



# **CAPACITY BUILDING COMMISSION**

**Ministry of Heavy Industries: Annual Capacity  
Building Plan**

**September 2023**

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# Capacity Building Commission, Government of India

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## 1. Executive Summary

### 1.1. Context

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

### 1.2. Introduction to Mission Karmayogi

The Indian economy is anticipated to be one of the fastest growing economies in the world (International Monetary Fund (IMF) estimates India’s Gross Domestic Product (GDP) to grow at 7 per cent in CY23). This is a positive step towards realising its ambition of becoming a USD 5-trillion economy in the next few years. Major reforms are being introduced to achieve this target and to meet the aspirations of its growing youth. India is on the cusp of major transformation. The implementation of the planned transformations is being led by the civil services. The civil services are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Hence, capacity building of civil service has been identified as one of the key pillars to meet the changing needs of the country, with a focus on molding a future ready civil service that can deliver to larger social and economic mandates.

However, the current civil services capacity building landscape was marred by various challenges. The capacity programmes were largely cadre, service and department driven leading to a silo-based approach disallowing consistent peer to peer learning across multiple services, thereby limiting collaborative learning environment. There is a non-availability of life-long and continuous training programmes for civil servants with the current ones having an inordinate high time lapse between them. The current capacity building landscape also lacked data-driven, robust monitoring and evaluation framework for better cognizance to achieved outcomes, milestones, key performance indicators of civil servants.

The National Programme for Civil Services Capacity Building (NPCSCB)- Mission Karmayogi was launched in 2020, keeping in mind the above challenges. Mission Karmayogi aims at a comprehensive reform of civil services capacity building mechanism at individual, organizational and institutional level for efficient public service delivery, capacity building and continuous learning for India’s most vital civil servants. The program believes in the philosophy that a suitable government workforce requires a dynamic, competency-driven capacity building approach, aligned to the demands of the rapidly changing world. Envisioned as one of the largest capacity building initiatives for government organizations globally, the programme envisages to train ~46 lakh officials at the centre and ~1.5 crore officials across states and local bodies.

NPCSCB proposes to leverage technology to offer world class learning to all the civil service officials across different hierarchies and geographies. For larger impact, the intervention aims to cover and address the capacity building requirements of all the employees of government ministries/departments/organisations. Mission Karmayogi aims to embark on a learning transformation programme that will address the capacity building requirements of civil service through a comprehensive online platform – i-GOT Karmayogi. iGOT Karmayogi aims to offer online, face-to-face and blending learning options, while managing and maintaining an extensive record of civil servants. i-GOT is an online learning platform that has been developed under Mission Karmayogi to specifically cater to the capacity building needs of the nation’s administrators. The content can be created by different ministries, departments, in-house or through knowledge

partners. Carefully crafted and vetted content from leading government institutions, private content providers and individual resources have already been made available on the iGOT platform. Along with the iGOT platform, Mission Karmayogi aspires to enable all the officials to pursue anytime-anyplace-any-device learning at their own convenience. The officials will have access to round-the clock guidance by being able to refer to job-specific learning resources and collaborating with officials who have completed the training previously. This feature aims at enabling the officials to take charge of their own professional learning journey, using self-directed or guided learning paths, enabling continuous learning for all.



Figure 1: Institutional arrangement of Mission Karmayogi

The institutional arrangement for implementation and monitoring of programme comprises of the apex body, Prime Minister’s Public Human Resource Council (PMHRC), Cabinet Secretariat Coordination Unit and

Capacity Building Commission (CBC) and a Special Purpose Vehicle (SPV) to operate the digital assets created for NPCSCB. While the Cabinet Secretariat Coordination Unit will monitor the implementation of NPCSCB, align stakeholders and oversee the capacity building plans, the Capacity Building Commission (CBC) will be playing a critical role with respect to facilitating the preparation of annual capacity building plans.

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

- A 21st century civil service machinery that is focused on delivering Ease of Living, East of Doing Business, Citizen Centricity, and governance reform at its core.
- A civil service which is aligned with national priorities, and is well apprised and equipped to respond to emerging technologies
- Aligning work allocation of civil servants by matching their competencies to the requirements of the post, enabling a transition from ‘Rule-based’ to ‘Role-based’ management framework

- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content relevant to the identified FRAC for different positions
- An opportunity for civil servants to continuously build and strengthen their Behavioural, Functional and Domain competencies in their self-driven and guided learning path.

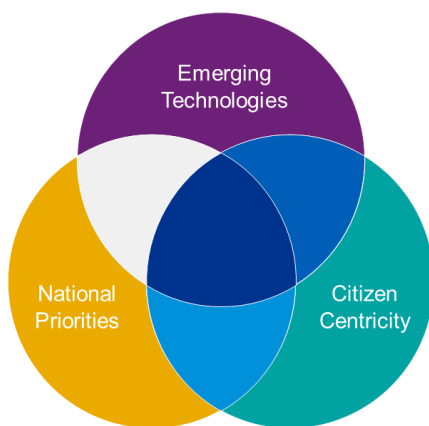


Figure 2: Three lenses of Capacity Building interventions

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

- **National Priorities:** This lens examines how the MDO contributes to the national priorities now and in future. The national priority includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals, and objectives of the MDO (whose ACBP is being prepared) are studied to assess how these contribute to national priorities in coming times. Gaps, if found any, would then be identified by ACBP. Addressing these gaps through training and organisation interventions would then

become the key goal of ACBP.

- **Emerging Technologies:** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. To prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by innovative technology trends in the sector in which the MDO is operating. The ACBP will also gauge the capacity MDO currently has and the need to have other emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.

**Citizen centricity:** The initiative should raise a set of civil service officers who promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen centric initiatives such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for a MDO, will be targeted by ACBP to address using capacity building interventions at individual and organisational level.



## 1.2 Annual Capacity Building Plan (ACBP)

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

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

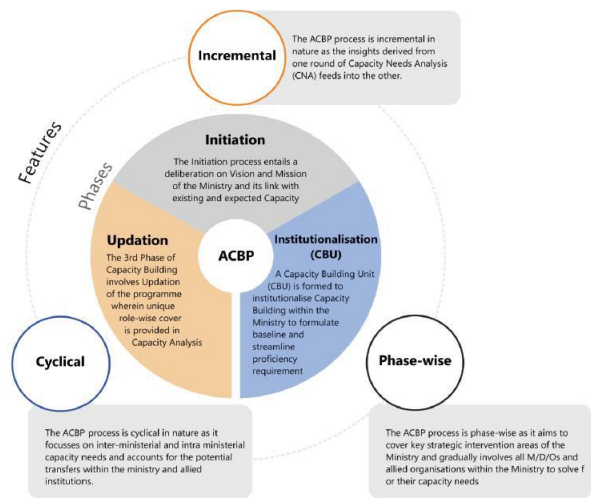


Figure 3: Characteristics of building an ACBP

## 1.3. ACBP for Ministry of Heavy Industries (MHI)

The ACBP preparation for the Ministry of Heavy Industries (MHI) began in December 2022 with the kick-off meeting held with Secretary, MHI. As part of the process to prepare the ACBP, data collection and collation exercises were initially rolled out to conduct an As-is Assessment of the Ministry. The As-is Assessment aimed at capturing key data pertaining to Ministry, that would enable in building up a baseline for training and capacity building interventions at an institutional level. Roles and responsibilities of various divisions of the Ministry along with the existing capacity building interventions at Ministry level were studied. In-person consultations, spanning across different divisions of the Ministry were undertaken to complete the As-is Assessment. Ministry's mandate, vision, functions, key programmes, emerging focus areas were also studied as part of the secondary research to better understand the roles, responsibilities, and requirements of various divisions of the Ministry.

As-is assessment was further followed by a Capacity Need Assessment (CNA) exercise at both – individual (role/designation) level and organisation level. Using a consultative approach, discussions were held with the Joint Secretaries/Heads of the various divisions of the Ministry to identify the current competency needs or gaps in various divisions across the Ministry. For every unique role under MHI, the competency needs identified were then grouped under one of the three buckets as discussed below -

- **Domain:** Knowledge and expertise related to the sector, division, and the respective focus areas.
- **Functional:** Cross-cutting needs across MDOs which are related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise.

- **Behavioural:** Pertaining to the learning and implementation of soft skills.

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

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

#### 1.4. CNA and Understanding of Domain, Functional and Behavioral Attributes

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

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

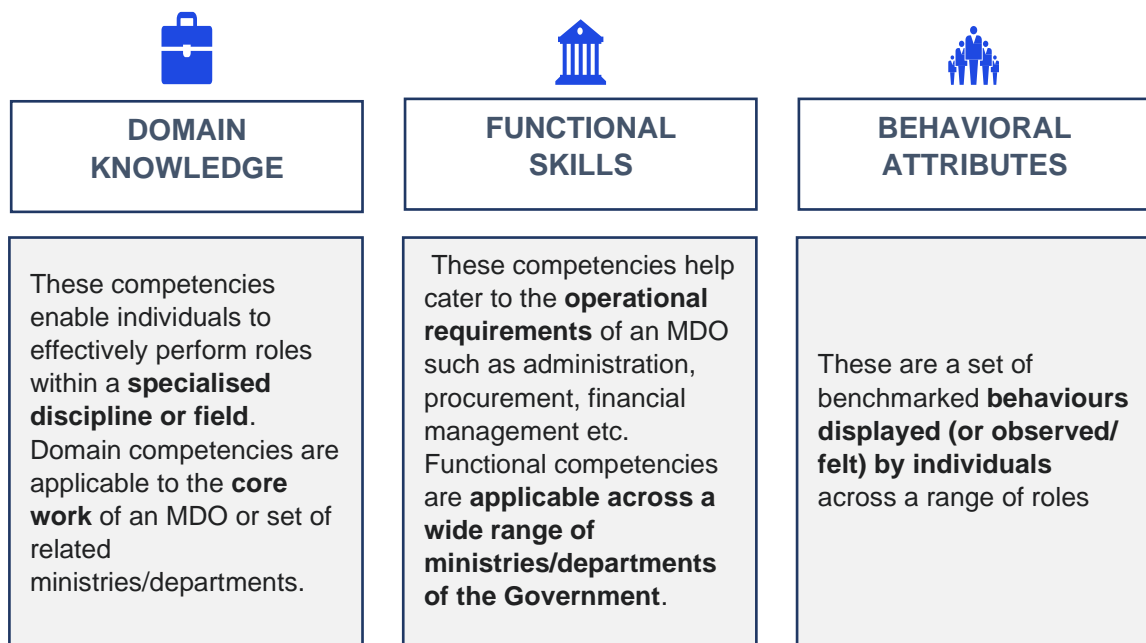


Figure 4: Three pillars of Capacity Building Interventions



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

The CNA format captured in tables below provides a comprehensive understanding of the Capacity Needs required at various levels. This format has been prepared keeping in mind three aspects:

## 1. Roles:

Role of Joint Secretary (JS), Director/Deputy Secretary (DS), Under Secretary (US), Section Officer (SO), and Assistant Section Officer (ASO) as per the Central Secretariat Manual of Office Procedure (CSMOP, 2022):

- a) **Joint Secretary:** A Joint Secretary is normally vested with the maximum measure of independent functioning and responsibility in respect of the business falling within his/her wing, subject to the overall responsibility of the Secretary for the administration of the Department
- b) **Director/Deputy Secretary:** A Director/Deputy Secretary is an officer who acts on behalf of the Secretary, holds charge of a Secretariat Division and responsible for the disposal of Government business dealt with in the Division under his/her charge. He/she should ordinarily be able to dispose of the cases as per the powers delegated or as per the channel of submission of the Department.
- c) **Under Secretary:** An Under Secretary oversees a Branch in a Ministry /Department consisting of one or more Sections/ Units/ Cells and exercises control both regarding the disposal of business and maintenance of discipline. As Branch Officer, he disposes off as many cases as possible at his own level, but he/she takes the orders of Deputy Secretary or higher officers on important cases. He/she is inter-alia responsible for development and maintenance of aids to processing as tools of manual and electronic knowledge management.
- d) **Section Officer:** A Section Officer is in-charge of a Section, the primary unit of a Department in the Secretariat, comprising a team of Assistant Section Officers, Senior Secretariat Assistants as Dealing Officers and Junior Secretariat Assistants and MTS as supporting staff. Below mentioned are the board responsibilities of a Section Officer:
  - distribution of work among staff, training, helping, advising them in the matter of work, maintenance of discipline and team spirit in the Section;
  - monitoring of efficient and expeditious disposal of cases;
  - timely submission of reports and returns to higher officers and other concerned units and;
  - managing effective person-independent information management and records management in the Section.

- e) **Assistant Section Officer:** An Assistant Section Officer works as Dealing Officer under the supervision of the Section Officer. Each Dealing Officer is allocated subjects out of the subject areas allocated to the Section and he/she is expected to deal with all matters allocated or any other work assigned to him/her from time to time.

## 2. Channel of Submission and Work Allocation:

All types of cases undertaken by each Division/Section mentioned in the Table goes through a Channel of Submission of cases where in the file is put up at the ASO/SO level and goes up to the Secretary Level for approval. In some critical cases (for e.g., all policy matters related to CPSEs), the file is put up at the Director/Deputy Secretary and goes up to the Secretary Level for approval.

Hence, each case/activity in every division requires involvement of all officers from ASO up to JS level.

