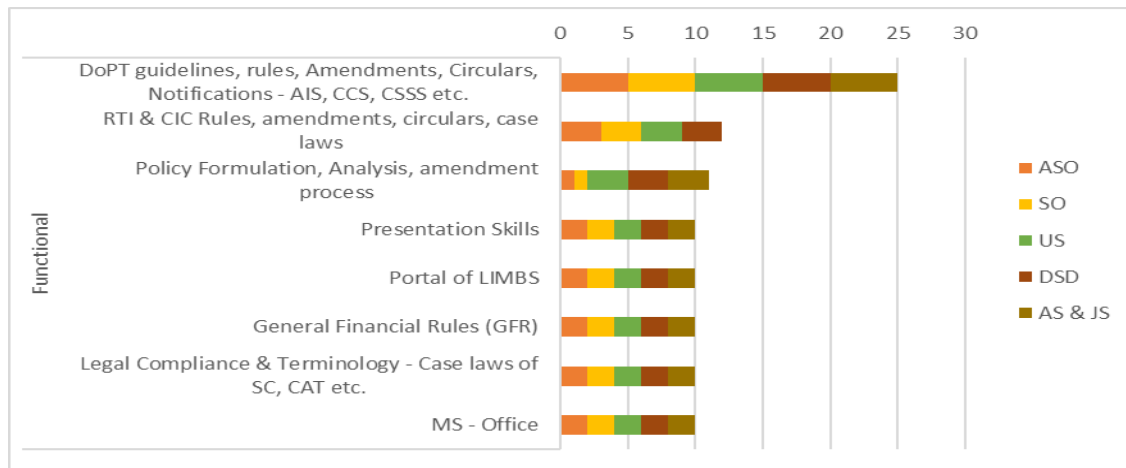
#### **Detail of few important Competencies:**

##### *About Central Bureau of Communication:*

This division deals with policy framing, facilitating and administration for empanelment of media with CBC. Officials working in the division are required to have advanced knowledge of CBC to properly interpret the policies.

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



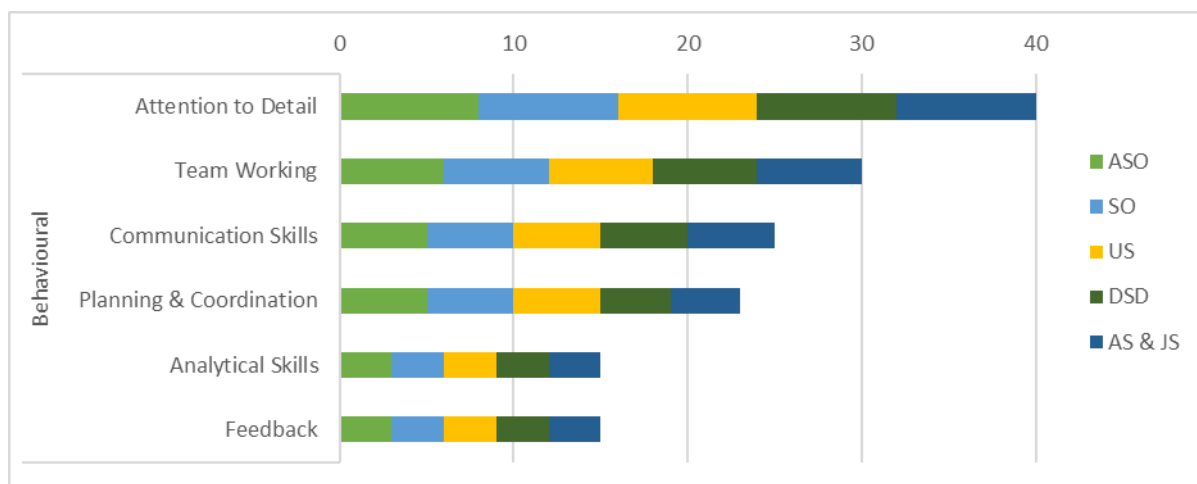
**Detail of important Competencies:**

*RTI & CIC Rules, amendments, circulars, case laws:*

RTI compliance is one of the very important aspects of this sections. Considering nature of this division receives considerable number of RTI application. For compliance with the provisions of the act, it is essential for the employees to be abreast with the latest happenings in the domain of RTI, CIC case laws etc. Therefore, this is one of the important competencies for the division.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Communication Skills:*

Communication Skills is one of the core competencies that every employee is required to have, this includes written, oral and non-verbal communication. Active listening is one of the core components of this competency.

### 5.5.25 Media Unit Cell II

This division deals with administration, financial and budget functions of Central Bureau of Communication (CBC). This division also handles all the queries received from parliament, standing committees, RTI applications etc. pertaining to CBC.

#### Division- level Capacity Needs Analysis

##### Domain Competencies:

Domain Competencies identified for this division are specified below:

Competencies	ASO	SO	US	DSD	AS & JS	Total
<b>Domain</b>						
CBC Schemes & Guidelines	3	3	3	1	2	12
UPSC Guidelines for Recruitment, Deputation	2	2	2	2	1	9

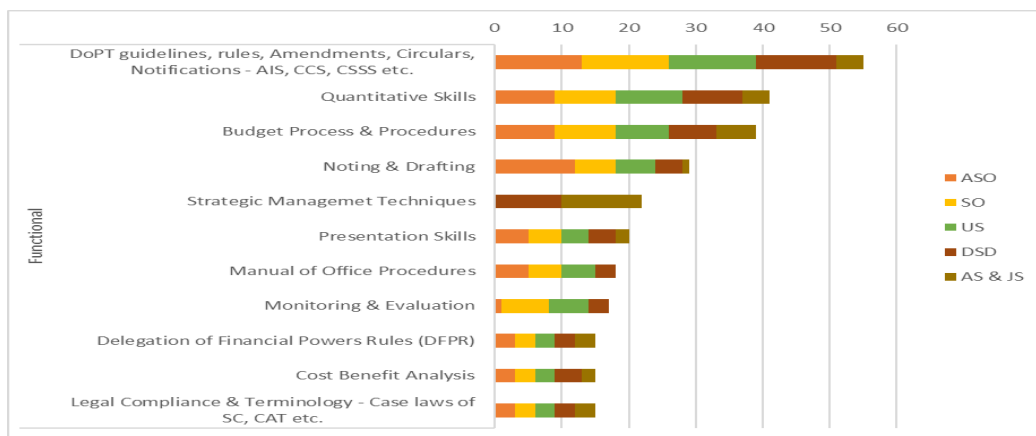
##### Detail of important Competencies:

###### CBC Schemes & Guidelines

CBC implements a Central Sector Scheme, Development. Communication & Information Dissemination (DCID). This division deals with budget approvals, release of grants etc. to ensure required budgets are allocated for the scheme, it is required that the officials working in the division have advanced knowledge of CBC scheme & guidelines.

##### Functional Competencies:

Important functional competencies identified for this division are depicted below.





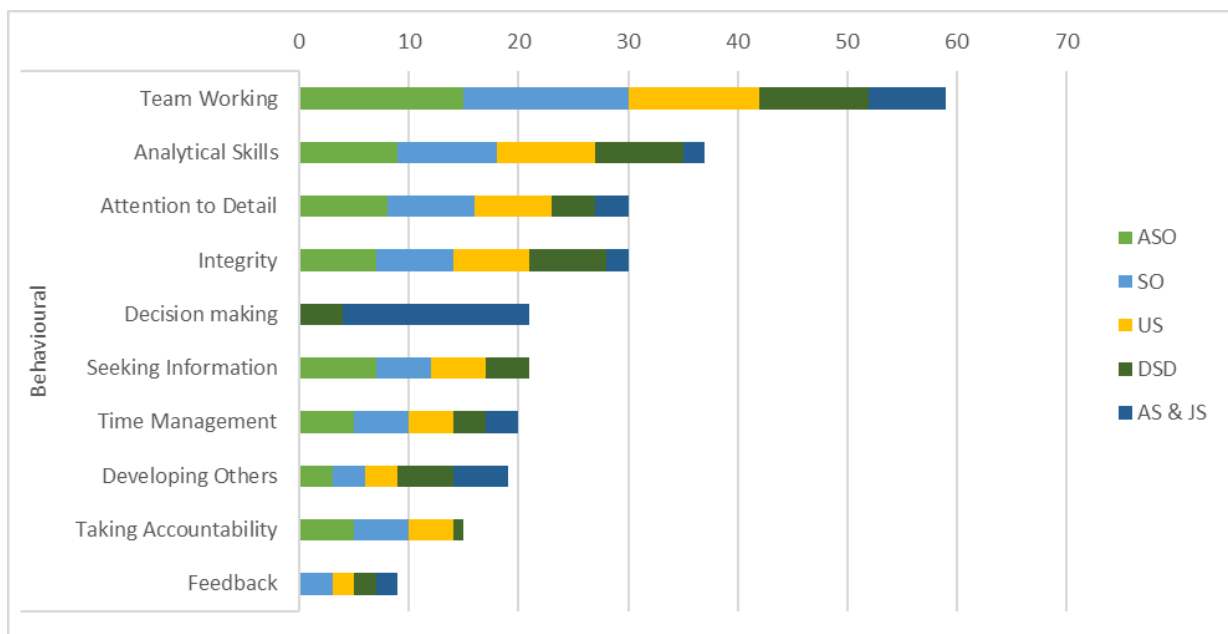
**Detail of important Competencies:**

**Budget Process & Procedures:**

This division’s one of the core activities is working with CBC, wherein CBC prepares required budgets for administration of the bureau as well as schemes. Officials working in the division process the budget proposals based on projected budgets, budget heads etc. Therefore, it is essential that the officers of the section are aware about all the budget process and procedures, viz., budget preparation, apportionment of budget under different heads, communication process about sanctioned budgets, budget re-appropriation process etc.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

**Decision making Concepts:**

Decision making is the most important function that enables the ministry as well as the division to take appropriate decision to further objectives of the division and ministry.

### 5.5.26 National Film Development Corporation (NFDC)

This division dispenses administrative and financial matters of the National Film Development Corporation (NFDC) such as entering MoU, releasing grants for Featured, Animated, Children, & Documentary films produced by NFDC, and their administrative matters such as recruitment of board level posts, pay revision, laying of NFDC Annual and Audited Reports etc.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
NFDC Mandate	4	4	5	5	10	28
NFDC MoU Knowledge	4	3	3	3	6	19
NIs Schemes, Structures & Functions	2	2	2	2	2	10
Companies Act 2013	1	1	1	1	2	6

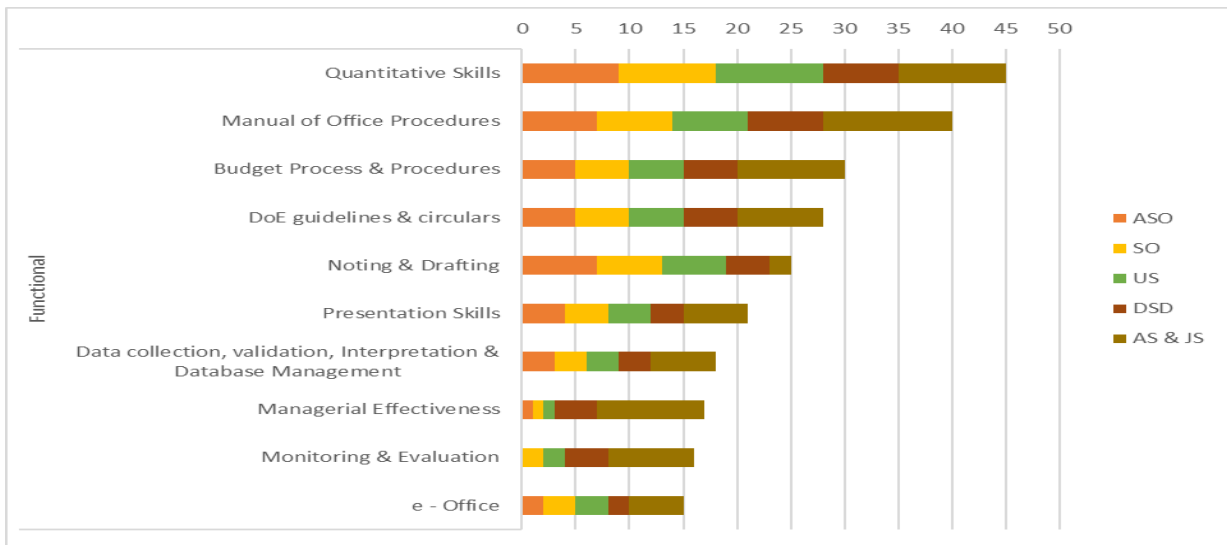
##### **Detail of important Competencies:**

###### *NFDC Mandate:*

As the division deals with administrative and financial aspects of NFDC, officials working in this division are required to be oriented regarding mandated of NFDC, MoU of NFDC with ministry, so that assigned responsibilities are fulfilled.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



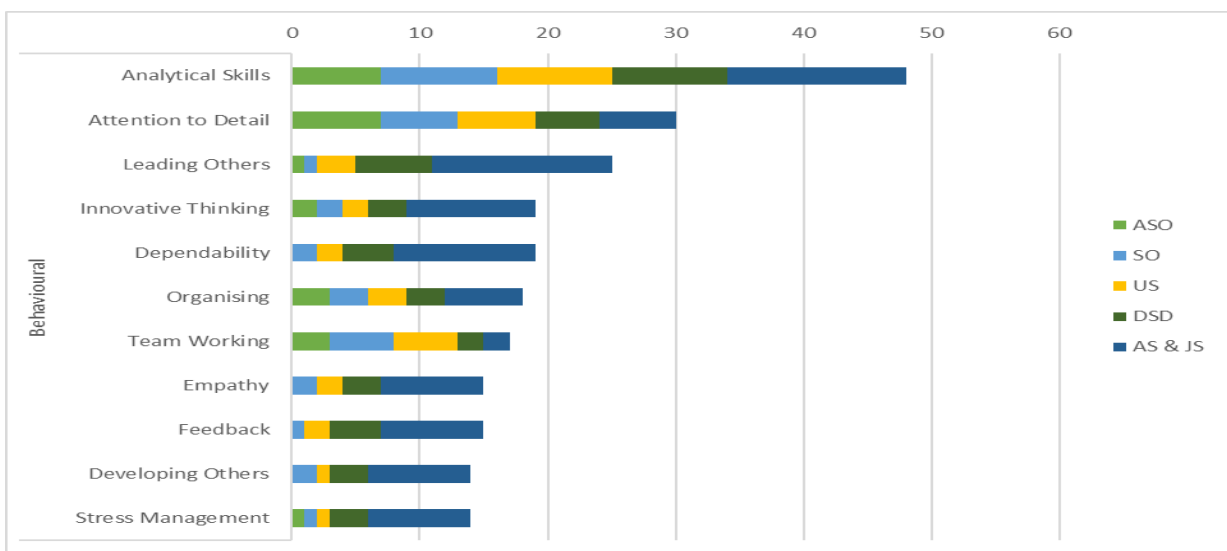
**Detail of important Competencies:**

**DoE Guidelines & Circulars:**

Department of Expenditure (DoE) is the nodal department for overseeing public financial management system in Central Government. The division needs to follow the guidelines issued by DoE from time to time with respect to processing of the budget, release of amount to NFDC. Hence, officials of this division are required to have working knowledge of DoE guidelines and circulars issued from time to time.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



### 5.5.27 NMC

The Ministry has an attached office New Media Wing (NMW), and it looks after dissemination of Government’s initiative/policies through Ministry of Information and Broadcasting’s various Social Media platforms i.e. Facebook, Twitter, Instagram etc. At the Ministry level, the NMC coordinates various activities of the NMW Office like administrative and financial matters, implementation of Social Media platform component of Development Communication and Information Dissemination (DCID) Scheme through NMW, services matters of NMW like recruitment rules and promotions, grievance redressal, parliament matters, RTI queries, etc.

