CAPACITY BUILDING COMMISSION

Annual Capacity Building Plan of Department of Public Enterprises to develop a Capacity Building Agenda

About the Program

Mission Karmayogi was launched by Government of India in September 2020 as a **National Program for Civil Services Capacity Building (NPCSCB)**. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. A key component of NPCSCB is **Capacity Building Commission (CBC)**.

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

As part of its mandate, CBC facilitate the preparation of **Annual Capacity Building Plan (ACBP)** for participating Ministries / Departments / Organizations (MDOs). ACBP is a document which entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department.

About Ministry of Finance and the Department

The Ministry of Finance is a ministry within the Government of India concerned with the economy of India, serving as the Treasury of India. It concerns itself with taxation, financial legislation, financial institutions, capital markets, Centre and State finances, and the Union Budget. The Ministry of Finance oversee six departments:
• Department of Expenditure
• Department of Revenue
• Department of Public Enterprises
• Department of Investment and Public Asset Management
• Department of Financial Services
• Department of Economic Affairs

Department of Public Enterprises (DPE) - DPE is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. It lays down, in particular, policy guidelines on performance improvement and evaluation, autonomy and financial delegation and personnel management in CPSEs. In fulfilling its role, the Department coordinates with other Ministries, CPSEs and concerned organizations.
The detailed structure for the Ministry of Finance and DPE is provided in Annexure 1

About Report

This document details out the Annual Capacity Building Plan for the department basis the capacity-building needs and gaps identified. Potential training and non-training interventions have been suggested as a part of this document.

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Abbreviations

ACBP	Annual Capacity Building Plan
AI	Artificial Intelligence
AWS	Amazon Web Service
BE	Budget Estimates
BEL	Bharat Electronics Limited
CAG	Comptroller and Auditor General of India
CBC	Capacity Building Commission
CBDT	Central Bord of Direct Taxes
CBIC	Central Board of Indirect Taxes and Customs
CBU	Capacity Building Commission
CCA	Chief Controller of Accounts
CCEA	Cabinet Committee on Economic Affairs
CDA	Central Dearness Allowance
CGD	Central Govt. Debt
CNA	Capacity Need Analysis/Assessment
COS	Committee of Secretaries
CPSEs	Central Public Sector Enterprises
CRR	Counselling, Retraining & Redeployment
CSR	Corporate Social Responsibility
CVC	Central Vigilance Commission
DA	Dearness Allowance
DFS	Department of Financial Services
DIPAM	Department of Investment and Public Asset Management
DoPT	Department of Personnel and Training
DPE	Department of Enterprises
DRDO	Defence Research and Development Organization
EFC	Expenditure Finance Committee
ESG	Environmental, Social and Governance
FRAC	Framework for Roles Activities & Competencies
FS	Financial Statement
GCP	Google Cloud Platform
GeM	Government e-Market Place
GPF	General Provident Fund
HPC	High powered Committee
HRA	House rent Allowance
IaaS	Infrastructure as a Service
ICAI	Institute of Chartered Accountants of India
ICPE	International Center for Promotion of Enterprises
ICT	Information and communication technology

ICT&E	The Information, Communication Technology and Electronics
IDA	Industrial Dearness Allowance
iGOT	Integrated Government Online Training
IICA	Indian Institute of Corporate Affairs
IIPA	Indian Institute of Public Administration
IMG	Inter-Ministerial Group
ISTM	Institute of Secretariat Training & Management
IT	Information Technology
ITES	Information Technology Enabled Services
JVs	Joint Ventures
LTC	Leave Travel Concession
LVDT	Linear Variable Differential Transformer
MDOs	Ministries / Departments / Organizations
MoU	Memorandum of Understanding
MSME	Ministry of Micro, Small & Medium Enterprises
NIFM	National Institute of Financial Management
NPCSCB	National Program for Civil Services Capacity Building
OTNS	Online Training Nomination System
PESB	Public Enterprises Selection Board
PIB	Press Information Bureau
PMHRC	Prime Minister's Public Human Resource Council
PMO	Prime Minister's Office
R&D	Research and Development
RDC	Research, Development & Consultancies
RE	Revised Estimates
SDG	Sustainable Development Goals
SFC	Standing Finance Committee
SPV	Special Purpose Vehicle
TA	Travel Allowance

1. Introduction

Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively.

The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred as "Mission Karmayogi". It is a National Programme for Civil Services Capacity Building (NPCSCB) that aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled.

Its primary objective is governance improvements through enhancement of capacity across levels in Civil Services officials of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills and knowledge, aligned to the national vision.

"Mission Karmayogi" envisages a paradigm shift towards recognition that fit for purpose civil service requires a competency framework as central to a capacity enhancement programme and transitioning them from a rule-based to a role-based approach.

The framework for implementation and monitoring of the program would involve the following:

- **Prime Minister's Public Human Resource Council (PMHRC):** apex body for the program
- **Cabinet Secretariat Coordination Unit:** Under the apex body to monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans
- **Capacity Building Commission:** Set up for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)
- **Karmayogi SPV (Special Purpose Vehicle):** Set up for operating the digital assets created for NPCSCB on behalf of the Government of India that owns and operate iGOT Karmayogi platform.

Figure 1: *Framework for implementation & monitoring*

- **iGOT (Integrated Government Online Training):** It helps in shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel successes. FRAC stands for Framework for Roles Activities & Competencies. For each Position in Government, FRAC defines the Roles, Activities, and Competencies needed by an individual for effective performance.
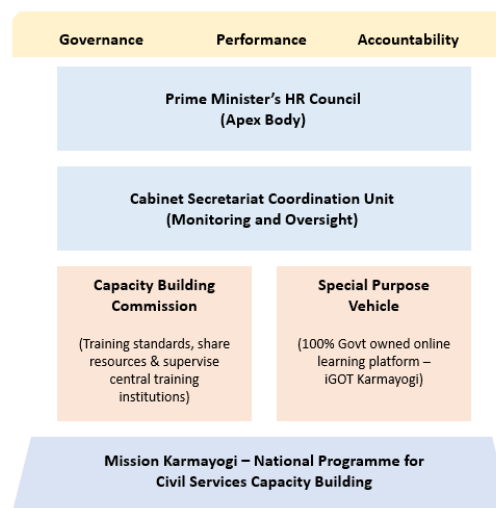
Capacity Building Commission (CBC)

A key component of National Programme for Civil Services Capacity Building (NPCSCB) is the Capacity Building Commission (CBC). CBC was notified on 1st April 2021 wide Gazette notification F. No. T-16017/09/2020-iGOT issued by Department of Personnel and Training (DoPT).

The Commission will have the responsibility of, inter-alia, coordinating the preparation of annual capacity building plans, undertake monitoring and evaluation of plan implementation and facilitate creation of shared resources amongst Training Institutions imparting training to civil servants.

The core purpose of the Commission is to build a learning culture and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to perform different key functions. To facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs) and submit the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC) is one of the key functions. The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines capacity building as a process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal oriented.

CBC suggests three overarching lenses to help identify goals of a Capacity Building Plan:

Citizen Centricity:

Understand the department's key citizen centric governance objectives such as

- Transparent and efficient public service delivery,
- Stability and continuity of various citizen centric schemes,
- Smooth and effective grievance redressal mechanisms,
- Participatory governance, etc

National Priorities:

- Examine department's 'Vision, Mission, and Goals' alignment with National Priorities with a 3-year, 5-year, and 10-year focus
- Identify key capacity gaps
- Overcoming specific constraints

Emerging Technologies:

- Key technology trends that impact the sector that relates to the functioning of the department
- Identify the challenges and opportunities
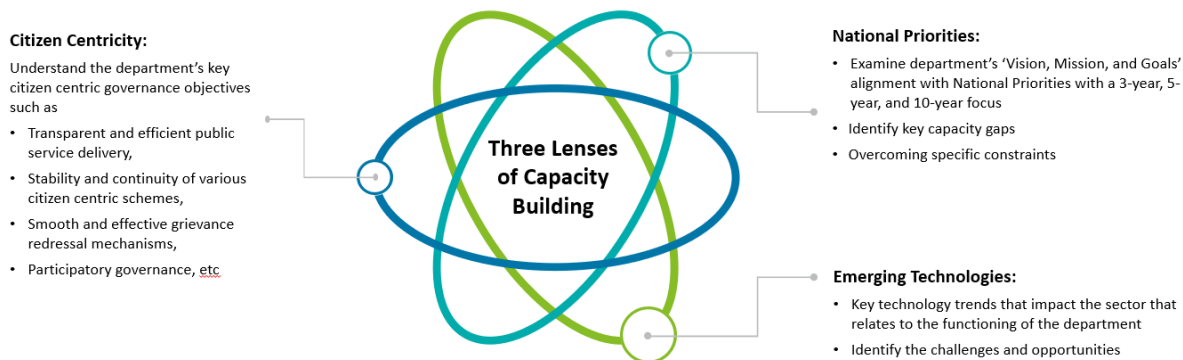
Three Lenses of Capacity Building

Figure 2: *Lenses to be focused for building capacity building plan*

The Annual Capacity Building Plan shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.

Individual Capacity Building
- **Domain Knowledge -** knowledge an individual possesses of the domain where they function
- **Functional Skills** – skills such as organisation management, research, information management, communication, etc.
- **Behavioral Attitudes** – such as empathy, leadership, crisis management, etc.

Organizational Capacity Building
- Knowledge Management for institutional memory
- Data-driven policy decision making
- Resource Planning
- Process Improvement
- Incentives for capacity building

Institutional Capacity Building
- Institutionalized within the department both
  - formally (rules, policies, orders) and
  - informally (traditions, attitudes, code of conduct)
to ensure that capacities are developed continuously over the years

Figure 3: Capacity Building Interventions

Context of this document

This 'Annual Capacity Building Plan' document will baseline DPE's (Department of Public Enterprises) capacity-building needs and gaps and will further suggest the potential training and non-training interventions to address these gaps and needs. Some of the key aspects that will be discussed are as follows:

- Overview of the Ministry of Finance and Department of Public Enterprises
- Mapping of departments, divisions, and roles/responsibilities
- Summary of Capacity requirements/gaps through Capacity Needs Analysis
- Suggesting the potential Capacity Building interventions at Individual and Organizational Level

2. Capacity requirements of DPE

2.1 Key Areas of Responsibilities

To baseline competency requirements at each unique designation/role level for each division, competency mapping was conducted to identify competency needs and corresponding level of proficiencies. The unique designations with similar nature of role/skillsets were clustered into buckets. The list of clustered designations has been highlighted below.

Designation Cluster
Secretary
Special Secretary/Additional Secretary
Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General
Director
Deputy Secretary/ Joint Director
Deputy Director/ Under Secretary
Assistant Director
Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer
Private Secretary/ Personal Assistant/ Assistant Section Officer

Division-wise responses to competency mapping checklist were received across unique designations. The tables/charts below highlight divisions-wise designation clusters:

MOU

- ✓ Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General
- ✓ Director
- ✓ Deputy Director/ Under Secretary
- ✓ Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer

Disinvestment

- ✓ Deputy Secretary/ Joint Director
- ✓ Deputy Director/ Under Secretary
- ✓ Assistant Director

Policy - I

- ✓ Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General
- ✓ Director
- ✓ Deputy Director/ Under Secretary
- ✓ Assistant Director
- ✓ Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer
- ✓ Private Secretary/ Personal Assistant/ Assistant Section Officer

Policy - II

- ✓ Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General
- ✓ Deputy Secretary/ Joint Director
- ✓ Deputy Director/ Under Secretary
- ✓ Private Secretary/ Personal Assistant/ Assistant Section Officer

Survey

- ✓ Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General
- ✓ Deputy Secretary/ Joint Director
- ✓ Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer

Administration & General Coordination

- ✓ Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General
- ✓ Deputy Secretary/ Joint Director
- ✓ Director
- ✓ Deputy Director/ Under Secretary
- ✓ Assistant Director
- ✓ Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer
- ✓ Private Secretary/ Personal Assistant/ Assistant Section Officer

Wage Cell

- ✓ Deputy Secretary/ Joint Director
- ✓ Deputy Director/ Under Secretary
- ✓ Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer

2.2 Capacity Requirements at Individual Level

Identification of the desired competency levels for each unique designations across divisions for Domain, Functional and Behavioral competencies is a pre-requisite to conducting self-assessment for Capacity Needs Analysis. Following are the competencies identified and corresponding levels of proficiencies for the department officials:

Proficiency Level as per the Department   Advanced   Basic
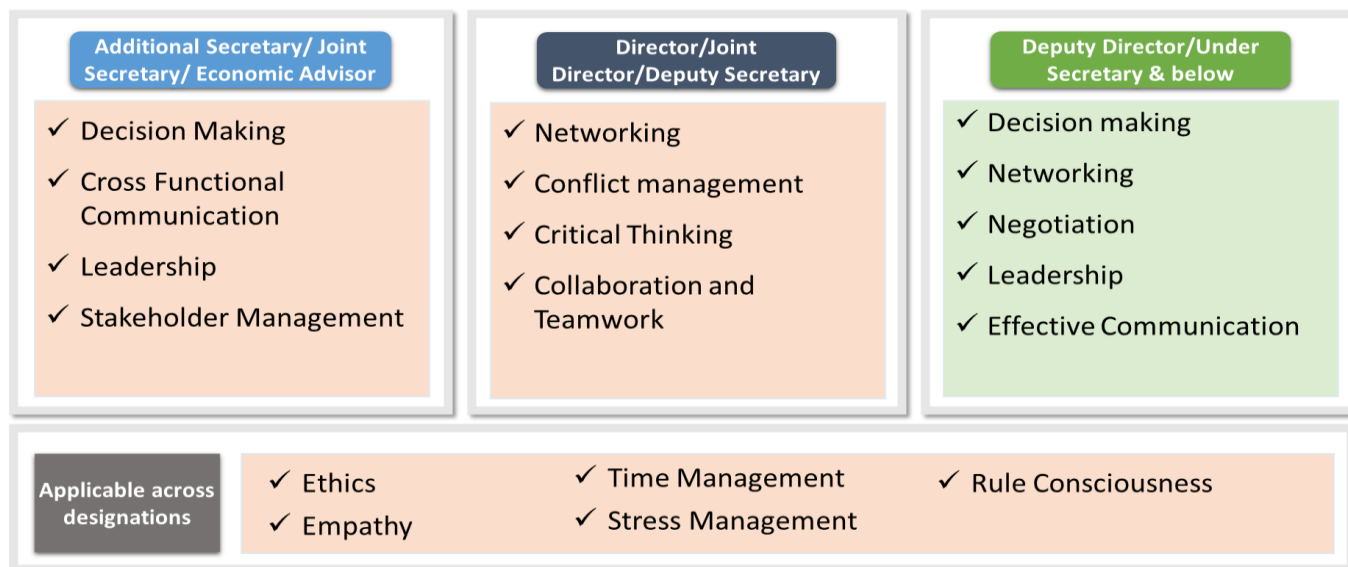
Domain Competencies across divisions

MOU Division

Applicable across designations

- ✓ Corporate Finance
- ✓ Basics of Finance & Accounting
- ✓ MoU dashboard & Capex Monitoring
- ✓ Assessment of MoU performance
- ✓ Target Setting and Sectoral benchmarking
- ✓ Corporate governance in CPSEs
- ✓ MoU Framework, 2022-23 and onwards
- ✓ Asset monetization policy

Survey Division

Additional Secretary/ Joint Secretary/ Economic Advisor	Director/Joint Director/Deputy Secretary	Deputy Director/Under Secretary & below
✓ Preparation of PE Survey Report		✓ Survey and Data collection methodology
✓ Survey and Data collection methodology ✓ Statistical and analytical tools for data analysis		✓ Statistical and analytical tools ✓ Preparation of PE Survey Report

Administration & Coordination Division

Additional Secretary/ Joint Secretary/ Economic Advisor	Director/Joint Director/Deputy Secretary	Deputy Director/Under Secretary & below
✓ Personnel Management ✓ Official Language Act, 1963 ✓ Budget Matters	✓ Official Language Act 1963 ✓ Event Management/ Meeting Arrangement	✓ Parliamentary matters ✓ Voluntary Retirement Scheme, 1988 ✓ Official Language Act, 1963

Administration & Coordination Division (cont.)

Additional Secretary/ Joint Secretary/ Economic Advisor	Director/Joint Director/Deputy Secretary	Deputy Director/Under Secretary & below
✓ Parliamentary matters ✓ Grievance Redressal mechanism	✓ Office Procedure ✓ Grievance Redressal ✓ Parliamentary matters ✓ Personnel Management ✓ VRS & Reservation Rules	✓ Office Procedure ✓ Parliamentary matters ✓ Reservation Rules ✓ Personnel Management ✓ Grievance Redressal

Disinvestment Division

Additional Secretary/ Joint Secretary/ Economic Advisor	Director/Joint Director/Deputy Secretary	Deputy Director/Under Secretary & below
✓ Strategic disinvestment of applicable CPSEs ✓ Identification of CPSEs for Closure ✓ Monitoring of closure cases ✓ Land Monetization ✓ IBC 2016 Code Knowledge ✓ SEBI delisting guidelines ✓ Provisions of Company's Act relevant to CPSE	✓ Business Valuation ✓ Regulatory & Statutory guidelines for CPSEs ✓ Analytical & Quantitative ability ✓ Working Capital management	✓ Corporate Finance ✓ Basics of Finance & Accounting ✓ Assessment of MoU performance ✓ Corporate governance in CPSEs ✓ Scope and Methodology of CAG and Internal Audits ✓ Target Setting and Sectoral benchmarking ✓ Asset monetization policy

	Applicable across designations	
Policy-I Division	✓ Ratna schemes/ Scheduling of CPSEs ✓ Preparing Proposals for appointment ✓ Guidelines for Performance appraisal of CPSEs ✓ Formulating Employee schemes and policies for CPSEs ✓ Creation of posts below board level	✓ Functioning of the board of directors ✓ Companies Act, 2013 ✓ Maharatna scheme,2010 ✓ Navratna Scheme,1997 ✓ Miniratna Scheme ,1997
Wage Cell	✓ Target Setting and benchmarking of wages for CPSE ✓ DA orders under IDA and CDA ✓ Clarification/Interpretation on Wage Policy matters	✓ Review of Wage Policy matters ✓ Handling Court cases on wage policy matters
Policy-II Division	✓ MSME procurement ✓ GeM procurement ✓ Formulation or modification of Training guidelines ✓ Selection of training partners/topics	✓ Financial Approval ✓ CSR Spending & Policy framework ✓ Companies (CSR Policy) Rules, 2014 ✓ Public procurement Policies,2012 ✓ Companies Act, 2013

Functional Competencies across department

Additional Secretary/ Joint Secretary/ Economic Advisor	Director/Joint Director/Deputy Secretary	Deputy Director/Under Secretary & below
✓ Stakeholder Management	✓ Data/resource management ✓ MS office Applications ✓ Government e-Marketplace ✓ Survey Conducting Methodology	✓ Data/resource management ✓ Minutes of meeting (MOM) ✓ MS office Applications ✓ Government e-Marketplace
✓ MS office applications ✓ Data/resource management ✓ Government e-Marketplace (GeM)	✓ e-HRMS System	✓ Stakeholder management ✓ E-HRMS System

Applicable across designations	✓ Grievance Redressal Mechanism ✓ Parliamentary Procedures ✓ DPE Internal Dashboard	✓ E-Office ✓ RTI Resolution	✓ Virtual Meeting/Collaboration tools ✓ Sectoral knowledge(specific to CPSEs) ✓ Usage of PMO Portal

Behavioral Competencies across department

Additional Secretary/ Joint Secretary/ Economic Advisor
- ✓ Decision Making
- ✓ Cross Functional Communication
- ✓ Leadership
- ✓ Stakeholder Management

Director/Joint Director/Deputy Secretary
- ✓ Networking
- ✓ Conflict management
- ✓ Critical Thinking
- ✓ Collaboration and Teamwork

Deputy Director/Under Secretary & below
- ✓ Decision making
- ✓ Networking
- ✓ Negotiation
- ✓ Leadership
- ✓ Effective Communication

Applicable across designations
- ✓ Ethics
- ✓ Empathy
- ✓ Time Management
- ✓ Stress Management
- ✓ Rule Consciousness

The detailed training interventions corresponding to each capacity requirement at an individual level for all divisions have been highlighted as part of Annexure 4

2.3 Capacity Requirements at Organizational Level

Following represents the Capacity Requirements that are required for all designations and roles across all the divisions within the department:

1	Understanding of DPE's **Vision, Mission, Goals and Objectives**
2	Understanding of **Roles & Responsibilities** within department
3	**Gender Sensitivity** and **Prevention of Sexual Harassment** at Workplace
4	**Team Building and Collaboration** at Workplace
5	**Automation of manual tasks** in performing **operational activities**
6	**Emerging technologies** such as **Data analytics** and **Infrastructure as a Service (IaaS)**
7	**Leading global initiatives** such as **ESG** and **SDG**

The detailed training interventions corresponding to capacity requirements at an organization level have been highlighted as part of Section 4.4 and Annexure 4