The Channel of Submission along with induction material are some of the documents that were referred to creating the Capacity Needs for the Ministry.

## 3. Level of Training Required:

All Capacity Needs identified below have been categorized into two categories:

- a) **Basic:** This training equips officials with the minimum competencies and proficiency levels within each competency, required to effectively perform their roles and fulfil their mandate in the MDO.
- b) **Advanced:** This training equips officials with the competencies that enable them to continually adapt and optimize their performance for all roles.

## 2. Annual Capacity Building Plan (ACBP) – Approach and Methodology

### 2.1 ACBP Scope and Approach

The basic tenets of the ACBP flow from three lenses, alignment towards meeting national goals/priorities, citizen centricity aspects and use of technology for seamless and effective decision making, especially emerging technologies as a support function. The ACBP covers the following aspects:

- Individual Level: Domain Knowledge, Functional skills, and Behavioural Attributes
- Organizational Level: Knowledge Management, Process Improvement, Information Flow
- Institutional Level: Capacity Building Unit, Rules, Norms, and Culture, Monitoring & Evaluation

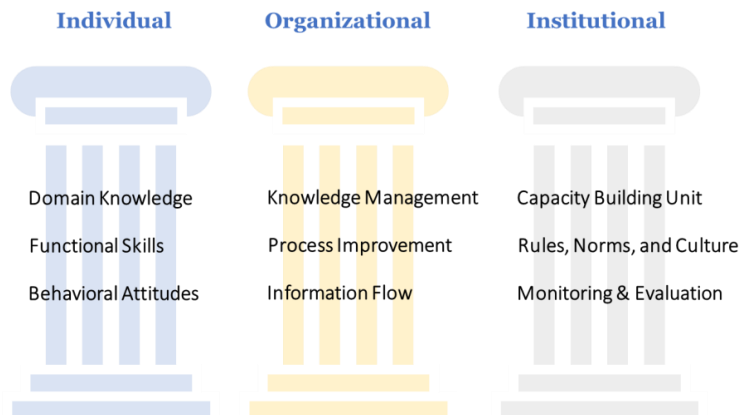


Figure 5: Scope of ACBP in a nutshell

- Preparation of the ACBP entailed interactions with several officers at various levels, covering department heads with appropriate tabulation of the role and function wise competency required, gaps thereof and training needs emanating from this exercise.
- Representatives of CBC and KPMG held multiple interactions with officers of MHI over a period of less than 3 months to complete the tabulation exercise and to arrive at the priority initiatives to be taken on an annual basis and making it an institutional exercise. The competencies required have been identified into three categories namely:
  - Domain/sectoral knowledge requirements – Specific expertise related to the manufacturing industry – capital goods sector, Automotive sector, and Heavy Electricals sector.
  - Functional competency requirements – Covering functional aspects or operational requirements of the ministry like project management, financial management, knowledge of tools like e-office, file management, etc.
  - Behavioural competency requirements – Soft-skills and behavioural attributes like Team Development, Problem Solving, Innovative Thinking, etc.
- Level of training needs have been captured to cater to acclimatisation and sensitisation needs for officers entering the ministry, in-office needs to cater to ongoing requirements for smooth functioning, and for future readiness aspects. Level of training has been classified as Basic (B) or Advanced (A) to detail training needs across roles and functions.
- Trainings are targeted largely as online training to enable flexible and self-paced learning. However, based on varied needs and for specific requirements mixed andragogy methods have also been dovetailed into the training needs.
- Members and Secretary, CBC commenced the Annual CBP exercise in review meeting, outlining that instead of putting emphasis on training on routine jobs, focus should be on imparting domain skills in alignment with the mandate of the Ministry and with more futuristic training programs for functional and behavioural skills.
- Since the initial stages of our project, we have adopted a systematic and comprehensive approach to ensure a thorough understanding of the current state, challenges, and opportunities within the Ministry.

## 2.2 Methodology and Steps followed

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

The following are the steps undertaken for preparing ACBP thus far:

Steps	Details
<p>Step 1- Kickoff Meeting</p> <p>Step 2- Meeting with officials of the Ministry</p>	<ul style="list-style-type: none"> <li>• A kick-off meeting was conducted with Secretary along with Joint Secretaries, Economic Advisor &amp; Directors of different divisions.</li> <li>• Introduction was provided to the initiative being undertaken for the preparation of the Annual Capacity Building Plan (ACBP).</li> <li>• Details for the formats/tools to be followed for data collection was shared along with identification of a nodal officer from the Ministry.</li> <li>• The current agenda which would focus on capacity building at – individual, organizational, and institutional level was shared along with the critical facets encompassing the same.</li> </ul>
<p>Step 3 - Understanding the role and function of the Ministry</p>	<ul style="list-style-type: none"> <li>• Following the meeting, team conducted a thorough secondary review of following areas: <ul style="list-style-type: none"> <li>• Ministry's mandate, roles, activities, policies, any recent developments/trends from Ministry's website, annual reports, portals etc.</li> <li>• The current organizational structure, important stakeholders of the Ministry including its various attached offices/subordinate office, boards and committees, PSUs, and autonomous bodies under the Ministry.</li> <li>• Ministry's key Programme, priorities, plan, and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology.</li> <li>• Sectoral training institutes falling under the Ministry engaged in training of civil servants.</li> </ul> </li> </ul>
<p>Step 4 - As-is Assessment of the Ministry</p>	<ul style="list-style-type: none"> <li>• After conducting a thorough secondary review, we interacted with the senior stakeholders to understand the objective, mission, and vision of the Ministry.</li> <li>• Understood and mapped various roles/ functions/ capabilities of Ministry of Heavy Industries (MHI) by following survey-based approach wherein we also held multiple interactions such as one-on-</li> </ul>

Steps	Details
	<p>one meetings (interviews, discussions and gathering feedbacks) with Division/Section officials gained the following insights:</p> <ul style="list-style-type: none"> <li>• Gathered inputs and resources such as employee list, Channel of Submission, annual report, etc.</li> <li>• Identified National Priorities, Citizen Centric Goals as well as Technology Roadmap for the Ministry by performing secondary research via studying MHI's website, induction material, etc.</li> <li>• Finalized the AS-IS report basis the inputs/ feedback received from CBU and the Ministry.</li> </ul>
Step 5: Data collection	<p><b><u>Primary Tools used for Data Collection</u></b></p> <p><i>I. Questionnaires</i></p> <ul style="list-style-type: none"> <li>• Two sets of Questionnaires were devised for the purpose of: <ul style="list-style-type: none"> <li>○ Capturing comprehensive data across divisions and levels and to cover a larger set of audience</li> <li>○ Gauging the actual level of proficiency for the set of competencies.</li> <li>○ Enhancing the understanding/clarity of respondents and derive meaningful outcomes, the questionnaire was divided into sections and sub-sections.</li> </ul> </li> <li>• The Questionnaires were developed for the following set of stakeholders: <ul style="list-style-type: none"> <li>○ JS and Dir/DS – used during One-on-one Interactions</li> <li>○ US, SO, and ASO – used during the Survey</li> </ul> </li> <li>• To further refine the questionnaire, we incorporated the inputs/feedback received from internal industry experts, CBC, CBU and Ministry.</li> <li>• The questionnaires were finalized after post the approval from CBC and CBU.</li> </ul> <p><i>II. One-on- Interactions and Focused Group Discussions</i></p> <ul style="list-style-type: none"> <li>• We held 3 Leadership One-on-one Interactions with JS Directors/Deputy Secretary, and their teams to understand the Ministry's Vision, Mission, and Key Policies/Schemes. The interactions further helped us understand: <ul style="list-style-type: none"> <li>○ The roles and responsibilities undertaken by each division of the Ministry at respective levels in the hierarchy.</li> <li>○ The current state of affairs within the Ministry/divisions in relation to existing &amp; planned trainings.</li> </ul> </li> </ul>

Steps	Details
	<ul style="list-style-type: none"> <li>We held 2 Focused Group Discussions (FGDs) with Under Secretaries, Section Officers, and Assistant Section Officers (ASO) to understand more deeply the challenges faced by the officials within the Ministry across divisions and how these can be overcome through training and non-training interventions.</li> <li>Focused Group Discussions was done to identify the capabilities required for specific cadre (US/SO/ASO) along with thematic analysis of the responses</li> </ul> <p><i>III. Survey</i></p> <ul style="list-style-type: none"> <li>We launched a survey for 55 Ministry officials at Under Secretary, Section Officer, and Assistant Section Officer level. We received 51 out of 55 responses which formed the basis of CNA explained below.</li> <li>Survey was launched to capture and highlight the frequency of capabilities needs and training related challenges along with interventions.</li> </ul> <p><b><u>Secondary Tools used for Data Collection</u></b></p> <p>Review and study of the following documents to derive the capacity needs. These tools were also used in the preparation of the As-Is report mentioned above.</p> <ol style="list-style-type: none"> <li><i>I. Manual of Procedure</i></li> <li><i>II. Organisation Structure</i></li> <li><i>III. Work Allocation Order</i></li> <li><i>IV. Channel of Submission</i></li> <li><i>V. Annual Report</i></li> </ol>
Step 6 – Capacity Needs Analysis (CNA)	<ul style="list-style-type: none"> <li>We analysed the data collected in Step 5. Using the inputs from As-Is Assessment and Data Collection stages, we conducted the Capacity Needs Analysis (CNA) exercise.</li> <li>To perform the Capacity Needs Analysis (CAN), we identified the required competencies at unique role level and segregated them into competencies at an Individual and Organizational level.</li> <li>Considering an individual possesses capabilities of varying types such as core/technical skills related to field of work, interpersonal skills, operational/procedural skills etc., we have divided Individual capabilities into three categories- Domain, Behavioral, Functional.</li> </ul>
Step 7 – Identification of Training Interventions, Non-training Interventions and Quick Wins	<ul style="list-style-type: none"> <li>Basis the competency gaps highlighted at individual and organizational level by the Capacity Need Analysis (CNA) exercise, we identified training and non-training capacity building interventions through which these gaps can be addressed.</li> </ul>



Steps	Details
	<ul style="list-style-type: none"> <li>Quick Wins accounted for steps which the Ministry took immediately as part of ACBP to meet some of the Capacity Gaps</li> </ul>
Step 8 – Drafting Annual Capacity Building Plan (ACBP) (Tabulating the Training Interventions)	<ul style="list-style-type: none"> <li>The main purpose of this report is to highlight the annual capacity plan for officials at Ministry of Heavy Industries along with the respective identified training institutes for Domain, Functional and Behavioral Competencies.</li> <li>The previous 7 steps highlight the various methodologies used to analyze the data obtained via interactions, focused group discussions, questionnaire or by analyzing the various reports available.</li> <li>The Domain, Functional and Behavioral Competencies identified in the CNA report (Annexure) for various divisions/ sections will help the officials in identifying the critical capabilities required to function more efficiently within the respective Divisions/ Sections.</li> <li>The Annual Capacity Plan is devised basis the As-Is report, the CNA report.</li> <li>The ACBP also highlights the recommended set of training institutes and courses for the capabilities.</li> <li>This report also entails the proposed Table of Content (ToC) for the Induction module that needs to be created for the Ministry Officials.</li> </ul>

### 3. AS-IS Assessment

This section introduces the Ministry of Heavy Industries including its Vision, Mission, Vision India @ 2047, and key activities. It further describes the broad Organisations structure of the Ministry. A brief snapshot of National Priorities and Key Initiatives and Citizen Centric initiatives of the Ministry is also provided to better understand the current activities and requirements of the Ministry.

#### 3.1 About the Ministry

The Ministry of Heavy Industries functions under the charge of Cabinet Minister (Heavy Industries). The Ministry promotes the development and growth of three sectors i.e., Capital Goods, Automobile and Heavy Electrical Equipment in the country: Administers 16 Central Public Sector Enterprises (CPSEs) and 4 Autonomous Organizations.

*Table 1: Details of Autonomous Organisations and CPSEs*

Autonomous Organisations	CPSEs
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<ul style="list-style-type: none"> <li>• Fluid Control research Institute (FCRI)</li> <li>• Central Manufacturing Technology Institute (CMTI)</li> <li>• National Automotive Board (NAB)</li> <li>• The Automotive Research Association of India (ARAI)</li> </ul>	<p><b><u>Operational CPSEs</u></b></p> <ul style="list-style-type: none"> <li>• Andrew Yule &amp; Co. Ltd. (AYCL)</li> <li>• <b>Bharat Heavy Electricals Ltd. (BHEL)</b></li> <li>• Braithwaite, Burn &amp; Jessop Construction Ltd.</li> <li>• Bridge &amp; Roof Company (India) Ltd.</li> <li>• Cement Corporation of India Ltd. (CCI)</li> <li>• Engineering Projects (India) Ltd.</li> <li>• Heavy Engineering Corporation Ltd. (HEC)</li> <li>• <b>HMT Ltd.</b></li> <li>• HMT Machine Tools (a subsidiary of HMT Ltd.)</li> <li>• HMT (International) Ltd. (subsidiary of HMT Ltd.)</li> <li>• Hindustan Salts Ltd. (HSL)</li> <li>• Sambhar Salts Ltd. (SSL) (Subsidiary of HSL)</li> <li>• Instrumentation Ltd. Kota (IL)</li> <li>• <b>Rajasthan Electronics &amp; Instruments Ltd.</b></li> <li>• <b>Richardson and Cruddas (1972) Ltd.</b></li> </ul> <p><b><u>CPSEs under revival</u></b></p> <ul style="list-style-type: none"> <li>• <b>NEPA Ltd.</b></li> </ul>
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The CPSEs under the Ministry are engaged in manufacturing, consultancy, and contracting services. The CPSEs under the Ministry manufacture a wide range of products viz. Boilers, Gas/Steam/Hydro Turbines, Industrial Machinery, Turbo Generators and Consumer Products such as Tea and Salt. The Ministry also looks after the Machine Building Industry and caters to the requirements of equipment for Basic Industry such as Steel, Mining, Non-Ferrous Metals, Power, Fertilizers, Refineries, Petrochemicals, Shipping, Paper, Cement, Sugar, etc. The Ministry supports the development of a range of Intermediate Engineering Industry such as Castings, Forgings, Diesel Engines, Industrial Gears and Gearboxes.