#### **Division- level Capacity Needs Analysis**

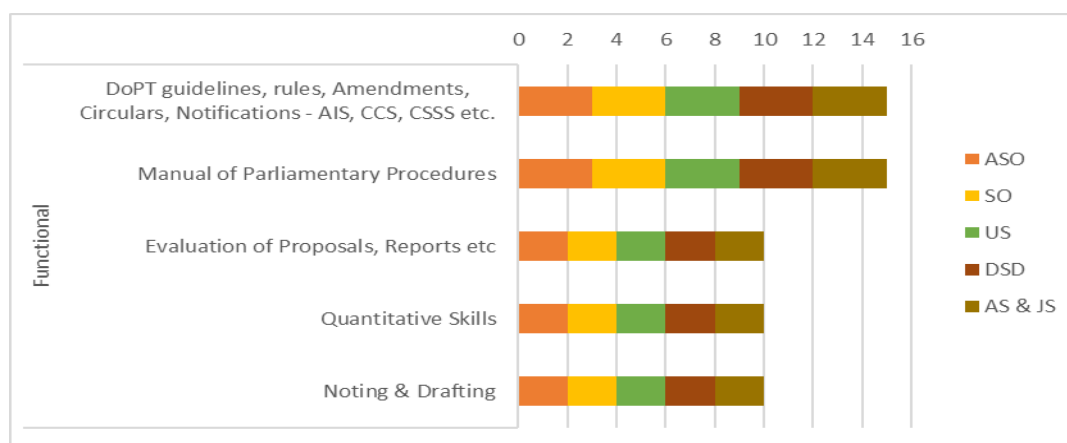
##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

Competencies	ASO	SO	US	DSD	AS & JS	Total
<b>Domain</b>						
About New Media Wing Office	2	2	2	2	2	10
About Development Communication and Information Dissemination (DCID) Scheme	1	1	1	1	1	5
Public Relations - IEC, social media etc.	1	1	1	1	1	5
Information Technology Act, 2000	1	1	1	1	1	5

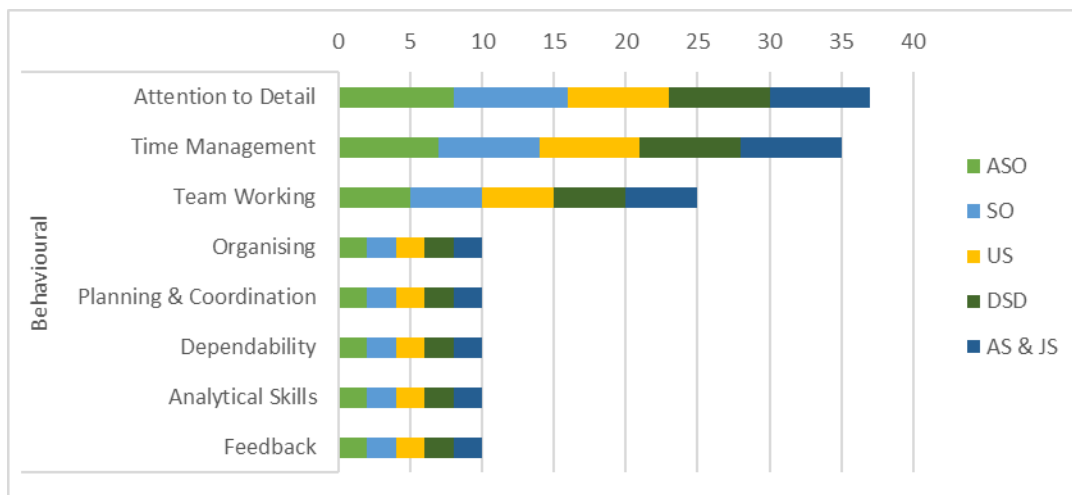
##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.

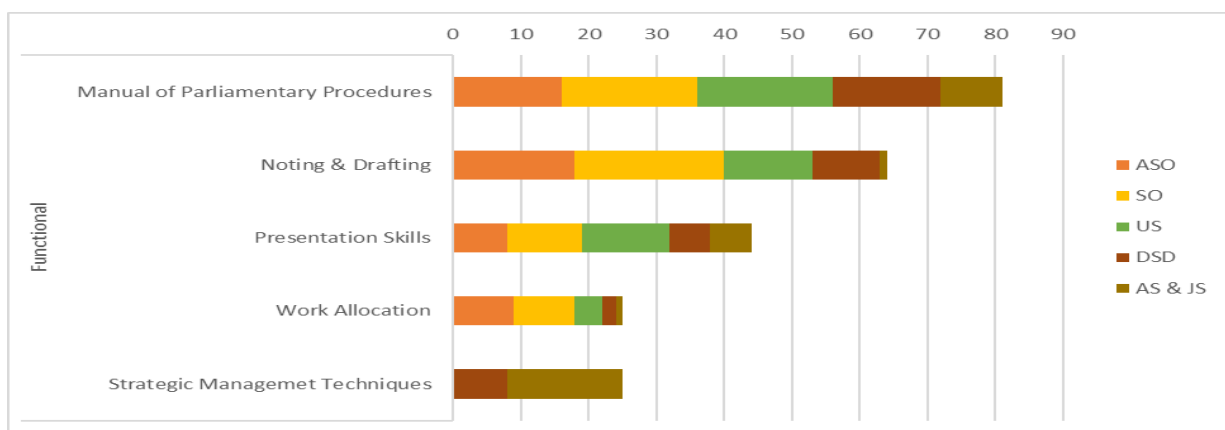


5.5.28 Parliament

This is the division where all the Parliament questions, standing committee meetings etc. related to various activities of MoIB are received from other ministries. This section involves adherence to various procedures including Parliamentary procedures

**Functional Competencies:**

Important functional competencies identified for this division are depicted below.



**Detail of important Competencies:**

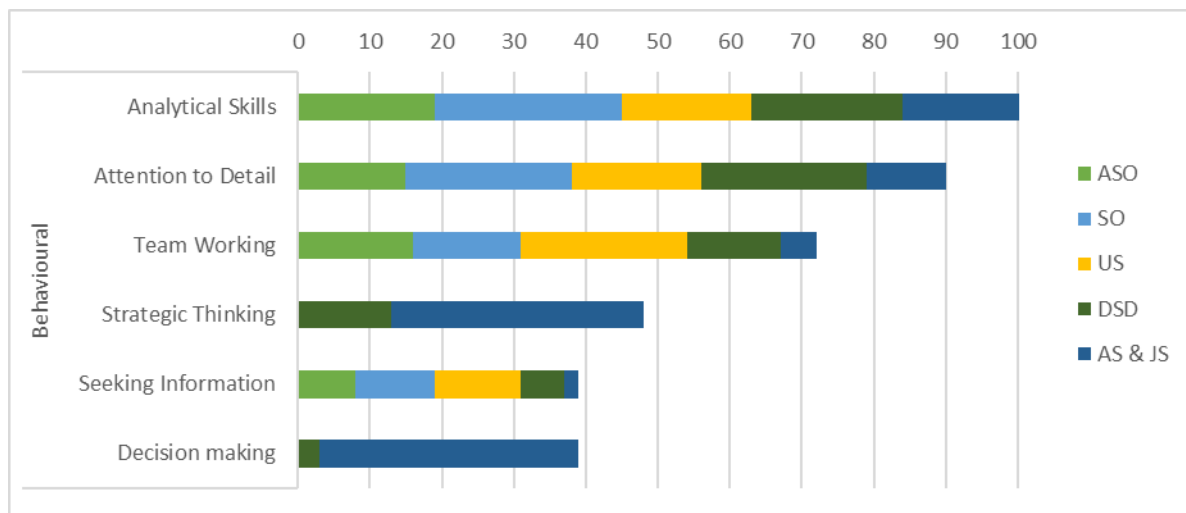
*Manual of Parliamentary Procedures:*

Employees working in Parliament section are required to follow all the processes and procedures detailed in Manual of Parliamentary procedures

to adhere to the standards. Therefore, this competency becomes one of the very important competencies of this division.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Team Working:*

This division’s core objectives are General Coordination & handling parliament questions. Both need extensive working with other divisions within the ministry. Hence, team working plays an important role in fulfilling the set objectives of the division.

**5.5.29 Plan Coordination**

PC Cell of the ministry is entrusted with the work of finalization of indicators as part of OOMF of Central Sector Schemes in consultation with NITI Aayog, compilation of quarterly progress of OOMF of Central Sector Schemes and monitoring of performance dashboard (DARPAN).

Coordination in matters relating to North Eastern Region & correspondence with DoNER,, undertaking works relating to Standing Committee Meeting on Demand for Grants on Information Technology, compilation of revised estimates in respect of Central Sector Schemes, coordination for evaluation of central sector schemes through BECIL.

Provide reply to audit para/memo and RTI queries, compilation of estimated committed liability, prepare material for Hindi report,

coordination with regards to transformative initiatives of sectoral group of secretaries (SGoS-9) and Empowered Group of Secretaries (EG-8), lead efforts in preparation of vision document, undertake ministry website related works, etc.

### **Division- level Capacity Needs Analysis**

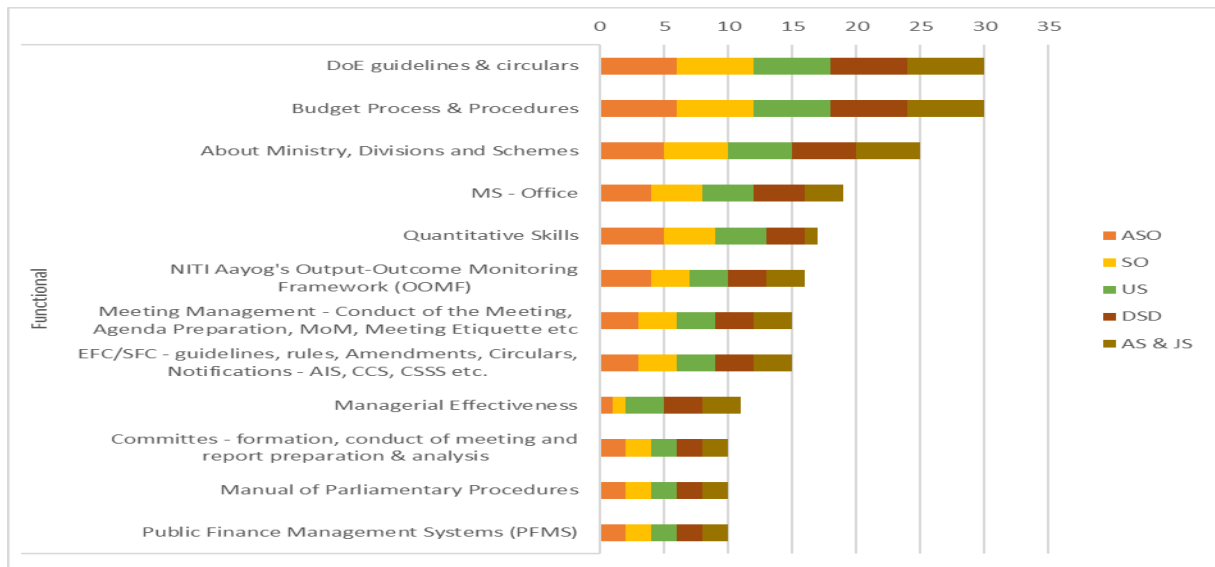
#### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
About Standing Committee on Communication and Information Technology (SCIT)	6	6	6	6	6	30
DARPAN/performance dashboard of MoIB	1	1	1	1	1	5
About 10% GBS for NER	1	1	1	1	1	5
About autonomous bodies of MoIB	1	1	1	1	1	5

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



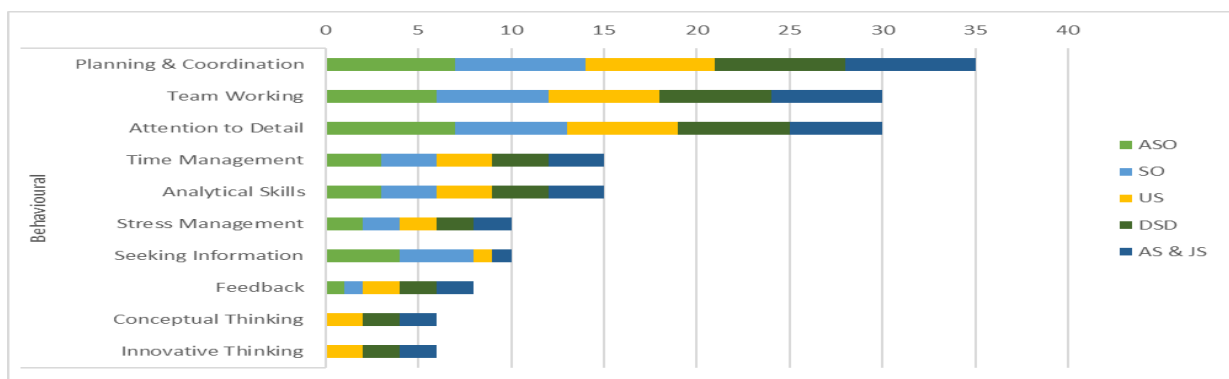
**Detail of important Competencies:**

*NITI Aayog's Output-Outcome Monitoring Framework (OOMF):*

This division deals with submission of the reports to various other authorities of Government of India, including reports to NITI Aayog. Officials of the division are required to be proficient in OOMF processes to perform as per the requirements of the division.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Planning & Coordination:*

The division works on behalf of the ministry for coordination with other ministries of Government of India, for implementation of the schemes that requires participation of MoIB. Hence, officials of this division are required to work with various external and internal stakeholders and for this the competency essential is planning and coordination.



### 5.5.30 Performance Management System (PMS)

PMS section of the Ministry is responsible for handling various activities like co-ordination with various divisions for seeking their inputs/comments on Cabinet Notes received from other Ministries and forwarding the same by incorporating the comments, updating of information/inputs received from Wings/Divisions on various action Points mentioned on e-Samiksha portal.

Coordination for implementation of e-Office and related administrative works, upkeep & maintenance of Record Room, preparation of induction material and channel of file submission, coordination in respect of disaster management related works, implementation of Special Campaign and updating of SCDPM (special campaign on disposal of pending matters) Portal, providing information under RTI and in respect of parliament questions, dissemination of information and coordination with regards to cyber crisis/cyber security, and processing file for nomination of ministry representative for zonal council meetings and chairperson/deputy chairperson for all inter media publicity coordination committees.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Basics of Cyber Security	1	1	1	1	1	5
About National Awards for e-Gov.	1	1	1	1	1	5

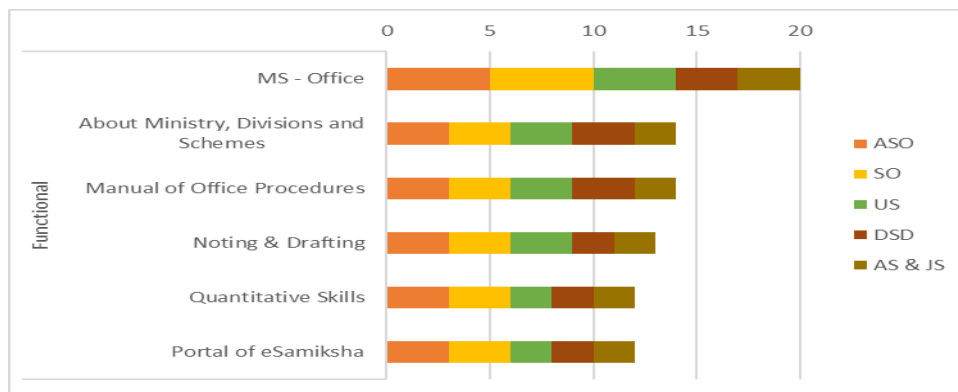
##### **Detail of important Competencies:**

###### *Basics of Cyber Security:*

This division deals with implementation of e-office and other internal portals used in the ministry. Officials of the division are required to have basic understanding of cyber security measures, so that they can work with the relevant vendor providing the service to ministry.

### Functional Competencies:

Important functional competencies identified for this division are depicted below.