3. Self-Assessment by DPE

To understand unique roles, responsibilities, and capacity requirements of the department across all divisions, a series of meetings were conducted with the CBU team. Basis the discussions with DPE CBU, CBC, department officials and secondary research, the below approach and methodology was followed for conducting the Capacity Needs Analysis (CNA):
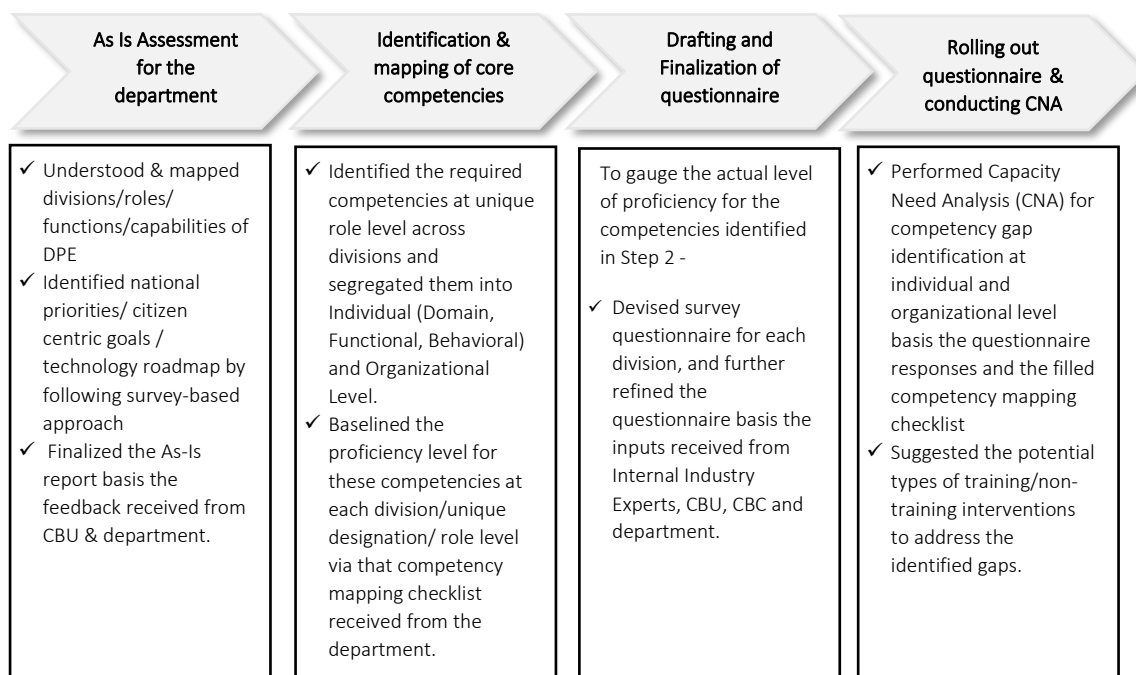
3.1 Capacity Need Analysis - Approach

As Is Assessment for the department	Identification & mapping of core competencies	Drafting and Finalization of questionnaire	Rolling out questionnaire & conducting CNA
✓ Understood & mapped divisions/roles/ functions/capabilities of DPE ✓ Identified national priorities/ citizen centric goals / technology roadmap by following survey-based approach ✓ Finalized the As-Is report basis the feedback received from CBU & department.	✓ Identified the required competencies at unique role level across divisions and segregated them into Individual (Domain, Functional, Behavioral) and Organizational Level. ✓ Baselined the proficiency level for these competencies at each division/unique designation/ role level via that competency mapping checklist received from the department.	To gauge the actual level of proficiency for the competencies identified in Step 2 - ✓ Devised survey questionnaire for each division, and further refined the questionnaire basis the inputs received from Internal Industry Experts, CBU, CBC and department.	✓ Performed Capacity Need Analysis (CNA) for competency gap identification at individual and organizational level basis the questionnaire responses and the filled competency mapping checklist ✓ Suggested the potential types of training/non-training interventions to address the identified gaps.

Figure 4: *Approach to Capacity Need Analysis*

Note: For detailed CNA approach, please refer to the ***CNA Report (deliverable 2)*** that has already been shared with department.

3.2 Capacity Requirements – Individual Level

Based on the responses received across competencies and across levels, the response data was analyzed to identify the type of competency gaps and needs arising out of questionnaire. To assess the Individual competency requirements the following steps were carried out:

1. Identification of **unique designations** in each division
2. Mapping the broader **roles being performed** by these designations' and identifying the associated attitude, skills and knowledge required for performing these role
3. Lastly, carrying out **a gap analysis** by drawing a comparison of the declared competency levels in the survey with the desired/required level as provided by the department.

The analysis and some key broader level insights for the competency assessment exercise are as follows:

3.2.1 Overview of responses

76 Total employees in the department	**=**	**50** Core departmental employees	**+**	**26** Other employees[*]

- Out of 50 core employees, **25 employees** (approx. 50%) responded to the survey.
- **15 out of 25 respondents (60%)** belong to Administration & General coordination, Policy-I and Survey division.
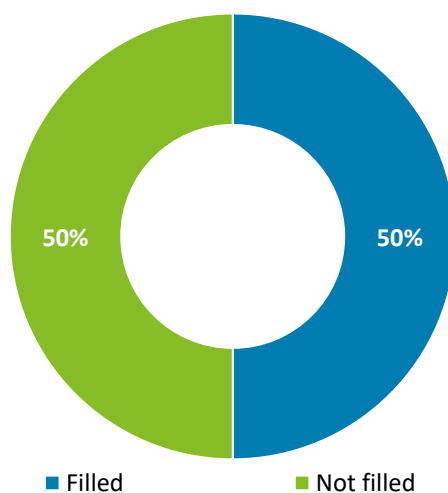

50% 50%

■ Filled   ■ Not filled

Figure 5: Response received from DPE

Other employees include Multi-Tasking Staff (MTS), record-sorter, staff car driver, library attendant and stenographer.
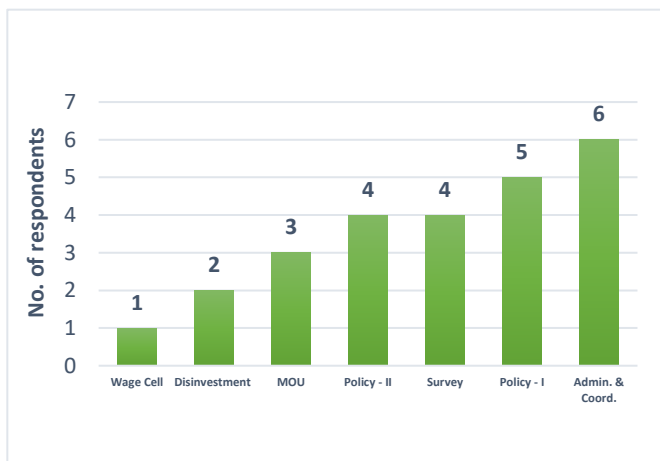
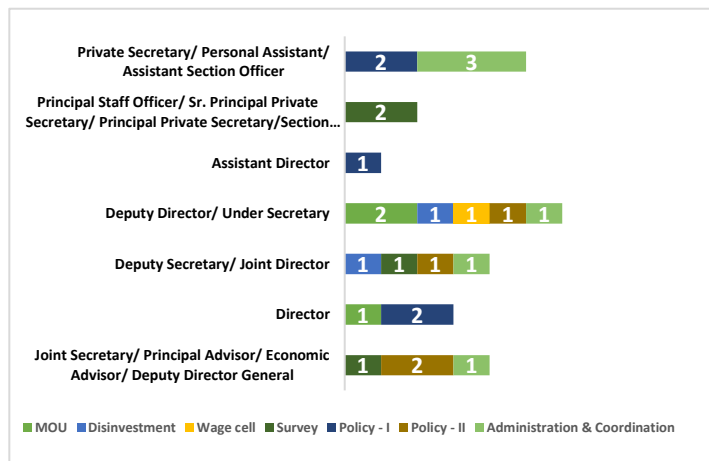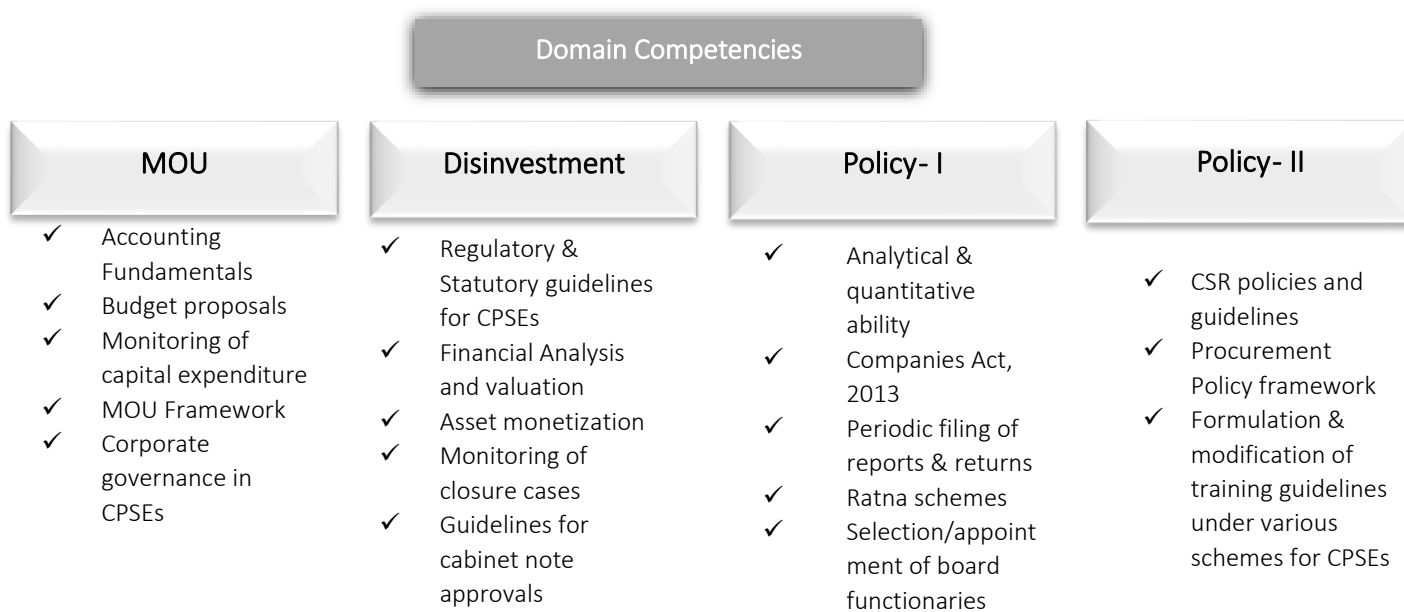*Figure 6: Division wise split of responses (out of 25)*

Figure 7: Designation-wise split of responses across divisions

3.2.2 Top Competency Needs across divisions

The department has expressed an interest in learning certain competencies through their responses to the questionnaire. These interest areas have been identified as competency needs at Domain, Functional and Behavioral level across the divisions and have been summed up in the below given charts/tables–

Domain Competencies

MOU	Disinvestment	Policy- I	Policy- II
✓ Accounting Fundamentals ✓ Budget proposals ✓ Monitoring of capital expenditure ✓ MOU Framework ✓ Corporate governance in CPSEs	✓ Regulatory & Statutory guidelines for CPSEs ✓ Financial Analysis and valuation ✓ Asset monetization ✓ Monitoring of closure cases ✓ Guidelines for cabinet note approvals	✓ Analytical & quantitative ability ✓ Companies Act, 2013 ✓ Periodic filing of reports & returns ✓ Ratna schemes ✓ Selection/appointment of board functionaries	✓ CSR policies and guidelines ✓ Procurement Policy framework ✓ Formulation & modification of training guidelines under various schemes for CPSEs

Wage Cell

- ✓ DA orders under IDA and CDA
- ✓ Review/Clarification/ Interpretation of wage policy matters
- ✓ Handling court cases on wage policy matters

Survey

- ✓ Preparation/public ation of annual PE survey reports
- ✓ Preparation of MOM/reports
- ✓ Analytical and quantitative ability

Admin & Coord.

- ✓ Reservation rules
- ✓ Apprenticeship act, 1961
- ✓ Official Language Act, 1963
- ✓ Parliamentary matters
- ✓ Personnel management
- ✓ Office Procedure
- ✓ Handling complaints and disciplinary cases of CPSEs

Functional Competencies

- ✓ *MS Office and Collaboration tools*
- ✓ *Record/Information management tools*
- ✓ *Knowledge of Procedural systems/tools*
- ✓ *Stakeholder management*

Behavioral Competencies

- ✓ *Networking skills*
- ✓ *Stress management*
- ✓ *Negotiation skills*
- ✓ *Time management*
- ✓ *Code of conduct*
- ✓ *Effective communication*

The charts below highlight the division-wise split of the total number of officials who have expressed a need to learn the set functional and behavioral competencies via their responses to the questionnaire:
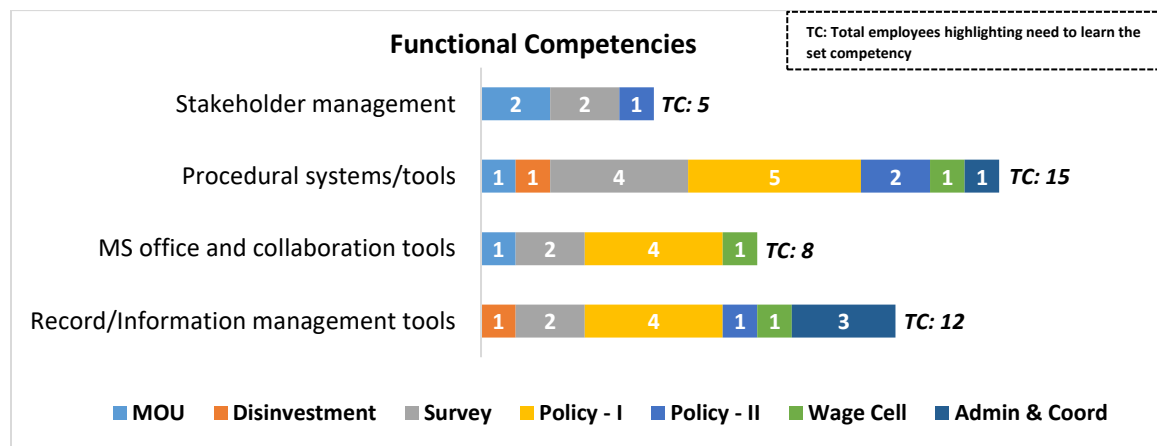
Functional Competencies

TC: Total employees highlighting need to learn the set competency

Competency	MOU	Disinvestment	Survey	Policy - I	Policy - II	Wage Cell	Admin & Coord	TC
Stakeholder management	2		2		1			TC: 5
Procedural systems/tools	1	1	4	5	2	1	1	TC: 15
MS office and collaboration tools	1		2	4		1		TC: 8
Record/Information management tools		1	2	4	1	1	3	TC: 12

Legend: ■ MOU ■ Disinvestment ■ Survey ■ Policy - I ■ Policy - II ■ Wage Cell ■ Admin & Coord

Figure 8: *Top functional competencies requirements across divisions*

Behavioral Competencies

TC: Total employees highlighting need to learn the set competency

Legend: MOU | Disinvestment | Survey | Policy - I | Policy - II | Wage Cell | Admin & Coord
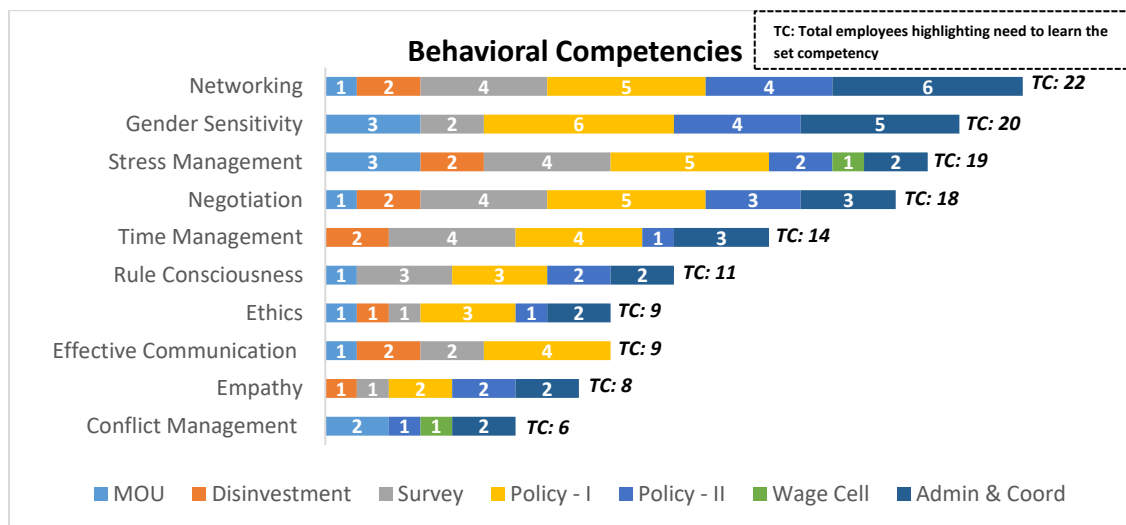
Figure 9: Top behavioral competencies requirements across divisions

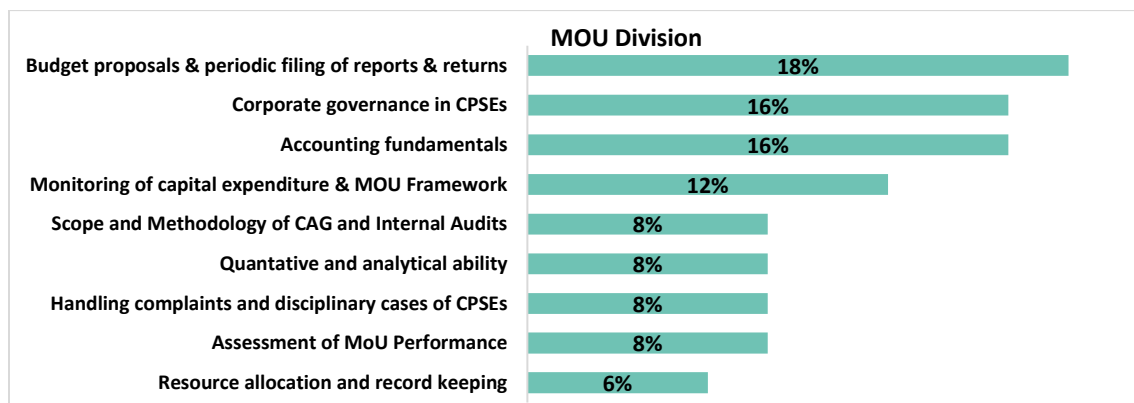### 3.2.3   Top Competency Gaps across divisions

Methodology followed for evaluating the gap percentage

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies. The current level was identified by the questionnaire response and the desired level was classified by the department heads. Additionally, weights were allotted to the competency levels and then an analysis was carried out between current and desired competency levels to measure the gap percentage. The detailed process given in Annexure 2
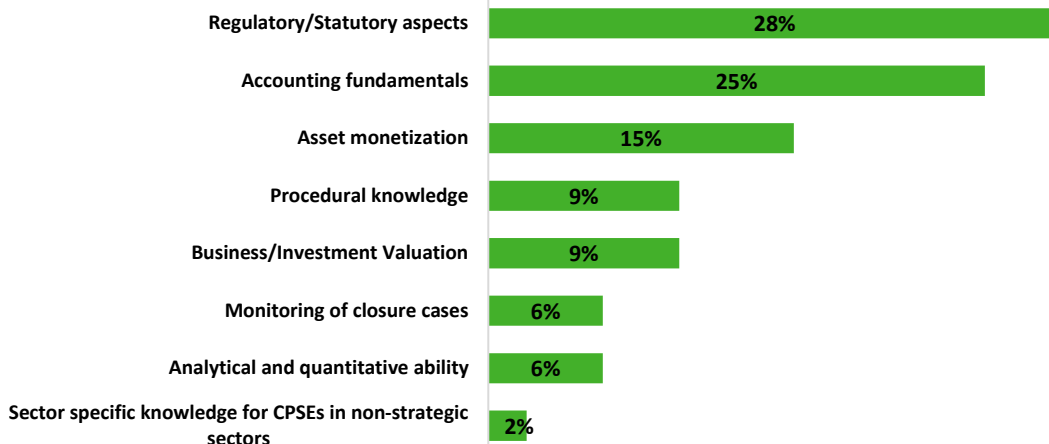
Basis the analysis of the questionnaire responses, a summary of competency gaps across various divisions is highlighted in the form of charts and insights below:

3.2.3.1 Top Domain Competency Gaps across divisions

The charts below highlight **top domain competency gaps across divisions**. The **percentage highlights the gap present in domain competencies of each division:**
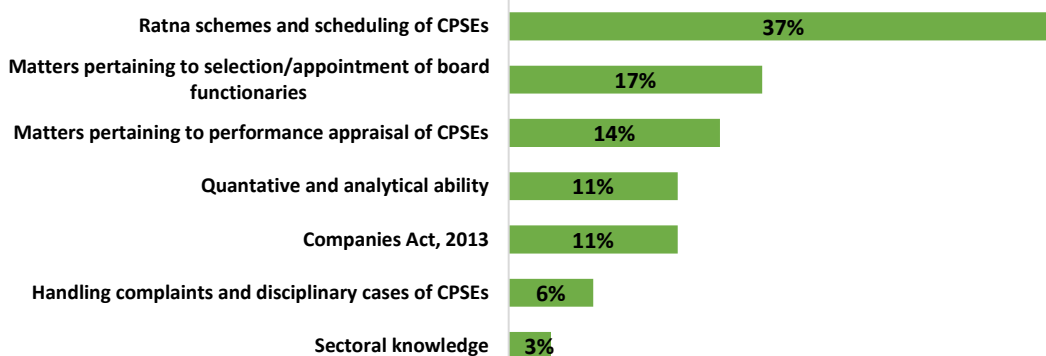

MOU Division

Competency	Gap
Budget proposals & periodic filing of reports & returns	18%
Corporate governance in CPSEs	16%
Accounting fundamentals	16%
Monitoring of capital expenditure & MOU Framework	12%
Scope and Methodology of CAG and Internal Audits	8%
Quantative and analytical ability	8%
Handling complaints and disciplinary cases of CPSEs	8%
Assessment of MoU Performance	8%
Resource allocation and record keeping	6%

Disinvestment Division

Category	Percentage
Regulatory/Statutory aspects	28%
Accounting fundamentals	25%
Asset monetization	15%
Procedural knowledge	9%
Business/Investment Valuation	9%
Monitoring of closure cases	6%
Analytical and quantitative ability	6%
Sector specific knowledge for CPSEs in non-strategic sectors	2%

Admin. & Coord. Division

Category	Percentage
Legal/Regulatory/Statutory aspects (such as company law, civil service rules, reservation rules, etc.)	56%
Personnel Management including leave, salary, service book	12%
Office Procedure (File Management creation, Noting drafting and Correspondence)	12%
Parliamentary matters	6%
Corporate Governance	6%
Handling complaints and disciplinary cases of CPSEs	3%
Event Management/Meeting Arrangement	3%
Analytical and quantitative ability	3%

Policy-I Division

Category	Percentage
Ratna schemes and scheduling of CPSEs	37%
Matters pertaining to selection/appointment of board functionaries	17%
Matters pertaining to performance appraisal of CPSEs	14%
Quantative and analytical ability	11%
Companies Act, 2013	11%
Handling complaints and disciplinary cases of CPSEs	6%
Sectoral knowledge	3%

Policy - II Division

Category	Value
Procurement policy framework	29%
CSR Policies and guidelines	26%
Sectoral Knowledge	18%
Formulation or modification of training guidelines under various schemes for CPSEs	8%
Quantative and analytical ability	5%
Periodic filings of reports and returns	3%
Legislations and guidelines w.r.t. MSME procurement	3%

Survey

Category	Value
Analytical and quantitative ability	50%
Preparation of MOM/reports	33%
Preparation/Annual publication of PE Survey Report	17%

Wage Cell

Category	Value
Review/Clarification/Interpretation on Wage Policy matters	40%
Target Setting and benchmarking of wages for CPSE	20%
Handling Court cases on wage policy matters	20%
DA orders under IDA and CDA	20%

Figure 10: Top domain competency gaps across divisions

3.2.3.2 Top Functional Competency Gaps across department

- Need as well as competency gaps for functional tools like **MS Office applications, record** and **information management tools** was prevalent across the department.