The Ministry maintains a constant dialogue with various Industry Associations in the Capital Goods, Automobile and Heavy Electrical Equipment Sector and encourages initiatives for the growth of industry in these areas. The Ministry also assists the industries in achieving their growth plans through policy support, and other interventions such as advocating rationalization of tariff, promoting technological collaboration, research & development activities etc.

The Ministry of Heavy Industries is headed by a Secretary to the Government of India, who is assisted by a team of officers and staff with an overall sanctioned strength of 230 as on 23.01.2023 (excluding Minister's staff). The Ministry is also supported by an Integrated Finance Wing, headed by Additional Secretary & Financial Adviser (AS&FA).

## 3.2 Vision and Mission of the Ministry

Basis the Annual Report 2021-22 by Ministry of Heavy Industries, following is the vision and mission of the Ministry:

- **Vision:**  
To have a globally competitive, green & technology-driven heavy industry manufacturing sector, including automotive and capital goods sectors, which propels growth and job creation.
- **Mission:**  
To facilitate Auto, Heavy Electrical & Capital Goods Sectors to be globally competitive, growth oriented and profitable and to provide all necessary support to CPSEs to improve their overall performance.

Basis the **Vision India @ 2047** document, below are the Action points for Mission for Manufacturing for Heavy Industries:

- **PLI Auto** to infuse CAPEX of Rs. 67,700 crores by 2027
- **PLI for Advanced Chemistry Cell (ACC)** to infuse CAPEX of Rs. 68,600 crores by 2025
- Creation of ACC capacity of 98 GWh by 2025
- Development of **50 Niche Technologies** and Processes by 2025
- Creation of **5 Common Engineering Facilitation Centers** and **19 Centre of Excellence/ Accelerators** by 2023.
- Development of **50 Qualification Packs** of level 6 and above for Capital goods/Auto sector by 2023
- **Omnibus Technical Regulation on Safety of Machinery & Electrical Equipment** by 2023

### 3.3 Organisation Structure of the Ministry

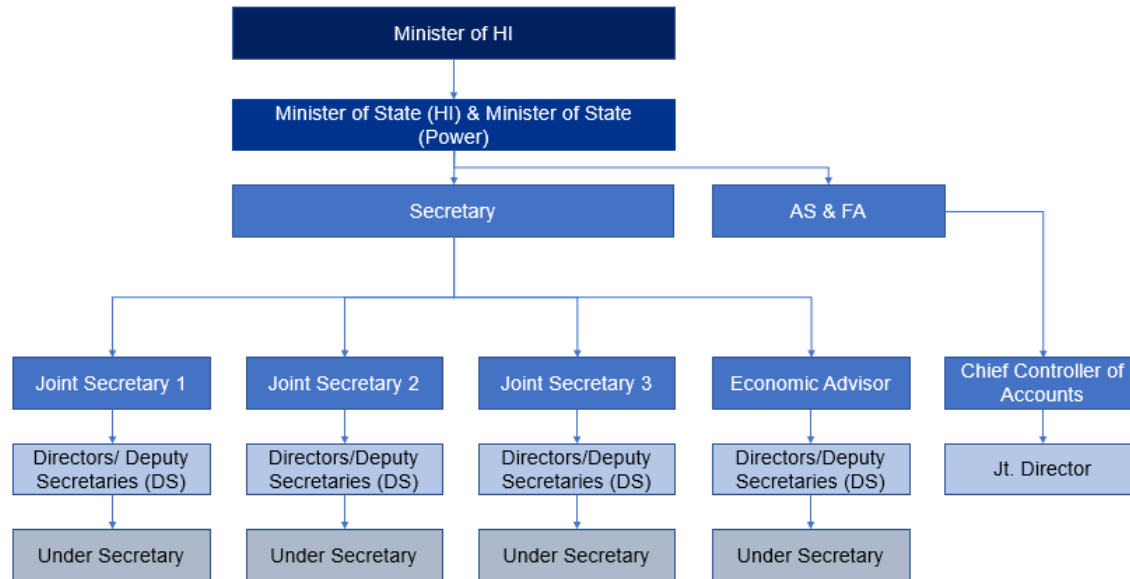


Figure 6: Organisation Structure of the Ministry

As suggested in Figure 6, the Organisation structure of MHI has 4 Divisions/Sections largely namely- Capital Goods (HE&MT), Auto Engineering Industries (AEI), Heavy Electricals Industry (HEI) and Economic Division. Each of these divisions manages a specific portfolio of functions or responsibilities. The Ministry also has various entities under its purview that include Autonomous Organisations and CPSEs each of them having a specific role which are jointly/independently administered by the key divisions.

### 3.4 National Priorities and Initiatives of the Ministry

The Ministry's national priorities include goals such as USD 5 Trillion economy for India, Ease of Doing Business and Make in India. To meet these national priorities, the Ministry of Heavy Industries has been taking several initiatives to strengthen the heavy industries sector. Some of the notable initiatives<sup>5</sup> taken by MHI in recent times are explained below:

- **SAMARTH Udyog (Industry 4.0) on a larger scale** – To facilitate and create eco system for propagation of Industry 4.0 set of technologies in every Indian manufacturing by 2025, be it MNC, large, medium, or small-scale Indian company. The SAMARTH Udyog Bharat 4.0 projects initiated by Ministry of Heavy Industries have the following common features:
  - Awareness campaigns

<sup>5</sup> Website of Ministry of Heavy Industries, Government of India, accessed in January 2023

- Master Trainers to be trained
  - Start-up/ incubators to be provided
  - Handholding of SMEs to plan and implement relevant Industry 4.0 projects to be done through consultancy services on chargeable basis
  - Collaborating with neighbourhood Universities for student training/internship programmes
  - Involving industry in SPV membership model for sustainability
  - Participating in a Government formed platform for Industry 4.0 on common agenda
  - To make adequate provisions for e-waste management
  - Involving as many clusters of Capital Good as possible
- **Production Linked Incentive (PLI) Scheme for Auto Mobile and Auto Component Industry** – The PLI Scheme for the auto sector envisages to overcome the cost disabilities of the industry for manufacture of Advanced Automotive Technology products in India. The incentive structure will encourage industry to make fresh investments for indigenous global supply chain of Advanced Automotive Technology products. It is estimated that over a period of five years, the PLI Scheme for Automobile and Auto Components Industry will lead to fresh investments of over INR 42,500 crores, incremental production of over INR 2.3 lakh crore and will create additional employment opportunities of over 7.5 lakh jobs. Further this will increase India's share in global automotive trade. The PLI Scheme for Auto sector is open to existing Automotive companies as well as new Non-Automotive investor companies (who are currently not in automobile or auto component manufacturing business). The scheme has two components viz Champion OEM Incentive Scheme and Component Champion Incentive Scheme. The scheme for Automobile and auto components will be implemented over a period of five years starting from FY 2022-2023.
  - **Production Linked Incentive (PLI) Scheme for National Programme on Advanced Chemistry Cell (ACC) Battery Storage** – The PLI Scheme aims to attract more investment in the manufacturing of Electric Vehicles (EVs). While the demand for EVs is the rising due to a favorable regulatory framework, through this initiative, the Government wants to encourage the Growth in EV segment of auto industry and is trying to make India a manufacturing hub. Details of this Scheme are as below:
    - An allotment was made for 50 GWh of battery capacity to 4 successful bidders for incentive under (PLI) Scheme for Advanced Chemistry Cell (ACC) Battery Storage.
    - The manufacturing facility to be set up within a period of two years; Incentive to be disbursed on sale of batteries manufactured in India with emphasis on greater domestic value addition.
    - Design of the programme is technology agnostic.
    - Direct investment of around ₹ 45,000 crore in ACC Battery storage manufacturing projects.
    - Net savings of Indian ₹ 2,00,000 crore to ₹ 2,50,000 crore on account of oil import bill reduction during the period of this Programme due to EV adoption.
    - Incentive structure to encourage industry to promote fresh investments in indigenous supply chain/ deep localization for battery manufacturing in the country.

- PLI scheme for Automobile and auto components (₹ 25,938 crore) and PLI for ACC (₹ 18,100 crore) along with FAME Scheme (₹ 10,000 crore) to enable India to leapfrog to environmentally cleaner, sustainable, advanced, and more efficient Electric Vehicles (EV) based system.
- Major boost to Hon'ble Prime Minister Narendra Modi's Make in India and AatmaNirbhar Bharat.
- **Promotion of FAME I and FAME II** – The National Electric Mobility Mission Plan (NEMMP) 2020 is a National Mission document providing the vision and the roadmap for the faster adoption of electric vehicles and their manufacturing in the country. As part of the NEMMP 2020, Ministry of Heavy Industries formulated a Scheme viz. Faster Adoption and Manufacturing of (Hybrid &) Electric Vehicles in India (FAME India) Scheme in the year 2015 to promote manufacturing of electric and hybrid vehicle technology and to ensure sustainable growth of the same. The Phase-I of this Scheme was initially launched for a period of 2 years, commencing from in April 2015, which was subsequently extended from time to time and the last extension was allowed up to March 2019. The 1<sup>st</sup> Phase of FAME India Scheme was implemented through four focus areas namely (i) Demand Creation, (ii) Technology Platform, (iii) Pilot Project and (iv) Charging Infrastructure. Market creation through demand incentives was aimed at incentivizing all vehicle segments i.e., 2-Wheelers, 3-Wheelers Auto, Passenger 4-Wheeler vehicles, Light Commercial Vehicles and Buses.

Under FAME Scheme Phase-I, the demand incentive amount was determined for each category (vehicle - technology - battery type) considering the principles of Total Cost of Ownership (TCO), Pay-back Period on account of fuel savings, cost of maintenance etc.

Based on the experience gained during Phase 1 of FAME Scheme and suggestions of various stakeholders including industry associations, the Ministry of Heavy Industries notified Phase-II of the Scheme, vide S.O. 1300 dated 8<sup>th</sup> March 2019, with the approval of Cabinet with an outlay of INR 10,000 crores for a period of 3 years commencing from 1<sup>st</sup> April 2019.

- **Enhancement of Competitiveness in the Indian Capital Goods Sector Phase I and Phase II** – encourages investment in technology upgradation, skill development of modern manufacturing capacities and envisages financial assistance for setting up and strengthening the technology development and common manufacturing services by providing greater impetus through creation of a strong and globally competitive capital goods sector that contributes at least 25% to the manufacturing sector.
- **Project Import Scheme** – The Project Import Scheme's primary objective is to simplify the assessment of the import of capital goods and all the related items required for setting up a project by the levy of a flat duty rate. Project Imports Scheme facilitates imports of machinery, instruments and apparatus etc. required for initial set up of a unit or for substantial expansion of existing unit under concessional rate of duty. It is a concept, unique to Indian Customs, wherein all the goods imported are being classified under heading 98.01 of Customs Tariff Act, 1975 and subjected to a single rate of duty instead of merit assessment of imported goods to facilitate smooth and quick assessment by a simplified process of clearance.



- **Web based open manufacturing technology innovation platforms (under Capital Goods Scheme)** – Development of key ‘mother’ manufacturing technologies’ indigenously through ‘Grand Challenges’ on the Platforms to help achieve the vision of an AatmaNirbhar Bharat and a globally competitive manufacturing sector in India.

### 3.5 Citizen’s Centric initiatives of the Ministry

The Ministry offers certain services to Citizens as mentioned below.