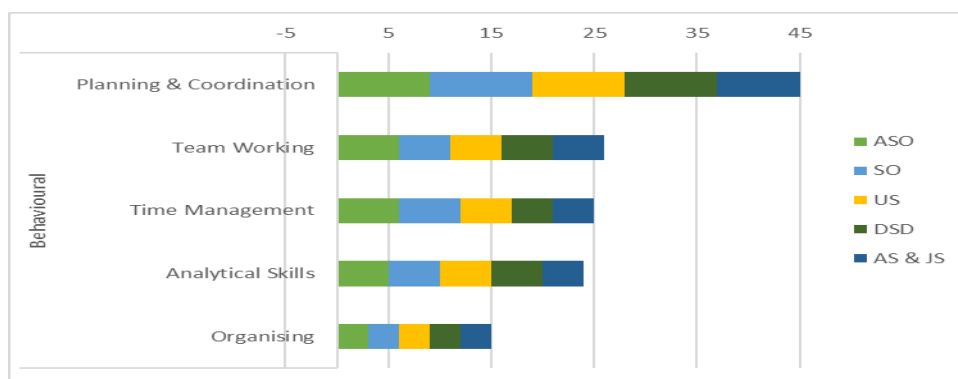
### Detail of important Competencies:

#### MS – Office:

One of the important competencies that every official in the ministry in general and officials of this division in specific is MS – Office. Since different analytics are required to be carried out along with preparation of reports, proficiency in MS-Office helps better results. Hence, officials of the division are required to have proficiency in MS-Office.

### Behavioural Competencies:

Identified important behavioural competencies identified for this division are depicted below.



### Detail of important Competencies:

#### Analytical Skills:

This is one of the critical competencies required across the ministry, where the data collected is required to be analysed to be presented in a meaningful manner. Since the division deals with data from different divisions, it is required that the officials are equipped with this competency.

### 5.5.31 Policy Planning Cell

Policy Planning Cell works on activities such as Preparation of the Annual Report of the ministry by collating the information required from all sections, printing and circulation of the reports to all the sections. The section carries out other works such as preparation of action plan and action taken reports on various programmes/campaigns of different nodal ministries/departments. The section prepares various reports pertaining official language, Proactive Governance and Timely Implementation (PRGATI) report, Swachhta Action plan, quarterly progress report on Prime Ministers 15-point programme for minorities and Sachar committee recommendations and Bimonthly report on campaign in Left Wing Extremist (LWE) affected areas. In coordination with DPIIT section looks after the FDI proposals on Foreign Investment Facilitation (FIF).

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

Competencies	ASO	SO	US	DSD	AS & JS	Total
<b>Domain</b>						
Sectoral Knowledge	1	1	1	1	2	6
DPIIT Circulars	1	1	1	1	2	6
New Education Policy			1	1	1	3

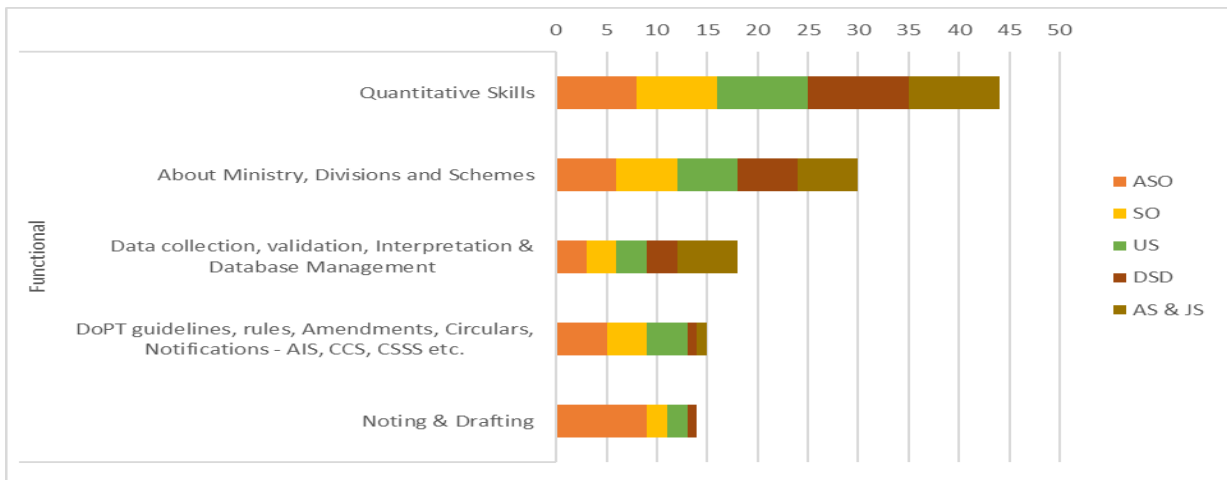
##### **Detail of important Competencies:**

###### *Sectoral Knowledge:*

This division works at the ministry level compiling various activities of other divisions for preparation of Annual Report and other reports to be submitted to different stakeholders. To be able to relate to different subjects dealt by different divisions, it is essential that officials of this division have thorough sectoral knowledge.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



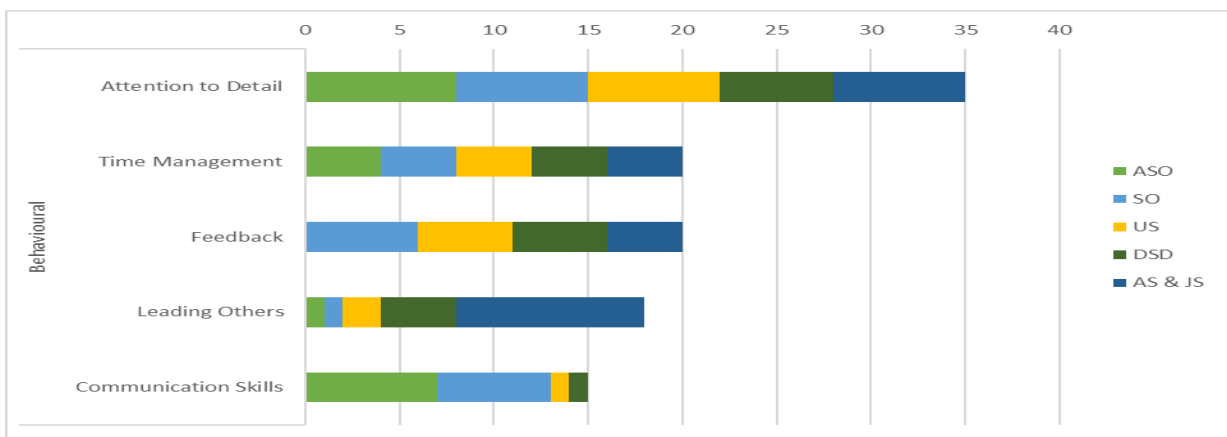
**Detail of important Competencies:**

*Data Collection, validation, interpretation & Database Management:*

Since the division works for preparation of annual reports and other reports related, it is required that officials of this division have techniques to collect data, interpret and analyse the data to generate reports as required by stakeholders.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Time Management:*

As the division works on the data to be submitted by different divisions, there exists dependencies. Collection of information, collation and analysis are required to be carried out within the timelines set by stakeholders. Officials working in this division are required to carry out processing of the data within short spans, hence it is essential for them to have Time Management skills.

### 5.5.32 Press Cell

This cell works with Press council of India and Press Information Bureau for their administrative, financial aspects. This division also works regarding policy amendments, cabinet notes, VIP references, parliament questions pertaining to PCI and PIB. This division deals with corporate governance issues of these boards along with handling any grievances raised against these bodies.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Press Information Bureau guidelines	3	3	3	3	3	15
Press Council of India guidelines	3	3	3	3	3	15

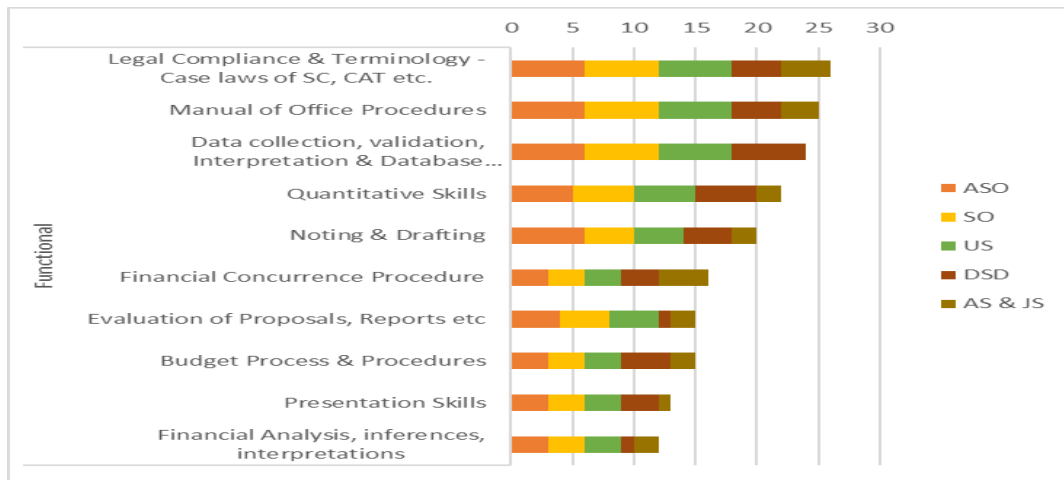
##### **Detail of important Competencies:**

###### *Guidelines of PIB & PCI:*

Since the division is responsible for policy, corporate governance, administration, and financial aspects of PIB and PCI, officials working in the division are required to have advanced knowledge of the guidelines of PIB and PCI.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



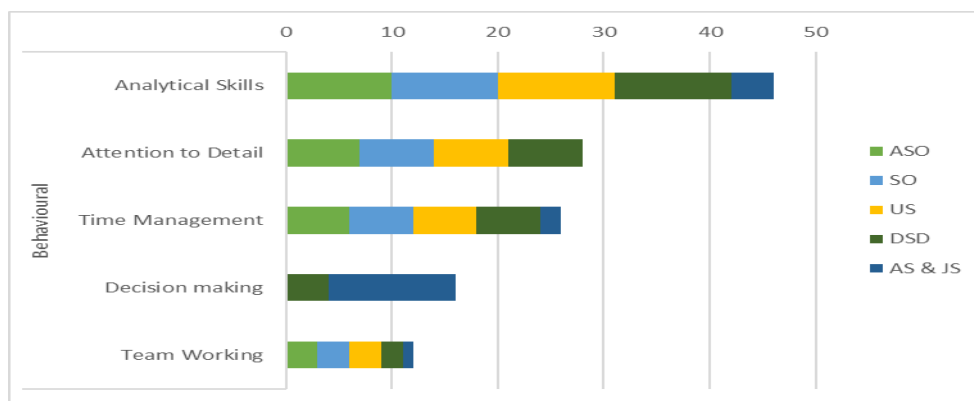
**Detail of important Competencies:**

*Legal Compliance, Terminology, case laws of SC and CAT:*

As the division works regarding corporate governance, legal aspects of PCI and PIB, it is required that the employees of the division are aware about compliances, recent case laws etc., so as to perform efficiently and adhere to the statutory provisions.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Decision Making:*

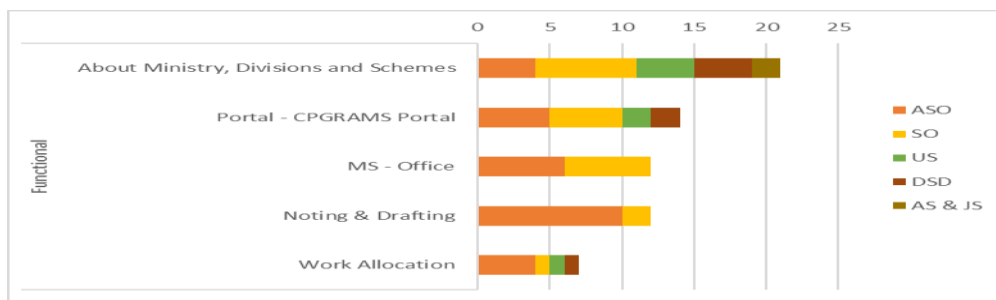
Policy decisions pertaining to the attached institutions is the responsibility of the division. Hence, the decisions of PIB and PCI are to be taken at ministry level. For taking appropriate decisions, it is required that the officials of the division are equipped with the competencies of decision making process.

### 5.5.33 Public Grievance

The Public Grievance section looks after the grievances lodged by the public on matters related to service delivery through the Centralized Public Grievance Redress and Monitoring System (CPGRAMS) portal. As the section is dealing with the public service delivery related matters, submitting the response to the applicant as per the turnaround times is utmost priority for the section. The Public Grievance section coordinates with the respective sections for prompt response and meets the guidelines of the CPGRAMS.

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



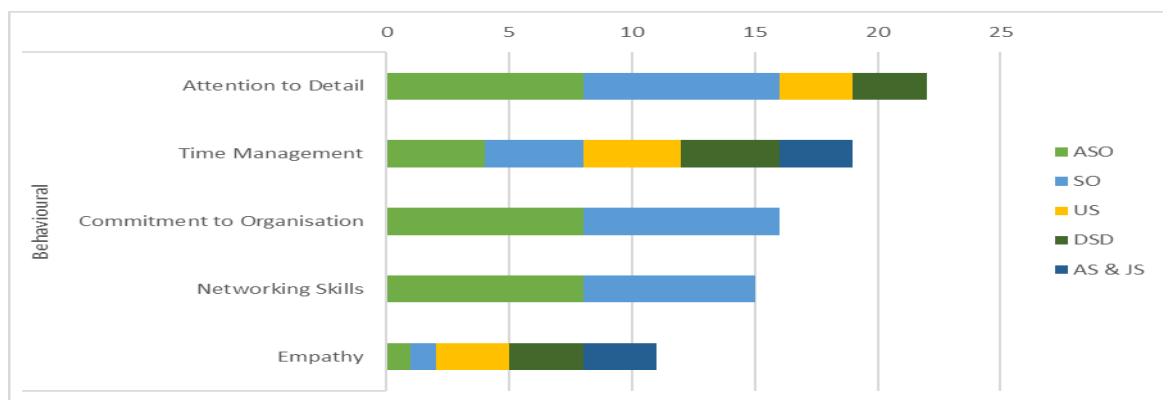
#### **Detail of important Competencies:**

##### *CPGRAMS – Portal:*

Public grievance handling is the core responsibility of this division. For the purpose, CPGRAMS is the portal of GoI where grievances are lodged. Officials of this division needs to be aware of CPGRAMS Portal.

#### **Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



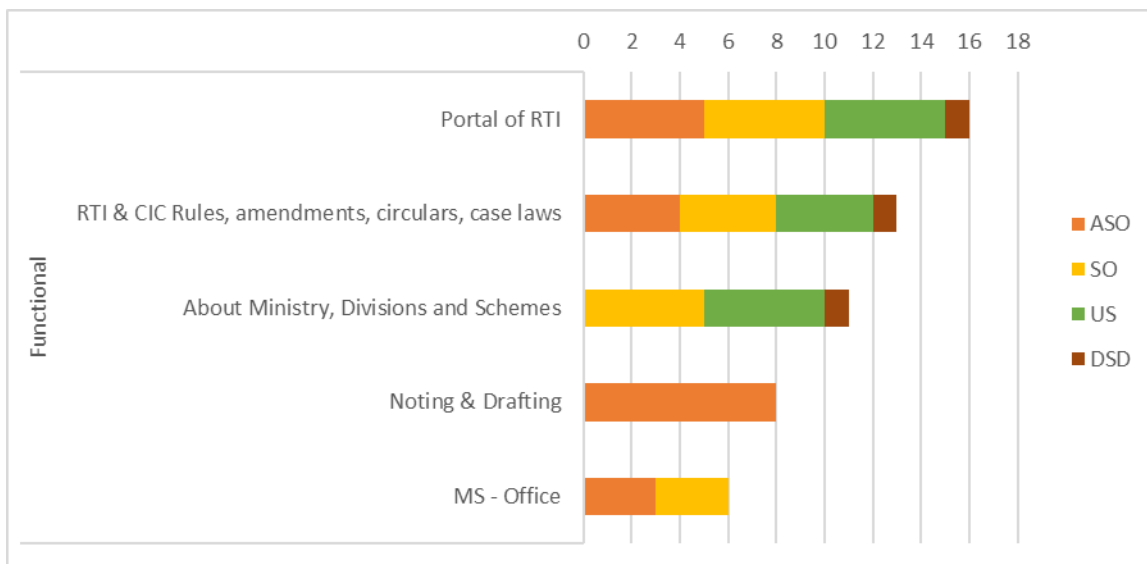
### 5.5.34 RTI

The Right to Information (RTI) section of Department of Youth affairs is established for fulfilling the mandate of Right to Information Act 2005. The basic objective of the Act is to empower the citizens, promote transparency and accountability in the working of the Government, contain corruption, and make democracy work for the people in real sense.