- Other Key functional competencies gaps that were highlighted were pertaining to **Parliamentary procedures** and **stakeholder management**

Basis the responses to questionnaire and the self-declared competency checklist, the functional competency gaps were identified. The **percentage in chart below highlights the gap present in functional competencies:**
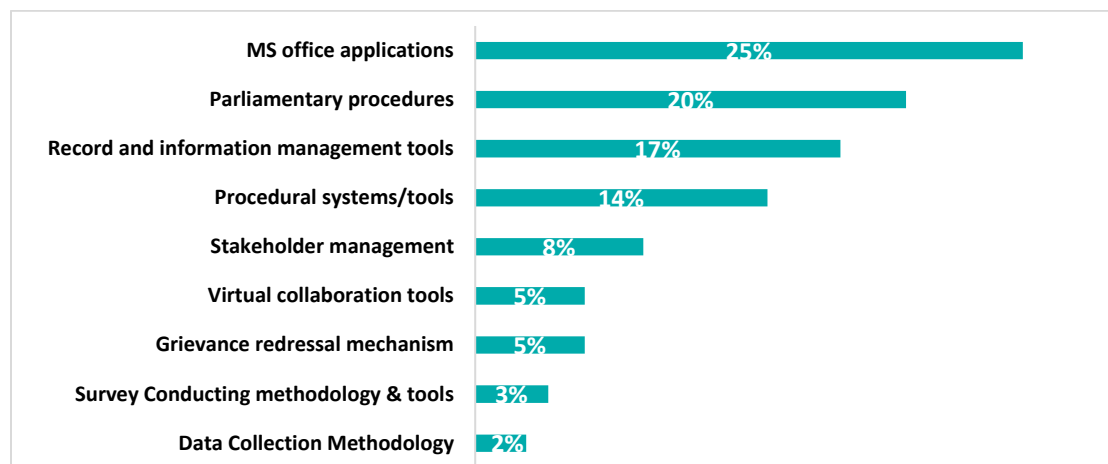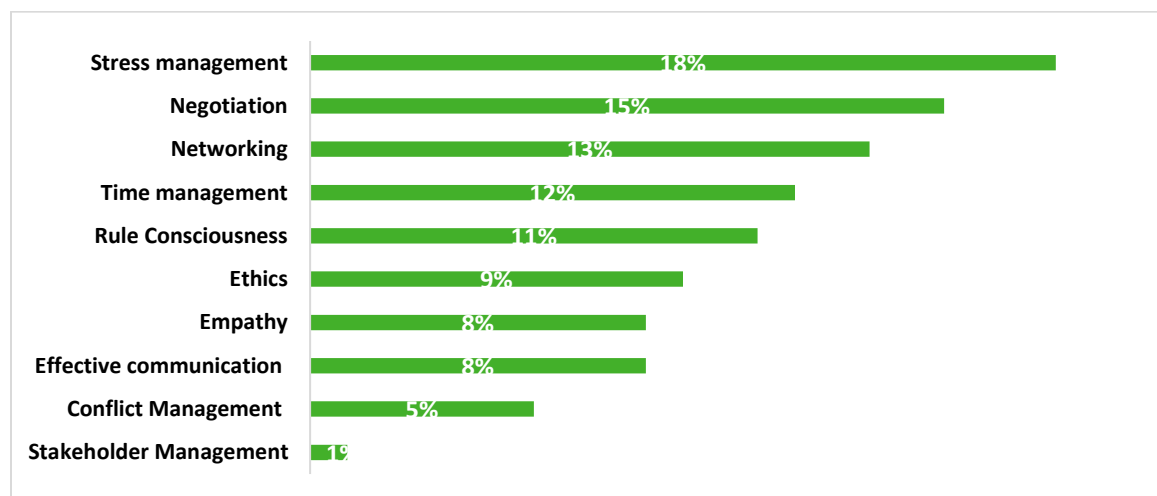

Figure 11: *Top Functional competency gaps across department*

3.2.3.3 Top Behavioral Competency Gaps across department

- Behavioral competencies pertaining to ***Stress management, negotiation, networking,*** and ***time management*** were highlighted as gaps across the department.

- Other Key Behavioral competencies gaps that were highlighted across levels were ***Effective communication, ethics & empathy,*** and ***rule consciousness***.

Basis the responses to questionnaire and the self-declared competency checklist, the Behavioral competency gaps were identified. The **percentage in chart below highlights the gap present in Behavioral competencies:**

Figure 12: *Top Behavioral competency gaps across department*

A description of ***detailed competency needs and gaps across designations*** at an individual level for all divisions is outlined in Annexure 2

3.3   Capacity requirements - Organizational level

- To perform the competency assessment at Organizational level, firstly the competency clusters were identified such as contribution to vision/mission/goals & objectives, team building initiatives and emerging technologies
- Secondly, capacity requirements were identified that can be attributed to each competency cluster
- Further, these capacities were mapped against various organizational dimensions such as Systems and processes, technology and data, partnerships, and relationships, etc.

The analysis of responses to questionnaire highlighted the following –

- Competencies required at Organizational level include *Understanding of Role's contribution to DPE's Vision/Mission/Goals & Objectives, participating in team building initiatives and automation of Operational tasks.*
- *Infrastructure as a Service (IaaS) and Advanced Analytics* are some of the **emerging technologies** that the department has shown interest in learning.

A view of competency need assessment at organizational level is given below:
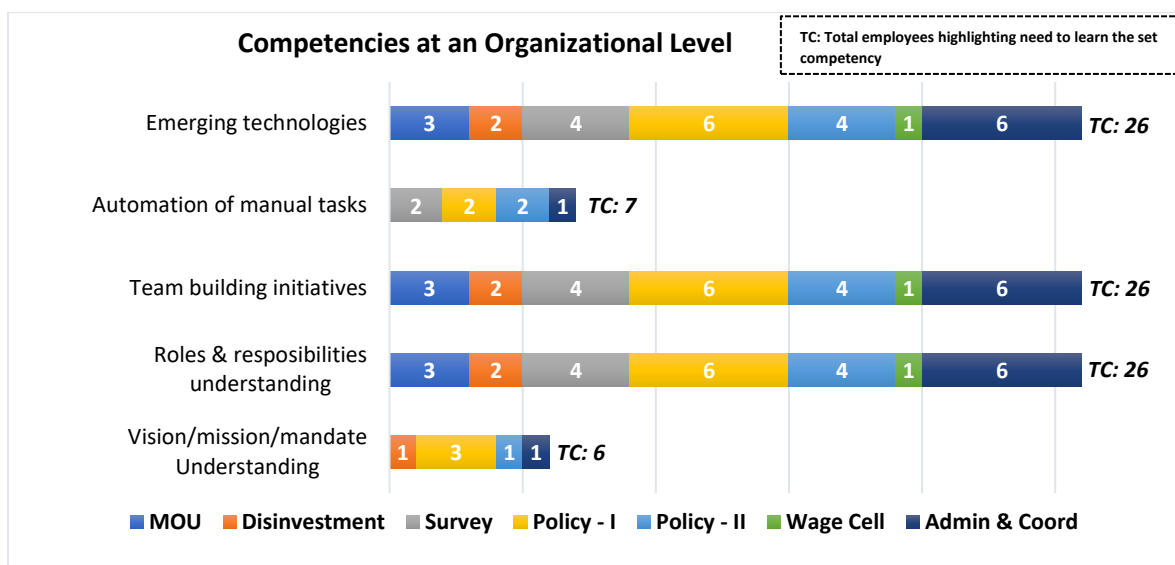
Figure 13: *Top competency requirements at Organizational Level*

3.3.1 Making DPE Future Ready

Future readiness through Capacity Building is essential for DPE, as its key focus areas need to be aligned with the competencies required under the three lenses of capacity building **namely emerging technologies, national priorities, and citizen centricity**. We have identified and mapped a set of competencies with the aforesaid lenses and the Department has shown great enthusiasm to learn about such competencies via their responses to questionnaire. An overview of competencies required is highlighted below:

Key Focus Areas		Identified Competencies	
National Priorities	✓ **$5 trillion economy** ✓ **Atmanirbhar Bharat** ✓ **Asset Monetization** ✓ **Disinvestments** of CPSEs in **non-strategic sector**	✓ **New PSE Policy** ✓ **Categorization** of CPSEs ✓ Preparation of **PE survey report**	✓ **Strategic disinvestment** of CPSEs ✓ Role alignment to **Vision/ Mission/ Objective** of DPE
Emerging Technologies	✓ **Latest technologies** for **monitoring & evaluation of CPSEs** ✓ **Cloud based information sharing infrastructure**	✓ **Data Analytics** ✓ **Infrastructure as a Service (IaaS)**	
Citizen Centricity	✓ Alignment and monitoring of **CSR spending** of **CPSEs** with department guidelines ✓ Faster response to **grievances**	✓ **CSR spending** ✓ **Trainings** for **CPSEs** (CRR, RDC schemes) ✓ **RTI and PMO Portal** ✓ **Grievance redressal** for CPSEs	✓ **Conflict** management ✓ **Escalation mechanism** for CPSEs ✓ **Stakeholder** management
Common Competencies	✓ Regulatory & Statutory guidelines for CPSEs ✓ Assessment of MOU performance	✓ Corporate Governance in CPSEs ✓ Selection and appointment of board functionaries of CPSEs	

A description of the detailed common competency requirements of the department at an organizational level is outlined in Annexure 3

4. Annual Capacity Building Plan

While the CNA conducted highlights the competency needs and gaps at individual and organizational level, the subsequent section focus on potential institute, platforms and training interventions for the competency needs identified.

4.1 List of potential training Institutions/Platforms

Potential training interventions have been suggested through various courses available on multiple training platforms/Institutions (Refer Annexure 4). Training Interventions include induction programs, online trainings, classroom training programs, internal knowledge sharing sessions, regular/refresher/ progressive

courses etc. Based on the availability of courses and the level of training required, the potential interventions have been categorized under aforesaid types. The prospective training institutions/platforms include **iGOT Karmayogi platform**[1], **Central training Institutions (such as Institute of Secretariat Training and Management, Indian Statistical Service Training division, etc.), Government universities/institutions/platforms**, etc.

4.2 Quick Wins in terms of training interventions for the department

"Quick wins" have been categorized as the training interventions which can be initiated by the department on priority for long term impact on capacity building. Following are training intervention that are being implemented within the department currently:

1. **Recommended training courses via iGOT**: Team from Karmayogi Bharat visited DPE to conduct a session on iGOT registration and portal overview (including usage of iGOT mobile application) on 4th May 2023. On the spot registrations were also done by some of the department officials. They were also encouraged to undergo various trainings on the platform including introduction to emerging technologies, stress management, etc.

2. **DAKSHTA Programme (Proposed)**: A 10-day online training program followed by 5-day in-person training at ISTM focused for ASOs/ SOs, is underway for implementation within the department. The department has shown an enthusiasm and nominated a list of participants for the said program. The nominated department officials will undergo the following modules for training:

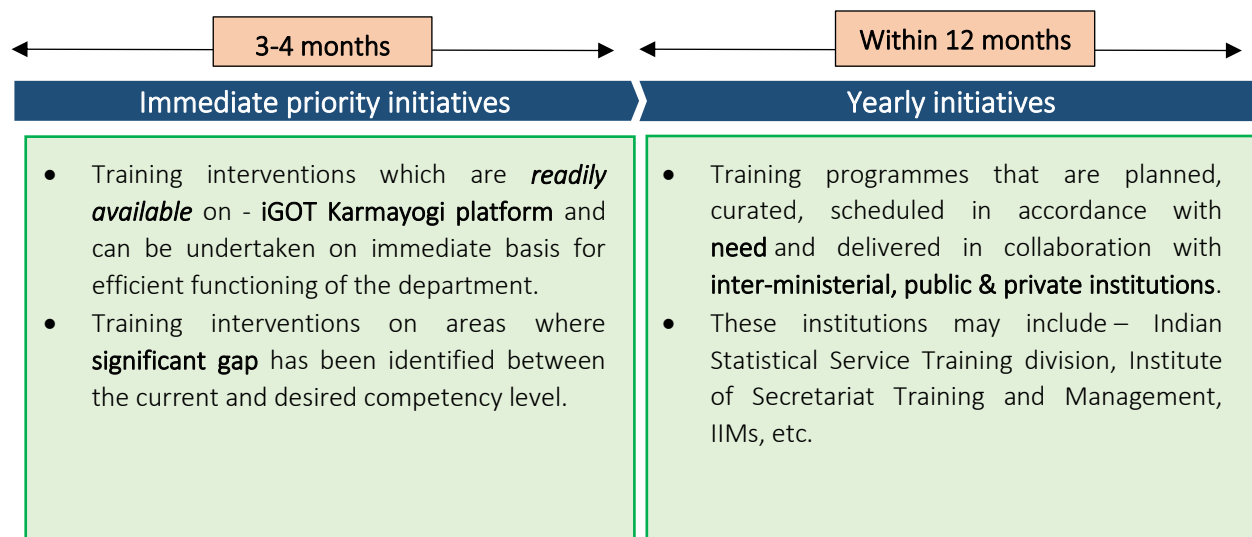| Functional Competencies	Behavioral Competencies
✓ Parliamentary Procedures & Court/CAT cases ✓ General Financial Rules / Delegation of Financial Powers ✓ Public Procurement ✓ Tender Documents – RFP, Bid, Award, QCBS ✓ GeM Portal, PFMS, Sanctions, Income-Tax ✓ Record Management ✓ Gender Sensitisation ✓ Data Analytics ✓ GoI Allocation & Transaction Rules ✓ Handling Public Grievances, Sevottam & Appeals ✓ Departmental & Cyber Security ✓ Negotiation skills	✓ Team Building ✓ Interpersonal skills ✓ Stress Management (through yoga)

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[1]*iGOT Karmayogi is an online training platform developed for capacity building of civil servants. It is a solutioning space that combines five functional hubs for online learning, competency management, career management, discussions, and networking. This will enable officials to deliver more effectively, eventually enhancing government execution capabilities.*

On similar lines as the program for ASO/SO, identification and design of a structured program tailored for Under Secretary/ Deputy Secretary is also underway.

4.3 Interventions at Individual Level

Basis the Capacity Need Analysis, competency requirements at domain, functional, and behavioral level have been identified at unique designation levels across all the divisions within the department. Following sections highlight prospective interventions at individual level across the various aforesaid categories, which can then be further discussed to develop action plans.

The training interventions follow two approaches i.e., Immediate priority initiatives and Yearly priority initiatives.

3-4 months	Within 12 months
Immediate priority initiatives	**Yearly initiatives**
• Training interventions which are *readily available* on - **iGOT Karmayogi platform** and can be undertaken on immediate basis for efficient functioning of the department. • Training interventions on areas where **significant gap** has been identified between the current and desired competency level.	• Training programmes that are planned, curated, scheduled in accordance with **need** and delivered in collaboration with **inter-ministerial, public & private institutions**. • These institutions may include – Indian Statistical Service Training division, Institute of Secretariat Training and Management, IIMs, etc.

Below section highlights **Division-wise unique designations along with their roles, competency gaps and proposed training and non-training interventions**.

> **Please note**: *The section lays down training interventions basis the* **competency gaps** *that were identified in our* **Gap Analysis**. *The detailed training plan basis the* **competency needs** *of the department is highlighted* Annexure 4

4.3.1 MOU Division

I. Director

Director

Role(s)
- All matters pertaining to monitoring and performance evaluation of CPSEs under MoU mechanism
- Establishment and administration related matters w.r.t MOU division
- Meeting, collaboration, record/data management
- Coordination and people management
- Managing integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies
- ✓ Accounting Fundamentals
- ✓ Financial Statement and Ratio analysis
- ✓ Audit of MOU Process
- ✓ Corporate Governance in CPSEs
- ✓ Periodic filing or reports & returns
- ✓ Budget proposals
- ✓ Quantitate and analytical ability
- ✓ Handling complaints and disciplinary cases of CPSEs

Functional Competencies
- ✓ Advisory on parliamentary procedures
- ✓ Internal portals/MOU dashboard
- ✓ PMO/e-Samiksha portal
- ✓ Stakeholder Management

Behavioral Competencies
- ✓ Stress Management
- ✓ Conflict Management
- ✓ Ethics
- ✓ Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT
Integrated Government Online Training

Domain
- Understanding Financial Position of an organization
- Budget
- Statutory provisions for online submission of

Functional
- Stakeholders in Governance
- Parliamentary Procedures

Behavioral
- Code of Conduct for Government Employees
- Stress management
- COMMIT: Conflict Management & Negotiation
- Ethics & Values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Internal Portals/ dashboards of DPE (MOU)
- ✓ Assessment of MoU Performance
- ✓ Scope & Methodology of CAG & Internal Audits

Functional
- ✓ PMO Portal

ISTM NIFM

Domain
- ✓ Financial management in Govt, PSUs and autonomous bodies
- ✓ Training program on Analysis of Financial statement
- ✓ Record management
- ✓ Formulation and implementation of budget and income tax
- ✓ Outcome budget workshop

Functional
- ✓ MS Office
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Handling Parliamentary matters

Institute of Corporate Learning Swayam NIC IIM Calcutta IIM Bangalore

Domain
- ✓ Corporate Governance & Risk Management for State & Public Sector Organisation
- ✓ Financial Accounting & Analysis

Functional
- ✓ E-office

Behavioral
- ✓ Managerial Leadership and Conflict Resolution
- ✓ Workplace Conflict - An Opportunity for Growth

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes

II.   Deputy Director/Under Secretary

Deputy Director/Under Secretary

Role(s)	• All matters pertaining to monitoring and performance evaluation of CPSEs under MoU mechanism • Establishment and administration related matters w.r.t MOU division • Meeting, collaboration, record/data management • Coordination and people management • Handling parliamentary matters

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- ✓ Accounting Fundamentals
- ✓ Financial Statement and Ratio analysis
- ✓ Quantitative and analytical ability
- ✓ Infernal MOU portals/dashboard
- ✓ Monitoring Capex of CPSEs
- ✓ Target setting and sectoral benchmarking
- ✓ Assessment of MOU framework
- ✓ MOU framework, 2022-23 onwards
- ✓ Preparation of Proposals/reports
- ✓ Corporate governance in CPSEs