#### I. **Service to Citizens:**

- Issue of GST concession certificate for purchase of vehicle by persons with Orthopedic Physical disability via online portal: [dhigeecs.heavyindustry.gov.in](http://dhigeecs.heavyindustry.gov.in)
- Redressal of grievances
- Providing information through RTI Act, 2005

#### II. **Interactions with Central Public Sector Enterprises/Autonomous Bodies/Industrial Associations etc.:**

- Decision on proposals of administrative financial & other nature
- Recommendations to Custom Department for concession al rate of custom duty under ‘Project Import Scheme’ in respect of imported machinery and equipment for Capital Goods sectors, viz. Heavy Engineering, Heavy Electrical, and Auto Sector
- Decision on references received from CPSEs, Autonomous Bodies under MHI and Industrial Associations relating to:
  - Heavy Electrical Engineering
  - Heavy Engineering & Machine Tools
  - Automobile & Allied Industries
- Demand Incentive under FAME-India

#### III. **Interactions with Central Government Ministries/Departments/State & UT Governments /Statutory Organizations:**

- Furnishing of comments on references received from other Ministries/Departments/State Governments/Statutory Organizations on policy matters and individual references relating to Project Development Cell and investment
- Furnishing of technical comments to DGFT in respect of proposal received for
  - Import of raw material/component under Duty Exemption Scheme
  - Import of Restricted Items

- Taking up issues with other authorities for promoting the prospects of CPSEs and taking follow-up action with CPSEs on the references received from other Ministries/Departments/Other Clients

### 3.6 Staff Strength – Sanctioned and In Position

*Table 2: Details of Sanctioned Strength at the Ministry*

No. of Employees in Position (at the end of the quarter)	Sanctioned Strength	In Position
Group-A	58	46
Group-B (Gazetted)	41	15
Group-B (Non-Gazetted)	47	34
Group-C	84	48
<b>Total</b>	<b>230</b>	<b>143</b>

### 4. Annual Capacity Building Plan – Training Calendar

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

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

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

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

Table 3: ACBP for JS and EA

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Behavioural	Motivation	Motivation	1h 8m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q3
Functional	Writing skills: Cabinet Note	Preparation of Cabinet Notes	5h 10m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L2	Q3
Behavioural	Emotional Intelligence	Self-Leadership	1h 26m	Online	The Art of Living	iGOT	L1	Q3
Domain	Industry 4.0	Industry 4.0: Introduction and Implementation	31m	Online	Bharat Sanchar Nigam Limited (BSNL)	iGOT	L1	Q3
Behavioural	Gender Sensitivity	Gender Sensitisation - I	1h 10m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Functional Knowledge of MS Office	Excel Advanced	3h 44m	Online	Microsoft	iGOT	L2	Q3
Functional	Knowledge of Emerging Technologies	Introduction to Emerging Technologies	2h 20m	Online	Capacity Building Commission	iGOT	L1	Q3
Functional	Knowledge of Parliamentary procedures	Parliamentary procedures	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Writing skills: Noting, Drafting, Office order, etc.	Noting & Drafting	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Functional Knowledge of MS Office	PowerPoint Advanced	2h 18m	Online	Microsoft	iGOT	L1	Q4
Functional	Knowledge of GeM, Procurement and Tender Writing	Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional		Public Procurement Framework of GOI	1h 55m	Online	Institute of Secretariat Training and	iGOT	L1	Q4

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
					Management (ISTM)			
Functional	Knowledge of Right to Information Act, 2005 (RTI)	Right to Information Act Part – 1	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Knowledge of Right to Information Act, 2005 (RTI)	Right to Information Act Part – 2	41m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Functional knowledge of Cybersecurity	Stay Safe in Cyber Space	1h 16m	Online	Indian Cybercrime Coordination Centre - I4C	iGOT	L1	Q4
Behavioural	Team Development	Team Building	1h 25m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q4
Functional	Policy making	Public Policy and the VUCA World	2h 7m	Online	Indian Institute of Public Administration	iGOT	L1	Q1
Functional	Functional Knowledge of MS Office	Word Advanced	2h 49m	Online	Microsoft	iGOT	L1	Q1
Functional	Project Management	Project Management	1h 59m	Online	Indian Institute of Public Administration	iGOT	L1	Q1
Behavioural	Time Management and Productivity	Time Management	1h 15m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q1
Behavioural	Citizen Centricity	Citizen Centric Communication	50m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q1
Behavioural	Negotiation skills	Negotiation	Upcoming	Online	Indian School of Business (ISB)	iGOT	L1	Q1
Domain	Knowledge of overview of Manufacturing Industry	Overview of Manufacturing Industry	Upcoming	Online	CMTI	iGOT	L1	Q1
Domain	Knowledge of Ministry of Heavy Industries	Ministry of Heavy Industries	Upcoming	Online	BHEL	iGOT	L1	Q1
Domain	Knowledge of key government initiatives	Key government initiatives	Upcoming	Online	ARAI	iGOT	L1	Q1

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Knowledge of Financial Accounting	Financial Management	Upcoming	Online	CNK	iGOT	L1	Q2
Behavioural	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L2	Q2
Behavioural		Making powerful communications	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Behavioural	Problem Solving & Decision Making	Problem Solving and Decision Making	Upcoming	Online	Harappa	iGOT	L2	Q2
Behavioural	Innovative Thinking	Innovation & Improvement	Upcoming	Online	IIM	iGOT	L2/L3	Q2
Domain	Knowledge of Capital Goods Sector	Capital Goods Sector	Upcoming	Online	CMTI	iGOT	L1	Q2
Domain	Knowledge of Automotive Sector	Automotive Sector	Upcoming	Online	ARAI	iGOT	L1	Q2
Domain	Analysis of Indian Manufacturing Industry	Manufacturing Industry Analysis: Indian Context	Upcoming	Online	CMTI	iGOT	L1	Q2
Domain	Knowledge of Import and Export Management	Fundamentals of Import Management	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Writing skills	EFC and PIB Note	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Knowledge of CPSEs related matters	Performance Review of CPSEs and Autonomous bodies	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2

## Training Calendar 2023-2024 for Directors (Dir), Joint Directors (JD), and Deputy Secretaries (DS)

Table 4: ACBP for Dir, JD, and DS

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Level of Course	Timeline
Behavioural	Motivation	Motivation	1h 8m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q3
Behavioural	Stress Management	Complete Journey to Stress Management	6h 8m	Online	The Art of Living	iGOT	L2	Q3
Functional	Writing skills: Cabinet Note	Preparation of Cabinet Notes	5h 10m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L2	Q3
Behavioural	Emotional Intelligence	Self-Leadership	1h 26m	Online	The Art of Living	iGOT	L1	Q3
Functional	Functional Knowledge of MS Office	Excel Advanced	3h 44m	Online	Microsoft	iGOT	L1	Q3
Functional		PowerPoint Advanced	2h 18m	Online	Microsoft	iGOT	L1	Q3
Functional		Word Advanced	2h 49m	Online	Microsoft	iGOT	L1	Q3
Domain	Industry 4.0	Industry 4.0: Introduction and Implementation	31m	Online	Bharat Sanchar Nigam Limited (BSNL)	iGOT	L1	Q3
Functional	Knowledge of GeM, Procurement and Tender Writing	Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional		Public Procurement Framework of GOI	1h 55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Knowledge of Parliamentary procedures	Parliamentary procedures	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Writing skills: Noting, Drafting, Office order, etc.	Noting & Drafting	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Knowledge of Right to	Right to Information Act Part – 1	55m	Online	Institute of Secretariat Training and	iGOT	L1	Q4



Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Level of Course	Timeline
	Information Act, 2005 (RTI)				Management (ISTM)			
Functional		Right to Information Act Part – 2	41m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Functional knowledge of Cybersecurity	Stay Safe in Cyber Space	1h 16m	Online	Indian Cybercrime Coordination Centre - I4C	iGOT	L1	Q4
Behavioural	Gender Sensitivity	Gender Sensitisation - I	1h 10m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Behavioural	Team Development	Team Building	1h 25m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q4
Functional	Project Management	Project Management	1h 59m	Online	Indian Institute of Public Administration	iGOT	L1	Q1
Behavioural	Time Management and Productivity	Time Management	1h 15m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q1
Behavioural	Citizen/Customer Focus	Citizen Centric Communication	50m	Online	Department of Personnel and Training (DoPT)	iGOT	L1	Q1
Behavioural	Negotiation skills	Negotiation	Upcoming	Online	Indian School of Business (ISB)	iGOT	L1	Q1
Domain	Knowledge of overview of Manufacturing Industry	Overview of Manufacturing Industry	Upcoming	Online	CMTI	iGOT	L1	Q1
Domain	Knowledge of Ministry of Heavy Industries	Ministry of Heavy Industries	Upcoming	Online	BHEL	iGOT	L1	Q1
Domain	Knowledge of key government initiatives	Key government initiatives	Upcoming	Online	ARAI	iGOT	L1	Q1
Functional	Knowledge of Financial Accounting	Financial Management	Upcoming	Online	CNK	iGOT	L1	Q2
Behavioural	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L2	Q2
Behavioural	Problem Solving & Decision Making	Problem Solving and	Upcoming	Online	Harappa	iGOT	L2	Q2

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Level of Course	Timeline
		Decision Making						
Domain	Knowledge of Capital Goods Sector	Capital Goods Sector	Upcoming	Online	CMTI	iGOT	L1	Q2
Domain	Knowledge of Automotive Sector	Automotive Sector	Upcoming	Online	ARAI	iGOT	L1	Q2
Domain	Analysis of Indian Manufacturing Industry	Manufacturing Industry Analysis: Indian Context	Upcoming	Online	CMTI	iGOT	L1	Q2
Domain	Knowledge of Import and Export Management	Fundamentals of Import Management	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Writing skills	EFC and PIB Note	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Knowledge of CPSEs related matters	Performance Review of CPSEs and Autonomous bodies	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2

## Training Calendar 2023-2024 for Under Secretaries (US)

Table 5: ACBP for US

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Right to Information Act (RTI)	Right to Information Act Part – 1	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of Parliamentary procedures	Parliamentary Procedures	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of GeM, Procurement and Tender Writing	Public Procurement Framework of GOI	1h 55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Knowledge of MS Office (Excel, PPT, Word)	Excel Advanced	3h 49m	Online	Microsoft	iGOT	L1	Q3
Functional		PowerPoint Advanced	2h 18m	Online	Microsoft	iGOT	L1	Q3
Functional	Knowledge of Public Grievance (Redressal, SPARSH portal, CPGRAM) matters and guidelines	Public Grievance Handling and CPGRAM 7.0	2h	Online	Institute of Secretariat Training and Management	iGOT	L1	Q3
Functional	Writing Skills: Cabinet Note	Preparation of Cabinet Notes	5h 10m	Online	Institute of Secretariat Training and Management	iGOT	L2	Q3
Functional	Knowledge of Establishment Rules & General Administration Matters: APAR	Annual Performance Appraisal Report (APAR)	34m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Understanding of Financial Accounting matters (Budgeting, Taxation, Balance sheet etc.)	Budget	1h 40m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioural	Citizen /Customer Focus & Service Excellence	Communication for Citizen Centricity	1h 35m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioural	Stress Management	Stress Management	1h 54m	Online	Indian Institute of Public Administration	iGOT	L1	Q3
Behavioural	Emotional Intelligence	Self-Leadership	1h 26m	Online	Art of Living	iGOT	L1	Q3
Behavioural	Teamwork and Collaboration (inter and intra Ministerial/Department/Division)	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3
Behavioural	Time Management	Time Management	1h 15m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q3

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Behavioural	Stakeholder Management	Stakeholders in Governance	1h 43m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Writing skills: Noting, Drafting, Office order, etc.	Noting & Drafting	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Behavioural	Motivation	Motivation	1h 8m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Behavioural	Stress Management	Complete Journey to Stress Management	6h 8m	Online	The Art of Living	iGOT	L2	Q4
Domain	Industry 4.0	Industry 4.0: Introduction and Implementation	31m	Online	Bharat Sanchar Nigam Limited (BSNL)	iGOT	L1	Q4
Functional	Knowledge of GeM, Procurement and Tender Writing	Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Knowledge of Right to Information Act, 2005 (RTI)	Right to Information Act Part – 2	41m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Functional	Functional knowledge of Cybersecurity	Stay Safe in Cyber Space	1h 16m	Online	Indian Cybercrime Coordination Centre - I4C	iGOT	L1	Q4
Behavioural	Gender Sensitivity	Gender Sensitisation - I	1h 10m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q4
Behavioural	Team Development	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Functional	Project Management	Project Management	1h 59m	Online	Indian Institute of Public Administration	iGOT	L1	Q1
Behavioural	Time Management	Time Management	1h 15m	Online	Department of Personnel	iGOT	L1	Q1

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
	and Productivity				and Training DoPT			
Domain	Knowledge of overview of Manufacturing Industry	Overview of Manufacturing Industry	Upcoming	Online	CMTI	iGOT	L1	Q1
Domain	Knowledge of Ministry of Heavy Industries	Ministry of Heavy Industries	Upcoming	Online	BHEL	iGOT	L1	Q1
Domain	Knowledge of key government initiatives	Key government initiatives	Upcoming	Online	ARAI	iGOT	L1	Q1
Functional	Knowledge of Financial Accounting	Financial Management	Upcoming	Online	CNK	iGOT	L1	Q2
Behavioural	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L2	Q2
Behavioural	Problem Solving & Decision Making	Problem Solving and Decision Making	Upcoming	Online	Harappa	iGOT	L2	Q2
Domain	Knowledge of Capital Goods Sector	Capital Goods Sector	Upcoming	Online	CMTI	iGOT	L1	Q2
Domain	Knowledge of Automotive Sector	Automotive Sector	Upcoming	Online	ARAI	iGOT	L1	Q2
Domain	Analysis of Indian Manufacturing Industry	Manufacturing Industry Analysis: Indian Context	Upcoming	Online	CMTI	iGOT	L1	Q2
Domain	Knowledge of Import and Export Management	Fundamentals of Import Management	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Writing skills	EFC and PIB Note	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Knowledge of CPSEs related matters	Performance Review of CPSEs and Autonomous bodies	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2