The section deals with the RTI application received either through online or offline. Section coordinates with the concerned section and follows up for submission of the reply within the turnaround time. Since the RTI related works are time bound and needs coordination with the section, The section employees needs to have clarity on the Department, Work allocations so that the application may be forwarded to right person for action within the timelines.

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



#### **Detail of important Competencies:**

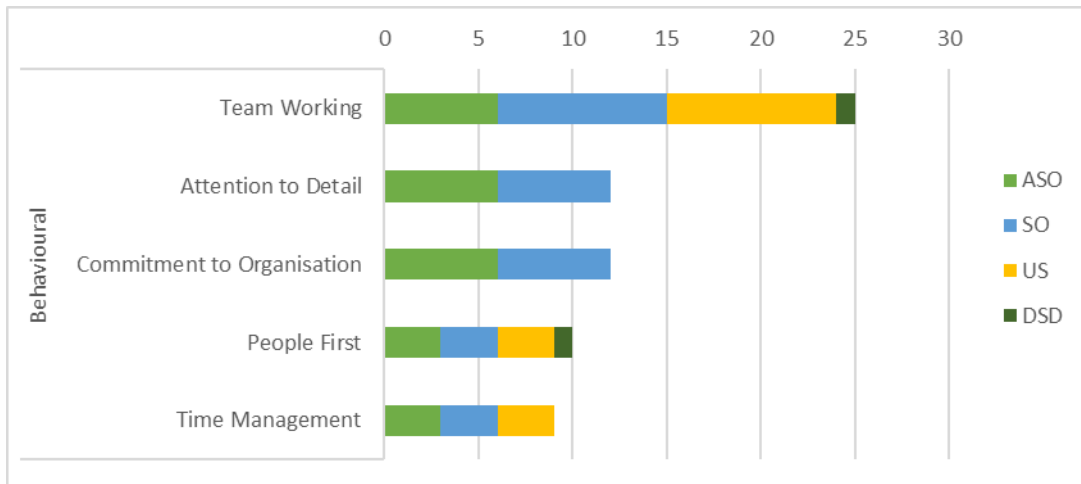
##### *RTI & CIC Rules, amendments, circulars, case laws:*

This division works on all the RTIs received by the ministry and coordinates with respective division to submit response. In this regard, officials of the division need to be aware about RTI Act, amendments, circulars issued along with cases decided by CIC to adhere to statutory requirements.



### **Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



### **Detail of important Competencies:**

#### *Team Working:*

Since the division works with all other divisions of the ministry, it is essential that the officials maintain cordinal relationship with other officials and work as a team. Hence, this competency is one of the core competencies for the division.

### 5.5.35 Television

The Television (I) section works on the assigned functions of Granting permission to Private Satellite TV Channel Broadcasters, Renewal of TV channels and temporary live up linking of TV Channels, remittance of Foreign Exchange for hiring transponders on foreign satellite, Digital Satellite News Gathering (DSNG), Permission for setting up of teleports and renewal of teleports. The section maintains the Broadcast seva portal and processes the request for change of Name & logos of the TV Channels. In addition, the section coordinates with the other sections such as RTI, PG, Parliament for preparation of replies, reports and required information for the works associated with the section.

#### **Division- level Capacity Needs Analysis**

##### **Domain Competencies:**

Domain Competencies identified for this division are specified below:

<b>Competencies</b>	<b>ASO</b>	<b>SO</b>	<b>US</b>	<b>DSD</b>	<b>AS &amp; JS</b>	<b>Total</b>
<b>Domain</b>						
Policy Guidelines for up linking and Downlinking of Television channels from India	9	9	9	9	9	45
Cable Television Networks (Regulation) Act 1995	2	2	2	2	3	11
Portal - Broadcast Seva	2	2	2	1	1	8
Sectoral Knowledge	1	1	1	1	2	6
DPIIT Circulars	1	1	1	1	2	6

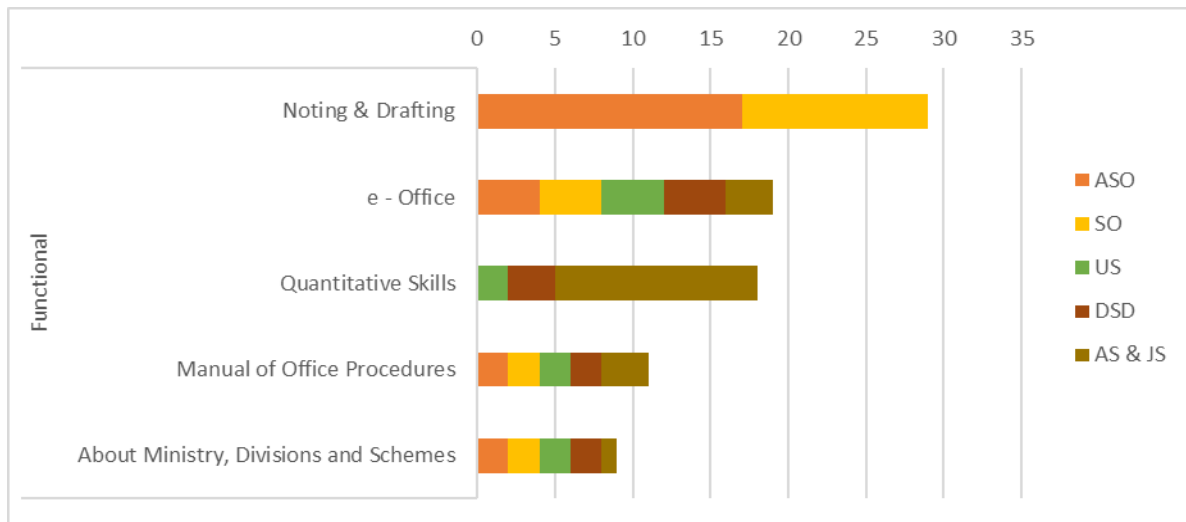
##### **Detail of important Competencies:**

###### *Policy guidelines for up linking and downlinking of TV Channels:*

As the division works for issuance of licenses to the private channels, officials are required to have thorough knowledge regarding the policy guidelines of up linking and downlinking of the channels and understand basics of the technical aspects.

##### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



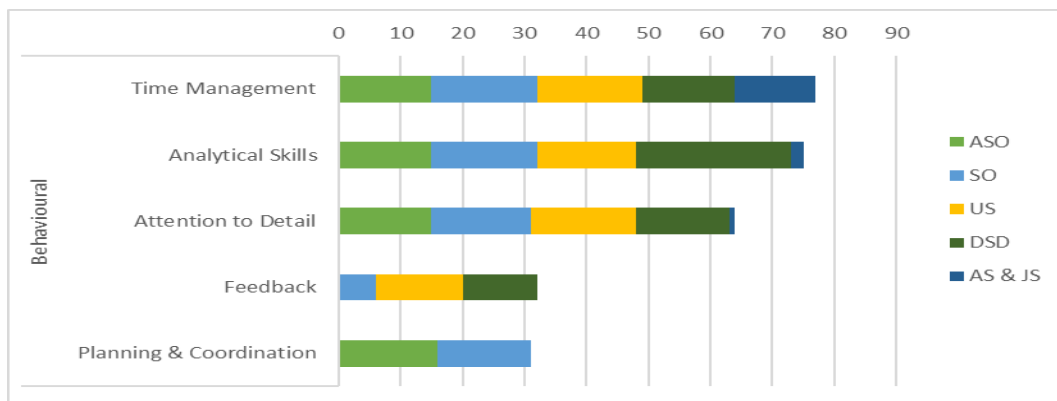
**Detail of important Competencies:**

**Noting & Drafting:**

All the decisions of the ministry are based on the note being moved with detailing of application received from private party, rule position regarding sanction of the license etc. To detail all these activities, officials of the division are required to have proficiency in noting & drafting.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

**Feedback:**

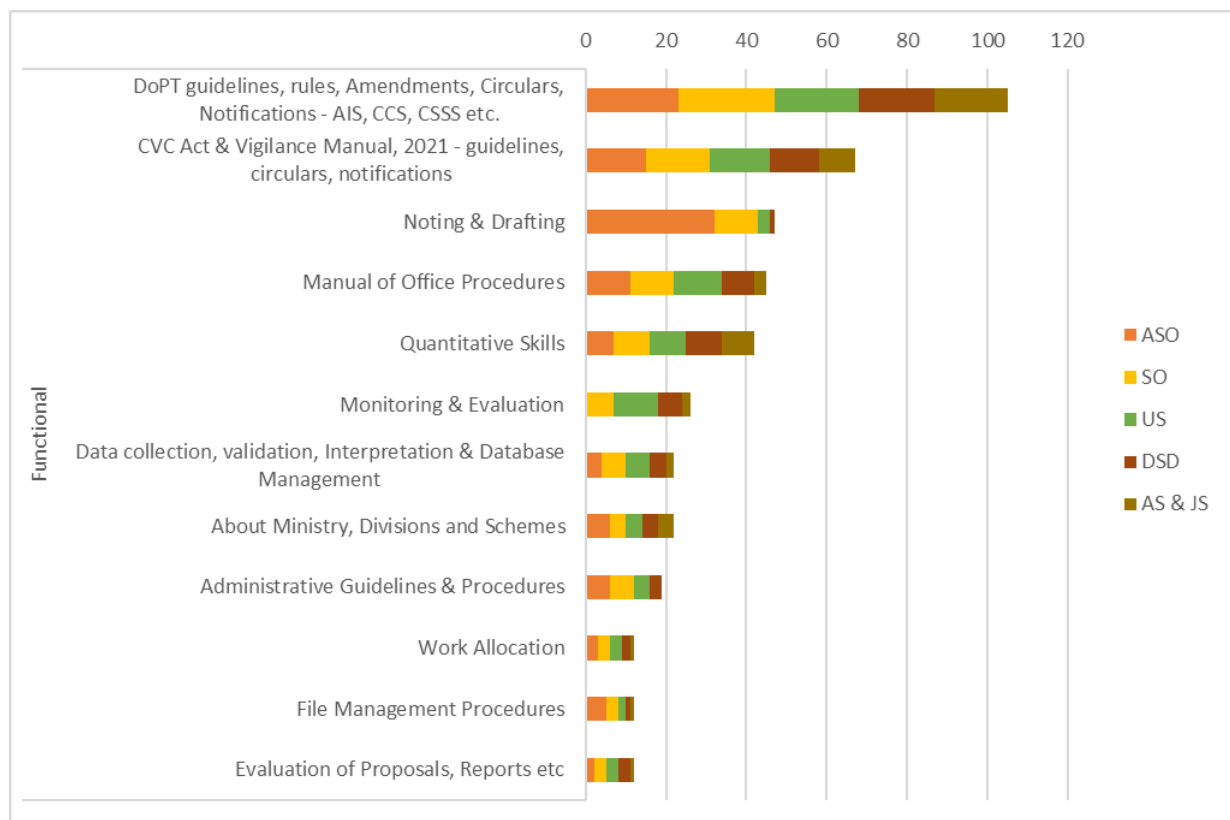
The competency of Feedback is essential especially at the senior level, since this competency provides required review of the documents, vetting of the notes prepared by junior level officers. Timely provision of feedback in a conducive environment is the key to this competency.

### 5.5.36 Vigilance Section

Vigilance division is responsible for conduct of preventive and punitive measures prescribed by CVC. Vigilance division works in the area of controlling corrupt practices by undertaking registering of the case based on a complaint or Suo moto, filing of chargesheet, constitution of the committees for enquiries, representing department before courts and administrative tribunals.

#### **Functional Competencies:**

Important functional competencies identified for this division are depicted below.



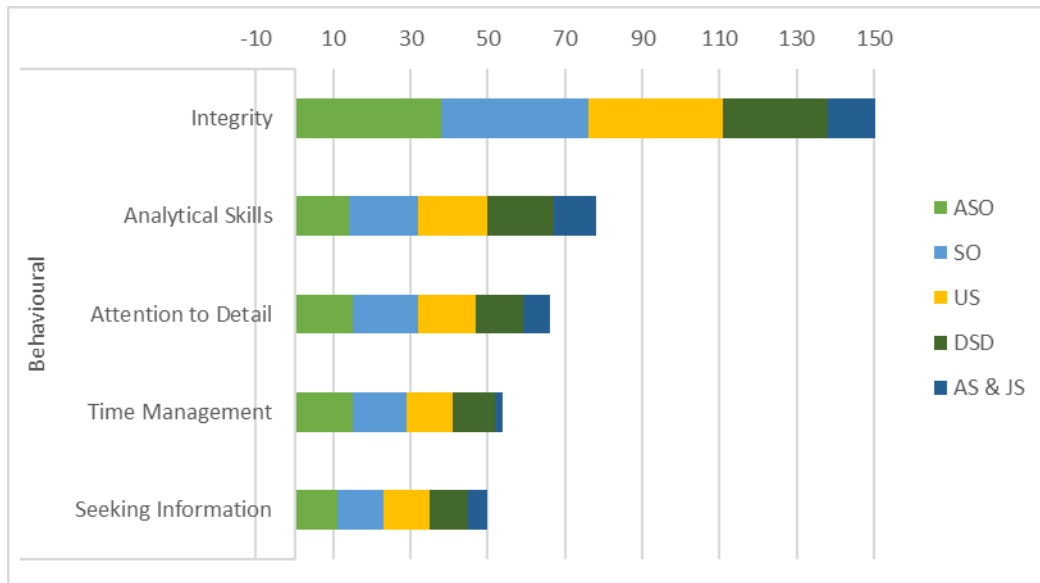
#### **Detail of important Competencies:**

##### *CVC Act & Vigilance Manual, 2021- guidelines, circulars, notifications:*

The division's responsibility is to carryout punitive & preventive actions based on the CVC Act, relevant vigilance manuals. Hence, the officials working in the vigilance division must be highly proficient about the provisions of the act and the manuals. Since any lapse in the procedures would land the case in courts and / or administrative tribunals.

**Behavioural Competencies:**

Identified important behavioural competencies identified for this division are depicted below.



**Detail of important Competencies:**

*Integrity:*

Integrity is the core behavioural competency required for entire ministry and specifically for this division. Since activities of the division requires involvement of the colleagues working in the ministry, the official working in the division needs to have high integrity in handling the vigilance cases.

## 6. Capacity Building Plan

The Capacity Building Plan is a method for determining and prioritizing the training needs of officials in the ministry to ensure they have the necessary competencies to efficiently achieve the objectives. This plan involves analyzing job, role & responsibilities, identifying specific competencies required for each position, and determining the frequency of these competencies for each role. The identified competencies are then prioritized for each position and for the ministry as a whole.

However, it should be noted that the identified competencies are based on the specific roles and may not necessarily be the top priority training needs for the individuals in those positions. To determine the true training needs of officials, a Capacity Needs Analysis (CNA) is conducted, using the identified competencies as a reference.

Up to the level of Under Secretaries, the competency need assessment is carried out by the respective Deputy Secretary or Director. For Deputy Secretaries & Directors, Joint Secretary, Additional Secretary level officers, self-assessment by these officers is carried out to identify and prepare the Capacity Needs Analysis (CNA).

To prioritize competencies based on the requirement of enhancement across the ministry, the assessors were requested to carryout forced distribution method. Wherein, the assessors were required to group the competencies identified for the designation into 3 training requirement categories based on the criterion as defined below.

Category	Criterion
A	<i>Training Urgently Required</i>
B	<i>Training is Required</i>
C	<i>Training not required in near future</i>

At the ministry level, it was found that all the competencies identified are distributed among the 3 categories, since, individuals are assessed based on their existing competencies.

To prioritize competency enhancement requirement 2 aspects are considered essential, one urgency of competency enhancement and second number of individuals requiring competency enhancement.

To derive prioritized list of competencies based on urgency as well as number of individuals requiring it, Weighted score method is followed, so that the ministry can schedule the trainings that are quite essential in the ministry. Wherein, the Code A, i.e., Training Urgently required is assigned weightage of '3', Code B, i.e., Training is required is assigned weightage of '2' and Code C, i.e., Training not required in near future is assigned weightage of '1'.

Using the methodology specified above, ministry level capacity needs analysis is derived.