Functional Competencies

- ✓ Advisory on parliamentary procedures
- ✓ Grievance redressal mechanism
- ✓ RTI resolutions
- ✓ MS office Applications
- ✓ E-office
- ✓ Internal portals/MOU dashboard
- ✓ PMO/e-Samiksha portal
- ✓ Stakeholder Management
- ✓ Data Collection methodology

Behavioral Competencies

- ✓ Stress Management
- ✓ Conflict Management
- ✓ Effective Communication
- ✓ Networking
- ✓ Negotiation

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT — Integrated Government Online Training

Domain
- Understanding Financial Position of an organization
- Budget
- Budgetary System in Government

Functional
- Stakeholders in Governance
- MS Office Applications
- Parliamentary Procedure
- Right to Information Act - Part 1&2

Behavioral
- Stress management
- COMMIT: Conflict Management & Negotiation
- Effective Communication

Yearly Requirements

Recommended Training Partners

DPE

Domain
✓ Internal Portals/ dashboards of DPE (MOU)
✓ Assessment of MoU Performance
✓ Scope & Methodology of CAG & Internal Audits
✓ Target Setting and Sectoral benchmarking
✓ MoU Framework, 2022-23 and onwards

Functional
✓ DPE Internal Dashboard
✓ PMO Portal

**ISTM
NIFM
National Statistical Services Training**

Domain
✓ Financial management in Govt, PSUs and autonomous bodies
✓ Training program on Analysis of Financial statement
✓ Record management
✓ Formulation and implementation of budget and income tax
✓ Outcome budget workshop

Functional
✓ MS Office
✓ Noting, drafting and preparation of cabinet notes
✓ Handling Parliamentary matters
✓ Statistical tools & techniques

**IIM Calcutta
IIM Bangalore
IIM Lucknow
Swayam
NIC
Institute of Corporate Learning**

Domain
✓ Financial Accounting & Analysis
✓ Corporate Governance & Risk Management for State & Public Sector Organisation

Functional
✓ E-Office

Behavioral
✓ Managerial Leadership and Conflict Resolution
✓ Workplace Conflict - An Opportunity for Growth
✓ Effective Business Communication
✓ Communication and Presentation Skills
✓ Interpersonal Effectiveness and Leadership Excellence
✓ Leadership Communication Persuasion and Influence

4.3.2 Disinvestment Division

I. Dy Secretary/Joint Director

Deputy Secretary/Joint Director

Role(s)	• All matters pertaining to Revival and Restructuring/ Closure/Sale/privatization of CPSEs in non-strategic sectors • Handling matters pertaining to asset monetization • Establishment and administration related matters • Meeting, collaboration, and record/data management • Coordination, people management and maintaining integrity

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- Business Valuation, Financial Modelling
- Financial Statement Analysis
- Accounting fundamentals
- Investment Valuation (DCF, NPV models, and D/E ratio)
- Working Capital management
- Analytical and quantitative ability
- Knowledge on legal aspects (such as IBC 2016, SEBI regulations, Company's Act et.)
- Understanding of Closure /Disinvestment process
- Knowledge of monetization of movable and immovable assets
- Preparation of proposals/reports
- Resource allocation and record keeping

Functional Competencies

- Advisory on parliamentary procedures
- Grievance redressal mechanism
- RTI resolutions
- MS office Applications
- Internal portals/MOU dashboard
- PMO/e-Samiksha portal
- GeM Portal
- Stakeholder Management

Behavioral Competencies

- Stress Management
- Time Management
- Conflict Management
- Effective Communication
- Networking
- Negotiation
- Empathy

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT Integrated Government Online Training

Domain
- Financial Statement Analysis

Functional
- Stakeholders in Governance
- Parliamentary procedures
- Government E-Market place
- Right to information act 1&2
- MS Office

Behavioral
- Code of Conduct for Government employees
- Stress management
- COMMIT: Time Management
- COMMIT: Conflict Management & Negotiation
- Effective Communication

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ SEBI guidelines pertaining to delisting or other closure activities
- ✓ Regulatory & Statutory guidelines for CPSEs

Functional
- ✓ DPE Internal Dashboard
- ✓ E-HRMs
- ✓ PMO Portal

ISTM NIFM IIMC

Domain
- ✓ Financial management in Govt, PSUs and autonomous bodies
- ✓ Training program on Analysis of Financial Statements
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Formulation and implementation of budget and income tax
- ✓ Outcome budget workshop

Functional
- ✓ Handling Parliamentary matters
- ✓ Record management
- ✓ MS Office

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow IIM Bangalore Swayam IIPA ICAI

Domain
- ✓ Finance master class for business leadership
- ✓ Financial Accounting & Analysis
- ✓ Financial Management
- ✓ Certificate Course on IBC 2016
- ✓ Financial Strategy for Value Creation
- ✓ Certificate Course on Indian Accounting Standards (Ind AS)

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

Udemy

Behavioral
- ✓ Communicating with Empathy

II.   Dy Director/Under secretary

Deputy Director/Under Secretary

Role(s)

- All matters pertaining to Revival and Restructuring/ Closure/Sale/privatization of CPSEs in non-strategic sectors
- Handling matters pertaining to asset monetization
- Establishment and administration related matters
- Meeting, collaboration, and record/data management
- Coordination, people management and maintaining integrity

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- ✓ Business Valuation & Financial Modelling
- ✓ Financial Statement Analysis
- ✓ Working Capital Management
- ✓ Investment Valuation (DCF, NPV models, and D/E ratio)
- ✓ Analytical and quantitative ability
- ✓ Knowledge on legal aspects (such as IBC 2016, SEBI regulations, Company's Act, Stamp registration act & RERA Act)
- ✓ Understanding of Closure /Disinvestment process
- ✓ Knowledge of monetization of movable and immovable assets
- ✓ Sectoral knowledge of CPSEs in non-strategic sectors
- ✓ Resource allocation & record Keeping

Functional Competencies

- ✓ Advisory on parliamentary procedures
- ✓ Grievance redressal mechanism
- ✓ RTI resolutions
- ✓ GeM portal
- ✓ E-HRMs
- ✓ MS office Applications
- ✓ Internal portals/MOU dashboard
- ✓ PMO/e-Samiksha portal
- ✓ Stakeholder Management

Behavioral Competencies

- ✓ Stress Management
- ✓ Time Management
- ✓ Effective Communication
- ✓ Networking
- ✓ Negotiation
- ✓ Ethics

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT Integrated Government Online Training

Domain
- Financial Statement Analysis

Functional
- Stakeholders in Governance
- Parliamentary procedures
- Government E-Market place
- Right to information act 1&2
- MS Office

Behavioral
- Code of Conduct for Government employees
- Stress management
- COMMIT: Time Management
- COMMIT: Conflict Management & Negotiation
- Effective Communication
- Ethics & values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ SEBI guidelines pertaining to delisting or other closure activities
- ✓ Regulatory & Statutory guidelines for CPSEs
- ✓ Stamp and registration acts

Functional
- ✓ DPE Internal Dashboard
- ✓ E-HRMs
- ✓ PMO Portal

ISTM NIFM IIMC

Domain
- ✓ Financial management in Govt, PSUs and autonomous bodies
- ✓ Training program on Analysis of Financial Statements
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Formulation and implementation of budget and income tax

Functional
- ✓ Handling Parliamentary matters
- ✓ Record management
- ✓ MS Office

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow IIM Bangalore Swayam IIPA ICAI IREF

Domain
- ✓ Finance master class for business leadership
- ✓ Financial Accounting & Analysis
- ✓ Financial Management
- ✓ Certificate Course on IBC 2016
- ✓ Financial Strategy for Value Creation
- ✓ Certificate Course on Indian Accounting Standards (Ind AS)
- ✓ Certificate Program – Real Estate Regulation Act (RERA)

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes

4.3.3 Survey Division

I. Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General

Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General

Role(s)
- Management of end-to-end PE survey publication process
- Managing Establishment and administration matters
- Meeting, collaboration & record/data management
- Coordination & people management
- Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies
- ✓ Analytical and quantitative ability
- ✓ Preparation of reports/proposals/MOM
- ✓ Preparation/Annual publication of PE Survey Report

Functional Competencies
- ✓ Advisory on parliamentary procedures
- ✓ Grievance redressal mechanism
- ✓ RTI resolution
- ✓ MS office Applications
- ✓ Survey conducting tools
- ✓ Data collection methodology
- ✓ E-HRMs system
- ✓ Stakeholder management

Behavioral Competencies
- ✓ Stress Management
- ✓ Time Management
- ✓ Effective Communication
- ✓ Networking
- ✓ Negotiation
- ✓ Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

Domain
- ✓ Financial Statement Analysis

Functional
1. Stakeholders in Governance
2. Parliamentary procedures
3. MS Office Applications
4. Right to information act 1&2

Behavioral
- ✓ Code of Conduct for Government employees
- ✓ Stress management
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Effective Communication

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Preparation of reports and MOM
- ✓ Preparation of PE survey report

Functional
- ✓ e-HRMs

Indian Statistical Services Training Division ISTM

Domain
- ✓ Proficiency in official statistics
- ✓ Training on recent developments in survey methodology
- ✓ Exposure to national statistics offices
- ✓ Planning and designing large scale surveys
- ✓ Advanced sampling techniques
- ✓ Statistical literacy and story telling
- ✓ Integration of survey and administrative data
- ✓ Statistical tools and techniques

Functional
- ✓ Record management and right to information
- ✓ MS Office Applications

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow Swayam

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

II. Dy Secretary/Joint Director

Deputy Secretary/Joint Director

Role(s)
- Management of end-to-end PE survey publication process
- Managing Establishment and administration matters
- Meeting, collaboration & record/data management
- Coordination & people management
- Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies	Functional Competencies	Behavioral Competencies
✓ Analytical and quantitative ability ✓ Preparation of reports/proposals/MOM ✓ Preparation/Annual publication of PE Survey Report	✓ Parliamentary procedures ✓ Preparation of facts and replies ✓ Grievance redressal mechanism ✓ RTI resolution ✓ MS office Applications ✓ Survey conducting tools ✓ Survey conducting methodology ✓ Data collection methodology ✓ E-HRMs system ✓ DPE internal Dashboard	✓ Stress Management ✓ Time Management ✓ Networking ✓ Negotiation ✓ Ethics ✓ Empathy

🕐 Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT Integrated Government Online Training

Domain
- ✓ Financial Statement Analysis

Functional
- ✓ Parliamentary procedures
- ✓ MS Office Applications
- ✓ Right to information act 1&2

Behavioral
- ✓ Code of Conduct for Government employees
- ✓ Stress management
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Ethics & values

📅 Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Preparation of reports and MOM
- ✓ Preparation of PE survey report

Functional
- ✓ E-HRMs
- ✓ DPE Internal Dashboard

Indian Statistical Services Training Division ISTM

Domain
- ✓ Proficiency in official statistics
- ✓ Training on recent developments in survey methodology
- ✓ Exposure to national statistics offices
- ✓ Planning and designing large scale surveys
- ✓ Advanced sampling techniques
- ✓ Statistical literacy and story telling
- ✓ Integration of survey and administrative data
- ✓ Statistical tools and techniques

Functional
- ✓ Record management and right to information
- ✓ MS Office Applications

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow Swayam

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Communicating with Empathy

III.   Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer

Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer

Role(s)	• Managing preparation and publication of PE survey Report • Meeting, collaboration & record/data management • Coordination and people management • Maintaining integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies	Functional Competencies	Behavioral Competencies
✓ Analytical and quantitative ability ✓ Preparation of reports/proposals/MOM ✓ Preparation/Annual publication/updation of PE Survey Report	✓ Grievance redressal mechanism ✓ RTI resolution ✓ MS office Applications ✓ Survey conducting tools ✓ Survey conducting methodology ✓ Data collection methodology ✓ E-HRMs system ✓ Stakeholder Management	✓ Stress Management ✓ Time Management ✓ Effective Communication ✓ Networking ✓ Negotiation ✓ Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT
Integrated Government Online Training

Domain
- ✓ Financial Statement Analysis

Functional
- ✓ Stakeholders in Governance
- ✓ MS Office Applications
- ✓ Right to information act 1&2

Behavioral
- ✓ Code of Conduct for Government employees
- ✓ Stress management
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Effective Communication

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Preparation of reports and MOM
- ✓ Preparation of PE survey report

Functional
- ✓ E-HRMs
- ✓ DPE Internal Dashboard

Indian Statistical Services Training Division ISTM

Domain
- ✓ Proficiency in official statistics
- ✓ Training on recent developments in survey methodology
- ✓ Exposure to national statistics offices
- ✓ Planning and designing large scale surveys
- ✓ Advanced sampling techniques
- ✓ Statistical literacy and story telling
- ✓ Integration of survey and administrative data
- ✓ Statistical tools and techniques

Functional
- ✓ Record management and right to information
- ✓ MS Office Applications

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow Swayam

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

4.3.4 Policy -I Division

I. Director

Director

Role(s)
- All matters pertaining to categorization of CPSEs
- Matter related to appointment, selection, and performance of Board functionaries of CPSEs
- Managing Establishment and administration matters
- Meeting, collaboration & record/data management
- Coordination and people management and maintaining integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies
- Ratna schemes
- Scheduling of CPSEs
- Quantitative and analytical ability
- Formulating Employee schemes and policies for CPSEs
- Functioning of Board of Directors
- Companies Act, 2013
- Maharatna scheme,2010
- Navratna Scheme,1997
- Miniratna Scheme ,1997
- Handling complaints and disciplinary cases of CPSEs

Functional Competencies
- Grievance redressal mechanism
- RTI resolutions
- Advisory on Parliamentary procedures
- MS Office applications
- GeM Portal
- PMO Portal

Behavioral Competencies
- Stress Management
- Time Management
- Effective Communication
- Networking
- Negotiation
- Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT — Integrated Government Online Training

Domain
- ✓ Financial Statement Analysis
- ✓ Handling Central Administrative Tribunal Cases

Functional
- ✓ Parliamentary Procedure
- ✓ MS Office Applications
- ✓ Right to information act 1&2
- ✓ Government E-Market place

Behavioral
- ✓ Code of Conduct for Government employees
- ✓ Stress management
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Effective Communication

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Selection and appointment of Board functionaries of CPSEs
- ✓ Functioning of CPSEs
- ✓ Ratna Schemes
- ✓ Sectoral Knowledge w.r.t CPSEs

Functional
- ✓ PMO Portal

ISTM IIMC

Domain
- ✓ Handling of CAT cases

Functional
- ✓ Record management and right to information
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Handling Parliamentary matters

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow Swayam

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

II.   Assistant Director

Assistant Director

Role(s)

- All matters pertaining to categorization of CPSEs
- Matter related to appointment, selection, and performance of Board functionaries of CPSEs
- Managing Establishment and administration matters
- Meeting, collaboration & record/data management
- Coordination and people management and maintaining integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- ✓ Formulating Employee schemes and policies for CPSEs
- ✓ Functioning of Board of Directors of CPSEs
- ✓ Understanding of Sector Specific reports/ Industry outlook/past learning of DPE
- ✓ Companies Act, 2013

Functional Competencies

- ✓ Grievance redressal mechanism
- ✓ RTI resolutions
- ✓ Parliamentary procedures
- ✓ MS Office applications
- ✓ GeM Portal
- ✓ PMO/Departmental Portal (eSamiksha)

Behavioral Competencies

- ✓ Stress Management
- ✓ Time Management
- ✓ Effective Communication
- ✓ Networking
- ✓ Negotiation
- ✓ Ethics and empathy

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

Domain
- ✓ Financial Statement Analysis
- ✓ Handling Central Administrative Tribunal Cases

Functional
- ✓ Parliamentary Procedure
- ✓ MS Office Applications
- ✓ Right to information act 1&2
- ✓ Government E-Market place

Behavioral
- ✓ Code of Conduct for Government employees
- ✓ Stress management
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Effective Communication
- ✓ Ethics & Values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Selection and appointment of Board functionaries of CPSEs
- ✓ Functioning of CPSEs
- ✓ Ratna Schemes
- ✓ Sectoral Knowledge w.r.t CPSEs

Functional
- ✓ PMO/Departmental Portal (eSamiksha)

ISTM IIMC

Domain
- ✓ Handling of CAT cases

Functional
- ✓ Record management and right to information
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Handling Parliamentary matters
- ✓ MS Office

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow Swayam

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Communicating with Empathy

III.   Private Secretary/ Personal Assistant/ Assistant Section Officer

Private Secretary/ Personal Assistant/ Assistant Section Officer

Role(s)
- All matters pertaining to categorization of CPSEs
- Matter related to appointment, selection, and performance of Board functionaries of CPSEs
- Understanding of legal aspects with respect to categorization of CPSEs
- Managing Establishment and administration matters
- Meeting, collaboration & record/data management

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies
- ✓ Ratna schemes
- ✓ Scheduling of CPSEs
- ✓ Quantitative and analytical ability
- ✓ Functioning of CPSE
- ✓ Preparing Proposals for appointment
- ✓ Guidelines for Performance appraisal of CPSEs
- ✓ Formulating Employee schemes and policies for CPSEs
- ✓ Functioning of Board of Directors
- ✓ Creation of Posts below Board level
- ✓ Companies Act, 2013
- ✓ Maharatna scheme,2010
- ✓ Navratna Scheme,1997
- ✓ Miniratna Scheme ,1997

Functional Competencies
- ✓ Parliamentary procedures
- ✓ GeM portal
- ✓ MS office Applications
- ✓ E-office
- ✓ PMO Portal

Behavioral Competencies
- ✓ Stress Management
- ✓ Time Management
- ✓ Effective Communication
- ✓ Networking
- ✓ Negotiation
- ✓ Ethics
- ✓ Empathy

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT
Integrated Government Online Training

Domain
- ✓ Financial Statement Analysis

Functional
- ✓ Parliamentary Procedure
- ✓ MS Office Applications
- ✓ Government E-Market Place

Behavioral
- ✓ Code of Conduct for Government employees
- ✓ Stress management
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Effective Communication
- ✓ Ethics & values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Selection and appointment of Board functionaries of CPSEs
- ✓ Functioning of CPSEs
- ✓ Ratna Schemes
- ✓ Sectoral Knowledge w.r.t CPSEs

Functional
- ✓ PMO/Departmental Portal (eSamiksha)

ISTM IIMC

Domain
- ✓ Handling of CAT cases

Functional
- ✓ Record management and right to information
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Handling Parliamentary matters
- ✓ MS Office

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow Swayam

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Communicating with Empathy

3.3.5 Policy-II Division

I. Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General

Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General

Role(s)

- All matters pertaining to MSME procurement (including public procurement and GeM procurement)
- All matters pertaining to formulation or modification of guidelines of various training schemes
- All matters pertaining to monitoring of CSR policy and spend
- Establishment and administration
- Meeting, collaboration & record/data management
- Coordination and people management
- Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies	Functional Competencies	Behavioral Competencies
✓ Legislations and guidelines w.r.t. procurement through GeM ✓ Propose comments/suggestions/ action / interventions as per DPE guidelines and/or Central Sector Schemes ✓ Public procurement Policies,2012 by MSME, DPIIT, Expenditure ✓ Managing workshop/Seminar Conference/symposium for matters relating to CPSEs ✓ Quantitative and analytical ability ✓ Identification and Monitoring of themes and aspirational districts to drive CSR initiatives by CPSEs ✓ Monitoring of CSR Allocation & Expenditure of CPSEs ✓ Section 135, Companies Act, 2013 ✓ Companies (CSR Policy) Rules, 2014, Schedule VII ✓ DPE Guidelines on CSR ✓ Periodic filings of reports and returns	✓ Parliamentary procedures ✓ MS office Applications ✓ Stakeholder Management ✓ Survey conducting methodology ✓ Data collection methodology	✓ Stress Management ✓ Time Management ✓ Effective Communication ✓ Networking ✓ Negotiation ✓ Ethics

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT Integrated Government Online Training

Domain
✓ Financial Statement Analysis

Functional
✓ Parliamentary Procedure
✓ MS Office Applications
✓ Stakeholders in Governance

Behavioral
✓ Code of Conduct for Government employees
✓ Stress management
✓ COMMIT: Time Management
✓ COMMIT: Conflict Management & Negotiation
✓ Effective Communication
✓ Ethics & Values

Yearly Requirements

Recommended Training Partners

DPE

Domain
✓ CSR guidelines & framework
✓ Sectoral knowledge (including functioning of CPSEs)
✓ Procurement policy framework
✓ Formulation & modification of training guidelines under various schemes for CPSEs

Functional
✓ PMO Portal

ISTM NIFM IIMC

Domain
✓ Online Training Programme on Public Procurement (Basic)/(Advanced)

Functional
✓ Handling large scale data and analysis- using R
✓ Record management and right to information
✓ Statistical tools and techniques
✓ Noting, drafting and preparation of cabinet notes

Behavioral
✓ Communication theory and development communication
✓ Leadership communication

IIM Calcutta IIM Lucknow IIM Bangalore

Behavioral
✓ Leadership, communication program on persuasion and influence
✓ Inter-personal effectiveness and leadership excellence
✓ Managerial Leadership and Conflict Resolution
✓ Workplace Conflict - An Opportunity for Growth
✓ Effective Business Communication

Udemy

Functional
✓ MATLAB Basics
✓ SPSS Basics
✓ R for Beginners: Learn R Programming from Scratch

Behavioral
✓ Work ethics and corporate etiquettes

II.   Dy Secretary/Joint Director

Deputy Secretary/ Joint Director

Role(s)
- Matters pertaining to formulation or modification of guidelines of various training schemes
- Establishment and administration
- Meeting, collaboration & record/data management
- Coordination and people management
- Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies
- ✓ Quantitative and analytical ability
- ✓ Managing workshop/Seminar Conference/symposium for matters relating to CPSEs
- ✓ Conduction & Coordination of training under various training schemes.