VIKAS course mandated by CBC

## Training Calendar 2023-2024 for Section Officers (SO) and Assistant Section Officer (ASO)

Table 6: ACBP for SO and ASO

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Writing skills: Noting, Drafting, Office order, etc.	Noting & Drafting	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of GeM, Procurement and Tender Writing	Government E Marketplace	1h 9m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Public Procurement Framework of GOI	1h 55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of Right to Information Act, 2005 (RTI)	Right to Information Act Part – 1	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional		Right to Information Act Part – 2	41m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of Parliamentary procedures	Parliamentary Procedures	2h	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of Establishment Rules & General Administration Matters	Leave Rules	55m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of Establishment Rules & General Administration Matters	Office Procedure	2h 17m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Functional	Knowledge of Establishment Rules & General Administration Matters	Pay Fixation	43m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Functional	Knowledge of Establishment Rules & General Administration Matters	Annual Performance Appraisal Report (APAR)	30m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioural	Work Ethics & Integrity	Code of Conduct for Government Employees	35m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q3
Behavioural	Stress Management	Complete Journey to Stress Management	6h 8m	Online	The Art of Living	iGOT	L2	Q3
Domain	Industry 4.0	Industry 4.0: Introduction and Implementation	31m	Online	Bharat Sanchar Nigam Limited (BSNL)	iGOT	L1	Q3
Functional	Writing skills: Cabinet note	Preparation of Cabinet Note	5h 10m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L2	Q4
Functional	Functional Knowledge of MS Office	MS Excel for Beginners	7h	Online	Microsoft	iGOT	L2	Q4
Functional		MS PowerPoint for Beginners	2h 15m	Online	Microsoft	iGOT	L1	Q4
Functional		MS Word for Beginners	2h 26m	Online	Microsoft	iGOT	L1	Q4
Behavioural	Motivation	Motivation	1h 8m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q4
Functional	Functional Knowledge of MS Office	Word Advanced	2h 49m	Online	Microsoft	iGOT	L1	Q1
Functional	Functional Knowledge of MS Office	Excel Advanced	3h 44m	Online	Microsoft	iGOT	L1	Q1
Functional	Functional Knowledge of MS Office	PowerPoint Advanced	2h 18m	Online	Microsoft	iGOT	L1	Q1
Functional	Functional knowledge of Cybersecurity	Stay Safe in Cyber Space	1h 16m	Online	Indian Cybercrime Coordination Centre - I4C	iGOT	L1	Q1
Behavioural	Gender Sensitivity	Gender Sensitisation - I	1h 10m	Online	Institute of Secretariat Training and Management (ISTM)	iGOT	L1	Q1



Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline
Behavioural	Team Development	Team Building	1h 25m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q1
Domain	Knowledge of overview of Manufacturing Industry	Overview of Manufacturing Industry	Upcoming	Online	CMTI	iGOT	L1	Q1
Domain	Knowledge of Ministry of Heavy Industries	Ministry of Heavy Industries	Upcoming	Online	BHEL	iGOT	L1	Q1
Domain	Knowledge of key government initiatives	Key government initiatives	Upcoming	Online	ARAI	iGOT	L1	Q1
Behavioural	Effective Communication	Effective Communication	5h 34m	Online	IIM B	iGOT	L2	Q2
Behavioural	Time Management and Productivity	Time Management	1h 15m	Online	Department of Personnel and Training DoPT	iGOT	L1	Q2
Domain	Knowledge of Capital Goods Sector	Capital Goods Sector	Upcoming	Online	CMTI	iGOT	L1	Q2
Domain	Knowledge of Automotive Sector	Automotive Sector	Upcoming	Online	ARAI	iGOT	L1	Q2
Domain	Knowledge of Import and Export Management	Fundamentals of Import Management	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Writing skills	EFC and PIB Note	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2
Functional	Knowledge of CPSEs related matters	Performance Review of CPSEs and Autonomous bodies	Upcoming	Online	Upcoming	iGOT	L1/L2	Q2

DAKSHTA course mandated by CBC

## 5. Key Modules for Domain Knowledge - Table of Contents

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

### Module 1: Overview of Manufacturing Industry

- History of Manufacturing Globally
- History of Manufacturing in India
- Introduction to sectors of Manufacturing:
  - Capital Goods – Heavy Equipment & Heavy Electricals
  - Automotive

### Module 2A: Capital Goods

- Types of Manufacturing Processes used in the manufacturing of Capital Goods
- Sectoral Associations of Manufacturing (e.g., Textile)
  - Vision of each association
  - Projection of each association w.r.t production, import and export
  - SWOT Analysis of each association

### Module 2B: Automotive

- Types of Automotive Goods
- Types of Manufacturing Processes used in the manufacturing of Automotive Goods
- Emerging Trends
  - e-mobility (e2 wheeler, e3 wheeler, e4 wheeler, e-pickup truck wheeler)
  - Net Zero Emissions

### Module 3: Manufacturing Industry Analysis: Indian Context

- Market Size
- Production, Demand and Supply
- Criticality of Manufacturing Industry for the Indian economy
- FDI Scenario
- Key players in the industry – Private and Public sector
- Challenges faced by the Manufacturing Sector in India
- Energy Management System (EMS)
- Circular Economy

### Module 4: Manufacturing Industry Analysis: Global Scenario

- Industry and Global best practices in Capital Goods sector and Automotive sector

- International Trade and International Cooperations:
  - EXIM guidelines
  - GATT
  - FTA
  - Area of interest for future export destinations
  - Export promotion/prospects/trade lines opening in consultations with associations/industry

## Module 5: Ministry of Heavy Industries

- Nodal Ministry
- Divisions/Sections
- PSUs and Subordinate Offices under MHI

## Module 6: Key Government Initiatives

- PLI Scheme for Automobile and Auto Component Industry and Advanced Chemistry Cell (ACC) Battery Storage
- Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME) INDIA II
- Capital Goods Scheme – National Capital Goods Policy
- GST Concession to PWDs

## Module 7: Industry 4.0 and Emerging Technologies in the sector

- Industry 4.0
- Additive Manufacturing:
  - Design for Additive Manufacturing
  - Process Technologies and Applications
- Remanufacturing:
  - Product life assessment techniques
  - Material Extraction
  - Re-engineering
  - Re-manufacturing
- Hydrogen based disruptive technologies
  - Hydrogen fuel cells
- 5G
  - Uses of 5G in industry
  - Foreseeable challenges with implementation of 5G
- Batteries technologies
  - Lithium Manganese Cobalt (LMC)
  - Solid state batteries
  - Sodium batteries
  - Lithium-ion Batteries [Lithium Iron Phosphate (LFP) and Nickel Manganese Cobalt (NMC)]
- Drone Taxis
- New Fuels

## 6. Quick Wins

MHI has achieved the below milestones in the ACBP journey:

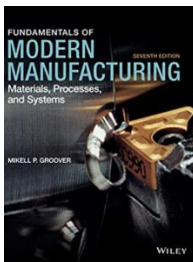
- **Training Interventions Implemented**
  - ~100% iGOT orientation of MHI officials
  - Initiation of courses on iGOT:
    - Introduction to Emerging Technologies
    - Prevention of Sexual Harassment of Women at Workplace
    - Code of Conduct for Government Employees
    - Yoga Break at Workplace
    - Stay Safe in Cyber Space
    - Orientation Module on Mission LiFE
- **Non-Training Interventions Implemented**
  - Industry Immersion Program with Siemens, Kalwa-Mumbai on 11<sup>th</sup> -12<sup>th</sup> May 2023 on Industry 4.0
  - Industry Immersion Program with TATA Motors, Sanand-Ahmedabad on 14<sup>th</sup>-15<sup>th</sup> September 2023 on Electric Vehicles (EV)
  - 1 hour per week (Every Friday from 2:30-3:30 PM) allocated as 'Learning Hour'
  - Facilitated curation of domain training content from 3 Institutes – BHEL, ARAI, and CMTI
  - Capacity Building suggestions as mentioned below, to be added to the Knowledge Management (KM) module of MHI:
- **Ted Talks**

Sr. No.	Ted Talks with link	Speaker
1.	<a href="#">The next manufacturing revolution is here</a>	Olivier Scalabre
2.	<a href="#">How to Turn a Regular Factory into a Smart Factory</a>	Joachim Hensch
3.	<a href="#">We can Cross it! - Bridging the eMobility Divide</a>	Dionne Nugent

- **Magazines**

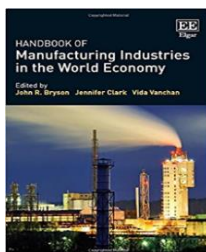
Sr. No.	Magazines for subscription
1.	<a href="#">Industry Outlook</a>
2.	<a href="#">Manufacturing Today</a>
3.	<a href="#">Industry Week</a>
4.	<a href="#">The Manufacturer</a>

- **Books**



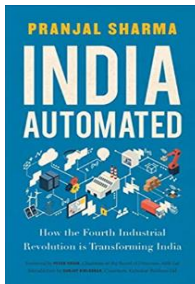
### **Fundamentals of Modern Manufacturing**

Examines the materials, methods, and procedures of both traditional and recently developed manufacturing principles and practices. This book explores a broad range of essential points of learning, from long-established manufacturing processes and materials to contemporary electronics manufacturing technologies.



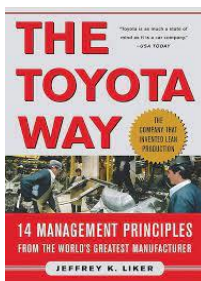
### **Handbook of Manufacturing Industries in the World Economy**

Provides a critical and multi-disciplinary review of current manufacturing processes, practices, and policies, and broadens our understanding of production and innovation in the world economy. This book highlight how firms and industries modify existing processes to produce for established and emerging markets through dynamic and design-driven strategies.



## India Automated: How the Fourth Industrial Revolution is Transforming India

Through several case studies (of private enterprises and government departments), this book examines how Fourth Industrial Revolution technologies like AI, drones, blockchain, cybersecurity, 3D printing, augmented and virtual reality are enhancing efficiency, accuracy and accountability of India's working professionals in ways that haven't been seen before.



## The Toyota Way

Through several case studies (of private enterprises and government departments), this book examines how Fourth Industrial Revolution technologies like AI, drones, blockchain, cybersecurity, 3D printing, augmented and virtual reality are enhancing efficiency, accuracy and accountability of India's working professionals in ways that haven't been seen before.

## 7. Way Forward

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

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

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

- Review and validate domain content shared by the three institutes – BHEL, ARAI, and CMTI respectively through pilot run seminars
- Ensure all SOs and ASOs to undergo DAKSHTA course both online (iGOT) and offline
- Ensure all US and DS undergo VIKAS course

- Ensure minimum 6 hrs. of online training completion by each official within 45 days – target to complete all Q3 trainings by all officials
- Industry Immersion Program in collaboration with other ministries to be conducted by CBU biannually. The subject/topic for next two Immersion Programs are:
  - Advanced Chemistry Cell (ACC) Battery
  - Green Hydrogen
- Conducting learning sessions facilitated by industry experts during the Learning Hour on relevant Domain, Functional, and Behavioural competencies
- Monitor and track the status of all trainings and learning hours
- Training Modules to be curated for MHI by CBC on the below topics:
  - **Fundamentals of Import Management:** Methodologies of curbing imports, anti-dumping rules, ODR, QCO & Technical regulations, etc.
  - **EFC and PIB Note:** Creation of notes, relevance of notes, audience, etc.
  - **Performance Review of CPSEs and Autonomous bodies:** Monitoring performance & management of existing CPSEs and autonomous and insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs.



## 8. Annexure

### 8.1 Capacity Needs Analysis at Individual Level

Table 7: CNA at Individual Level

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
1	Joint Secretary (JS)	Advisory to the Ministry (HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI)	Policy making and formulating policy changes	Policy Making	F
				Strategic Thinking	B
				Planning & Decision Making	B
			Thorough knowledge of HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	Understanding of Mission, Vision, Vision @ 2047, Key Initiatives of the	D
				Value Chain of the HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	D
				International Trade inclusive of EXIM guidelines, WTO Matters, GATT, FTA, etc.	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Understanding of Schemes and Policies of the Ministry: <ul style="list-style-type: none"> <li>• PLI Scheme for Automobile and Auto Component Industry and Advanced Chemistry Cell (ACC) Battery Storage</li> <li>• Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME) INDIA II</li> <li>• Capital Goods Scheme</li> <li>• GST Concession to PWDs</li> <li>• Project Import Scheme</li> <li>• R &amp; D Technology Innovation Platform</li> <li>• Land Management Portal (National Land Management System (NLMS))</li> </ul>	Advanced Knowledge of Schemes/Programs of the Ministry	D
			Understanding of the following: <ul style="list-style-type: none"> <li>• e-mobility</li> <li>• Carbon neutrality/Net zero emissions</li> <li>• Energy Management System (EMS)</li> <li>• Circular Economy</li> </ul>	Advanced knowledge of Emerging Trends in the Manufacturing Industry	D
			Knowledge of Industry 4.0 and its application: <ul style="list-style-type: none"> <li>• Additive Manufacturing</li> <li>• Digital Twin</li> <li>• Digital Transformation in EV Manufacturing</li> <li>• Implementation of IIoT solutions</li> </ul>	Advanced knowledge of Emerging Technologies in the Manufacturing Industry	D
			Implementation of components of Scheme on HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI)	Advanced Knowledge of Impact assessment of Schemes/Programs (post implementation)	D
				Innovative Thinking	B
			Industry and Global best practices in Capital Goods sector, Automotive sector, and Heavy Electricals sector	Research & Development	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing Parliament Question involving <ul style="list-style-type: none"> <li>Policy decisions</li> <li>Starred Questions</li> <li>Unstarred Questions</li> </ul>	Knowledge of Parliamentary procedures	F
			Overseeing cases relating to Pre-Budget and Post Budget Memoranda from Industry Association	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Ensuring factual information (other than policy decision, recommendation, view) to Coord. Section, O&M and other Ministries/Departments	Coordination skills	B
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs		
				Area	Type B/D/F	
			Leadership qualities	Team Development	B	
				Ownership & Accountability	B	
				Time Management and Productivity	B	
				Motivation	B	
				Work Ethics & Integrity	B	
				Problem Solving	B	
				Emotional Intelligence	B	
				Effective Communication	B	
				Citizen/Customer Focus	B	
				1	Joint Secretary (JS)	CPSEs I, II, III
Strategic Thinking	B					
Planning & Decision Making	B					
Overseeing the following matters: <ul style="list-style-type: none"> <li>Appointments of Chief Executives and Board level Officers/ Directors of CPSEs</li> <li>Deputation of Government Officials for appointment in CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D				
	Overseeing the following matters: <ul style="list-style-type: none"> <li>All matters relating to BRPSE, Disinvestment of CPSEs under the Ministry</li> <li>Restructuring of CPSEs under the Ministry</li> <li>Sanction of Schemes for diversification, expansion of CPSEs</li> <li>Revision of pay scales and wages of Officers/staff of CPSEs/Guarantee</li> </ul>	Knowledge of CPSEs related matters: <ul style="list-style-type: none"> <li>Monitoring &amp; Management of existing CPSEs</li> <li>Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs</li> </ul>	D			