## 6.1 Prioritized Competencies

As detailed in previous section, ministry level capacity needs are derived based on the assessment of individual capacity needs. Capacity needs analysis is carried out for domain, functional and Behavioural competencies separately. Priority list of competencies that need to be imparted at the ministry level are detailed below.

The prioritized competencies are identified for the designation of ASO, SO, US, DS / Directors. For leadership roles of Joint Secretary and Additional Secretary the list of competencies identified for self are listed separately.

### 6.1.1 Domain Competencies:

As detailed in previous chapters, domain competencies are specific to the ministry. Among domain competencies, some competencies are applicable cross cutting different project divisions and some are specific to the related scheme, programme or project.

The list of domain competencies, cross cutting different divisions, that need enhancement are listed below. These are some of the important subjects that are identified for conduct of the training. Exhaustive list of Domain competencies that are identified for conduct of training is attached as annexure.

#### List of Domain competencies (common across all programme divisions) – In order of priority for conduct of Training Programme

- About Ministry, Divisions and Schemes
- Prasar Bharati (Broadcasting Corporation of India) Act,1990
- About Advertising Standards Council of India (ASCI)

List of Domain competencies (common across all programme divisions) –  
In order of priority for conduct of Training Programme

- Sectoral Knowledge
- The Cable Television Network (Regulation) Act and Rules
- DPIIT Circulars
- Cable Television Networks (Regulation) Act 1995
- Policy Guidelines for up linking and Downlinking of Television channels from India
- Consumer Protection Act
- Portal - Broadcast Seva
- Guidelines of National commission for Protection of Child Rights
- About EMCC
- GPF Rules & DoP&P Welfare Orders
- Guidelines for broadcasting services (DTH, HITS, MSOs, IPTV etc.)
- Copy Right Act, 1957

Ministry may get associated with reputed institutions for development of customized modules. For About Ministry, Divisions and Schemes, a comprehensive induction manual is recommended. It may be made mandatory for every employee working in the ministry and every new entrant to undergo the ministry level induction manual.

Regarding scheme specific and / or division specific domain competencies, Division level induction manual may be developed with the support of reputed institutions. This can act as a guideline for new entrants to understand about the respective division and schemes that are implemented.



### 6.1.2 Functional Competencies:

Functional competencies are essential for carrying out all administrative, finance, facilitation, reporting functions of the ministry. Following is the list of preferred functional competencies in which at the ministry level trainings may be conducted. Exhaustive list of functional competencies that are identified for conduct of training is attached as annexure.

List of Functional competencies – Ministry Level In order of priority for conduct of Training Programme	
1.	DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.
2.	Quantitative Skills
3.	Noting & Drafting
4.	Manual of Office Procedures
5.	Budget Process & Procedures
6.	Legal Compliance & Terminology - Case laws of SC, CAT etc.
7.	File Management Procedures
8.	MS - Office
9.	Delegation of Financial Powers Rules (DFPR)
10.	Data collection, validation, Interpretation & Database Management
11.	FRSR - Fundamental Rules and Supplementary Rules
12.	Evaluation of Proposals, Reports etc
13.	Manual of Parliamentary Procedures
14.	General Financial Rules (GFR)
15.	DoE guidelines & circulars
16.	Meeting Management - Conduct of the Meeting, Agenda Preparation, MoM, Meeting Etiquette etc
17.	Cost Benefit Analysis
18.	Presentation Skills
19.	Manual of Procurement of Goods & Services
20.	Administrative Guidelines & Procedures

### 6.1.3 Behavioural Competencies:

Behavioural competencies are any behaviours, attitudes, personality traits that enable successful completion of a given task. Following is the list of preferred Behavioural competencies in order of preference at the ministry level. Exhaustive list of behavioural competencies that are identified for conduct of training is attached as annexure.

List of Behavioural competencies – Ministry Level In order of priority for conduct of Training Programme	
1.	Attention to Detail
2.	Team Working
3.	Analytical Skills
4.	Communication Skills
5.	Time Management
6.	Taking Accountability
7.	Seeking Information
8.	Stress Management
9.	Planning & Coordination
10.	Integrity
11.	Leading Others
12.	Feedback
13.	Empathy
14.	Commitment to Organisation
15.	Initiative & Drive

The identified priority list of competencies is based on the competency requirements identified for the individuals, summed up at division level and then at ministry level. Exhaustive list of identified competencies priority wise are annexed to the report.

The relevant trainings for the identified competencies are mapped separately in this chapter.

## 6.2 Immediate Priority Training Initiatives

As part of the consultations and discussions, the following training programs have been identified as immediate priority (quick wins) for the Ministry by Joint Secretaries and Additional Secretaries. This exhaustive list is for entire ministry. CBU may take a decision regarding conduct of these trainings on priority basis, irrespective of the suggested ACBP Calendar.

Quick Training Requirements	Level of Officers
Development and making of presentations – Simple and Complex	All Levels – ASO to Additional Secretary Level
Basics of MS – Excel – Use of Tables, Formulae, Sorting, Printing	ASO to Deputy Secretary / Director Level
Drafting different kinds of letters – Punctuation, Formatting, Spacing, Paragraphs etc.	ASO, SO & US levels
General Financial Rules	ASO, SO, US
Procurement of Goods and Services	ASO to Deputy Secretary / Director Level
Delegation of Financial Power Rules (DFPR)	ASO, SO, US
Team Work, Behaviour towards Colleagues, Seniors and Subordinates, Empathy, Conflict Resolution	All Levels – ASO to Additional Secretary Level
Stress Management – Taking care of physical and psychological health	All Levels – ASO to Additional Secretary Level
Power BI, Dashboard, use of MIS for report generation, data analysis, data import	ASO to Deputy Secretary / Director Level
Information Technology issues including basic trouble shooting	ASO, SO, US
Working on GeM portal	ASO to Deputy Secretary / Director Level
Evaluation of Proposals and Reports	ASO, SO, US
Team working & Team Building	All Levels – ASO to Additional Secretary Level
Stress Management	All Levels – ASO to Additional Secretary Level
Budget Process & Procedures	ASO, SO, US

### 6.3 Role-Wise Competency-Specific Training Suggestions

Designation wise competency enhancement requirements identified at ministry level are detailed below. For each category, top 5 competencies identified and specified in order of preference for training.

Table 12: Designation wise Competency Need Assessment (CNA)

Designation	Domain	Functional Competencies	Behavioural Competencies
Assistant Section Officer (ASO)	<ul style="list-style-type: none"> <li>About Ministry, Divisions and Schemes</li> <li>Prasar Bharati (Broadcasting Corporation of India) Act,1990</li> <li>About Advertising Standards Council of India (ASCI)</li> <li>The Cable Television Network (Regulation) Act and Rules</li> <li>Sectoral Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>Noting &amp; Drafting</li> <li>Quantitative Skills</li> <li>Manual of Office Procedures</li> <li>Budget Process &amp; Procedures</li> <li>File Management Procedures</li> <li>MS - Office</li> <li>FRSR - Fundamental Rules and Supplementary Rules</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Team Working</li> <li>Analytical Skills</li> <li>Communication Skills</li> <li>Time Management</li> <li>Seeking Information</li> <li>Planning &amp; Coordination</li> <li>Positive Attitude</li> </ul>
Section Officer (SO)	<ul style="list-style-type: none"> <li>About Ministry, Divisions and Schemes</li> <li>Prasar Bharati (Broadcasting Corporation of India ) Act,1990</li> <li>FDI Policy of GoI &amp; SOPs</li> <li>About Advertising Standards Council of India (ASCI)</li> </ul>	<ul style="list-style-type: none"> <li>DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>Noting &amp; Drafting</li> <li>Quantitative Skills</li> <li>Legal Compliance &amp; Terminology - Case laws of SC, CAT etc.</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Analytical Skills</li> <li>Team Working</li> <li>Communication Skills</li> <li>Time Management</li> <li>Feedback</li> <li>Positive Attitude</li> </ul>

Designation	Domain	Functional Competencies	Behavioural Competencies
	<ul style="list-style-type: none"> <li>The Cable Television Network (Regulation) Act and Rules</li> <li>Sectoral Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Budget Process &amp; Procedures</li> <li>Manual of Office Procedures</li> <li>Data collection, validation, Interpretation &amp; Database Management</li> <li>RTI &amp; CIC Rules, amendments, circulars, case laws</li> </ul>	
Under Secretary (US)	<ul style="list-style-type: none"> <li>About Ministry, Divisions and Schemes</li> <li>Prasar Bharati (Broadcasting Corporation of India ) Act,1990</li> <li>FDI Policy of GoI &amp; SOPs</li> <li>Guidelines for broadcasting services (DTH, HITS, IPTV etc.)</li> <li>DPIIT Circulars</li> <li>The Cable Television Network (Regulation) Act and Rules</li> </ul>	<ul style="list-style-type: none"> <li>DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>Quantitative Skills</li> <li>Budget Process &amp; Procedures</li> <li>Noting &amp; Drafting</li> <li>Manual of Office Procedures</li> <li>Legal Compliance &amp; Terminology - Case laws of SC, CAT etc.</li> <li>Manual of Parliamentary Procedures</li> <li>RTI &amp; CIC Rules, amendments, circulars, case laws</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Analytical Skills</li> <li>Team Working</li> <li>Feedback</li> <li>Time Management</li> <li>Communication Skills</li> <li>Positive Attitude</li> </ul>
Deputy Secretary (DS) / Director	<ul style="list-style-type: none"> <li>About Ministry, Divisions and Schemes</li> <li>Sectoral Knowledge</li> <li>FDI Policy of GoI &amp; SOPs</li> </ul>	<ul style="list-style-type: none"> <li>Quantitative Skills</li> <li>Manual of Office Procedures</li> <li>Budget Process &amp; Procedures</li> <li>Cost Benefit Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Analytical Skills</li> <li>Team Working</li> <li>Leading Others</li> </ul>

Designation	Domain	Functional Competencies	Behavioural Competencies
	<ul style="list-style-type: none"> <li>• Prasar Bharati (Broadcasting Corporation of India) Act,1990</li> <li>• The Cable Television Network (Regulation) Act and Rules</li> <li>• Guidelines for broadcasting services (DTH, HITS, IPTV etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Managerial Effectiveness</li> <li>• Noting &amp; Drafting</li> <li>• Manual of Parliamentary Procedures</li> <li>• DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.</li> <li>• Evaluation of Proposals, Reports etc</li> </ul>	<ul style="list-style-type: none"> <li>• Time Management</li> <li>• Stress Management</li> <li>• Positive Attitude</li> </ul>

## 6.4 Organisational Competency Suggestions.

As detailed in the initial chapters, the study was undertaken for individual capacity enhancement. While competency enhancement plans are being developed for individual effectiveness, competency based training function management is also equally important. Some of the inputs for efficient training function management are mentioned below:

#	Intervention	Description of Intervention
1.	Induction training	<ul style="list-style-type: none"> <li>- Induction training is one of the most important trainings for every employee of the ministry. It may be observed that both at the designation level and also for individual level the competency titled "About the Ministry, Divisions and Schemes" have topped the list of requirement.</li> <li>- Knowing about the ministry is essential for every employee and more so about the division in which they would be working. Hence Induction manuals may be developed for every division and also at the ministry level.</li> <li>- CBU may with the help of internal resources supported by external resources develop modules for induction.</li> <li>- CBU may also mandate for every existing employee as well as new entrants to undergo induction training within 1 month of roll out of the induction manual for existing employees and within 15 days of joining of the new employee in the ministry. The induction manual may be an online module with videos of functioning of the ministry and its impact at ground level that can have a lasting impression on the trainees.</li> </ul>
2.	Training of Consultants	<ul style="list-style-type: none"> <li>- Ministry engages large number of consultants to carryout various functions in the ministry. However, the consultants do not have expertise in government systems and procedures. It may be considered to include the consultants working in the ministry into the training eco-system of the ministry and provide basic trainings regarding office procedures etc.</li> </ul>

#	Intervention	Description of Intervention
3.	Certification and weightage	<ul style="list-style-type: none"> <li>- Every employee who has attended the training either online or offline, should undergo assessment and certification should be provided by the concerned training institutions.</li> <li>- This certification should be recognised by all the ministries and suitable weightage should be given during ACR/APAR, transfers and promotion.</li> <li>- While allocating work to the employees in the ministry, competencies acquired by them should be given due consideration</li> </ul>
4.	Mandatory trainings	<ul style="list-style-type: none"> <li>- Ministry may take a policy decision regarding training of its officers. Ministry may enforce that every employee working in the ministry must attend at least 1 training programme every year (Online / Offline) as mandatory training programme and the responsibility to ensure this may be assigned with the respective reporting officer</li> <li>- Mandatory training of the officials would enable the employees to undertake the trainings to improve their performance</li> </ul>
5.	Immersion program	<ul style="list-style-type: none"> <li>- As part of Immersion programme, exposure of employees of ministry to the implementation of policies, procedures by attached institutions would equip the employees with insights regarding policy implementation and also understand the gaps between the policy and actual implementation</li> <li>- Similarly, attached institution's officials to be deployed in the ministry to understand the process followed at the ministry level so that cross functional learning is enabled</li> </ul>
6.	Module for Social Media Management	<ul style="list-style-type: none"> <li>- Officials working in the ministry are required to work closely with media units and most vibrant of all those in modern day is social media. Ministry to be able to disseminate the information on behalf of Government and also to curtail negative social media propaganda it is required that the officials of the ministry are trained on social media management</li> </ul>



#	Intervention	Description of Intervention
7.	Extending ISTM courses to officials of Hindi division	<ul style="list-style-type: none"> <li>- Employees working in official language division are not trained on most common practices of the government. However, they are expected to undertake translation works for the ministry</li> <li>- Training in the procedural manuals such as Manual of office procedure, Manual of Parliament Procedure, RTI Act etc. would enable better translation</li> </ul>
8.	Database of internal resource persons and experts	<ul style="list-style-type: none"> <li>- In fulfilment of its mandate, Ministry undertakes various initiatives like new schemes, training programs, internal studies, etc. Additionally, the ACBP identified various domain competencies specific to the Ministry</li> <li>- For detailed discussions on these initiatives and to handle sessions during training programs, details of officials working in the Ministry with vast experience and expertise in various subjects/domain should be identified and they should be considered as resource persons for training programs and expert level discussions when needed</li> </ul>
9.	Competency based Training Function Management	<ul style="list-style-type: none"> <li>- Employees working in training division may be trained on the techniques of competency-based training function management, which includes competency-based CNA, nominating right person for right training programme and more importantly collection of feedback of the training programme for evaluation of effectiveness of the training programme</li> </ul>
10.	Robust MIS for training division	<ul style="list-style-type: none"> <li>- It may be explored to develop or adopt open source training function management software, to enable proper management of the training function</li> </ul>

## 6.5 Non-Training Interventions:

While training interventions identified would enhance competencies of the individuals, the other important pillars such as Organisational and Institutional are addressed through non-training interventions.

Non-training interventions are identified majorly through interactions with officials of the ministry, ranging from ASO to Joint Secretary & Additional Secretary levels. Apart from the interventions suggested by officials, research team have also used leading questions to ascertain information pertaining to non-training interventions.

Furthermore, these interventions were captured through personal interactions, group discussions, free wheel discussions, observations, group interviews and interactions with section level staff as well as senior leadership of the ministry. The identified non-training interventions are grouped as below.



Non-training interventions are the initiatives that would enable organizational eco-system to be conducive to the employees to perform better by using the competencies acquired by the individuals. Without conducive eco-system, even if an individual is provided with best of the

competencies that may not yield any results. Hence, non-training interventions are as important as training interventions to enhance efficiency.

Non-Training interventions are majorly to facilitate an individual with required support systems such as technology, process, resources etc. to utilize the existing or acquired competencies.

Some of the interventions identified in MoIB with regards to the identified non-training interventions are described below.