Functional Competencies
- ✓ Parliamentary procedures
- ✓ MS office Applications
- ✓ GeM Portal
- ✓ Tools such as SPSS, R, MATLAB
- ✓ PMO/Departmental Portal (eSamiksha)
- ✓ Survey conducting methodology
- ✓ Data collection methodology

Behavioral Competencies
- ✓ Networking
- ✓ Negotiation
- ✓ Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT Integrated Government Online Training

Domain
✓ Financial Statement Analysis

Functional
✓ Parliamentary Procedure
✓ MS Office Applications
✓ Government E-market Place

Behavioral
✓ Code of Conduct for Government employees
✓ COMMIT: Conflict Management & Negotiation

Yearly Requirements

Recommended Training Partners

DPE

Domain
✓ CSR guidelines & framework
✓ Sectoral knowledge (including functioning of CPSEs)
✓ Formulation & modification of training guidelines under various schemes for CPSEs

Functional
✓ PMO/Departmental Portal

ISTM NIFM IIMC

Domain
✓ Online Training Programme on Public Procurement (Basic)/(Advanced)

Functional
✓ Handling large scale data and analysis- using R
✓ Record management and right to information
✓ Statistical tools and techniques
✓ Noting, drafting and preparation of cabinet notes

IIM Calcutta IIM Lucknow IIM Bangalore

Behavioral
✓ Leadership, communication program on persuasion and influence
✓ Inter-personal effectiveness and leadership excellence
✓ Workplace Conflict - An Opportunity for Growth

Udemy

Functional
✓ MATLAB Basics
✓ SPSS Basics
✓ R for Beginners: Learn R Programming from Scratch

III.   Dy Director/Under secretary

Deputy Director/Under Secretary

Role(s)	- Matters pertaining to formulation or modification of guidelines of various training schemes - All matters pertaining to MSME procurement (including public procurement and GeM procurement) - Establishment and administration - Meeting, collaboration & record/data management - Coordination, people management and Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- ✓ Legislations and guidelines w.r.t. MSME procurement
- ✓ Matters relating to Central Public Procurement Portal/e-Procurement portal
- ✓ Legislations and guidelines w.r.t. procurement through GeM
- ✓ Public procurement Order, 2012
- ✓ Public procurement guidelines
- ✓ Financial approval (Appraisal and Approval, Budget Planning, Appropriation, Re-appropriation, Monitoring of Expenditure, DBT, OOMF, Gender Expenditure, NER, etc.)
- ✓ Functioning of CPSEs
- ✓ Issues impacting performance of CPSEs
- ✓ Free trade agreements finalization process
- ✓ Sectoral knowledge such as important sectors in which CPSEs operate

Functional Competencies

- ✓ Grievance redressal mechanism
- ✓ RTI resolutions
- ✓ MS office Applications
- ✓ Internal portals/ dashboard
- ✓ PMO Portal recruitment Mission Portal and Other Portal
- ✓ Stakeholder Management

Behavioral Competencies

- ✓ Stress Management
- ✓ Networking
- ✓ Empathy

Capacity Building Commission, Government of India
22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT Integrated Government Online Training

Domain
- ✓ Financial Statement Analysis

Functional
- ✓ Stakeholders in Governance
- ✓ MS Office Applications
- ✓ Right to information Act 1&2

Behavioral
- ✓ Code of Conduct for Government employees
- ✓ Stress management
- ✓ Effective Communication

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ CSR guidelines & framework
- ✓ Sectoral knowledge (including functioning of CPSEs)
- ✓ Procurement policy framework
- ✓ Formulation & modification of training guidelines under various schemes for CPSEs

Functional
- ✓ PMO Portal recruitment Mission Portal and Other Portal
- ✓ DPE Internal Dashboard

ISTM NIFM IIMC

Domain
- ✓ Online Training Programme on Public Procurement (Basic)/(Advanced)

Functional
- ✓ Handling large scale data and analysis- using R
- ✓ Record management and right to information
- ✓ Statistical tools and techniques
- ✓ Noting, drafting and preparation of cabinet notes

Behavioral
- ✓ Communication theory and development communication
- ✓ Leadership communication

IIM Calcutta IIM Lucknow IIM Bangalore

Behavioral
- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Effective Business Communication

Udemy

Behavioral
- ✓ Communicating with empathy

4.3.6 Wage Cell

I. Dy Director/Under secretary

Deputy Director/Under Secretary

Role(s)	
	• Matters pertaining to wages of CPSE employees • Meeting, collaboration, and record/data management • Coordination, people management

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies	Functional Competencies	Behavioral Competencies
✓ Target Setting and benchmarking of wages for CPSE (Board level, below board level and non-unionized supervisors) ✓ DA orders under IDA and CDA ✓ Clarification/Interpretation on Wage Policy matters ✓ Review of Wage Policy matters ✓ Handling Court cases on wage policy matters	✓ MS office applications	✓ Stress Management ✓ Conflict Management

⏱ Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT
Integrated Government Online Training

Domain
- ✓ Financial Statement Analysis
- ✓ Handling Central Administrative Tribunal (CAT) Cases

Functional
- ✓ MS Office Applications
- ✓ Right to information Act 1&2

Behavioral
- ✓ Stress management
- ✓ COMMIT: Conflict Management & Negotiation

📅 Yearly Requirements

Recommended Training Partners

DPE

ISTM

**IIM Calcutta
IIM Bangalore**

Domain
- ✓ Target Setting and benchmarking of wages for CPSE
- ✓ DA orders under IDA and CDA
- ✓ Review/Clarification/Interpretation on Wage Policy matters
- ✓ Handling Court cases on wage policy matters

Functional
- ✓ MS office
- ✓ Record Management and right to information

Behavioral
- ✓ Managerial Leadership and Conflict Resolution
- ✓ Workplace Conflict - An Opportunity for Growth

4.3.7 Administration and General Coordination Division

I. Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General

Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General

Role(s)

- Matters pertaining to general administration including employee related matters, payments & settlements, proposal preparation, etc.
- Meeting, collaboration & record/data management
- Coordination and people management
- Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- ✓ Advisory on Parliamentary procedures
- ✓ Grievance redressal mechanism
- ✓ Analytical and quantitative ability

Functional Competencies

- ✓ MS office applications
- ✓ E-Office
- ✓ Stakeholder Management

Behavioral Competencies

- ✓ Conflict Management
- ✓ Negotiation
- ✓ Ethics
- ✓ Empathy
- ✓ Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

Domain
- ✓ Financial Statement Analysis
- ✓ Parliamentary Procedure

Functional
- ✓ MS Office Applications
- ✓ Stakeholders in Governance
- ✓ Course GFR 2017

Behavioral
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Code of Conduct for Government Employees
- ✓ Ethics & Values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Rules & guidelines w.r.t. employee benefits

ISTM Indian Statistical Service training division

Domain
- ✓ Outcome budget workshop
- ✓ Formulation and implementation of budget and income tax
- ✓ Human resource management
- ✓ Cash and account, pension related benefits
- ✓ GFR - Procurement of goods & services
- ✓ Handling of CAT cases
- ✓ Good Governance
- ✓ Public policy formulation

Functional
- ✓ Handling Parliamentary matters
- ✓ Record management and right to information
- ✓ Noting, drafting and preparation of cabinet notes

IIM Calcutta IIM Lucknow IIM Bangalore NIC

Functional
- ✓ E-Office

Behavioral
- ✓ Workplace Conflict - An Opportunity for Growth
- ✓ Managerial Leadership and Conflict Resolution
- ✓ Leadership Communication Persuasion and Influence

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Communicating with empathy

II. Dy Secretary/Joint Director

Deputy Secretary/Joint Director

Role(s)	• Matters pertaining to general administration including employee related matters, payments & settlements, proposal preparation, etc. • Meeting, collaboration & record/data management • Coordination and people management • Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- Personnel Management including leave, salary, service book
- Grievance redressal mechanism
- RTI resolutions
- Event Management/Meeting Arrangement
- Analytical and quantitative ability
- Voluntary Retirement Scheme, 1988 (Govt Employees not for CPSES)
- Reservation Rules
- Office Procedure (File Management creation, Noting drafting and Correspondence)
- Budget proposals
- Handling complaints and disciplinary cases of CPSEs
- Corporate Governance

Functional Competencies

- MS office applications
- E-Office
- DPE Internal Dashboard
- E-HRMs System
- Stakeholder management

Behavioral Competencies

- Ethics
- Empathy
- Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT
Integrated Government Online Training

Domain
- ✓ Preparation of Reservation Rosters
- ✓ Budget & Budgetary system in Govt.
- ✓ Annual Performance Appraisal Report
- ✓ Office Procedure

Functional
- ✓ MS Office Applications
- ✓ Stakeholders in Governance
- ✓ Parliamentary Procedure
- ✓ RTI act 1&2
- ✓ Handling CAT Cases

Behavioral
- ✓ Code of Conduct for Government Employees
- ✓ Ethics & Values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Rules & guidelines w.r.t. employee benefits
- ✓ Reservation rules

Functional
- ✓ DPE Internal Dashboard
- ✓ e-HRMS

ISTM Indian Statistical Service training division

Domain
- ✓ Outcome budget workshop
- ✓ Formulation and implementation of budget and income tax
- ✓ Human resource management
- ✓ Cash and account, pension related benefits
- ✓ GFR - Procurement of goods & services
- ✓ Handling of CAT cases
- ✓ Good Governance
- ✓ Public policy formulation

Functional
- ✓ Handling Parliamentary matters
- ✓ Record management and right to information
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ MS Office

NIC

Functional
- ✓ E-Office

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Communicating with empathy

III.   Deputy Director/Under Secretary

Deputy Director/Under Secretary

Role(s)
- Matters pertaining to general administration including employee related matters, payments & settlements, proposal preparation, etc.
- Meeting, collaboration & record/data management
- Coordination and people management
- Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies
- ✓ Voluntary Retirement Scheme, 1988 (Govt Employees not for CPSES)
- ✓ Reservation Rules
- ✓ Company Law
- ✓ Labour Law
- ✓ RPWD Act
- ✓ Analytical and quantitative ability

Functional Competencies
- ✓ MS office applications

Behavioral Competencies
- ✓ Stress Management
- ✓ Time Management
- ✓ Negotiation
- ✓ Ethics
- ✓ Empathy
- ✓ Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

Domain
- Preparation of Reservation Rosters
- Office Procedure

Functional
- ✓ MS Office Applications

Behavioral
- ✓ Stress management
- ✓ Code of Conduct for Govt. Employees
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Ethics & values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Rules & guidelines w.r.t. employee benefits

Functional
- ✓ Internal Portals/Dashboard

ISTM, Indian Statistical Service training division, Institute of Legal and Management Studies

Domain
- ✓ Outcome budget workshop
- ✓ Formulation and implementation of budget and income tax
- ✓ Human resource management
- ✓ Cash and account, pension related benefits
- ✓ GFR - Procurement of goods & services
- ✓ Handling of CAT cases
- ✓ Good Governance
- ✓ Public policy formulation
- ✓ Certificate Course in Labour Laws

Functional
- ✓ Handling Parliamentary matters
- ✓ Record management and right to information
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ MS Office

IIM Calcutta IIM Lucknow IIM Bangalore NIC

Functional
- ✓ E-Office

Behavioral
- ✓ Managerial Leadership and Conflict Resolution
- ✓ Workplace Conflict - An Opportunity for Growth
- ✓ Leadership Communication Persuasion and Influence

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Communicating with empathy

IV.   Private Secretary/ Personal Assistant/ Assistant Section Officer

Private Secretary/ Personal Assistant/ Assistant Section Officer

Role(s)

- Matters pertaining to general administration including employee related matters, payments & settlements, proposal preparation, etc.
- Meeting, collaboration & record/data management
- Coordination and people management
- Ensuring integrity at workplace

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies

Domain Competencies

- ✓ Personnel Management including leave, salary, service book
- ✓ Reservation Rules
- ✓ Office Procedure (File Management creation, Noting drafting and Correspondence)
- ✓ Civil Service Rules
- ✓ Periodic filings of reports and returns

Functional Competencies

- ✓ MS office applications Zoom
- ✓ E-Office
- ✓ DPE Internal dashboard
- ✓ e-HRMS system
- ✓ PMO Portal, recruitment Mission Portal and Other Portal

Behavioral Competencies

- ✓ Stress Management
- ✓ Conflict Management
- ✓ Time Management
- ✓ Negotiation
- ✓ Ethics
- ✓ Rule Consciousness

Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:

iGOT — Integrated Government Online Training

Domain
- Preparation of Reservation Rosters
- Office Procedure
- Statutory provisions for online submission returns

Functional
- ✓ MS Office Applications

Behavioral
- ✓ Stress management
- ✓ Code of Conduct for Govt. Employees
- ✓ COMMIT: Time Management
- ✓ COMMIT: Conflict Management & Negotiation
- ✓ Ethics & Values

Yearly Requirements

Recommended Training Partners

DPE

Domain
- ✓ Rules & guidelines w.r.t. employee benefits
- ✓ Civil service rules
- ✓ Reservation rules

Functional
- ✓ Internal Portals/Dashboard
- ✓ e-HRMS
- ✓ PMO Portals

**ISTM
Indian Statistical Service training division**

Domain
- ✓ Outcome budget workshop
- ✓ Formulation and implementation of budget and income tax
- ✓ Human resource management
- ✓ Cash and account, pension related benefits
- ✓ GFR - Procurement of goods & services
- ✓ Handling of CAT cases
- ✓ Good Governance
- ✓ Public policy formulation

Functional
- ✓ Handling Parliamentary matters
- ✓ Record management and right to information
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ MS Office

**IIM Calcutta
IIM Lucknow
IIM Bangalore
NIC**

Domain
- ✓ E-Office

Behavioral
- ✓ Managerial Leadership and Conflict Resolution
- ✓ Workplace Conflict - An Opportunity for Growth
- ✓ Leadership Communication Persuasion and Influence

Udemy

Behavioral
- ✓ Work ethics and corporate etiquettes

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in Annexure 4

> *Periodic Progress of effectiveness of training shall be monitored by the CBU*

Besides the training interventions listed in the tables above, **non-training interventions** such as *Case study, role play, on-site, gamification, etc.* are also imperative to ensure an effective capacity building. A List of competency areas (basis their nature) have been identified where adopting such non-training interventions will create a value addition and thereby ensure their efficient delivery. This list is outlined in the table below:

Competency Type	Competency area	Non-training intervention type *(Non-exhaustive)*
Functional	Cross-functional & multi-stakeholder relationship management	Case study/role play/gamification
Behavioral	Ethics & empathy	Case study/role play
	Effective communication	Case study/role play
	Networking	On-site/Role play
	Negotiation	Case study/Role play
	Time management	Case study/gamification
	Stress management	Role play

4.4. Interventions at Organizational level

Interventions at Organizational level are essential to support the capacity building plan. These initiatives enhance the department-wide shared environment in which officials work. This encompasses changes made to processes, assets, partnerships, and relationships as well as to technology, data, and personnel management. Tables in Section 4.4.1 and 4.4.2 highlight prospective organizational interventions across the various aforesaid categories, which can then be further discussed to develop action plans. However, more extensive research may be needed to build an implementation strategy for the same.

4.4.1 Immediate priority initiatives

The list of **iGoT training interventions** at an Organizational level that can be undertaken by the department on an immediate basis *(Immediate priority initiatives)* is outlined in the table below:

S No.	Area	Course Name	Competency type
1	Emerging technologies	Introduction to Emerging Technologies	Organizational
		Data driven decision making for Government	
		Basics of e-Governance & Digital India	
2	Global Initiatives	A Course on Environmental Social and Governance	

		Sustainable development goals	
		Reform initiatives of Government of India	
3	Conflict management	COMMIT: Conflict management & negotiation	
4	Team Building	COMMIT: Team Building	
5	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Sensitivity	
		Prevention of Sexual Harassment of Women at Workplace	
		Gender Equality and Development – Overview	

4.4.2 Yearly frequency initiatives

The list of training interventions for competency areas at an organizational level that can be met in Mid-Long term *(Yearly frequency initiatives)* is summarized in the table below:

Competency type	Competency name/area	Institute/Facilitator name	Course name
Organizational	Vision/mission/goals & objectives understanding	DPE Internal Knowledge Sharing Session	-
	Role & Responsibilities understanding	DPE Internal Knowledge Sharing Session	-
	Automation of manual tasks	1. Institute of Secretariat Training and Management 2. National Informatics Centre (NIC)	1. MS Office 2. E-Office
	Conflict management	IIM Bangalore	Workplace Conflict - An Opportunity for Growth
	Emerging technologies & Other global initiatives	1. Institute of Secretariat Training and Management 2. Indian Statistical Service training division	1. Big data analytics in Government 2. Sustainable development goals 4. AI & blockchain

Besides the competencies at an Organizational level listed in table above, *team building/collaboration activities/initiatives* are also recommended for inculcating a **positive team culture**. **Non-training interventions** such as *Case study, on-site, role play, gamification, etc.* are an effective means to impart learning on such team initiatives.

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in Annexure 4
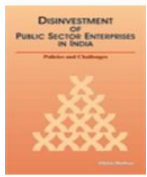
4.5 Proposed Induction Program

We recommend the following aspects to be covered as a part of induction program:

Topics	Division	Competency Type
Vision/mission/goals & objectives understanding	All	Organizational level
Role & Responsibilities understanding	All	Organizational level
Accounting Fundamentals (Basic theories, concepts, principles, etc.)	All	Domain
Basics of Finance/Financial analysis & decision making (FS analysis, Business valuation, cost structures, Capital budgeting, Time value of money, Capital structure, etc.)	All	Domain
Functioning of CPSEs (including sectoral knowledge, Corporate Governance)	Disinvestment, MOU, Policy – I, Policy – II	Domain
Categorization and scheduling of CPSEs	Policy – I, Policy – II	Domain
Personnel management	Admin. & Coord.	Domain
Parliamentary procedures, procedures pertaining to court cases	All	Functional
Procedural tools such as DPE Internal Dashboard, e-HRMS, GeM, PMO portals	All	Functional
Data visualization & communication	All	Functional
Ethics & Empathy	All	Behavioral

4.6 Other Interventions

4.6.1 Recommended books for the department

Along with the above training and Non training interventions, the below given books have been recommended to the department for increasing their knowledge on the domain specific skills pertaining to DPE.

	Disinvestment of public sector enterprises in India: Policies and challenges Applicable for: Disinvestment, MOU Division
	Survey Methodology Applicable for: Survey Division

	Public Sector Enterprises in India Applicable for: All employees of the department
	Financial Statement Analysis by K R Subramanyam Applicable for: All employees of the department

4.6.2 Digital content on Value creation and other key domain areas

Besides the Digital learnings listed in the training calendar (Annexure 4), we also recommend some digital content such as YouTube videos, articles, TED talks, etc. pertaining to **value creation** and other key domain areas like financial accounting, liquidation of companies, disinvestment, corporate governance etc. which can be readily accessed by the department. A quick reference to this content will help the officials in getting a better understanding of set areas. Thus, we recommend the department to leverage such resources for an efficient capacity building in the short as well as long-run.

Area	Content description	Competency type	Facilitator	Duration	Identifier/Source
Value creation	Making Public Services Better	Domain	YouTube	12 min	https://www.youtube.com/watch?v=A8_xn5JerXY
Value creation	Creating Value in the Public Sector	Domain	YouTube	17 min	https://www.youtube.com/watch?v=UKfvhiLiR3s
Value creation	What is economic value, and who creates it?	Domain	YouTube	19 min	https://www.youtube.com/watch?v=uXrCeiQxWyc
Value creation	Creating and Capturing Value in Your Business Ecosystems	Domain	YouTube	23mins	https://www.youtube.com/watch?v=hxQHSyk5oyc
Value creation	Enterprise Value: Why You Add and Subtract Certain Items	Domain	YouTube	21 min	https://www.youtube.com/watch?v=ucfHVJW3nyM
Understanding of CPSEs	Public sector enterprises in India	Domain	YouTube	22mins	https://www.youtube.com/watch?v=Jhe3sbvX1Tc
Closure of CPSEs	Liquidation of Companies	Domain	YouTube	17mins	https://www.youtube.com/watch?v=DVEK4z9uSVg&list=PLVjZhvcpvcGrxz4pceueuJKMUVaR7kK50
Disinvestment	Privatization and Disinvestment	Domain	YouTube	10mins	https://www.youtube.com/watch?v=N2LLfZsdaRs
Asset monetization	What Is Asset Monetization	Domain	YouTube	5mins	https://www.youtube.com/watch?v=3lx0PxhH8E8

Liquidation of Companies	Liquidation of Companies - Concept	Domain	YouTube	17mins	https://www.youtube.com/watch?v=DVEK4z9uSVg&list=PLVjZhvcpvcGrxz4pceueuJKMUVaR7kK50
Finance & Accounting	Financial Statement Analysis & reporting	Domain	YouTube	35mins	https://www.youtube.com/watch?v=OT5RdoJAkhY&list=PLPjSqITyvDeUTeAOGhip_ubjN3y8oqT13
Corporate Governance	What is good governance?	Domain	YouTube	8mins	https://www.youtube.com/watch?v=E6hWPDUUQ1w
Corporate Social Responsibility (CSR)	Reference manual on Corporate Social Responsibility	Domain	ICAI	-	https://wirc-icai.org/wirc-reference-manual/part5/corporate-social-responsibility.html
Emerging technologies	Big Data for Public Policy and Governance	Organizational	YouTube	20mins	https://www.youtube.com/watch?v=UiT4DIxTVBo

4.6.3 Tie ups with research agencies for sector specific report

The department can subscribe to various research reports issued by independent integrated research firms that provides insights, opinion and analysis on the Indian economy, public sector and relevant industries such as CRISIL Research, Dub & Bradstreet, etc. We recommend that such insights be made available to department officials through DPE dashboard as well.