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Institutions/workmen of CPSEs (as per DPE guidelines) <ul style="list-style-type: none"> <li>Grant of financial relief to CPSEs/restructure of their capital</li> <li>Proposal for taking over/nationalization of units from financial angle</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
1	Joint Secretary (JS)	Administration	Overseeing the following matters: <ul style="list-style-type: none"> <li>• Creation of Posts &amp; Appointments for Group A, B &amp; C</li> <li>• Delegation/Deputation of Officers for training; Conferences etc. abroad (i) Up to Director level (ii) JS and above</li> <li>• Fixation of Pay in accordance with Rules</li> <li>• Maintenance of Service Book and attestation of entries therein</li> <li>• Posting/Transfers/ Deputations for training within the country for Group A, B &amp; C</li> </ul>	Knowledge of Establishment Rules & General Administration Matters (incl. Pay Fixation, Leave Rules, APAR, etc.)	D
				Stakeholder management	B
				Strategic Thinking	B
			Overseeing distribution of work among Officers	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D
			Overseeing matters relating to Women in Workplace	Gender Sensitivity	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing financial matters related to: <ul style="list-style-type: none"> <li>Approval of Grant of Honorarium to Staff/Officers of the Ministry (i) Up to Rs. 2500 (ii) Beyond Rs. 2500</li> <li>Approval of OTA – (i) Beyond three hours per day (ii) Up to three hours per day</li> <li>Sanction of Annual Increment</li> <li>Expenditure on Refreshment/light refreshment at Inter-Departmental Meetings, Conferences, Stationery, stores furniture, etc.</li> <li>Sanction for medical treatment</li> <li>Procurement of goods, work, and services</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Overseeing Court matters	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
1	Joint Secretary (JS)/ Economic Adviser	Economic Division	Review of Strategic Plan Document, Result Framework Document (RFD)	Policy making and Implementing policy changes	F
				Research & Development	F
			Conduct Industry related Data analysis and interpretation	Advanced Data Analysis	F
				Data Interpretation	F
				MS Office: Excel, PPT, Word	F
			Oversee preparation of Annual Report of the Ministry	Stakeholder management	F
				Strategic Thinking	B
				Advanced Knowledge of Schemes/Programs of the Ministry	D
				Innovative Thinking	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Analytical Thinking	B
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
1	Joint Secretary (JS)	Cash Budget & Accounts	Overseeing the following matters: <ul style="list-style-type: none"> <li>Coordination and consolidation of approved budget and revised estimates (plan &amp; non-plan)</li> <li>Coordination and consolidation of Supplementary Demands for Grants and references thereof from Budget Division of Ministry of Finance</li> <li>Coordination and consolidation of Foreign Exchange budget &amp; proposal</li> <li>Notes of Demands for grants</li> <li>Surrender/re-appropriation of funds</li> <li>Outcome Budget, MHI</li> <li>Surrender/re-appropriation of funds</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting</li> <li>Budgeting (Plan &amp; Non-plan)</li> <li>Re-appropriation of funds</li> <li>Taxation (Direct &amp; Indirect)</li> </ul>	D
			Overseeing the following matters <ul style="list-style-type: none"> <li>Release of budgetary support to CPSEs/Institutes for approved Schemes</li> <li>Annual budget proposal in respect of CPSEs/Guarantee institutions etc. received in IFW</li> </ul>		
			Overseeing the following matters: <ul style="list-style-type: none"> <li>GPF advance &amp; withdrawals</li> <li>Maintenance of GPF accounts</li> <li>Issue of Annual GPF A/C slips</li> <li>Income Tax Calculations and submission of Quarterly Report to IT</li> <li>Reconciliation of Accounts</li> </ul>		
			Overseeing the following matters: <ul style="list-style-type: none"> <li>Reply to comments of CAG/ATN on audit paras</li> <li>Coordination of Local Audit inspection report/ Civil Audit Paras of CAG including ATN</li> </ul>	Knowledge related to Audit Paras	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
Citizen/Customer Focus	B				
1		<b>Hindi</b>	Overseeing matters related to:	Policy making and implementation	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
	Joint Secretary (JS)		<ul style="list-style-type: none"> <li>Implementation of Official Language Policy</li> <li>Matters relating to the Department of Official Language in connection with the use of Hindi</li> <li>Matters relating to submission of Quarterly progress report reg. use of Hindi</li> <li>Translation of letters, documents, Parliament Questions etc. Budget, Annual Report of the Ministry</li> <li>Circulation of orders regarding use of Hindi to different sections of the Ministry &amp; CPSEs</li> <li>Conduct of inspections on the implementation of Official Language in the CPSEs</li> <li>Review of various reports like Quarterly progress on Hindi</li> </ul>	Coordination skills	B
Effective Writing skills: Cabinet note, Email, etc.				F	
Adeptness with Tools & Technology			Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F	
			NIC applications: Email, Messenger, Cloud Storage, etc.	F	
			MS Office: Excel, PPT, Word	F	
Familiarity with Legal Matters, Acts and Compliances			SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F	
			Right to Information Act, 2005 (RTI)	F	
			Cybersecurity	F	

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Leadership qualities	Social Media usage & guidelines	F
				Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
1	Joint Secretary (JS)	Parliament	Overseeing matters related to: <ul style="list-style-type: none"> <li>Distribution of admitted LS/RS Questions</li> <li>Monitoring of laying of Annual Reports of PSUs/ Govt. Companies in LS/RS</li> <li>Circulation of Order, instructions, circulars received from LS/RS</li> <li>Circulation of Calendar of sitting of LS/RS</li> <li>List of Business of Lok Sabha/Rajya Sabha (LS/RS)</li> </ul>	Knowledge of Parliamentary Procedures	D
				Writing skills: Noting, Drafting, Cabinet note, Email, Circulars, Office order, etc.	F
			Overseeing coordination of work related to: <ul style="list-style-type: none"> <li>Meeting of the Consultative Committee attached to MHI</li> <li>Visits of the Parliamentary Committees</li> <li>Liaison with D/o Parliamentary Affairs-LS/RS Sectt.</li> </ul>	Coordination skills	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
Citizen/Customer Focus	B				
1	Joint Secretary (JS)	IT Cell And Media Publicity Cell	Overseeing matters related to: <ul style="list-style-type: none"> <li>Observance of GOI instructions relating to website, e-governance, and Cyber Security Policies by the CPSEs</li> </ul>	Knowledge of Cyber Security Policies, Guidelines and Standard Procedures	D



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			<ul style="list-style-type: none"> <li>Handling social media</li> <li>Maintenance of GIGW compliant website of MHI Observance of Cyber Security Policies, Guidelines and Standard Procedures in MHI</li> <li>Posting of information on intranet of MHI and development/procurement of softwares for e-governance</li> <li>Constitution of a Committee at for monitoring the contents posted on the website of MHI</li> </ul>	Knowledge of Social Media usage & guidelines	D
				Knowledge of Guidelines for Indian Government Websites (GIGW)	D
			<ul style="list-style-type: none"> <li>Oversee preparation of Ministry's campaign on programme and schemes/organizing press conferences/meets with mainstream active journalists</li> </ul>	Marketing and Campaigning	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
1	Joint Secretary (JS)	Vigilance	Overseeing the following matters: <ul style="list-style-type: none"> <li>• Disciplinary proceedings i) Group A Officers ii) Group B&amp;C Officers</li> <li>• Prosecution, Appeals, Petitions of i) Group A Officers ii) Others</li> <li>• Maintenance of ACRs</li> <li>• Conducting of vigilance inspections</li> <li>• Complaints against i) Group A&amp;B Officers ii) Others</li> <li>• Clarification &amp; Interpretation of CCS (CCA), CCS (Conduct) Rules and AID (Discipline &amp; Appeal) Rules and AIS (Conduct Rules)</li> <li>• Non acceptance of advice of CVC</li> </ul>	Awareness about the functioning and guidelines of Central Vigilance Commission (CVC)	D
				Understanding of Preventive vigilance, Punitive vigilance, and Surveillance and detection	D
				Knowledge of Disciplinary proceedings - Prosecution, Appeals, Petitions	D
				Knowledge of CCS (Conduct) Rules and AID (Discipline & Appeal) Rules and AIS (Conduct Rules)	D
				Knowledge of Vigilance Manual	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Gender Sensitivity	B
				Citizen/Customer Focus	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
1	Joint Secretary (JS)	RTI/SC/ST Cell	Implementation of Policy matters relating to RTI: 1 <sup>st</sup> Appeal to Appellate Authority 2 <sup>nd</sup> Appeal to CIC	Policy making and implementation	F
			Overseeing Submission of Reports/Returns/information pertaining to RTI matters	Knowledge of Right to Information Act, 2005 (RTI)	D
			Overseeing the following matters: <ul style="list-style-type: none"> <li>Matters of reservation policy relating to SC/ ST/OBC/Disabled persons</li> <li>All matters relating to employees belonging to SC/ST/OBC/PWDs/ Minorities communities in CPSEs/ARIs/MHI</li> <li>Observance of Special Drives for filling up backlog vacancies of SC/ST/OBC/ PWDs etc. in various CPSEs</li> <li>Report on inspection of Reservation Rosters of CPSEs</li> </ul>	Knowledge of matters of reservation policy relating to SC/ ST/OBC/Disabled persons	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Leadership qualities	Social Media usage & guidelines	F
				Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
1	Joint Secretary (JS)	Corporate Cell	<p>Overseeing the following matters:</p> <ul style="list-style-type: none"> <li>Nominations of Govt Nominee Directors in the Board of CPSEs</li> <li>Appointment/retirement of Non-official Directors Independent Director) in the Board of CPSEs</li> <li>Keep track of appointment/extension /retirement of Functional Directors in the Board of CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing the Performance Review of CPSEs under MHI both Annually and Quarterly	Knowledge of CPSEs related matters: <ul style="list-style-type: none"> <li>Monitoring &amp; Management of existing CPSEs</li> <li>Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs</li> </ul>	D
			Oversee preparation of: <ul style="list-style-type: none"> <li>Monthly Report of Pending and Compliance of Order/directions of ACC proposals</li> <li>Annual Compliance Report and Corporate Governance Report by the CPSEs</li> </ul>	Knowledge of aspects of Report Writing	D
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
1	Joint Secretary (JS)	PG/ O&M Cell	<ul style="list-style-type: none"> <li>Conduct Analysis of frequent causes of public grievances/ feedback received on quality of disposal of grievances</li> </ul>	Data Analysis	F
			Overseeing matters relating to: <ul style="list-style-type: none"> <li>Monitoring of disposal of public grievances received through CPGRAMS/other means of communication</li> <li>Review of Citizen's Charter/ Client's Charter – Sevottam Compliance in MHI</li> </ul>	Knowledge of Citizen's/Client's Charter	D
			<ul style="list-style-type: none"> <li>Review of final level of disposal and channel of submission of cases in MHI</li> <li>Finalization of Internal Work Study Reports</li> </ul>	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing the following matters: <ul style="list-style-type: none"> <li>Recording of Files – Special Drives in MHI</li> <li>Transfer of files to National Archive of India</li> </ul>	Knowledge of File/Record Management	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
				Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.
			Leadership qualities	Cybersecurity	F
				Social Media usage & guidelines	F
				Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs		
				Area	Type B/D/F	
1	Joint Secretary (JS)	IC & Coordination Cell		Problem Solving	B	
				Emotional Intelligence	B	
				Effective Communication	B	
			Oversee the following matters: <ul style="list-style-type: none"> <li>• Formation of Joint Commissions, Joint Working Groups</li> <li>• Visits abroad of delegations from the Ministry</li> <li>• Bilateral aid programmes and schemes with other countries in the manufacturing sector</li> </ul>	Coordination skills	B	
				Stakeholder Management	B	
				Negotiation skills	B	
				Review of Notes & comments on notes for Cabinet/ Cabinet Committees/ GOM	Knowledge of Parliamentary proceedings	D
				Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
					NIC applications: Email, Messenger, Cloud Storage, etc.	F
					MS Office: Excel, PPT, Word	F
				Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
					Right to Information Act, 2005 (RTI)	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
2	Director/ Deputy Secretary	(HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI))	Implementing of new Policy or policy changes	Policy Implementation	F
				Strategic Thinking	B
				Planning & Decision Making	B
			Thorough knowledge of HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	Understanding of Mission, Vision, Vision @ 2047, Key Initiatives of the Ministry	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Value Chain of the HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	D
				International Trade inclusive of EXIM guidelines, WTO Matters, GATT, FTA, etc.	D
			Understanding of: <ul style="list-style-type: none"> <li>• PLI Scheme for Automobile and Auto Component Industry and Advanced Chemistry Cell (ACC) Battery Storage</li> <li>• Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME) INDIA II</li> <li>• Capital Goods Scheme</li> <li>• GST Concession to PWDs</li> <li>• Project Import Scheme</li> <li>• R &amp; D Technology Innovation Platform</li> <li>• Land Management Portal (National Land Management System (NLMS))</li> </ul>	Advanced Knowledge of Schemes/Programs of the Ministry	D
			Understanding of the following: <ul style="list-style-type: none"> <li>• e-mobility</li> <li>• Carbon neutrality/Net zero emissions</li> <li>• Energy Management System (EMS)</li> <li>• Circular Economy</li> </ul>	Advanced knowledge of Emerging Trends in the Manufacturing Industry	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Knowledge of Industry 4.0 and its application: <ul style="list-style-type: none"> <li>Additive Manufacturing</li> <li>Digital Twin</li> <li>Digital Transformation in EV Manufacturing</li> <li>Implementation of IIoT solutions</li> </ul>	Advanced knowledge of Emerging Technologies in the Manufacturing Industry	D
			Implementation of components of Scheme on HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI)	Advanced Knowledge of Impact assessment of Schemes/Programs (post implementation)	D
				Innovative Thinking	B
			Industry and Global best practices in Capital Goods sector, Automotive sector, and Heavy Electricals sector	Research & Development	F
			Ensuring the Parliament Questions are answered: <ul style="list-style-type: none"> <li>Policy decisions</li> <li>Starred Questions</li> <li>Unstarred Questions</li> </ul>	Knowledge of Parliamentary procedures	F
			Overseeing cases relating to Pre-Budget and Post Budget Memoranda from Industry Association	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Ensuring factual information (other than policy decision, recommendation, view) to Coord. Section, O&M and other Ministries/Departments	Coordination skills	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
2	Director/ Deputy Secretary	CPSEs I, II, III		Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
			Implementing all Policy matters relating to CPSEs	Policy Making	F
				Strategic Thinking	B
				Planning & Decision Making	B
			Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>• Appointments of Chief Executives and Board level Officers/ Directors of CPSEs</li> <li>• Deputation of Government Officials for appointment in CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D
				Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>• All matters relating to BRPSE, Disinvestment of CPSEs under the Ministry</li> <li>• Restructuring of CPSEs under the Ministry</li> <li>• Sanction of Schemes for diversification, expansion of CPSEs</li> </ul>	Knowledge of CPSEs related matters: <ul style="list-style-type: none"> <li>• Monitoring &amp; Management of existing CPSEs</li> </ul> Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			<ul style="list-style-type: none"> <li>Revision of pay scales and wages of Officers/staff of CPSEs/Guarantee Institutions/workmen of CPSEs (as per DPE guidelines)</li> <li>Grant of financial relief to CPSEs/restructure of their capital</li> <li>Proposal for taking over/nationalization of units from financial angle</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
2	Director/ Deputy Secretary (DS)	Administration	Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>• Creation of Posts &amp; Appointments for Group A, B &amp; C</li> <li>• Delegation/Deputation of Officers for training; Conferences etc. abroad (i) Up to Director level (ii) JS and above</li> <li>• Fixation of Pay in accordance with Rules</li> <li>• Maintenance of Service Book and attestation of entries therein</li> <li>• Posting/Transfers/ Deputations for training within the country for Group A, B &amp; C</li> </ul>	Knowledge of Establishment Rules & General Administration Matters (incl. Pay Fixation, Leave Rules, APAR, etc.)	D
				Stakeholder management	B
			Overseeing distribution of work among Officers	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D
			Overseeing matters relating to Women in Workplace	Gender Sensitivity	B