Categories	Suggested Interventions
<p><b>Technology &amp; Data</b></p>	<ul style="list-style-type: none"> <li>- At the ministry level, currently various IT applications are being used, it is largely felt that speed of response and troubleshooting of the applications have scope for improvement</li> <li>- Upgradation of scheme specific portals, dashboards and user interface is one of the potential interventions, to improve</li> <li>- Integration of e-office to various other IT applications so that movement of files and data between different applications can be minimized, that can save lot of time of junior level officers</li> <li>- Utilisation of e-Governance and m-Governance practices to manage schemes</li> <li>- Periodic training of all the officers in computer skills such as MS – Word, MS – Excel, Power Point etc.</li> <li>- More usage of Power BI type dashboards and training in them to all the officers working on dashboards</li> <li>- Robust database management systems and good cyber security measures, since the ministry’s schemes cover last mile beneficiaries and has a huge database of beneficiaries and their personal information</li> <li>- Utilisation of emerging technologies such as Metaverse in Media, Artificial Intelligence (AI) and Block-Chain technologies for broadcasting may be used for upgradation of media units and attached offices for better services</li> <li>- Explore the opportunities for implementation of ERP for integrated technological management</li> </ul>

Categories	Suggested Interventions
<p><b>Systems &amp; Processes</b></p>	<ul style="list-style-type: none"> <li>- Knowledge Management Systems to reduce redundant work by different sections and individuals on the same subject Ex.: Same questions are usually raised in different platforms such as CPGRAMS, RTI etc. and parliament, standing committees, VIP references etc. usually the work is carried out all over again by the respective divisions. Repository of documents that are required repeatedly would reduce redundant work of junior level officers</li> <li>- Development of web based templates or chatbots for various common letters, circulars, notices, memos etc. can standardize the models of different types of written communication within the Government. This not only standardizes the patterns but also reduces lot of time of junior officers</li> <li>- Maintaining repository of all the important Office Memorandums for ready reference of the officers</li> <li>- Development of SOPs and Manuals for not only schemes but also for other administrative divisions would enable avoidance of process lapses, mistakes of commissions and omissions</li> <li>- Development of user manual for all the portals and MIS can reduce learning time of new entrants in the system</li> <li>- Revision of existing SOPs on a periodic basis or at the time of changes to the scheme guidelines or policies, and monthly review of development of SOPs assigned to various agencies</li> </ul>
<p><b>Resources &amp; Assets</b></p>	<ul style="list-style-type: none"> <li>- Providing of Laptops to Junior Officers would enable better quality and adherence to timelines. Since, in some of the cases Ministry may be required to provide information pertaining to schemes, programs to either respective minister, PMO etc. in such times, provision of laptops to all officers in the ministry would enhance adherence to quality and time</li> <li>- e-Office system needs to be revamped to increase speed of operation</li> <li>- Availability of Knowledge resources like e-library etc. to all the employees would enable better knowledge enhancement opportunities</li> </ul>

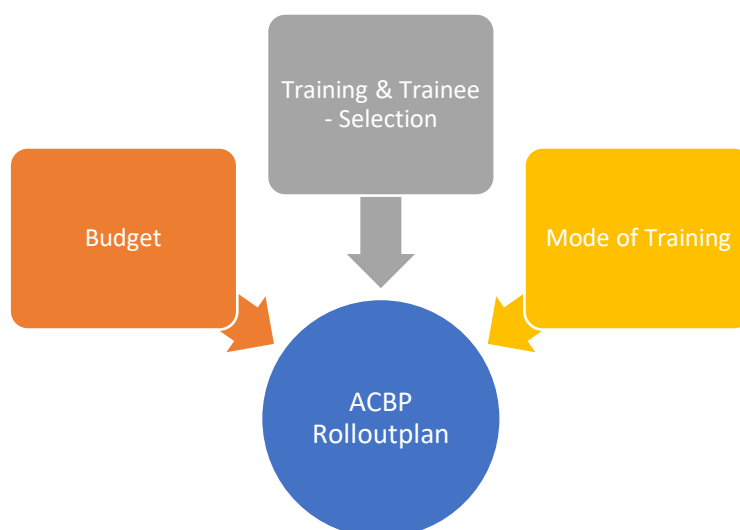
Categories	Suggested Interventions
<p><b>Partnerships &amp; Relationships</b></p>	<ul style="list-style-type: none"> <li>- Partnerships with national and international institutes of excellence and organisations that are sectoral specialists such as IITs in the domain of information &amp; broadcasting for partnerships, exposure visits etc. would provide employees especially the leadership different perspectives and the institutes may be used as knowledge partners</li> </ul>
<p><b>Personnel Management</b></p>	<ul style="list-style-type: none"> <li>- While MoIB is a large ministry in terms of the importance of the mandate assigned,</li> <li>- Currently gap between the sanctioned strength vis-à-vis men in position is very high, it may be considered to carryout work load assessment or HR Audit to ascertain required manpower at the ministry level</li> <li>- Due to dearth of manpower at ministries, following guidelines of DoPT, consultant are engaged at division level. However, the consultants do not have expertise in following government systems and procedures as defined in various manuals such as manual of office procedures, manual of parliamentary procedures etc. It may be considered to include the consultants working in the ministry into the training eco-system of the ministry and provide basic trainings regarding office procedures etc.</li> <li>- It may be considered to formulate a policy that once in 6 months, immersion programme is made mandatory for every employee so as to understand working of the attached institutions and policy implementation</li> <li>- As part of training policy it may be considered to mandate compulsory training of every employee once in 2 year and the responsibility be vested with the reporting officer for nomination of employees for the training programme</li> </ul>

## 7. Operational Plan

### 7.1 ACBP Rollout Plan

Capacity Building Roll-out Plan is very important part of training management function. The constituted CBU of the Ministry / Department needs to finalize the training interventions implementation plan in coherence with the ACBP, which include the following aspects:

Figure 30: Aspects of ACBP Rollout Plan



#### 7.1.1 Budget

As the cost is associated with the training intervention, specific budget should be earmarked for the purpose and the same should be tracked annually. The training interventions are to be planned as per the budget available.

According to the National Training Policy (NTP) 2012 recommendations, the training budget for a Ministry / Department should be 2.5% of the Salary Budget of that Ministry / Department. For earmarking of the training budget, CBU must participate in the Ministerial / Departmental budgeting process. The budget for training function may be prepared based on the following aspects:

- Number of Trainings planned to be conducted in the year
- Details of the trainings conducted by institutes of national and international importance to which employees would be nominated
- List of trainings that would be conducted in-house and number of employees that would be training

### 7.1.2 Training & Trainee - Selection

The CBU may convene a committee with the bureau / divisions / wing and division/wing-heads to list the priority of trainings designation-by-designation in a phased manner. Selection of the training to be based on the requirement of the division. The trainings are to be selected based on competency requirements for the designation as well as individual.

The selection of trainees should be based on their:

- individual competency evaluations,
- availability for such a duration,
- workload and
- priority work assignments.

### 7.1.3 Mode of Trainings

The trainings identified are administered to the employees either through online mode or off-line mode. With the availability of iGOT Karmayogi online training programme specially designed for Government employees.

Online trainings are relevant when duration of the training session is short, pictorial, and with explanatory videos. Short content trainings can be delivered via online, especially, 'iGOT Karmayogi' web platform or through any other specific online training platform approved by the Ministry or Govt. of India.

Large-content, long-duration trainings can be delivered through offline method. Following could be training sources for online and off-line trainings.

- Online Trainings – iGOT Karmayogi / any other relevant online platforms
- Offline Trainings - ISTM / Central Training Institutes (CTIs) / Administrative Training Institutes (ATIs) / Ministry attached institutions / institutes of excellence / ministry engaging trainers to conduct in-house training for its officers

## 7.2 ACBP Calendar

As per the Approach and Methodology adopted for ACBP preparation, a year-wise list of competencies to be developed among ASO, SO, US, DS / Director level officers are provided below. For JS & AS a separate list of competencies is provided. However, CBU may take a decision regarding selection of the competencies to be developed and trainees irrespective of the suggested calendar. Detailed list of competencies identified at ministry level as well as section level are attached as annexure to the report. This would help to nominate officials for the training programme.

### 7.2.1 Domain Competencies

As detailed in previous chapter, domain competencies can be bifurcated into the competencies that are required across different divisions and competencies that are specific to a division, scheme or programme. Since some of these competencies are specific to respective divisions, CBU and the training division may plan for conduct of the specific trainings to provide required competencies to the officials working in those divisions. Following table is list of domain competencies required across the divisions. List with weighted score is attached as annexure.

Table 13: ACBP - Domain Competencies

Year I	Year II	Year III
Prasar Bharati (Broadcasting Corporation of India) Act,1990	FFO Business Allocation	Press Information Bureau guidelines
About Advertising Standards Council of India (ASCI)	BECIL MoA & AoA	Press Council of India guidelines
Sectoral Knowledge	Current Status of Approved Projects	The Print Media Advertisement Policy of the Government of India - 2020



Year I	Year II	Year III
The Cable Television Network (Regulation) Act and Rules	Recruitment Rules (RRs) of IIS Group B	Sports Broadcasting Act, 2007
DPIIT Circulars	Recruitment Rules (RRs) of IIS Group A	Indian Panorama Regulations
Cable Television Networks (Regulation) Act 1995	EASY (Empanelment & Appraisal System) Portal	e-political clearance
Policy Guidelines for up linking and Downlinking of Television channels from India	Staff Selection Commission Portal	International Arbitration
Consumer Protection Act	Information Technology Act, Notifications, Rules, Circulars etc.	About Registrar of News Papers for India (RNI)
Portal - Broadcast Seva	Companies Act 2013	Title Verification Guidelines
Guidelines of National commission for Protection of Child Rights	CGEIS Scheme Knowledge	Policy guidelines for television rating agencies in India
About EMCC	Prasar Bharti Functioning	About Development Communication and Information Dissemination (DCID) Scheme
GPF Rules & DoP&P Welfare Orders	Personnel Information System of IIS	Guidelines for empanelment of respective media (print, FM, Website, bulk SMS, etc.)

Year I	Year II	Year III
Guidelines for broadcasting services (DTH, HITS, IPTV etc.)	Film Section's Relevant Data Templates & Formats	Sports Broadcasting Signals (Mandatory sharing with Prasar Bharati) Act, 2007
Copy Right Act, 1957	MEA guidelines on issuance of passport to Govt. Servants, PSU/Autonomous Body employees, et al.	IFFI Regulations
FDI Policy of GoI & SOPs	About Media Houses of Ministry	Asia Pacific Broadcasting Union (ABU) MoUs/ Guidelines
Code for Self-Regulation by ASCI	Film Shooting Guidelines of MoIB	CBC Schemes & Guidelines
About TRAI	About National Awards for e-Gov.	Title Registration Guidelines
POCSO Act	Personnel Policy of IIS by MoIB	Press and Registration of Books Act, 1867
Film Section's Relevant procedures, Data Templates & Formats	Understanding of Information and Broadcasting Eco System	TRAI Act
Drug and Magic Remedies Act	Strategic Locations Identification	UPSC Guidelines for Recruitment, Deputation
Indian Penal Code w.r.t to social disharmony, anti-national element, etc.	Notice Inviting Application	Asia-Pacific Institute for Broadcasting Development (AIBD) MoUs/ Guidelines

Year I	Year II	Year III
Guidelines on reporting of Sexual Assault	Broadcasting Infrastructure and Network Development Scheme	
Indecent Representation of Women (Prohibition) Act	Acts and Rules, Codes of Media	
Juvenile Justice Act, 2015	Policy Guidelines on Expansion of FM Radio Broad Casting services through Private Agencies (Phase - III)	
International Cooperation, International Trends & Exposure & Government of India Foreign Policy - Government policies on FDI in Broadcasting Sector		
NFDC Mandate, MoU Details,		
Nis Schemes, Structures & Functions		
Public Relations - IEC, social media etc.		
IBPS Recruitment Rules		
Staff Selection Commission Rules & Procedures		
Cadre Rules for IIS Group A		
Indian Broadcasting (Engineers) Services Rules ,1981		
DoESW Instructions		
Spectrum Technicalities		
Electronic Media Monitoring Centre (EMMC)		

## 7.2.2 Functional Competencies

Functional competencies are essential for carrying out all administrative, finance, facilitation, reporting functions of the ministry. These are the competencies common across the ministry, irrespective of programme divisions or otherwise. CBU may prioritize the trainings based on requirement of the ministry. List with weighted score is attached as annexure.

Table 14: ACBP - Functional Competencies

Year I	Year II	Year III
About Ministry, Divisions and Schemes, Allocation of Business Rules, GoI	Financial Analysis, inferences, interpretations	Ministry related Acts, Rules & Regulations, Amendments, circulars, notifications
DoPT guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.	Financial Concurrence Procedure	Policy Formulation, Analysis, amendment process
Quantitative Skills	MoU / Contract Preparation, verification, enforcement	Portal of Audit Para Monitoring System (APMS)
Noting & Drafting	CVC Act & Vigilance Manual, 2021 - guidelines, circulars, notifications	Grievance Redressal Mechanisms
Manual of Office Procedures	Preparation of Reports, Proposals, Analysis etc.	UC Process & Procedures
Budget Process & Procedures	Pay fixation Process	Stakeholder Management - Vendors, Multilateral funding agencies, Institutions, partners etc.

Year I	Year II	Year III
Legal Compliance & Terminology - Case laws of SC, CAT etc.	Managerial Effectiveness	Standard Operating Procedures
Manual of Procurement of Goods & Services	Monitoring & Evaluation	Stock Register
MS - Office	MIS of Ministry's schemes & programmes	Corporate Governance
RTI & CIC Rules, amendments, circulars, case laws	Cabinet Note Preparation Procedure	EFC/SFC - guidelines, rules, Amendments, Circulars, Notifications - AIS, CCS, CSSS etc.
Data collection, validation, Interpretation & Database Management	Official Languages Act, Amendments, Notifications, Circulars	Taxation Rules - IT, TDS, GST Processing
FRSR - Fundamental Rules and Supplementary Rules	Government of India Schemes, other Ministry Schemes	NITI Aayog's Output-Outcome Monitoring Framework (OOMF)
Evaluation of Proposals, Reports etc.	Knowledge Management Systems	Contract Preparation, verification, enforcement
Manual of Parliamentary Procedures	Statistical Analysis Techniques	
General Financial Rules (GFR)	Human Resource Management Techniques	

Year I	Year II	Year III
DoE guidelines & circulars	Audit Standards 2011	
Meeting Management - Conduct of the Meeting, Agenda Preparation, MoM, Meeting Etiquette etc.	Strategic Management Techniques	
Cost Benefit Analysis	Standing Committee Procedures	
Presentation Skills		
Orientation on Portals - RTI, CPGRAMS, e-Samiksha, SPARROW, CVC, Probity, Bhavishya, e-HRMS, GeM SCDPM etc.		
Delegation of Financial Powers Rules (DFPR)		
Administrative Guidelines & Procedures		
e - Office		
Public Finance Management Systems (PFMS)		

### 7.2.3 Behavioural Competencies

Behavioural competencies are any behaviours, attitudes, personality traits that enable successful completion of a given task. Indicative training calendar for conduct of the programme is specified below. However, depending on the requirements of the ministry, CBU may revise the calendar to suite the requirements. List with weighted score is attached as annexure.

Table 15: ACBP - Behavioural Competencies

Year I	Year II	Year III
Attention to Detail	Stakeholder Management	Stakeholder Management
Team Working	Desire for Knowledge	Desire for Knowledge
Analytical Skills	Self Confidence	Self Confidence
Communication Skills	Developing Others	Developing Others
Time Management	Decision making	Decision making
Taking Accountability	Result Orientation	Result Orientation
Seeking Information	Strategic Thinking	Strategic Thinking
Stress Management	Motivation	Motivation
Planning & Coordination	Change Management	Change Management
Integrity	Delegation	Delegation

Year I	Year II	Year III
Leading Others	Self-Awareness & Self Control	Resilience
Feedback	Problem Solving	Gender Sensitivity
Empathy	People First	Conflict Resolution
Commitment to Organisation	Conceptual Thinking	
Initiative & Drive	People Management	
Dependability		
Innovative Thinking		
Organizing		
Networking Skills		
Consultation and Consensus building		
Positive Attitude		



It may be noted that the training programs which are identified to be organized in the first year are the prioritized training programs of the Ministry, based on demand for the course and its urgency and due to any reason, if these programs could not be organized in the first year, then such leftover training programs may be taken up in the second year with due revision/ updating of the calendar.

Similarly, if the identified trainees/officials could not attend the training programs in the first year, they are required to be given another opportunity to attend the training programs in subsequent years as per the training calendar. CBU in consultation with wing-heads may revise the order of organizing the training programs listed based on the felt need and immediate priority / requirement of the Ministry.