Annexures

Annexure 1: Overview of Ministry of Finance and DPE

Overview of the Ministry of Finance

Aspect	Description
About	The Ministry of Finance is a ministry within the Government of India concerned with the economy of India, serving as the Treasury of India. It concerns itself with taxation, financial legislation, financial institutions, capital markets, centre and state finances, and the Union Budget. It is the apex controlling authority of four central civil services namely Indian Revenue Service, Indian Economic Service, and Indian Civil Accounts Service. It is also the apex controlling authority of one of the central commerce services namely Indian Cost and Management Accounts Service.
Departments	• Department of Expenditure • Department of Revenue • Department of Public Enterprises • Department of Investment and Public Asset Management • Department of Financial Services • Department of Economic Affairs

1. **Department of Investment and Public Asset Management**

Department of Investment and Public Asset Management (DIPAM) deals with all matters relating to management of Central Government investments in equity including disinvestment of equity in Central Public Sector Undertakings. The four major areas of its work relate to the following:

- Strategic Disinvestment
- Minority Stake Sales
- Asset Monetization
- Capital Restructuring

It also deals with all matters relating to sale of Central Government equity through offer for sale or private placement or any other mode in the erstwhile Central Public Sector Undertakings.

2. **Department of Public Enterprises**

The Department of Public Enterprises is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. It lays down policy guidelines on performance improvement and evaluation, autonomy and financial delegation, and personnel

management in CPSEs. It furthermore collects and maintains information in the form of a Public Enterprises Survey on several areas in respect of CPSEs.

3. **Department of Revenue**

   The Department of Revenue functions under the overall direction and control of the Secretary (Revenue). It exercises control in respect of matters relating to all the Direct and Indirect Union Taxes through two statutory Boards namely, the Central Bord of Direct Taxes (CBDT) and the Central Board of Indirect Taxes and Customs (CBIC).

4. **Department of Expenditure**

   The Department of Expenditure is the nodal Department for overseeing the public financial management system in the Central Government and matters connected with state finances. It is responsible for the implementation of the recommendations of the Finance Commission and Central Pay Commission, monitoring of audit comments/ observations, preparation of Central Government Accounts. It further assists central Ministries/ Departments in controlling the costs and prices of public services, reviewing system and procedure to optimize outputs and outcomes of public expenditure.

5. **Department of Economic Affairs**

   The Department of Economic Affairs is the nodal agency of the Union Government to formulate and monitor country's economic policies and programs that have a bearing on domestic and international aspects of economic management. A principal responsibility of this department is the preparation and presentation of the Annual Economic Survey and Union Budget to the parliament, and budget for the state Governments under President's Rule and union territory administrations.

6. **Department of Financial Services**

   Department of Financial Services covers the functioning of Banks, Financial Institutions, Insurance Companies, and the National Pension System. The Department of Financial Services (DFS) oversees several key programs/initiatives and reforms of the Government concerning the Banking Sector, the Insurance Sector, and the Pension Sector in India.

Overview of Department of Public Enterprises

Vision and Mission

Vision:

Effective, profitable, and globally competitive CPSEs

Mission:

To continuously improve management and performance of CPSEs through Corporate Governance, Performance Evaluation, Human Resource Management, Corporate Social Responsibility, Research & Development thereby enhancing global competitiveness.

Functions/ Mandate

As per the present Allocation of Business rules, the mandate/functions of the Department is as follows:

1. Residual work relating to erstwhile Bureau of Public Enterprises including Industrial Management Pool.
2. Coordination of matters of general policy affecting all Public Sector Enterprises.
3. Evaluation and monitoring the performance of Public Sector Enterprises, including the Memorandum of Understanding mechanism.
4. Matters relating to Permanent Machinery of Arbitration for the Public Sector Enterprises.
5. Counseling, training, and rehabilitation of employees in Central Public Sector Undertakings under Voluntary Retirement Scheme.
6. Review of capital projects and expenditure in Central Public Sector Enterprises.
7. Measures aimed at improving performance of Central Public Sector Enterprises and other capacity building initiatives of Public Sector Enterprises.
8. Rendering advice relating to revival, restructuring or closure of Public Sector Enterprises including the mechanisms therefor.
9. Matters relating to Standing Conference of Public Enterprises.
10. Matters relating to International Center for Public Enterprises.
11. Categorization of Central Public Sector Enterprises including conferring 'Ratna' status.
12. Survey of Public Enterprises

Goals / Objectives / Purpose

1. Formulating policy/guidelines for CPSEs w.r.t performance improvement and evaluation, autonomy and financial delegation and personnel management.
2. Collection and maintenance of information in the form of a Public Enterprises Survey on several areas in respect of CPSEs.
3. Coordination with MDOs for the matters pertaining to CPSEs.

<u>Organizational structure</u>
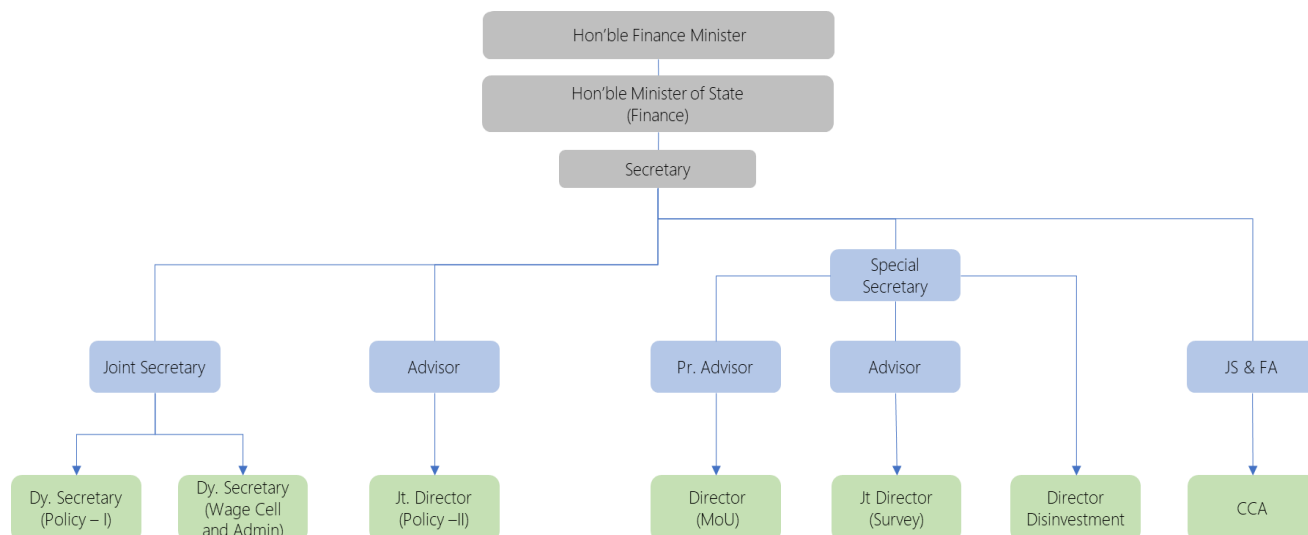
Divisions

There are seven divisions in DPE:

1. **MoU Division:** It deals with the implementation of Memorandum of Understanding (MoU) framework for the purpose of performance evaluation of CPSEs. The division also monitors and compiles the information on CAPEX incurred by select CPSEs and their compliance on Corporate Governance parameters.

2. **Policy Division – I:** It deals with the issues related to management of CPSEs including the Organizational Structure; Composition of Boards; Categorization of CPSEs to appropriate Schedule; and conferring 'Ratna Status' as per the Ratna scheme of Government of India. It also issues guidelines for below Board level employees relating to personnel policies, service matters of CPSEs like reservation, voluntary retirement etc. The Division also handles matters related to commercial disputes of CPSEs

3. **Policy Division – II:** It looks after all procurement related matters of CPSEs including MSMEs and GeM procurement. The Division also handles CSR (Corporate Social Responsibility) related matters of CPSEs and implements the CRR (Counselling, Retraining and Redeployment) and RDC (Research, Development and Consultancies) schemes of the Department.

4. **Wage Cell:** It deals with the policy relating to pay revision of CPSE executives at Board as well as below Board level and non-unionized supervisors, and issues broad guidelines for wage settlement negotiations in case of workmen in CPSEs. Wage Cell also issues DA orders for both IDA employees and CDA employees of the CPSEs.

5. **Survey Division:** It collates information on important physical and financial attributes of all CPSEs into a comprehensive annual report "Public Enterprises Survey" and places the same in both the Houses of Parliament every year.
6. **Disinvestment Division:** It is responsible for the implementation of new PSE Policy in Non-Strategic Sector for identification of CPSEs for closure or privatisation in consultation with administrative ministries/departments, NITI Aayog etc.
7. **Administration and General Coordination Division:** It handles all administrative and coordination matters of DPE relating to personnel management, maintenance of personnel records including leave, salary, service book and Parliamentary matters.

Roles of the department

DPE, as a department under the Ministry of Finance, has seven divisions i.e., MOU, Policy-I, Policy-II, Wage cell, Survey, Disinvestment and General Administration & Coordination. Each of these divisions perform unique functions/roles allocated to them.

The department consists of fifty core employees and other supporting staff and is headed by the Secretary. Special Secretary, Joint Secretary and Advisors report directly to the Secretary. The remaining employees are spread over 7 divisions including Deputy Secretary, Director and below who report to their respective division heads.

Name of the Division	Designation	Activities Performed
MOU Division	1. Additional secretary 2. Principal Advisor 3. Director 4. Dy. Director	• Monitoring and updating of the Memorandum of Understanding (MoU) mechanism and the PMO/online portal. • Evaluating the performance of Central Public Sector Enterprises (CPSEs) under the MoU mechanism, including coordination with different Ministries/departments. • Managing all High-Power Committee (HPC) meetings and making modifications/changes to MoU Guidelines. • Conducting audits of the MoU process, including audits by the Comptroller and Auditor General (CAG) and internal audits. • Assessing the performance of CPSEs based on parameters outlined in Corporate Governance guidelines and compiling compliance reports for CPSEs.
Policy division - I	1. Joint Secretary 2. Director 3. Dy. Director 4. Asst. Director	• Preparing guidelines and Evaluation methodology to allocate CPSEs into different levels of Ratna Scheme, Scheduling of CPSEs and delegation of powers to CPSEs.

		• Board of Directors of CPSEs creation/ abolition /re-designation of Board level posts and below board level posts and exemption from rule of immediate absorption • Maintenance of databank of Independent Directors (IDs) and proposals for selection and appointment of IDs on the Boards of CPSEs • Conducting annual performance appraisal of Board functionaries of CPSEs (CPSE SPPAROW) • Handling matters related to Conduct, Discipline and Appeal (CDA) Rules, CVC guidelines and complaints against board and below board level executives of CPSEs • Submission of periodical reports of CPSEs in respect of issues like FR 56(j)/Training/AMRCD etc. to the concerned Ministry / dept. • Establishing Employment and Employee Reservations policies in CPSEs • Coordination with organizations and boards related to public enterprises such as SCOPE, ICPE & PESB • Providing clarification/ grievance resolution to ministries/ depts/ agencies on the DPE guidelines on above subjects.
Policy Division - II	1. Advisor 2. Jt. Director 3. Dy. Director	• Institutionalizing the inclusion of Micro, Small, and Medium Enterprises (MSMEs) in procurement processes under the Public Procurement 2012 policy and through the Government e-Marketplace (GeM) procurement by CPSEs. • Extending Ministry of Finance guidelines on purchase preference policy, Atmanirbhar Bharat Programme, and other relevant policies. • Providing comments and recommendations on policy proposals for committees involving secretaries and finance ministry, such as COS (Committee of Secretaries), ECOS (Expenditure Finance Committee), PIB (Press Information Bureau), SFC (Standing Finance Committee), EFC (Expenditure Finance Committee), and cabinet meetings not related to disinvestment. • Formulating or modifying guidelines for the Corporate Responsibility for Research and Development (CRR) and Research and Development Coordination (RDC) schemes, as well as conducting and coordinating training programs under these schemes.

		• Selecting training partners/topics and obtaining financial approvals for various training programs, as well as engaging interns and programmers under RDC & CRR for OTNS (Online Training Needs Survey) related work. • Monitoring corporate social responsibility (CSR) spending and the policy framework related to CSR.
Wage Cell	1. Advisor 2. Dy. Secretary 3. Under Secretary	• Evaluating pay revision of board level executives, below board level executives and non-unionized supervisors & proposals relating to wage settlements of unionized employees. • Issuing Quarterly DA orders/guidelines w.r.t negotiation and settlement of IDA and CDA pay-scale for Employees of CPSEs • Correspondence including court cases on wage policy matters (fixation of pay/HRA/CCA/gratuity etc.) from individuals/unions/associations/CPSEs/Administrative Ministries / Depts, etc. • Managing Cabinet/CCEA Note on wage revision and other subjects of wage cell
Survey Division	1. Dy. Director General 2. Jt. Director	• Collection and scrutiny of data of CPSEs for PE Survey from Ministries/Departments • Updating Online application for PE Survey on DPE website • Coordination with Ministries/departments/CPSEs for work related to PE Survey • Preparation and printing of PE Survey Report • Laying of PE Survey and CAG Report (Commercial) in Parliament • Review/Compilation / Publication of DPE Guidelines in coordination with all other divisions and updation on DPE website
Disinvestment Division	4 Director 5 Jt. Director 6 Dy. Director 7 Asst. Director	• Managing Revival and Restructuring/ Closure/Sale/privatization of CPSEs in non-strategic sectors • Matters related to Formation of new CPSEs/JVs, etc. • Managing Asset monetization and Special Purpose Vehicle for Land Monetization • Capital restructuring, investment of surplus funds and other similar references in coordination with DIPAM • Handling matters relating to CGD/IMG meetings on strategic and minority disinvestment • Preparing Cabinet/CCEA/COS Notes on above subjects

Administration and General Coordination Division	1. Joint Secretary 2. Dy. Secretary 3. Under Secretary 4. Under Secretary (Admin.)	• Handling establishment matters of officers and staff of DPE, including appointments, joining time, creation/abolition of posts, framing and amendment of recruitment rules, extension of officers under CSS, service book updates, and other miscellaneous matters. • Processing proposals for postings, transfers, and deputations of officers for training within the country and abroad. • Managing hiring of manpower/vehicles through outsourcing arrangements. • Handling compensation and benefits related matters, such as fixation of pay, annual increment, GPF (General Provident Fund) advance and withdrawals, conveyance allowances, LTC/TA (Leave Travel Concession/Travelling Allowance) advance, loans and advances, grant of honorarium, etc. • Handling miscellaneous employee-related matters, including sanction of leave, maintenance of service records, issuance of retirement orders, etc. • Managing vigilance matters, including handling complaints and disciplinary cases of DPE. • Managing expenditure on conferences, entertainment, contingency, office supplies, etc. • Procuring goods and services for the Department to ensure smooth office operations. • Maintaining GPF accounts and issuing annual GPF slips, calculating income tax, and issuing IT certificates. • Disbursing payments and reconciling accounts. • Preparing budget proposals, notes on demand for grants, coordinating and consolidating Budget Estimates (BE), Revised Estimates (RE) and Supplementary Demands. • Publishing periodical reports and returns, including e-Samiksha, monthly DO and miscellaneous works of DPE. • Managing all parliamentary work of DPE, including matters related to parliamentary committees. • Coordinating with all divisions within DPE. • Coordinating with Sectoral Group of Secretaries. • Managing receipt and issuance of dak (official communication).

Sectoral technology roadmap

Key Global Themes in Monitoring, Evaluation and Categorization of CPSEs

- **Adopting Data Analytics for Monitoring and Evaluation of CPSEs –** Data analytics can be used to monitor key performance metrices of CPSEs. This can be further used while comparing CPSEs based on their past performances and categorization under Ratna schemes. Advanced data analytics can help in forecasting future performances of CPSEs which may lead to strategic disinvestment/ closure decisions.
- **Infrastructure as a Service (IaaS) -** Online platform for sharing of infrastructure, equipment, testing, training facilities, etc. DPE along with CPSEs can collaborate with third party IaaS providers such as Amazon Web Services (AWS) and Google Cloud Platform (GCP) for faster and cost-efficient operation.

Citizen centric goals

As the department responsible for formulating and regulating policies/guidelines for Central Public Sector Enterprises (CPSEs), the Department of Public Enterprises (DPE) primarily focuses on the working and management of CPSEs from a stakeholder perspective rather than direct citizen-centric goals. However, there are certain citizen-centric objectives that DPE should address, including:

- **Grievance Redressal Mechanism:** An independent panel of experts provide prior advice/advance ruling for the grievance redressal mechanism for CPSEs which in turn guides the citizens about the DPE guidelines and reviewing grievances. A common portal should be there for raising grievances and these needs to be redirected to the designated department.
- **Alignment and Monitoring of CSR spending of CPSEs with the guidelines laid down by the department:** Regulating and ensuring that CPSEs follow CSR guidelines mentioned in Company Act, 2013 and are allocating certain percentage of total profit towards CSR spending is under the purview of DPE. A common CSR theme is decided for all the CPSEs each financial year. In addition, a list of aspirational districts is prepared by NITI Aayog each year. These districts should be given preference while allocating CSR funds.

Department's legacy capacity building programs

Currently, there are no legacy capacity building programs for the department.