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing the implementation of the following financial matters: <ul style="list-style-type: none"> <li>Approval of Grant of Honorarium to Staff/Officers of the Ministry (i) Up to Rs. 2500 (ii) Beyond Rs. 2500</li> <li>Approval of OTA – (i) Beyond three hours per day (ii) Up to three hours per day</li> <li>Sanction of Annual Increment</li> <li>Expenditure on Refreshment/light refreshment at Inter-Departmental Meetings, Conferences, Stationery, stores furniture, etc.</li> <li>Sanction for medical treatment</li> <li>Procurement of goods, work, and services</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Overseeing Court matters	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
Citizen/Customer Focus	B				
2	Director/ Deputy Secretary	Economic Division	Oversee the preparation of Strategic Plan Document, Result Framework Document (RFD)	Policy making and Implementing policy changes	F
				Research & Development	F
			Conduct Industry related Data analysis and interpretation	Advanced Data Analysis	F
				Data Interpretation	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				MS Office: Excel, PPT, Word	F
			Oversee preparation of Annual Report of the Ministry	Stakeholder management	F
				Strategic Thinking	B
				Advanced Knowledge of Schemes/Programs of the Ministry	D
				Innovative Thinking	B
				Analytical Thinking	B
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
2	<b>Director/ Deputy Secretary</b>	<b>Cash Budget &amp; Accounts</b>	<p>Overseeing the implementation of the following matters:</p> <ul style="list-style-type: none"> <li>• Coordination and consolidation of approved budget and revised estimates (plan &amp; non-plan)</li> <li>• Coordination and consolidation of Supplementary Demands for Grants and references thereof from Budget Division of Ministry of Finance</li> <li>• Coordination and consolidation of Foreign Exchange budget &amp; proposal</li> <li>• Notes of Demands for grants</li> <li>• Surrender/re-appropriation of funds</li> <li>• Outcome Budget, MHI</li> <li>• Surrender/re-appropriation of funds</li> </ul>	<p>Knowledge of Finance:</p> <ul style="list-style-type: none"> <li>• General Financial Rules, 2017 (GFR)</li> <li>• Financial Accounting</li> <li>• Budgeting (Plan &amp; Non-plan)</li> <li>• Re-appropriation of funds</li> <li>• Taxation (Direct &amp; Indirect)</li> </ul>	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing the implementation of the following matters: Overseeing the following matters <ul style="list-style-type: none"> <li>• Release of budgetary support to CPSEs/Institutes for approved Schemes</li> <li>• Annual budget proposal in respect of CPSEs/Guarantee institutions etc. received in IFW</li> </ul>		
			Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>• GPF advance &amp; withdrawals</li> <li>• Maintenance of GPF accounts</li> <li>• Issue of Annual GPF A/C slips</li> <li>• Income Tax Calculations and submission of Quarterly Report to IT</li> <li>• Reconciliation of Accounts</li> </ul>		
			Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>• Reply to comments of CAG/ATN on audit paras</li> <li>• Coordination of Local Audit inspection report/ Civil Audit Paras of CAG including ATN</li> </ul>	Knowledge related to Audit Paras	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
<b>2</b>	<b>Director/ Deputy</b>	<b>Hindi</b>	Overseeing the implementation of the following matters:	Policy making and implementation	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
	Secretary (DS)		<ul style="list-style-type: none"> <li>Implementation of Official Language Policy</li> <li>Matters relating to the Department of Official Language in connection with the use of Hindi</li> <li>Matters relating to submission of Quarterly progress report reg. use of Hindi</li> <li>Translation of letters, documents, Parliament Questions etc. Budget, Annual Report of the Ministry</li> <li>Circulation of orders regarding use of Hindi to different sections of the Ministry &amp; CPSEs</li> <li>Conduct of inspections on the implementation of Official Language in the CPSEs</li> </ul>	Coordination skills	B
Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.				F	
Adeptness with Tools & Technology			Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F	
			NIC applications: Email, Messenger, Cloud Storage, etc.	F	
			MS Office: Excel, PPT, Word	F	
Familiarity with Legal Matters, Acts and Compliances			SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F	
			Right to Information Act, 2005 (RTI)	F	
			Cybersecurity	F	

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Leadership qualities	Social Media usage & guidelines	F
				Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
2	Director/ Deputy Secretary (DS)	Parliament	Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>• Distribution of admitted LS/RS Questions</li> <li>• Monitoring of laying of Annual Reports of PSUs/ Govt. Companies in LS/RS</li> <li>• Circulation of Order, instructions, circulars received from LS/RS</li> <li>• Circulation of Calendar of sitting of LS/RS</li> <li>• List of Business of Lok Sabha/Rajya Sabha (LS/RS)</li> </ul>	Knowledge of Parliamentary Procedures	D
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing coordination of work related to: <ul style="list-style-type: none"> <li>Meeting of the Consultative Committee attached to MHI</li> <li>Visits of the Parliamentary Committees</li> <li>Liaison with D/o Parliamentary Affairs-LS/RS Sectt.</li> </ul>	Coordination skills	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
2	Director/ Deputy Secretary (DS)	IT Cell And Media Publicity Cell	Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>• Observance of GOI instructions relating to website, e-governance, and Cyber Security Policies by the CPSEs</li> <li>• Handling social media</li> <li>• Maintenance of GIGW compliant website of MHI Observance of Cyber Security Policies, Guidelines and Standard Procedures in MHI</li> <li>• Posting of information on intranet of MHI and development/procurement of softwares for e-governance</li> <li>• Constitution of a Committee at for monitoring the contents posted on the website of MHI</li> </ul>	Knowledge of Cyber Security Policies, Guidelines and Standard Procedures	D
				Knowledge of Social Media usage & guidelines	D
				Knowledge of Guidelines for Indian Government Websites (GIGW)	D
			Oversee preparation of Ministry's campaign on programme and schemes/organizing press conferences/meets with mainstream active journalists	Marketing and Campaigning	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
			Effective Communication	B	

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Citizen/Customer Focus	B
2	Director/ Deputy Secretary (DS)	Vigilance	Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>Disciplinary proceedings i) Group A Officers ii) Group B&amp;C Officers</li> <li>Prosecution, Appeals, Petitions of i) Group A Officers ii) Others</li> <li>Maintenance of ACRs</li> <li>Conducting of vigilance inspections</li> <li>Complaints against i) Group A&amp;B Officers ii) Others</li> <li>Clarification &amp; Interpretation of CCS (CCA), CCS (Conduct) Rules and AID (Discipline &amp; Appeal) Rules and AIS (Conduct Rules)</li> <li>Non acceptance of advice of CVC</li> </ul>	Awareness about the functioning of Central Vigilance Commission (CVC)	D
				Knowledge of Disciplinary proceedings - Prosecution, Appeals, Petitions	D
				Court cases pertaining to disciplinary cases	D
				Knowledge of CCS (Conduct) Rules and AID (Discipline & Appeal) Rules and AIS (Conduct Rules)	D
				Knowledge of Vigilance Manual	D
				Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
			Adeptness with Tools & Technology		
			NIC applications: Email, Messenger, Cloud Storage, etc.	F	
				MS Office: Excel, PPT, Word	F
				SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Familiarity with Legal Matters, Acts and Compliances	

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Gender Sensitivity	B
				Citizen/Customer Focus	B
2	Director/ Deputy Secretary (DS)	RTI/SC/ST Cell	Implementation of Policy matters relating to RTI: 1 <sup>st</sup> Appeal to Appellate Authority 2 <sup>nd</sup> Appeal to CIC	Policy making and implementation	F
			Overseeing Submission of Reports/ Returns/information pertaining to RTI matters	Knowledge of Right to Information Act, 2005 (RTI)	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Overseeing the following matters: <ul style="list-style-type: none"> <li>Matters of reservation policy relating to SC/ ST/OBC/Disabled persons</li> <li>All matters relating to employees belonging to SC/ST/OBC/PWDs/ Minorities communities in CPSEs/ARIs/MHI</li> <li>Observance of Special Drives for filling up backlog vacancies of SC/ST/OBC/ PWDs etc. in various CPSEs</li> <li>Report on inspection of Reservation Rosters of CPSEs</li> </ul>	Knowledge of matters of reservation policy relating to SC/ ST/OBC/Disabled persons	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
2	Director/ Deputy Secretary (DS)	Corporate Cell	<p>Overseeing the implementation of the following matters:</p> <ul style="list-style-type: none"> <li>Nominations of Govt Nominee Directors in the Board of CPSEs</li> <li>Appointment/retirement of Non-official Directors Independent Director) in the Board of CPSEs</li> <li>Keep track of appointment/extension /retirement of Functional Directors in the Board of CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D
			<p>Overseeing the Performance Review of CPSEs under MHI both Annually and Quarterly</p>	<p>Knowledge of CPSEs related matters:</p> <ul style="list-style-type: none"> <li>Monitoring &amp; Management of existing CPSEs</li> <li>Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs</li> </ul>	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Oversee preparation of: <ul style="list-style-type: none"> <li>Monthly Report of Pending and Compliance of Order/directions of ACC proposals</li> <li>Annual Compliance Report and Corporate Governance Report by the CPSEs</li> </ul>	Knowledge of aspects of Report Writing	D
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
2	Director/ Deputy Secretary (DS)	PG/ O&M Cell	Conduct Analysis of frequent causes of public grievances/ feedback received on quality of disposal of grievances	Data Analysis	F
			Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>Monitoring of disposal of public grievances received through CPGRAMS/other means of communication</li> <li>Review of Citizen's Charter/ Client's Charter – Sevottam Compliance in MHI</li> </ul>	Knowledge of Citizen's/Client's Charter	D
			<ul style="list-style-type: none"> <li>Review of final level of disposal and channel of submission of cases in MHI</li> <li>Finalization of Internal Work Study Reports</li> </ul>	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D
			Overseeing the implementation of the following matters: <ul style="list-style-type: none"> <li>Recording of Files – Special Drives in MHI</li> <li>Transfer of files to National Archive of India</li> </ul>	Knowledge of File/Record Management	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
			Effective Communication	B	
			2	Director/Deputy	