### 7.3 ACBP Leadership level (AS & JS)

A list of competencies for which trainings may be organized for the leadership roles, i.e., Joint Secretary and Additional Secretary are detailed below. CBU may prioritize the competencies as per the requirements of the ministry and individuals. In addition to the competencies specified, CBU may with reasonable rationale include other competencies as well.

Further, since MoIB is cadre controlling authority for various cadres, CBU may draw a training policy for these cadres, which can provide for mandatory trainings, mid-career training etc. on similar lines with other cadres managed by Department of Personnel and Training.

The list of competencies identified for leadership are through self-assessment by JS & AS level officers. The list is arranged in alphabetical order.

Table 16: ACBP - Leadership level - AS & JS level

Name of the Competency / Training Programme
Best Practices and latest trends in Technologies, Practices related to Information, Broadcasting, print/social media
Citizen centric approach to governance
Concepts of IT for acquiring working knowledge for understanding of MIS portals Better
Conflict Resolution

Name of the Competency / Training Programme
Cost of Information and ease of living
Critical Thinking
Cyber Security of websites, LAN, desktops, laptops, and mobile phones
EFC / SFC – guidelines, rules, amendments, circulars, notifications -AIS, CCS, CSSS etc.
Induction Training
Innovative Thinking
MoU / Contract preparation, verification, and enforcement
Negotiation
Preparation of Cabinet Notes, reports for parliamentary committees
Recruitment Rules of the cadres of different Media Units
Sectoral Group of Secretaries (SGoS) / Empowered Group of Ministers (EGoM) procedures
Stakeholder Management – Vendor management, funding agencies, institutional partners etc.
Strategic Management Techniques
Strategic Thinking
Stress Management
The Art of Presentation: How to make good presentations
Using data analysis, blockchain, AI/ML, and metaverse technologies in broadcasting to enhance service delivery.

#### 7.4 Interventions: Training Institutes and Matrix for process

Considering that the domain competencies are related to the ministry's core operations, attached training institute, IIMC may be engaged for development of relevant modules. Ministry may also involve senior officials of the ministry in developing the customised modules.

A list of competencies with corresponding training modules and training institutes is mentioned in this section. Since, development of modules and conduct of trainings is a continuous process, CBU may identify relevant training institutes to provide trainings to the officials.

The list of identified training interventions with training institutes is presented below:

### 7.4.1 Training Institutions for Functional Competencies

Table 17: Training Institutions - Domain Competencies

Competency	Training / Module name	Training Institute	Mode of training
Understanding of Information and Broadcasting Eco System	Communication Theory, Development Communication & Media landscape in India.	IIMC	Offline
International Cooperation	Foreign Diplomacy and Communicating with Global Audience	IIMC	Offline
Basics of Cyber Security	Internal Security, Crisis Communication & Psy-ops	IIMC	Offline
Recruitment Rules (RRs) of IIS Group A	Module on Administration and Finance conducted by ISTM or DHTI.	IIMC	Offline
Recruitment Rules (RRs) of IIS Group B	Module on Administration and Finance conducted by ISTM or DHTI.	IIMC	Offline
About Registrar of News Papers for India (RNI)	RNI: Work Profile and Functions	IIMC	Offline
International Trends & Exposure	SAG and Above	IIMC	Offline
Public Relations - IEC, Social Media etc.	Social Media Module	IIMC	Offline
Community Radio Station Schemes / Programs guidelines	Visual Communication, Basics of Radio and Television Journalism	IIMC	Offline
Cable Television Networks (Regulation) Act 1995	Regulatory framework & Laws related to Broadcast,	IIMC	Offline

Competency	Training / Module name	Training Institute	Mode of training
Guidelines for broadcasting services (DTH, HITS, IPTV etc.)	Advertising, Social media etc.		
Indian Broadcasting (Engineers) Services Rules ,1981			
Prasar Bharati (Broadcasting Corporation of India ) Act,1990			
Press Council of India guidelines			
Press Information Bureau guidelines			
Sports Broadcasting Signals (Mandatory sharing with Prasar Bharati) Act, 2007			
The Cable Television Network (Regulation) Act and Rules			
TRAI Act			

The list provided here is an indicative training modules, CBU may identify other training institutes and nominate officials for the training programmes. The competencies for which specific training modules are not available, Ministry may engage institute of repute such as IIMC and other institutions to develop modules.

Table 18: Training Institutions - Functional Competencies

Competency	Training / Module name	Training Institute	Mode of training
Audit Standards 2011	Govt. Accounting & Internal Audit	Institute of Government	Offline

Competency	Training / Module name	Training Institute	Mode of training
		Accounts & Finance	
Budget Process & Procedures	Budget	iGOT	Online
Budget Process & Procedures	Orientation Training Programme on Budget & Finance Management	MCRHRD	Offline
Budget Process & Procedures	Budget - Formulation & Implementation	ISTM	Offline
Cabinet Note Preparation Procedure	Workshop on preparing cabinet notes	ISTM	Offline
Contract Preparation, verification, enforcement	Contract Management	RCUES Lucknow	Offline
Corporate Governance	Online program on Corporate Governance	Indian Institute of Corporate Affairs (IICA)	Online
Decision making Concepts	Problem Solving and Decision Making	ISTM	Offline
e - Office	Workshop on e-Office	ISTM	Offline
e - Office	Orientation Training Programme on eOffice Management	MCRHRD	Offline
Evaluation of Proposals, Reports etc	Certificate programme in Project management	Institute of Management in Government, Kerala	Offline
Evaluation of Proposals, Reports etc	WORKSHOP ON PROJECT FORMULATION AND APPRAISAL	ISTM	Offline
File Management	Record management and right to information	ISTM	Offline
Financial Analysis, inferences,	MDP on Financial Data Analytics	Arun Jaitley National	Offline

Competency	Training / Module name	Training Institute	Mode of training
interpretations		Institute of Financial Management (AJNIFM)	
FRSR - Fundamental Rules and Supplementary Rules	Fundamental Rules (FR) and Supplementary Rules (SR)	Department of Expenditure	Offline
General Financial Rules (GFR)	GFR and vigilance	Indian Statistical Service Training Division	Offline
General Financial Rules (GFR)	Workshop on Public Procurement under GFR-2017	ISTM	Offline
Human Resource Management Techniques	Human Resource Management	ISTM	Offline
Knowledge Management Systems	Knowledge Management	ISTM	Offline
Legal Compliance & Terminology - Case laws of SC, CAT etc.	Legal Workshop	National Industrial Security Academy	Offline
Managerial Effectiveness	Training Programme on Managing Work Effectively: A Behavioural Approach	VV Giri National Labour Institute	Offline
Managerial Effectiveness	Managerial Effectiveness	ISTM	Offline
Manual of Office Procedures	Office Procedure	iGOT	Online
Manual of Office Procedures	Training Programme on Office Procedure under SCTP	ISTM	Offline
Manual of Parliamentary Procedures	Parliamentary Procedures	iGOT	Online

Competency	Training / Module name	Training Institute	Mode of training
Manual of Parliamentary Procedures	Handling Parliamentary Matters	ISTM	Offline
Manual of Procurement of Goods & Services	Public Procurement Framework of GOI	Department of Expenditure	Offline
Manual of Procurement of Goods & Services	MDP on Public Procurement	AJNIFM	Offline
Monitoring & Evaluation	Monitoring and evaluation of govt schemes	ISTM	Offline
MoU / Contract Preparation, verification, enforcement	Contract Management	RCUES Lucknow	Offline
MS ports	MS office	ISTM	Offline
MS - Office	Advanced MS Office	MCRHRD	Offline
Noting & Drafting	Workshop on Noting & Drafting	ISTM	Offline
Noting & Drafting	Training Programme on Noting & Drafting Skills	MCRHRD	Offline
Noting & Drafting	Noting & Drafting	iGOT	Online
Official Languages Act, Amendments, Notifications, Circulars	Training Programme on Official Language	Department of official language	Offline
Pay fixation Process	Orientation Training Programme on Pay fixations	MCRHRD	Offline
Pay fixation Process	Pay Fixation	ISTM	Offline
Policy Formulation, Analysis,	Policy analysis, Policy formulation	NACIN National Academy	Offline



Competency	Training / Module name	Training Institute	Mode of training
amendment process		of Customs Indirect Taxes And Narcotics	
Policy Formulation, Analysis, amendment process	Public Policy & VUCA World	Indian Institute of Public Administration	Offline
Policy Formulation, Analysis, amendment process	Workshop on Policy Formulation to Legislation	ISTM	Offline
Portal Management	Handling Government Dashboards	ISTM	Offline
Portal of RTI	Right to Information Act 2005 - Part 1	iGOT	Online
Portal of RTI	Right to Information Act 2005 - Part 2	iGOT	Online
Preparation of Reports, Proposals, Analysis etc	Report Writing	Lal Bahadur Shastri National Academy of Administration	Offline
Preparation of Reports, Proposals, Analysis etc	Report writing	Administrative Training Institute, Department of Atomic Energy	Offline
Public Finance Management Systems (PFMS)	Training Videos of PFMS (Public Financial Management System) modules	Ministry of Electronics and Information Technology	Offline
Stakeholder Management - Vendors, Multilateral funding agencies, Institutions etc.	Stakeholders in Governance	ISTM	Offline
Strategic Management Techniques	Training on leadership and strategic management	Indian Statistical Service Training Division	Offline
Strategic Management	Strategic management programme	National Academy of	Offline

Competency	Training / Module name	Training Institute	Mode of training
Techniques		Indian Railways	
Taxation Rules - IT, TDS, GST Processing	Workshop on Income Tax	ISTM	Offline
Taxation Rules - IT, TDS, GST Processing	Workshop on Goods and Services Tax	ISTM	Offline
Training Function Management - CNA, Nominating for trainings, MIS	Management of Training	ISTM	Offline

The list provided here is an indicative training modules, CBU may identify other training institutes and nominate officials for the training programmes.

#### 7.4.2 Training Institutions for Behavioural Competencies

Table 19: Training Institutions - Behavioural Competencies

Competency	Training Module Name	Training Institute	Mode of Training
------------	----------------------	--------------------	------------------

Competency	Training Module Name	Training Institute	Mode of Training
Adaptability	Level-III CSSS Course to Develop Behaviour Competencies	Institute of Secretariat Training & Management (ISTM)	Offline
Analytical Skills	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT Karmayogi platform (iGOT)	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Big Data Analysis	Dr. MCR Human Resource Development Institute of Telangana (DR. MCR HRD), Hyderabad	Offline
Attention to Detail	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Attention to Detail	Indian Institute of Public Administration (IIPA)	NA
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Change Management	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline

Competency	Training Module Name	Training Institute	Mode of Training
	Management Development Training Programme	Yashwantrao Chavan Academy of Development Administration (YASHADA)	Offline
	Advance Management Programme/ Change Management / Leadership	Administrative Staff College of India (ASCI), Hyderabad	Offline
	Change Management	IIPA	NA
	Change Management	DR. MCR HRD, HYDERABAD	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Commitment to Organisation	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Commitment to the Organisation	IIPA	NA
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Communication Skills	Level-III Training Programme to Develop Functional Competencies	ISTM	Online
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Communication and Presentation Skills	YASHADA	Offline
	Workshop on Communication Skills	ISTM	offline

Competency	Training Module Name	Training Institute	Mode of Training
	Effective Communication	IIMB	Online
	Communication Skills	IIPA	NA
	Communication and Presentation Skill	Institute of Public Administration (IPA), GoHP	Offline
	Office Communication Skills: Noting, Drafting	IPA	Offline
	Communication Skills for Managers	ASCI, Hyderabad	Offline
	Effective Usage of Government Communication Channels for Good Governance	DR. MCR HRD, HYDERABAD	Offline
	Training Program on Noting and Drafting	DR. MCR HRD, HYDERABAD	Offline
	Communication	Indian Institute of Mass Communication	Offline
	Noting, Drafting & Vigilance	Defence Headquarter Training Institute (DHTI)	Offline
Conceptual Thinking	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Conceptual thinking	IIPA	NA
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Conflict Resolution	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Conflict Management and Negotiation Skills	ASCI, Hyderabad	Offline
	Conflict Management (as part of Change Management)	IIPA	NA
	Negotiation Skill and Conflict Resolution	Netaji Subash Administrative Training Institute, West Bengal (ATI, WB)	Online

Competency	Training Module Name	Training Institute	Mode of Training
Consultation and Consensus building	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Customer relations, productivity, team management and leadership	National Academy of Indian Railways	Offline
	Consensus Building	IIPA	NA
	Training Programme on Convergence and Partnership	V.V. Giri National Labour Institute (VVGnLI)	Offline
Cost Conscious	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Critical Thinking	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Critical Thinking for Strategic Decision Making	ASCI, Hyderabad	Offline
	Critical Thinking & Problem-Solving Techniques	ISTM	Offline
Decision Making	Data Analytics and Risk Management	Indian Technical and Economic Cooperation Program, MoEA	Offline

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	EDM Effective Decision Making	ATI, WB	Online
	Decision Making for Effective Leadership	ASCI, Hyderabad	Offline
	Decision Making	IIPA	NA
Delegation	Delegation	IIPA	NA
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Dependability	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Desire for Knowledge	Desire for Knowledge	IIPA	NA
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Developing Others	Developing Others	IIPA	NA
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Empathy	Empathy	IIPA	NA
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Feedback	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Gender sensitive	Gender sensitive	Ministry of Power	Online
	Women in Management	ASCI, Hyderabad	Online
	Gender Sensitisation	ISTM	Offline
	Gender Sensitivity	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Gender Transformative Training	Centre for Social Research, New Delhi	Online
	Women Empowerment	IPA, Govt. of Himachal Pradesh	Offline
	Training Program on Gender Sensitization	DR. MCR HRD, HYDERABAD	Offline
	Safety & Security of Women	DR. MCR HRD, HYDERABAD	Offline



Competency	Training Module Name	Training Institute	Mode of Training
	Sensitization on Sexual Harassment of Women at Workplace Act	DR. MCR HRD, HYDERABAD	Offline
	Tacking violence against women and girls	World Bank	Online
	Gender Sensitisation	DHTI	Offline
	Training Programme on Gender, Work and Development	VVGNLI	Online
	Gender Equality and Development – Overview	iGOT	Online
Initiative and Drive	Initiative and Drive	IIPA	NA
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Innovative Thinking	Managing Creativity and Innovation	ASCI, Hyderabad	Offline
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Innovative Thinking	IIPA	NA
Integrity	Integrity	IIPA	NA
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Leading Others	Advance Management Programme/ Change Management / Leadership	ASCI, Hyderabad	Offline

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Workshop on Team Building and Leadership	ISTM	Offline
	Enhancing Performance and Well-Being through Leadership	ASCI, Hyderabad	Offline
	Six Sigma for Business Leaders	ASCI, Hyderabad	Offline & Online
	Innovation and Change Leadership	ASCI, Hyderabad	Offline
	Leadership Skills Development	ASCI, Hyderabad	Offline
	Organisational Leadership in Adverse Environment	ASCI, Hyderabad	Online
	Leadership Communication, Persuasion, and Influence	IIM Lucknow	Offline
	Leadership Development	IIM Lucknow	Offline
	Training Programme on Behavioural Skills for Developing Effective Leadership	VVGNLI	Online
	Leading others	IIPA	NA
Inspiring Leadership Attitude	DHTI	Offline	
Motivation	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Negotiation	Negotiation Skill and Conflict Resolution	ATI, WB	Online

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Conflict Management and Negotiation Skills	ASCI, Hyderabad	Offline
	Negotiation and Persuasion	IIM Lucknow	Offline
	Negotiation (as part of Change Management)	IIPA	NA
Networking Skills	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Organising	Organisational Awareness	IIPA	NA
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
People First	Effective Public Service through RTI Act	ATI, WB	Online
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	People Centric Urban Governance in India	IIPA	NA
	People First	IIPA	NA
People Management	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Planning & Coordination	Strategic planning and consultancy	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Planning & Coordination	IIPA	NA
Presentation Skills	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Presentation Skills	DHTI	Offline
Problem Solving	Critical Thinking & Problem-Solving Techniques	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Creative Problem Solving	DHTI	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Problem Solving	IIPA	NA

Competency	Training Module Name	Training Institute	Mode of Training
Quantitative Skills	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
Resilience	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Result Orientation	Result Orientation	IIPA	NA
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Seeking Information	Seeking Information	IIPA	NA
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
Self-Awareness & Self Control	The Art of Living Training Programme for Building Competence for Personal Excellence	VVGNLI	Online
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Self-Awareness & Self Control	IIPA	NA
Self Confidence	Self Confidence	IIPA	NA

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
Stakeholder Management	Stakeholders in Governance	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
Strategic Thinking	Training on leadership and strategic management	Indian Statistical Service Training Division	Offline
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Strategic Thinking	IIPA	NA
	Strategic management programme	National Academy of Indian Railways	Offline
Stress Management	Stress management and motivation	Central Bureau of Investigation Academy:	Offline
	Managing Stress	DHTI	Offline
	Stress Management	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Stress Management	iGOT	Online

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Relaxation of Working Stress	ATI, WB	Online
	Stress Management and Performance Coaching	ASCI, Hyderabad	Offline
Taking Accountability	Taking Accountability	IIPA	NA
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
Team Working	Workshop on Team Building and Leadership	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
	Team Working	IIPA	NA
	Team Building and Leadership	ISTM	Offline
	Interpersonal Effectiveness and Teambuilding	ATI, WB	Online
Time Management	Time Management (as part of Change Management)	IIPA	NA
	Level-III Training Programme to Develop Functional Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III Training Programme to Develop Functional Competencies	iGOT	Online

Competency	Training Module Name	Training Institute	Mode of Training
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online
Transparency	Improving Transparency and Accountability in Public Administration through RTI Act	ATI, WB	Online
	Level-III CSSS Course to Develop Behaviour Competencies	ISTM	Offline
	Level-III CSSS Course to Develop Behaviour Competencies	iGOT	Online

An attempt has been made to make the list as exhaustive as possible for CBU to finalize the training institute/s for organizing training program. However, since training institutes keep adding trainings programs, CBU may explore additional institutes which offers training programs for competencies identified. Furthermore, depending on the feasibility, budgetary provisions, convenience, etc., the CBU may also decide the mode of training as discussed in the section mode of trainings.