Annexure 2: Detailed Competency Needs & Gaps across divisions

A description of competency requirements of the department at an individual level for each of the 7 divisions is outlined in the tables below –

MOU Division

| | Capacity needs at unique designation level | | | Competency Gaps | |
S. No.	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required	Area	Type Domain (D)/Functional(F)/ Behavioral (B)
1	Director	All matters pertaining to monitoring and performance evaluation of CPSEs under MoU mechanism	Knowledge of Accounting & Finance	• Accounting fundamentals • Financial statement and ratio analysis • Quantitative and analytical ability	Domain
		Establishment and administration	Preparation of proposals/reports	• Periodic filings of reports and returns • Budget proposals	Domain
			Monitoring and resolution of court cases	• Handling complaints and disciplinary cases of CPSEs	Domain
			Audit of MoU process	• Scope and Methodology of CAG and Internal Audits	Domain
			Corporate Governance	• Corporate governance in CPSEs	Domain
			Parliamentary procedures	• Advisory on Parliament Questions • Monitoring the preparation of facts & replies	Functional
		Meeting, collaboration, and record/data management	MS Office/procedural systems (or tools)/ other applications	• DPE Internal Dashboard • PMO/Departmental Portal (eSamiksha) • PMO Portal, recruitment Mission Portal & Other Portal	Functional
		Coordination and people management	Stakeholder management	• Coordination with all divisions • Coordination with various stakeholders from CPSEs	Functional
1	Director		Inter-personal skills	• Stress management • Conflict management	Behavioral

		Managing integrity at workplace	Code of conduct	• Ethics • Rule Consciousness	Behavioral
2	Deputy Director/ Under Secretary	All matters pertaining to monitoring and performance evaluation of CPSEs under MoU mechanism	Knowledge of Accounting & Finance	• Accounting fundamentals • Financial statement and ratio analysis • Quantitative and analytical ability	Domain
			Performance Evaluation	• Internal Portals/ dashboards Of DPE (MOU dashboard & Capex Monitoring) • Monitoring of Capital expenditure of CPSEs • Target Setting and Sectoral benchmarking • Assessment of MoU Performance • MoU Framework, 2022-23 and onwards	Domain
		Establishment and administration	Preparation of proposals/reports	• Periodic filings of reports and returns • Budget proposals	Domain
			Resource management	• Resource allocation and record keeping	Domain
			Monitoring and resolution of court cases	• Handling complaints and disciplinary cases of CPSEs	Domain
			Audit of MoU process	• Scope and Methodology of CAG and Internal Audits	Domain
			Corporate Governance	• Corporate governance in CPSEs • Corporate Governance guidelines for CPSEs	Domain
			Parliamentary procedures/Procedural knowledge	• Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies • Preparation of facts and replies • Hindi Translation • Grievance redressal mechanism • RTI	Functional
2	Deputy Director/ Under Secretary	Meeting, collaboration and record/data management	MS Office/procedural systems (or tools)/ other applications	• MS Excel, MS word, PowerPoint • E-office • DPE Internal Dashboard • PMO/Departmental Portal (eSamiksha)	Functional

			• PMO Portal recruitment Mission Portal and Other Portal • Data collection Methodology	
	Coordination and people management	Stakeholder management	• Coordination with all divisions • Coordination with various stakeholders from CPSEs	Functional
		Inter-personal skills	• Effective communication • Networking • Negotiation • Stress management • Conflict management	Behavioral

Capacity Need Analysis (CNA)- Individual level

Disinvestment Division

	Capacity needs at unique designation level			Competency Gaps	
S. No	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required	Area	Type Domain (D)/Functional(F)/ Behavioral (B)
1	Deputy Secretary/ Joint Director	All matters pertaining to Revival and Restructuring/ Closure/Sale/privatization of CPSEs in non-strategic sectors	Knowledge of Accounting & Finance	• Business Valuation, Financial Modelling • Financial Statement Analysis • Accounting fundamentals • Investment Valuation (DCF, NPV models, and D/E ratio) • Working Capital management • Balance sheet Analysis/ Data Analysis / Financial Analysis • Analytical and quantitative ability	Domain
			Knowledge on legal aspects	• IBC 2016 • SEBI guidelines pertaining to delisting or other closure activities • Relevant provisions of Company's Act relevant to CPSE • Regulatory & Statutory guidelines for CPSEs	Domain
			Understanding of Closure/disinvestment process	• Identification of CPSEs for Closure/disinvestment/monetization of non-core assets • Monitoring of closure cases	Domain

		All matters pertaining to asset monetization	Knowledge of monetization of movable and immovable assets	• Land monetization • Asset monetization policy	Domain
		Establishment and administration	Preparation of proposals/reports	• Guidelines for Cabinet note approvals	Domain
			Resource management	• Resource allocation and record keeping	Domain
			Parliamentary procedures/procedural knowledge	• Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies • Preparation of facts and replies • Grievance redressal mechanism • RTI	Functional
		Meeting, collaboration and record/data management	MS Office /procedural systems (or tools)/ other applications	• MS Excel, MS word, PowerPoint • WebEx • E-office • DPE Internal Dashboard • Government e-Marketplace (GeM) • e-HRMS system • Survey Conducting methodology • PMO/Departmental Portal (eSamiksha) • PMO Portal recruitment Mission Portal and Other Portal	Functional
		Coordination and people management	Stakeholder management	• Coordination with all divisions • Coordination with various stakeholders from CPSEs	Functional
			Inter-personal skills	• Effective communication • Networking & Negotiation • Time & Stress management	Behavioral
1	Deputy Secretary/ Joint Director	Ensuring integrity at workplace	Code of conduct	• Ethics	Behavioral
2	Deputy Director/ Under Secretary	All matters pertaining to Revival and Restructuring/ Closure/Sale/privatization of CPSEs in non-strategic sectors	Knowledge of Accounting & Finance	• Business Valuation • Financial Modelling • Investment Valuation (DCF, NPV models, and D/E ratio) • Working Capital management • Balance sheet Analysis/ Data Analysis / Financial Analysis • Analytical and quantitative ability	Domain

			Knowledge on legal aspects	• IBC 2016 • SEBI guidelines pertaining to delisting or other closure activities • Relevant provisions of Company's Act relevant to CPSE • Regulatory & Statutory guidelines for CPSEs • Stamp & registration acts • RERA • Accounting & auditing standards	Domain
			Understanding of Closure/disinvestment process	• Identification of CPSEs for Closure/disinvestment/monetization of non-core assets • Monitoring of closure cases • Sectoral knowledge of CPSEs in non-strategic sectors	Domain
		All matters pertaining to asset monetization	Knowledge of monetization of movable and immovable assets	• Land monetization • Asset monetization policy	Domain
		Establishment and administration	Parliamentary procedures/ Procedural knowledge	• Guidelines for Cabinet note approvals • Grievance redressal mechanism • RTI • Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies • Preparation of facts and replies	Functional
			Resource management	• Resource allocation and record keeping	Domain
2	Deputy Director/ Under Secretary	Meeting, collaboration and record/data management	MS Office /procedural systems (or tools)/ other applications	• MS Excel, MS word, PowerPoint • Adobe Acrobat/ PDF reader • Zoom, WebEx • E-office • DPE Internal Dashboard • Government e-Marketplace (GeM) • PMO Portal recruitment Mission Portal and Other Portal	Functional
		Coordination & people management	Stakeholder management	• Coordination with all divisions and various stakeholders from CPSEs	Functional
			Inter-personal skills	• Effective communication • Networking & Negotiation • Time/stress/conflict management	Behavioral

CAPACITY# Capacity Building Commission, Government of India

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

		Ensuring Integrity at workplace	Code of conduct	• Empathy	Behavioral

Capacity Need Analysis (CNA)- Individual level

Wage Cell

	Capacity needs at unique designation level				Competency Gaps	
S. No.	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required		Area	Type Domain (D)/Functional(F)/ Behavioral (B)
1	Deputy Director/ Under Secretary	Matters pertaining to wages of CPSE employees	Wage revision/allocation		• Target Setting and benchmarking of wages for CPSE (Board level, below board level and non-unionized supervisors)	Domain
			Understanding of employee wage policy		• DA orders under IDA and CDA • Clarification/Interpretation on Wage Policy matters • Review of Wage Policy matters • Handling Court cases on wage policy matters	Domain
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications		• MS Excel	Functional
		Coordination & people management	Inter-personal skills		• Stress management • Conflict management	Behavioral

Capacity Need Analysis (CNA)- Individual level

Survey Division

	Capacity needs at unique designation level			Competency Gaps	
S. No.	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required	Area	Type Domain (D)/Functional (F)/ Behavioral (B)
1	Joint Secretary/ Principal Advisor/ Economic	Management of end-to-end PE survey publication process	Preparation of PE Survey Report	• Analytical and quantitative ability	Domain

	Advisor/ Deputy Director General		Preparation of proposals/reports	• Preparation of reports/MOM	Domain
		Establishment and administration	Parliamentary procedures / Procedural knowledge	• Advisory on Parliament Questions and scheduling of replies • Monitoring of preparation of facts & replies • Grievance redressal mechanism • RTI	Functional
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• SharePoint • Survey tools • Data Collection Methodology • e-HRMS system	Functional
		Coordination & people management	Inter-personal skills	• Effective communication • Networking & Negotiation • Time and stress management	Behavioral
		Ensuring integrity at workplace	Code of conduct	• Rule consciousness	Behavioral
2	Deputy Secretary/ Joint Director	Management of end-to-end PE survey publication process	Preparation of PE Survey Report	• Analytical and quantitative ability	Domain
		Establishment and administration	Preparation of proposals/reports	• Preparation of reports/MOM	Domain
			Parliamentary procedures / Procedural knowledge	• Grievance redressal mechanism • RTI • Collection, identification and marking of Parliament Questions • Preparation of facts and replies	Functional
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• DPE Internal dashboard • e-HRMS system • Survey tools • Survey Conducting methodology • Data Collection Methodology	Functional
		Coordination and people management	Stakeholder management	• Coordination with all divisions and stakeholders from CPSEs	Functional
			Inter-personal skills	• Networking & negotiation • Time/stress management	Behavioral

		Maintaining integrity at workplace	Code of conduct	• Ethics & Empathy • Rule consciousness	Behavioral
3	Principal Staff Officer/ Sr. Principal Private Secretary/ Principal Private Secretary/Section officer/ Senior Statistical Officer	Management of end-to-end PE survey publication process	Preparation of PE Survey Report	• Preparation/Annual publication of PE Survey Report	Domain
				• Analytical and quantitative ability	Domain
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS excel, MS word, PowerPoint, MS teams • e-HRMS system • Survey tools • Survey Conducting methodology • Data Collection Methodology	Functional
		Coordination and people management	Stakeholder management	• Coordination with all divisions & with stakeholders of CPSEs	Functional
			Inter-personal skills	• Effective communication • Networking & negotiation • Time/Stress management	Behavioral
		Maintaining integrity at workplace	Code of conduct	• Rule consciousness	Behavioral

Capacity Need Analysis (CNA)- Individual level

Policy Division - I

S. No.	Capacity needs at unique designation level			Competency Gaps	
	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required	Area	Type Domain (D)/Functional(F)/ Behavioral (B)
1	Director	All matters pertaining to categorization of CPSEs, appointment, selection and performance of Board functionaries of CPSEs	Knowledge on Categorization of CPSEs	• Ratna schemes • Scheduling of CPSEs	Domain
			Analytical skills	• Quantitative and analytical ability	Domain
			Selection and appointment of Board Functionaries	• Formulating Employee schemes and policies for CPSEs • Functioning of Board of Directors	Domain
			Legal aspects	• Companies Act, 2013 • Maharatna scheme,2010 • Navratna Scheme,1997 • Miniratna Scheme ,1997	Domain

		Establishment and administration	Monitoring & resolution of court case	• Handling complaints and disciplinary cases of CPSEs	Domain
			Parliamentary procedures/ Procedural knowledge	• Grievance redressal mechanism • RTI • Advisory on Parliamentary questions and scheduling of replies • Monitoring the preparation of facts and replies	Functional
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS excel, outlook, MS teams • Adobe Acrobat/ PDF reader • Government e-Marketplace (GeM)	Functional
		Coordination and people management	Inter-personal skills	• Effective communication • Networking & negotiation • Time/stress management	Behavioral
		Ensuring integrity at workplace	Code of conduct	• Rule consciousness	Behavioral
2	Assistant Director	All matters pertaining to categorization of CPSEs, appointment, selection and performance of Board functionaries of CPSEs	Understanding of Sector Specific reports/ Industry outlook/past learning of DPE	• Sectoral Knowledge (such as business model of CPSEs)	Domain
			Selection and appointment of Board Functionaries	• Formulating Employee schemes and policies for CPSEs	Domain
				• Functioning of Board of Directors	Domain
			Legal aspects	• Companies Act, 2013	Domain
		Establishment and administration	Parliamentary procedure / Procedural knowledge	• Grievance redressal mechanism • RTI • Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies • Preparation of facts and replies	Functional
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS Excel, MS word, PowerPoint, MS Teams, SharePoint • E-office • Government e-Marketplace (GeM) • PMO/Departmental Portal (eSamiksha)	Functional
		Coordination and people management	Inter-personal skills	• Effective communication • Networking & negotiation • Time/stress management	Behavioral

		Ensuring integrity at workplace	Code of conduct	• Rule consciousness	Behavioral
3	Private Secretary/ Personal Assistant/ Assistant Section Officer	All matters pertaining to categorization of CPSEs, appointment, selection and performance of Board functionaries of CPSEs	Knowledge on Categorization of CPSEs	• Ratna schemes • Scheduling of CPSEs	Domain
			Analytical skills	• Quantitative & analytical ability	Domain
			Understanding of CPSE operations	• Functioning of CPSE	Domain
			Selection and appointment of Board Functionaries	• Preparing Proposals for appointment • Guidelines for Performance appraisal of CPSEs • Formulating Employee schemes and policies for CPSEs • Functioning of Board of Directors • Creation of Posts below Board level	Domain
			Legal aspects	• Companies Act, 2013 • Maharatna scheme,2010 • Navratna Scheme,1997 • Miniratna Scheme ,1997	Domain
		Establishment and administration	Parliamentary procedures/ Procedural knowledge	• Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies • Preparation of facts and replies	Functional
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS Excel, MS word, PowerPoint, outlook, SharePoint • E-office • Government e-Marketplace (GeM)	Functional
		Coordination and people management	Inter-personal skills	• Effective communication • Networking & negotiation • Time/stress management	Behavioral
		Ensuring integrity at workplace	Code of conduct	• Ethics & empathy • Rule consciousness	Behavioral

Capacity Need Analysis (CNA)- Individual level

Policy Division - II

| S. No. | Capacity needs at unique designation level | | | Competency Gaps | Type Domain (D)/Functional(F)/ Behavioral (B) |
	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required	Area	
1	Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General	All matters pertaining to MSME procurement (including public procurement and GeM procurement)	Procurement policy framework	• Legislations and guidelines w.r.t. procurement through GeM • Propose comments/suggestions/ action / interventions as per DPE guidelines and/or Central Sector Schemes • Public procurement Policies,2012 by MSME, DPIIT, Expenditure	Domain
		All matters pertaining to formulation or modification of guidelines of various training schemes and conduction & Coordination of training under these schemes.	Training for CPSEs (like CRR and RDC schemes)	• Managing workshop/Seminar Conference/symposium for matters relating to CPSEs	Domain
			Analytical skills	• Quantitative and analytical ability	Domain
		All matters pertaining to monitoring of CSR policy and spend	CSR Spending & Policy framework-	• Identification and Monitoring of themes and aspirational districts to drive CSR initiatives by CPSEs • Monitoring of CSR Allocation & Expenditure of CPSEs • Section 135, Companies Act, 2013 • Companies (CSR Policy) Rules, 2014, Schedule VII • DPE Guidelines on CSR	Domain
		Establishment and administration	Preparation of proposals/reports	• Periodic filings of reports and returns	Domain
			Parliamentary procedures/ procedural knowledge	• Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies • Preparation of facts and replies	Functional

		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS Excel, MS word, PowerPoint, SharePoint • Survey Conducting methodology • Data Collection Methodology	Functional
		Coordination and people management	Stakeholder management	• Coordination with all divisions • Coordination with various stakeholders from CPSEs	Functional
			Inter-personal skills	• Networking & negotiation • Time/stress/conflict management	Behavioral
1	Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General	Ensuring integrity at workplace	Code of conduct	• Ethics & empathy • Rule consciousness	Behavioral
2	Deputy Secretary/ Joint Director	Matters pertaining to formulation or modification of guidelines of various training schemes and conduction & Coordination of training under these schemes.	Analytical skills	• Quantitative and analytical ability	Domain
		Establishment and administration	Parliamentary procedures / procedural knowledge	• Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies	Functional
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS excel, MS word, PowerPoint, Teams • Adobe Acrobat/ PDF reader • Government e-Marketplace (GeM) • Tools such as SPSS, R, MATLAB • Survey Conducting & data collection methodology • PMO/Departmental Portal (eSamiksha) • PMO Portal, recruitment Mission Portal and Other Portal	Functional

		Coordination and people management	Inter-personal skills	• Networking & negotiation	Behavioral
		Ensuring Integrity at workplace	Code of conduct	• Rule consciousness	Behavioral
3	Deputy Director/ Under Secretary	All matters pertaining to MSME procurement (including public procurement and GeM procurement)	Procurement policy framework	• Legislations and guidelines w.r.t. MSME procurement • Matters relating to Central Public Procurement Portal/e-Procurement portal • Legislations and guidelines w.r.t. procurement through GeM • Public procurement Order, 2012 • Public procurement guidelines	Domain
		All matters pertaining to formulation or modification of guidelines of various training schemes and conduction & Coordination of training under these schemes.	Training for CPSEs (like CRR and RDC schemes)	• Financial approval (Appraisal and Approval, Budget Planning, Appropriation, Re-appropriation, Monitoring of Expenditure, DBT, OOMF, Gender Expenditure, NER, etc.)	Domain
		Matters pertaining to policy formulation and performance appraisal of CPSEs	Understanding of working of CPSEs	• Functioning of CPSEs • Issues impacting performance of CPSEs • Free trade agreements finalization process	Domain
			Understanding of Sector Specific reports / Industry outlook / past learning of DPE	• Sectoral knowledge such as important sectors in which CPSEs operate	Domain
		Establishment & administration	Procedural knowledge	• Grievance redressal mechanism • RTI	Functional

Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS Excel, word, PowerPoint, outlook, teams, SharePoint • DPE Internal Dashboard • PMO Portal recruitment Mission Portal and Other Portal	Functional
Coordination & people management	Inter-personal skills	• Networking • Stress management	Behavioral
Ensuring integrity at workplace	Code of conduct	• Empathy	Behavioral

Capacity Need Analysis (CNA)- Individual level

Administration and General Coordination Division

	Capacity needs at unique designation level			Competency Gaps	
S. No.	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required	Area	Type Domain (D)/Functional(F)/ Behavioral (B)
1	Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy Director General	Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS PowerPoint • Adobe Acrobat/ PDF reader • E-Office	Functional
		Coordination and people management	Inter-personal skills	• Negotiation • Stakeholder management • Conflict management	Behavioral
		Ensuring integrity at workplace	Code of conduct	• Ethics & empathy • Rule consciousness	Behavioral
2	Deputy Secretary/ Joint Director	Matters pertaining to general administration including employee related matters, payments & settlements, proposal preparation, etc.	Employee benefits	• Personnel Management including leave, salary, service book	Domain
			Knowledge of Parliamentary procedures/RTI	• Grievance redressal mechanism • RTI • Collection, identification and marking of Parliament Questions • Drafting and scheduling of replies • Preparation of facts and replies	Domain
			Scheduling of meetings/events	• Event Management/Meeting Arrangement	Domain
			Analytical skills	• Analytical and quantitative ability	Domain

			Understanding on Legal aspects	• Voluntary Retirement Scheme, 1988 (Govt Employees not for CPSES) • Reservation Rules • Office Procedure (File Management creation, Noting drafting and Correspondence)	Domain
			Preparation of proposals/reports	• Budget proposals	Domain
			Vigilance	• Handling complaints and disciplinary cases of CPSEs	Domain
				• Corporate Governance	Domain
2	Deputy Secretary/ Joint Director	Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS Excel, PowerPoint • WebEx • E-Office • DPE Internal Dashboard • e-HRMS system	Functional
		Coordination and people management	Stakeholder management	• Coordination with all divisions • Coordination with various stakeholders from CPSEs	Functional
			Inter-personal skills	• Stress management	Behavioral
		Ensuring integrity at workplace	Code of conduct	• Ethics & empathy • Rule consciousness	Behavioral
3	Deputy Director/ Under Secretary	Matters pertaining to general administration including employee related matters, payments & settlements, proposal preparation, etc.	Understanding on Legal aspects	• Voluntary Retirement Scheme, 1988 (Govt Employees not for CPSES) • Reservation Rules • Company Law • Labour Law • RPWD Act	Domain
		Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS teams, SharePoint • Zoom, WebEx • Adobe Acrobat/ PDF reader	Functional
		Coordination and people management	Inter-personal skills	• Negotiation • Time/stress management	Behavioral
		Ensuring integrity at workplace	Code of conduct	• Ethics & empathy • Rule consciousness	Behavioral
4	Private Secretary/ Personal	Matters pertaining to general administration including employee	Employee benefits	• Personnel Management including leave, salary, service book	Domain

Assistant/ Assistant Section Officer	related matters, payments & settlements, proposal preparation, etc.	Understanding on Legal aspects	• Reservation Rules • Office Procedure (File Management creation, Noting drafting and Correspondence) • Civil Service Rules	Domain
		Preparation of proposals/reports	• Periodic filings of reports and returns	Domain
	Meeting, collaboration & record/data management	MS Office /procedural systems (or tools)/ other applications	• MS PowerPoint, outlook, teams • Zoom, WebEx • Adobe Acrobat/ PDF reader • E-Office • DPE Internal dashboard • e-HRMS system • PMO Portal, recruitment Mission Portal and Other Portal	Functional
	Coordination and people management	Inter-personal skills	• Negotiation • Time/Stress/conflict management	Behavioral
	Maintaining integrity at workplace	Code of conduct	• Ethics & empathy • Rule consciousness	Behavioral

Capacity Need Analysis (CNA)- Individual level

Calculating Gap Percentage

1. Firstly, the competency mapping checklist received from each of the divisions of the department was used to baseline the proficiency levels for various competencies at each unique designation. (*Desired competency level*).

2. This was followed by assigning of different weights to each of the proficiency levels, i.e. – (Basic - 1, Intermediate-2 and Advanced-3).

3. The weighted desired competency level was then calculated by multiplying the number of responses received for a designation within a specific division with the respective desired proficiency level weight.

4. Further, the responses to the questionnaire were used to assess the current competency level possessed by the department *(Actual competency level).* The same weights (as mentioned above) were then used to calculate the weighted actual competency level.

5. The competency gaps for various division-specific competencies were subsequently identified by taking the difference between weighted desired competency level and the weighted actual competency level.

6. These calculated differences/gaps for various division specific competencies were then divided by the total no. of gaps for that division to arrive at the percentage of gap. These gap percentages were lastly sorted from highest to lowest to identify the top competency gaps for each of the divisions.

Annexure 3: Detailed Competency Assessment at Organizational Level

A description of common competency requirements of the department at an organizational level is outlined in the table below:

Competency Type	Competency Cluster	Capacity required	Applicable divisions	Designation	Level of proficiency	Dimension
Organizational level skillset	Vision/mission /mandates understanding	Knowledge of how role contributes to Vision/ mission/mandates	Policy- I	Director, Deputy Director/ Under Secretary	Advanced	Systems, Processes, goals, and objectives
			Disinvestment	Deputy Secretary/ Joint Director		
			Policy - II	Deputy Secretary/ Joint Director		
			Admin & Coord.	Private Secretary/ Personal Assistant/ Assistant Section Officer		
	Roles and responsibilities Understanding	Awareness on roles and responsibilities	All	All		Systems, Processes, goals and objectives
	Team building initiatives	Networking	All	All		Personnel management
		Rewards & Recognition				Team Management
		Collaboration				
	Automation of manual tasks	Training and capacity building on automation tools such as online meetings, online sharing of docs across departments/d	Survey	Deputy Secretary/ Joint Director, Joint Secretary/ Principal Advisor/ Economic Advisor/ Deputy		Technology & Data

				Director		
		ivisions, inter-divisional dashboards.		Director General		
			Policy -I	Director, Deputy Director/ Under Secretary		
			Policy -II	Deputy Secretary/ Joint Director, Deputy Director/ Under Secretary		
			Admin & Coord.	Private Secretary/ Personal Assistant/ Assistant Section Officer		
	Emerging Technologies	Capacity building on recent trends and technologies such as Infrastructure as a Service (IaaS), Data Analytics.	All	All		Technology & Data
Organizational level skillset	Diversity & Inclusion	Training on Gender sensitivity & prevention and redressal of sexual harassment of women at workplace	All	All	Advanced	Organization Culture

Capacity Need Analysis (CNA)- Organization level

Annexure 4: Detailed Training Calendar

I. Core competencies to be focused by the department

In our review presentation with the department, a list of core competency areas was highlighted by the Hon'ble Secretary, DPE wherein capacity building is required across the department as well as levels. Such competency areas along with their probable training interventions are listed in the table below:

Competency Area	Course	Institute/Platform	Proficiency level of current course	Applicability	Mandatory/ Optional/No mination-based	Course Length	Mode
Finance & Accounts (including corporate finance)	Understanding Financial position of an organization	iGOT	Basic	All	Mandatory	43 mins	Digital
	Financial management in Govt, PSUs and autonomous bodies	Institute of Secretariat Training and Management	Advanced	All	Nomination Based	-	Physical /Phygital
	Training program on Analysis of Financial statements/Training program on Finance for Non-Finance executives	National Institute of Financial Management	Advanced	All	Optional	-	Physical /Phygital
	Financial Accounting & Analysis	Swayam (IIM Bangalore)	Advanced	All	Optional	6weeks	Digital
	Fundamentals of Accounting	Udemy	Basic	All	Optional	2hrs 46mins	Digital
	Company Valuation & Financial Modelling	Udemy	Basic	All	Optional	6hrs 7mins	Digital
Asset monetization	Financial Strategy for Value Creation	IIM Lucknow	Advanced	All	Nomination-based	5days	Physical
Corporate Governance	Public policy for Good Governance	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-	Phygital /Physical
	Public policy formulation/Public policy for Good Governance	Institute of Secretariat Training and Management	Advanced	All	Optional	-	Phygital /Physical

	Corporate Governance & Risk Management for State & Public Sector Organizations	Institute of Corporate Learning	Advanced	All	Nomination-based	5days	Physical

In addition to the training interventions on some of the core competency areas highlighted above, we have also identified a list of training interventions and have devised a training calendar for key competency areas at Domain, Functional, Behavioral and Organizational level basis our insights derived from CNA. The detailed list of such training interventions is outlined in the tables below -

II. Training mode: Digital Learning

a) *Mandatory trainings*

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Course Length
Policy-II	Domain	Procurement policy framework	Public procurement framework of GOI	iGOT	Basic	All	1hr 55mins
Administration and General coordination	Domain	Personnel management	Annual Performance Appraisal Report (APAR)	iGOT	Basic	All	30mins
Administration and General coordination	Domain	Personnel management	Pensionary Benefits	iGOT	Basic	All	55mins
Administration and General coordination	Domain	Personnel management	Pay fixation	iGOT	Basic	All	43mins
Administration and General coordination	Domain	Procedural knowledge	Course on GFR 2017	iGOT	Basic	All	1hr 43mins
Administration and General coordination	Domain	Administration and governance	Public Administration	iGOT	Basic	All	1hr 15 min
Wage Cell	Functional	MS Office applications suite	Microsoft Excel for Beginners	iGOT	Basic	All	6hrs 55min
Survey, Wage Cell	Functional	MS Office applications suite	Microsoft PowerPoint Beginners	iGOT	Basic	All	2hrs 41min
Wage Cell	Functional	MS Office applications suite	Microsoft Word Beginners	iGOT	Basic	All	2hrs 56 min

MOU, Disinvestment, Policy-I, Policy-II, Survey, Administration and General Coordination	Functional	MS Office applications suite	Excel Advanced	iGOT	Advanced	All	3hrs 44mins
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination	Functional	MS Office applications suite	PowerPoint Advance	iGOT	Advanced	All	2hrs 18mins
MOU, Disinvestment, Policy-I, Policy-II, Survey, Administration and General Coordination	Functional	MS Office applications suite	Word Advanced	iGOT	Advanced	All	2hrs 49 mins
All	Functional	Matters related to RTI	Right to Information Act - Part 1 and Part 2	iGOT	Basic	All	55mins/ 41mins
Policy-I, Policy-II, Administration and General Coordination	Functional	Government e-Marketplace (GeM)	Government E Marketplace	iGOT	Basic	All	1hr 9mins
Wage Cell	Functional	Parliamentary procedures	Noting and drafting	iGOT	Basic	All	2hrs
Wage Cell	Functional	Parliamentary procedures	Parliamentary Procedures	iGOT	Basic	All	2hrs
Wage Cell	Functional	Parliamentary procedures	Preparation of Cabinet Notes	iGOT	Basic	All	5hr 10mins
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination	Functional	Stakeholder management	Stakeholders in Governance	iGOT	Basic	All	53 min
All	Functional	Procedural knowledge	Office procedure	iGOT	Basic	All	2hrs 17mins
All	Behavioral	Communication	Effective communication	iGOT	Basic	All	7hrs 19mins
All	Behavioral	Stress Management	Yoga for excellence	iGOT	Basic	All	1hr 10mins
All	Behavioral	Rule consciousness	Code of Conduct for Government Employees	iGOT	Basic	All	35mins
All	Behavioral	Ethics	Ethics & values	iGOT	Basic	All	50mins
All	Behavioral	Time Management	COMMIT: Time management	iGOT	Basic	All	1hr 10mins

All	Behavioral	Critical thinking/Decision-making	COMMIT: Problem solving and decision-making	iGOT	Basic	All	1hr 40mins
All	Behavioral	Leadership	COMMIT: Leadership	iGOT	Basic	All	1hr 30mins
All	Organizational	Team building and collaboration	COMMIT: Team building	iGOT	Basic	All	1hr 20mins
All	Organizational	Conflict management	COMMIT: Conflict Management & Negotiation	iGOT	Basic	All	1hr 30mins
All	Organizational	Emerging technologies	Introduction to Emerging Technologies	iGOT	Basic	All	2hrs 30mins
All	Organizational	Emerging technologies	Data driven decision making for Government	iGOT	Basic	All	2hrs 30mins
All	Organizational	Emerging technologies	Basics of e-Governance & Digital India	iGOT	Basic	All	2hrs 15mins
All	Organizational	Global Initiatives	Reform Initiatives of Government of India	iGOT	Basic	All	55mins
All	Organizational	Gender sensitivity and prevention & redressal of sexual harassment of women at workplace	Gender Sensitivity	iGOT	Advanced	All	50mins
All	Organizational	Gender sensitivity and prevention & redressal of sexual harassment of women at workplace	Prevention of Sexual Harassment of Women at Workplace	iGOT	Advanced	All	1hr 51mins

b) *Optional/Nomination-based trainings*

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/Nomination-based	Course Length
MOU, Administration & General Coordination	Domain	Budget proposals	Budget/ Budgetary System in Government	iGOT	Basic	All	Optional	50min/ 32 min
MOU, Administration and General Coordination	Domain	Periodic filling of reports and returns	Statutory provisions for online submission of returns	iGOT	Basic	All	Optional	15 min
MOU, Policy – I, Administration and General Coordination	Domain	Handling complaints & disciplinary cases	Handling Central Administrative Tribunal (CAT) Cases	iGOT	Basic	All	Optional	1hr 15 min
Disinvestment	Domain	RERA	Certificate Program – Real Estate Regulation Act (RERA)	Institute of Real Estate and Finance	Advanced	Deputy Director/Under Secretary	Optional	1 month
Disinvestment	Domain	IBC 2016	Certificate course on Insolvency and Bankruptcy 2016	ICAI	Advanced	All	Nomination-based	32hrs
Disinvestment, Policy-I, Policy-II	Domain	Basics of Companies Act, 2013	Six months Certificate Program on Corporate Law	IICA	Basic	All	Nomination-based	6 months
Policy-II	Domain	Procurement policy framework	Management Development Programme- Online Training Programme on Public Procurement (Basic)	National Institute of Financial Management	Basic	All	Optional	-
Policy-II	Domain	Procurement policy framework	Online Training Programme on Public Procurement (Advanced)	National Institute of Financial Management	Advanced	All	Nomination-based	-

Administration and General coordination	Domain	Personnel management	Central Government Health Scheme (CGHS) & Central Services (MA) Rules	iGOT	Basic	All	Optional	1hr
Administration and General coordination	Domain	Personnel management	Retirement Planning for Government Employees	iGOT	Basic	All	Optional	1hr 40mins
Administration and General coordination	Domain	Personnel management	Central Government Employees Group Insurance Scheme	iGOT	Basic	All	Optional	11mins
Administration and General coordination	Domain	Statutory and legal aspects	Certificate Course in Labour Laws	Institute of Legal & Management Studies	Advanced	All	Nomination-based	3 months
Wage cell	Functional	MS Office applications suite	Excel Advanced	iGOT	Advanced	All	Optional	3hrs 44mins
Wage cell, Survey Division	Functional	MS Office applications suite	PowerPoint Advance	iGOT	Advanced	All	Optional	2hrs 18mins
Wage Cell	Functional	MS Office applications suite	Word Advanced	iGOT	Advanced	All	Optional	2hrs 49 mins
All	Functional	MS Office applications suite	Outlook	iGOT	Basic	All	Optional	1hr 43 mins
Policy-I, Policy-II, Administration and General Coordination	Functional	Government e-Marketplace (GeM)	Bid Participation (GeM)	iGOT	Basic	All	Optional	21mins
Policy-I, Policy-II, Administration and General Coordination	Functional	Government e-Marketplace (GeM)	Buyer Dashboard (GeM)	iGOT	Basic	All	Optional	16mins
Policy-I, Policy-II, Administration	Functional	Government e-Marketplace (GeM)	Catalogue Management (GeM)	iGOT	Basic	All	Optional	42mins

and General Coordination								
Policy-I, Policy-II, Administration and General Coordination	Functional	Government e-Marketplace (GeM)	Introduction to GeM for Buyers	iGOT	Basic	All	Optional	10mins
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination, Survey	Functional	Parliamentary procedures	Noting and drafting	iGOT	Basic	All	Optional	2hrs
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination, Survey	Functional	Parliamentary procedures	Parliamentary Procedures	iGOT	Basic	All	Optional	2hrs
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination, Survey	Functional	Parliamentary procedures	Preparation of Cabinet Notes	iGOT	Basic	All	Optional	5hr 10mins
All	Functional	E-Office	E-Office	National Informatics Centre (NIC)	Advanced	All	Nomination-based	4hrs 37mins
Policy – II	Functional	MATLAB, SPSS, R language	MATLAB Basics	Udemy	Basic	Deputy Secretary/ Joint Director	Optional	2hrs 27mins
Policy – II	Functional		SPSS Basics	Udemy	Basic	Deputy Secretary/ Joint Director	Optional	2hrs 10mins

Policy – II	Functional		R for Beginners: Learn R Programming from scratch	Udemy	Basic	Deputy Secretary/ Joint Director	Optional	2hrs 49mins
All	Behavioral	Leadership	Self-leadership	iGOT	Basic	All	Optional	1hr 16mins
All	Behavioral	Stress Management	Stress Management	iGOT	Basic	All	Optional	2hrs 17 mins
All	Behavioral	Rule consciousness	Constitutional Provisions at Workplace	iGOT	Basic	All	Optional	1hr
All	Behavioral	Ethics	Ethics and values in public governance	ISTM	Basic	All	Optional	3 days
All	Behavioral	Empathy	Communicating with Empathy	Udemy	Basic	All	Optional	1hr
All	Organizational	Global Initiatives	A Course on Environmental Social and Governance	iGOT	Basic	All	Nomination-based	1hr
All	Organizational	Global Initiatives	Sustainable development goals	iGOT	Basic	All	Optional	45mins
All	Organizational	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Equality and Development – Overview	iGOT	Basic	All	Optional	1hr 45mins
All	Organizational	Emerging technologies	Cloud Computing Fundamentals	Udemy	Basic	All	Nomination-based	2hrs 56mins

III.   Training mode: Physical/Phygital/Classroom Learning

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Mandatory /Optional/ Nomination-based	Course Length
MOU, Administration and General coordination	Domain	Budget proposals	Outcome budget workshop	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-

MOU, Policy-II, Administration and General coordination	Domain	Budget proposals	Formulation & implementation of budget & income tax	Institute of Secretariat Training and Management	Advanced	All	Optional	-
Survey	Domain	Survey Conducting & Data collection methodology/ Statistical and analytical tools	1.Proficiency in official statistics 2. Training on recent developments in survey methodology 3. Planning and designing large scale surveys 4. Advanced sampling techniques 5. Statistical literacy and story-telling 6. Integration of survey and administrative data 7. Statistical tools and techniques	Indian Statistical Service training division	Advanced	All	Nomination-based	-
Administration and General coordination	Domain	Personnel management	Human resource management	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-
All	Functional	MS excel	Data Analytics using MS-Excel	Institute of Secretariat Training and Management	Advanced	All	Nomination- based	-
All	Functional	MS Office applications	MS Office	Institute of Secretariat Training and Management	Advanced	All	Optional	-

All	Functional	MS Office applications	Training Program on Advanced Ms-Excel and Data Analysis	Arun Jaitley National Institute of Financial Management	Advanced	All	Optional	-
All	Functional	E-office	Workshop on E-office	Institute of Secretariat Training and Management	Basic	All	Nomination-based	-
Policy-I, Policy-II, Administration and General Coordination	Functional	Government E-marketplace	Public Procurement Principles and GeM	Administrative Staff College of India (ASCI), Hyderabad	Advanced	All	Optional	-
MOU, Disinvestment, Policy-I, Policy-II, Survey, Administration and General Coordination	Functional	Parliamentary procedures	Handling parliamentary matters	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-
MOU, Disinvestment, Policy-I, Policy-II, Survey, Administration and General Coordination	Functional	Parliamentary procedures	Noting, drafting and preparing cabinet notes	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-
Policy-I	Functional	Data/resources management	Record management & right to information	Institute of Secretariat Training and Management	Basic	All	Nomination-based	-
MOU, Disinvestment, Policy-II, Administration and General Coordination	Functional	Data/resources management	Advanced course on record management	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-
Policy -II	Functional	R language	Handling large scale data & analysis- using r	Indian Statistical Service training division	Advanced	All	Optional	-

Policy -II, MOU	Functional	Data/Survey collection methodology	Statistical tools and techniques	Indian Statistical Service training division	Advanced	All	Nomination-based	-
All	Behavioral	Communication skills	Workshop on Communication Skills	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-
All	Behavioral	Stress Management	Stress Management and Performance Coaching	Administrative Staff College of India (ASCI), Hyderabad	Advanced	All	Optional	-
All	Behavioral	Decision-making/ Stress management	Problem Solving, Decision Making and Stress Management	National Institute of Labour Economics Research and Development (NILERD)	Advanced	All	Optional	-
All	Behavioral	Communication skills	Communication Theory &Development communication	Indian Institute of Mass Communication	Advanced	All	Optional	-
All	Behavioral	Stress Management	Managerial Effectiveness through Stress Management	IIM Lucknow	Advanced	All	Optional	4 days
All	Behavioral	Critical/Strategic thinking	Strategic Thinking	IIM Indore	Advanced	All	Optional	3 days
All	Behavioral	Leadership	Leadership Communication	1. Indian Institute of Mass Communication 2. IIM Indore	Advanced	All	Nomination-based	- 3 days (IIM I)
All	Behavioral	Leadership	Leadership and change management	IIM Ahmedabad	Advanced	All	Optional	5 days

All	Behavioral	Communication skills	Communication and Presentation skills	IIM Calcutta	Advanced	All	Optional	5 days
All	Behavioral	Networking skills	Interpersonal Effectiveness and Leadership Excellence	IIM Calcutta	Advanced	All	Nomination-based	5 days
All	Behavioral	Negotiation	Mastering Negotiation & Influence	ISB	Advanced	All	Nomination-based	2 days
All	Organizational	Emerging technologies	Big data analytics in government	Institute of Secretariat Training and Management	Advanced	All	Nomination-based	-
All	Organizational	Emerging technologies	AI & blockchain	Indian Statistical Service training division	Advanced	All	Nomination-based	-
All	Organizational	Emerging technologies	Artificial Intelligence & Analytics Based Business Strategy, Creating Business Value	IIM Bangalore	Advanced	All	Optional	3 days
All	Organizational	Conflict Management	Workplace Conflict - An Opportunity for Growth	IIM Bangalore	Advanced	All	Optional	3 days

Note *(applicable across Annexure 4)*:

1. For department's efficient capacity building, it is recommended that the officials start undertaking the mandatory training courses on iGOT on an *immediate basis*.
2. For training interventions recommended under the category '*Nomination-based*', officials required to undergo the said training will be nominated/selected by the department.
3. There are certain courses which have been marked as 'Optional'. These courses may be undertaken by the officials on need basis.

Further, we have identified certain key competency areas based on insights derived from CNA wherein the knowledge and experience of **internal experts of the department** can be leveraged. Thus, in addition to the training interventions suggested in training calendar we recommend the following topics that can be considered for training interventions via **internal knowledge sharing sessions –**

Division	Competency type	Competency area	Topic/area name
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination	Functional	PMO and departmental portals	Usage of PMO portal, e-Samiksha and other departmental portals
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination	Functional	Sectoral knowledge (specific to the CPSEs dealing with)	Understanding sector specific reports and industry outlook
Policy-I, Policy-II, Survey	Functional	DPE dashboard	Updating/ Uploading data on DPE Dashboard
All	Functional	e-HRMS	e-HRMS
MOU, Disinvestment, Policy-I, Policy-II, Administration and General Coordination	Functional	Stakeholder management	Managing difference of opinion, Cross - functional communication & multi-stakeholder relationship management
All	Domain	Asset monetization/Strategic disinvestment	Land monetization, closure of CPSEs, Asset monetization policy
All	Domain	Statutory & Legal aspects	New Public Sector Enterprise policy
MOU	Domain	Internal portals/dashboards of DPE	MOU dashboards
MOU	Domain	MOU Assessment and monitoring performance of CPSEs	Monitoring of Capital expenditure of CPSEs, Target setting and sectoral benchmarking, Assessment of MOU performance, MoU Framework, 2022-23 and onwards
MOU, Disinvestment	Domain	Corporate Governance	Corporate Governance guidelines for CPSEs
Disinvestment	Domain	Strategic disinvestment	Strategic disinvestment of CPSEs in non-strategic sectors, identification of CPSEs for disinvestment/closure, monitoring of closure cases, target setting & sectoral benchmarking
Disinvestment	Domain	Statutory & Legal aspects	SEBI guidelines pertaining to de-listing or closure activities, stamp & registration acts
Wage Cell	Domain	Wage policy matters	Target setting and benchmarking of wages of CPSEs (Board level, below board level and non-unionized supervisors, DA order under IDA and CDA, clarification/ review/interpretation on wage policy matters, court cases on wage policy matters
Survey	Domain	PE survey report	Preparation of PE survey report

Policy-I, Policy-II	Domain	Categorization of CPSEs	Ratna schemes (Maharatna scheme 2010, Navratna scheme 1997, Miniratna scheme 1997), scheduling of CPSEs, functioning of CPSEs
Policy-I	Domain	Appointment and selection of board functionaries	Preparation of proposals for appointment of board functionaries of CPSEs, functioning of BOD of CPSEs
Policy-I	Domain	CPSEs Performance appraisal	Guidelines for performance appraisal of CPSEs, formulating employee schemes and policies for CPSEs
Administration and General Coordination	Domain	Grievance redressal	Grievance Redressal mechanism
Administration and General Coordination	Domain	Statutory & Legal aspects	Reservation rules, Official language Act, 1963, Voluntary Retirement Scheme, 1988, budgetary matters
Policy-II	Domain	Procurement policy framework	Legislations and guidelines w.r.t. MSME procurement
Policy-II	Domain	Trainings for CPSEs (like CRR and RDC schemes)	Formulation and modification of training guidelines, selection of training partners & topics
Policy-II	Domain	CSR Spending & Policy framework	Monitoring CSR allocation & expenditure of CPSEs
Policy-II	Domain	Procedural knowledge	Drafting/Review and modification of SFC/EFC/ PIB/DIB/Bills
Policy-II	Domain	Statutory & Legal aspects	Section 135 of Companies Act, 2013, DPE Guidelines on CSR, Companies (CSR Policy) Rules, 2014, Schedule VII, Public procurement Policies,2012
All	Organizational	Understanding DPE	Vision/mission/goals & objectives understanding
All	Organizational	Understanding Role & responsibilities	Roles & responsibilities understanding

Note:

1. These internal knowledge sharing sessions will be conducted by DPE's subject matter experts or industry experts.
2. While short-term needs of the department on the above identified topics/areas can be met by conducting internal knowledge sharing sessions but for the long-term benefit of the department, we recommend mandatory training modules (in line with proficiency levels) to be co-created/identified by CBC, department, and relevant accredited institutes/platforms.