## 7.5 Responsibility Allocation

The training function management is one of the critical aspects for the Ministry/Department for engaging the human resources effectively in fulfilling its vision by enhancing their competencies on continuous basis. The competency needs of the human resources change with changes to the programs/schemes and priorities of the Ministry / Departments. Hence, the capacity building has to be a continuous process for analysing, planning, and organizing the relevant training programs.

Currently the Ministry / Department has constituted the CBU with Additional Secretary / Joint Secretary / Director rank officer as head, and Director/Deputy Secretary level officers and other officials as members to sustain the efforts undertaken as part of ACBP. Some of the activities that are required to be undertaken as part of training function management are listed below.

- The top management/senior leadership should make the capacity building programmes a regular activity in MDO in line with the proposed Annual Capacity Building Plan.
- The CBU to refer the ACBP and prepare the annual training plan with the proposed training modules, prospective employees & with outlay of budget expenditure for the programs.
- CBU to analyse the annual training plan, prepare the annual budget for capacity building programs and submit for the approval of competent authority to be part of the annual budget of the Ministry/Department.
- CBU needs to have planned meetings at specified intervals (Monthly/Quarterly/Half yearly/Annual) for discussion on the following.
  - Implementation of the ACBP
  - Carrying out the analysis the of evaluation inputs of the past trainings for the employees for taking necessary corrective measure in future trainings.
  - Seeking the internal feedback from the reporting officers on the trainings attended by their subordinates
  - Corrective measures for the observations/internal feedback from the reporting officers.
  - Planning the tie-ups with the Institutions, Organizations, Multi-lateral agencies for bridging the gap in the planned and available training modules.

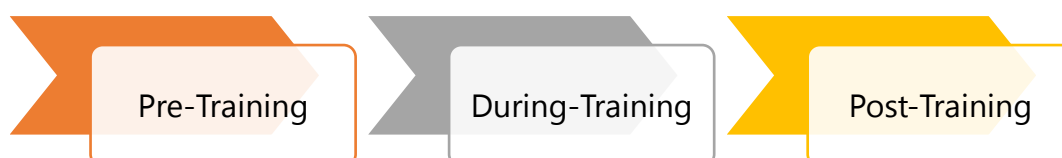
- Continual coordination with Capacity Building Commission for – development of the training module and iGOT related courses for online training modules.
- Review of the existing course content material considering the training need and if required take steps for development of course material.
- Maintain record of expenditure incurred towards salaries, infrastructure maintenance, Consultant costs, external trainers’ costs, material design, development and printing cost, etc.
- Maintain training information relating to Mapping of Competencies, Training Needs Analysis, Database of Trainings undergone by the Employees, Training Database, Trainers Database, evaluation reports, etc.
- Preparation of the report by CBU on the capacity building programs organized by the department which forms part of the Annual Report.
- CBU to facilitate an exercise of identification of new competencies using the formats provided as part of ACBP at the Individual, Section level and aggregate them to the existing competencies list for further processes of mapping to the training programs and organizing capacity building programs.
- CBU to take steps for addressing non-training interventions indicated in ACBP and continue to address any non-training interventions reported by the divisions/sections in future.

## 7.6 Monitoring and Evaluation Matrix

### 7.6.1 Monitoring

Monitoring of ACBP implementation is an important activity which helps in taking corrective measures required at different levels of the training life cycle. Monitoring will facilitate in identifying the areas of improvement and correlate with the evaluation process findings for future course of action for making the capacity building programs more effective. The Monitoring of the ACBP can be undertaken in three stages, as mentioned below:

Figure 31: Stages of Monitoring



### ***Pre-Training***

Monitoring in pre-training stage is linked to the activities such as communication and coordination with the participants, training institute / trainers, identification of the venue, logistics arrangements for the training program and participants etc.

### ***During-Training***

During-Training stage monitoring is conducted while the training is program is on – the activities like initiation of the training program, training delivery and checking quick pulse of the trainees for any corrective measure, and closing of the training program. At the end of the training program the feedback would be collected from the participants with program-level feedback for evaluation of the training program contents, trainers and training facilities.

In case of nomination of employees for a training programme conducted by training institutes, training coordinator may ensure attendance of the officers in that training programme or substitute others if a particular officer is not able to attend the program.

### ***Post-Training***

Post training monitoring includes the aspects of feedback, analysis and preparation for the learning and Job behaviour level assessment for evaluation of the effectiveness of the training programs.

#### **7.6.2 Evaluation**

An accepted definition of evaluation is “An attempt to obtain information on the effects of training program and to assess the value of training in the light of that information for improving the training further”.

Evaluation of training is the act of judging whether it is worthwhile in terms of set criteria / objectives. A comprehensive and effective evaluation plan is a critical component of any successful training program. The evaluation should be structured in such a way as to generate information on the impact of training at various levels. In government organizations, where training is conducted in big volumes, it is furthermore essential to integrate training evaluation into the training function.

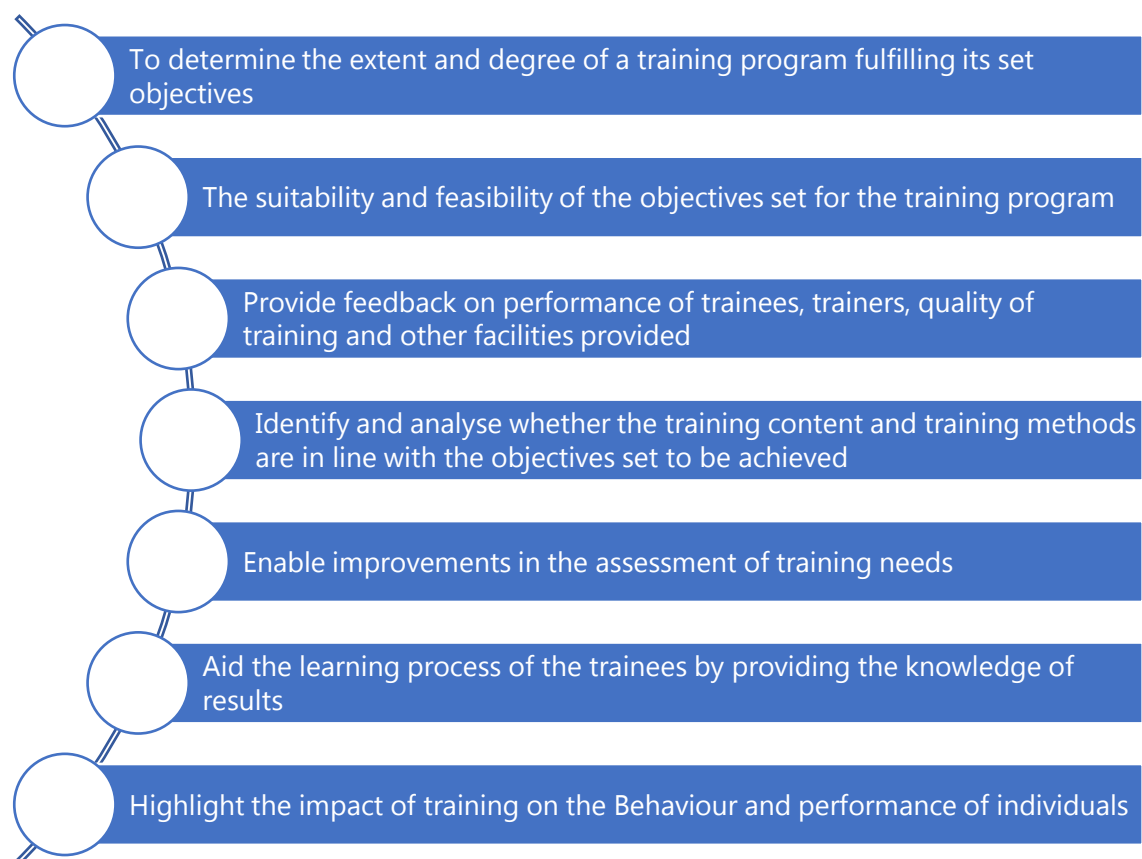
### ***Need for Evaluation of Training***

The Ministry / Department invests not only the funds but also the time, energy and efforts of its human resources in the training management. Having completed the training, it is better to evaluate the effectiveness of the investment. While doing this evaluation, it is likely that the results will

also be used to evaluate the justification of the training function itself. Therefore, the CBU should strive to establish the benefits of training through a proper evaluation mechanism.

Evaluation of Training is an essential feature of systematic approach to training. It enables trainers to justify their existence and the professional services they offer. Further, the evaluation also provides pointers that suggest certain changes in the design of the training, to make it more effective. Evaluation of training is vital in the training process for the following reasons/objectives:

Figure 32: Needs / Objectives of Evaluation of Trainings



### **Levels of Training Evaluations**

Most of the time training outcomes are assessed in terms of the number of training courses carried out, number of employees trained, extent of training budget utilization and the feedback of the trainees on the course, faculty and training facilities. But, the impact of training on the subsequent job behaviour should also be made an integral part of the evaluation process so that the benefits of training may be clearly established.

Therefore, it is suggested to carry out the training evaluation at the following three levels:

Figure 33: Level of Training Evaluation



### **Program Level**

The objective of this evaluation is to judge the appropriateness of the training program design and training ambience. This involves analysing the results of the feedback given by the trainee at the end of the training program. The key indicators to be monitored and analysed at this level include Quality of Course contents, Training methods & materials, Trainers, Duration & timings of training, Logistics, Training aids, Lunch & refreshments, etc. Such evaluation provides feedback on the said aspects for improvement in subsequent training programs.

### **Learning Level**

The objective of the evaluation at this level is to determine whether the intended learning in the trainees has taken place or not. This involves perusal of the results of the tests / exams / practical's / viva / demonstrations / presentations that the trainees have gone through – preferably before the training and after the training. This provides feedback on the training content and delivery.

### **Job Behaviour Level**

The objective of this evaluation is to determine whether the training has created any impact on the job behaviour or performance of the trainees. This involves collecting required feedback from the trainee himself and his/her immediate superior officer as to whether there has been any perceptible improvement in his / her job behaviour. This is a little tricky, as there may be several organizational factors that would have impeded the improvements originally brought about by the given training.

Indicative list of components for each level of evaluation are summarized in the following table:

Table 20: Levels of Evaluation & Related Performance Indicators

Level of Evaluation	Indicative list of components for evaluation
Program Level	<p><b>Capacity Building Module and Content</b></p> <ul style="list-style-type: none"> <li>- Fulfilment of capacity building objective</li> <li>- Structuring and sequencing of content</li> <li>- Course Content and its utility as reference material in future</li> <li>- Teaching methods (games, exercises, case studies, group discussions, role plays, etc.)</li> </ul>
	<p><b>Trainers / Facilitators</b></p> <ul style="list-style-type: none"> <li>- Expertise</li> <li>- Presentation skills</li> <li>- Interaction with participants</li> <li>- Individual attention</li> <li>- Efforts to make the sessions interesting</li> </ul>
	<p><b>Training Facilities</b></p> <ul style="list-style-type: none"> <li>- Classroom Facilities</li> <li>- Lunch, Dinner, and Refreshments</li> <li>- Accommodation (if relevant)</li> <li>- Transportation (if relevant)</li> </ul>
Learning Level Evaluation	<ul style="list-style-type: none"> <li>- Average Pre-Capacity Building Evaluation Score and</li> <li>- Average Post-Capacity Building Evaluation Score</li> <li>- Learnings</li> </ul>
Job Behaviour Level Evaluation (feedback by trainee and supervisor)	<ul style="list-style-type: none"> <li>- Extent of fulfilment of training needs (Trainee satisfaction)</li> <li>- Extent of application of learnings in the job</li> <li>- Improvement in Job Performance (pre and post)</li> <li>- Suggestions for improvement</li> </ul>
<p><i>These components mentioned above are indicative and Ministry / Dept. may customize the list or modify as per their requirement. Also, indicative formats for each level of evaluation are given as Annexure.</i></p>	

## ***Modes of training evaluation***

Depending on the purpose and requirement, Training evaluation can be undertaken by any of the following modes.

*Figure 34: Modes of Training Evaluation*



### **Internal Evaluation**

In this mode, the evaluation process is carried out by the internal resources only. The CBU carries out this process right from design of evaluation criteria to carrying out the process to preparation of the Training Evaluation Report.

### **External Evaluation**

This is another mode of evaluation, wherein, the evaluation process is carried out by the superior offices that are external to the Department / Ministry. The CBU facilitates the process by providing required data and information and assisting in the evaluation process.

### **Third Party Evaluation**

In this mode, the evaluation process is carried out by an organization that is not at all related to the Department / Ministry. This organization can be a consultant, a private agency, etc. The CBU facilitates the process by providing required data and information and assisting in the evaluation process.

## ***Competency Approach in Training Evaluation***

While evaluating the training program, the competency-based approach must be kept in mind. The advantage is that the evaluation will establish whether the intended competencies have been developed in the trainees or not, not only with respect to knowledge, but also with respect to skills and behaviours. This will reiterate the need for focus on skills and behaviours. Evaluation with competency approach can throw clear light on whether competency approach has been incorporated right from the CNA stage to Design and Development stage to Implementation. CBU should ensure that this approach is adopted in training evaluation, whether it is internal or external.

## 7.7 Key Performance Indicators

Following is some to the suggestive Key Progress Indicators for ACBP implementation:

Key Performance Indicators	Unit of Measurement	Rationale
No. of Training Programs Organised	Count	Target number of trainings vs. number of trainings that are conducted
No. of Officials Attended the Training Programs	Count	targeted number of officials to be trained vs. number trained
Man-days Spent on Training Programs	Man days	Total man days spent in training – Target vs. training man-days
Percentage of On-line Training Programs	% Of trainings	CBU to fix number of Online trainings to be administered and measure target vs. achievement
Percentage of Officials Attended Training Programs Online	% Of attendance	CBU to measure persons nominated vs. attended
Percentage of positive feedback received – Program level, learning level and Job behaviour level	% Of positive response	CBU to fix a benchmark percentage of positive response in each aspect and try to achieve
Number of employees using mission Karmayogi, iGoT portal	Number of enrolments and courses undergone	Total courses undergone by employees against a bench marked target





सूचना एवं प्रसारण मंत्रालय  
**Ministry of Information and Broadcasting**



---

**CAPACITY BUILDING  
COMMISSION**

---