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
	Secretary (DS)	IC & Coordination Cell	<ul style="list-style-type: none"> <li>Formation of Joint Commissions, Joint Working Groups</li> <li>Visits abroad of delegations from the Ministry Bilateral aid programmes and schemes with other countries in the manufacturing sector</li> </ul>	Stakeholder Management	B
				Negotiation skills	B
			Review of Notes & comments on notes for Cabinet/ Cabinet Committees/ GOM	Knowledge of Parliamentary proceedings	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen's/Customer Focus	B
3	Under Secretary (US)	(HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI))	Coordinating administrative matters related to implementing new Policy or policy changes	Policy Implementation	F
				Coordination skills	B
				Planning & Decision Making	B
			Thorough knowledge of HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	Understanding of Mission, Vision, Vision @ 2047, Key Initiatives of the Ministry	D
				Value Chain of the HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				International Trade inclusive of EXIM guidelines, WTO Matters, GATT, FTA, etc.	D
			Understanding of: <ul style="list-style-type: none"> <li>• PLI Scheme for Automobile and Auto Component Industry and Advanced Chemistry Cell (ACC) Battery Storage</li> <li>• Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME) INDIA II</li> <li>• Capital Goods Scheme</li> <li>• GST Concession to PWDs</li> <li>• Project Import Scheme</li> <li>• R &amp; D Technology Innovation Platform</li> <li>• Land Management Portal (National Land Management System (NLMS))</li> </ul>	Advanced Knowledge of Schemes/Programs of the Ministry	D
			Understanding of the following: <ul style="list-style-type: none"> <li>• e-mobility</li> <li>• Carbon neutrality/Net zero emissions</li> <li>• Energy Management System (EMS)</li> <li>• Circular Economy</li> </ul>	Advanced knowledge of Emerging Trends in the Manufacturing Industry	D
			Knowledge of Industry 4.0 and its application: <ul style="list-style-type: none"> <li>• Additive Manufacturing</li> <li>• Digital Twin</li> <li>• Digital Transformation in EV Manufacturing</li> <li>• Implementation of IIoT solutions</li> </ul>	Advanced knowledge of Emerging Technologies in the Manufacturing Industry	D
			Coordinating administrative matters related to implementation of components of Scheme on HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI)	Advanced Knowledge of Impact assessment of Schemes/Programs (post implementation)	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Industry and Global best practices in Capital Goods sector, Automotive sector, and Heavy Electricals sector	Research & Development	F
			Coordination work involving answering Parliament Questions: <ul style="list-style-type: none"> <li>• Policy decisions</li> <li>• Starred Questions</li> <li>• Unstarred Questions</li> </ul>	Knowledge of Parliamentary procedures	F
			Addressing cases relating to Pre-Budget and Post Budget Memoranda from Industry Association	Knowledge of Finance: <ul style="list-style-type: none"> <li>• General Financial Rules, 2017 (GFR)</li> <li>• Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Providing factual information (other than policy decision, recommendation, view) to Coord. Section, O&M and other Ministries/Departments	Coordination skills	B
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Functional skills to enhance productivity	File/Record Management	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
3	Under Secretary (US)	CPSEs I, II, III		Effective Communication	B
				Citizen/Customer Focus	B
			Coordinating administrative work related to all Policy matters of CPSEs	Policy Implementation	F
				Coordination skills	F
				Planning & Decision Making	B
			Implementation of the following matters: <ul style="list-style-type: none"> <li>Appointments of Chief Executives and Board level Officers/ Directors of CPSEs</li> <li>Deputation of Government Officials for appointment in CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D
			Implementation of the following matters: <ul style="list-style-type: none"> <li>All matters relating to BRPSE, Disinvestment of CPSEs under the Ministry</li> <li>Restructuring of CPSEs under the Ministry</li> <li>Sanction of Schemes for diversification, expansion of CPSEs</li> <li>Revision of pay scales and wages of Officers/staff of CPSEs/Guarantee Institutions/workmen of CPSEs (as per DPE guidelines)</li> <li>Grant of financial relief to CPSEs/restructure of their capital</li> <li>Proposal for taking over/nationalization of units from financial angle</li> </ul>	Knowledge of CPSEs related matters: <ul style="list-style-type: none"> <li>Monitoring &amp; Management of existing CPSEs</li> <li>Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs</li> </ul>	D
				Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
3	Under Secretary (US)	Administration	Implementation of the following matters: <ul style="list-style-type: none"> <li>• Creation of Posts &amp; Appointments for Group A, B &amp; C</li> <li>• Delegation/Deputation of Officers for training; Conferences etc. abroad (i) Up to Director level (ii) JS and above</li> <li>• Fixation of Pay in accordance with Rules</li> <li>• Maintenance of Service Book and attestation of entries therein</li> <li>• Posting/Transfers/ Deputations for training within the country for Group A, B &amp; C</li> </ul>	Knowledge of Establishment Rules & General Administration Matters (incl. Pay Fixation, Leave Rules, APAR, etc.)	D
				Stakeholder management	B
			Coordinating the administrative matters related to distribution of work among Officers	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Coordinating the administrative matters related to Women in Workplace	Gender Sensitivity	B
			Implementation of the following matters: <ul style="list-style-type: none"> <li>• Approval of Grant of Honorarium to Staff/Officers of the Ministry (i) Up to Rs. 2500 (ii) Beyond Rs. 2500</li> <li>• Approval of OTA – (i) Beyond three hours per day (ii) Up to three hours per day</li> <li>• Sanction of Annual Increment</li> <li>• Expenditure on Refreshment/light refreshment at Inter-Departmental Meetings, Conferences, Stationery, stores furniture, etc.</li> <li>• Sanction for medical treatment</li> <li>• Procurement of goods, work, and services</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>• General Financial Rules, 2017 (GFR)</li> <li>• Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Coordinating the administrative work related to Court matters	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
3	Under Secretary	Economic Division		Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
			Undertake Coordination work related to preparation of Strategic Plan Document, Result Framework Document (RFD)	Coordination skills	F
				Policy making and Implementing policy changes	F
			Support in conduct Industry related Data analysis and interpretation	Research & Development	F
				Advanced Data Analysis	F
				Data Interpretation	F
			Undertake Coordination work related to preparation of Annual Report of the Ministry	MS Office: Excel, PPT, Word	F
				Stakeholder management	F
				Strategic Thinking	B
				Advanced Knowledge of Schemes/Programs of the Ministry	D
Innovative Thinking	B				
	Analytical Thinking	B			

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Effective Communication	B
				Citizen/Customer Focus	B
3	Under Secretary (US)	Cash Budget & Accounts	<p>Implementation of the following matters:</p> <ul style="list-style-type: none"> <li>• Coordination and consolidation of approved budget and revised estimates (plan &amp; non-plan)</li> <li>• Coordination and consolidation of Supplementary Demands for Grants and references thereof from Budget Division of Ministry of Finance</li> <li>• Coordination and consolidation of Foreign Exchange budget &amp; proposal</li> <li>• Notes of Demands for grants</li> <li>• Surrender/re-appropriation of funds</li> <li>• Outcome Budget, MHI</li> <li>• Surrender/re-appropriation of funds</li> </ul> <p>Implementation of the following matters:</p> <ul style="list-style-type: none"> <li>• Release of budgetary support to CPSEs/Institutes for approved Schemes</li> <li>• Annual budget proposal in respect of CPSEs/Guarantee institutions etc. received in IFW</li> </ul> <p>Implementation of the following matters:</p> <ul style="list-style-type: none"> <li>• GPF advance &amp; withdrawals</li> <li>• Maintenance of GPF accounts</li> <li>• Issue of Annual GPF A/C slips</li> <li>• Income Tax Calculations and submission of Quarterly Report to IT</li> <li>• Reconciliation of Accounts</li> </ul>	<p>Knowledge of Finance:</p> <ul style="list-style-type: none"> <li>• General Financial Rules, 2017 (GFR)</li> <li>• Financial Accounting</li> <li>• Budgeting (Plan &amp; Non-plan)</li> <li>• Re-appropriation of funds</li> <li>• Taxation (Direct &amp; Indirect)</li> </ul>	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Implementation of the following matters: <ul style="list-style-type: none"> <li>Reply to comments of CAG/ATN on audit paras</li> <li>Coordination of Local Audit inspection report/ Civil Audit Paras of CAG including ATN</li> </ul>	Knowledge related to Audit Paras	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Leadership qualities	Establishment Rules & General Administration Matters	F
				Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
3	Under Secretary (US)	Hindi	Implementation of the following matters: <ul style="list-style-type: none"> <li>• Official Language Policy</li> <li>• Matters relating to the Department of Official Language in connection with the use of Hindi</li> <li>• Matters relating to submission of Quarterly progress report reg. use of Hindi</li> <li>• Translation of letters, documents, Parliament Questions etc. Budget, Annual Report of the Ministry</li> </ul>	Policy implementation	F
				Coordination skills	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			<ul style="list-style-type: none"> <li>Circulation of orders regarding use of Hindi to different sections of the Ministry &amp; CPSEs</li> <li>Conduct of inspections on the implementation of Official Language in the CPSEs</li> </ul>	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
3	Under Secretary (US)	Parliament	Implementation of the following matters: <ul style="list-style-type: none"> <li>• Distribution of admitted LS/RS Questions</li> <li>• Monitoring of laying of Annual Reports of PSUs/ Govt. Companies in LS/RS</li> <li>• Circulation of Order, instructions, circulars received from LS/RS</li> <li>• Circulation of Calendar of sitting of LS/RS</li> <li>• List of Business of Lok Sabha/Rajya Sabha (LS/RS)</li> </ul>	Knowledge of Parliamentary Procedures	D
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
			Overseeing coordination of work related to: <ul style="list-style-type: none"> <li>• Meeting of the Consultative Committee attached to MHI</li> <li>• Visits of the Parliamentary Committees</li> <li>• Liaison with D/o Parliamentary Affairs-LS/RS Sectt.</li> </ul>	Coordination skills	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
3	Under Secretary (US)	IT Cell And Media Publicity Cell	Implementation of the following matters: <ul style="list-style-type: none"> <li>• Observance of GOI instructions relating to website, e-governance, and Cyber Security Policies by the CPSEs</li> <li>• Handling social media</li> <li>• Maintenance of GIGW compliant website of MHI</li> <li>• Observance of Cyber Security Policies, Guidelines and Standard Procedures in MHI</li> <li>• Posting of information on intranet of MHI and development/procurement of softwares for e-governance</li> <li>• Constitution of a Committee at for monitoring the contents posted on the website of MHI</li> </ul>	Knowledge of Cyber Security Policies, Guidelines and Standard Procedures	D
				Knowledge of Social Media usage & guidelines	D
				Knowledge of Guidelines for Indian Government Websites (GIGW)	D
			Preparation of Ministry's campaign on programme and schemes/organizing press conferences/meets with mainstream active journalists	Marketing and Campaigning	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
3	Under Secretary (US)	Vigilance	Implementation of the following matters: <ul style="list-style-type: none"> <li>• Disciplinary proceedings i) Group A Officers ii) Group B&amp;C Officers</li> <li>• Prosecution, Appeals, Petitions of i) Group A Officers ii) Others</li> <li>• Maintenance of ACRs</li> <li>• Conducting of vigilance inspections</li> <li>• Complaints against i) Group A&amp;B Officers ii) Others</li> <li>• Clarification &amp; Interpretation of CCS (CCA), CCS (Conduct) Rules and AID (Discipline &amp; Appeal) Rules and AIS (Conduct Rules)</li> <li>• Non acceptance of advice of CVC</li> </ul>	Awareness about the functioning of Central Vigilance Commission (CVC)	D
				Coordination of Vigilance work of all attached and subordinate offices	D
				Knowledge of Disciplinary proceedings - Prosecution, Appeals, Petitions	D
				Knowledge of CCS (Conduct) Rules and AID (Discipline & Appeal) Rules and AIS (Conduct Rules)	D
				Knowledge of Vigilance Manual	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Gender Sensitivity	B
				Citizen/Customer Focus	B
3	Under Secretary (US)	RTI/SC/ST Cell	Implementation of Policy matters relating to RTI: 1 <sup>st</sup> Appeal to Appellate Authority 2 <sup>nd</sup> Appeal to CIC	Policy implementation	F
				Submission of Reports/ Returns/information pertaining to RTI matters	Knowledge of Right to Information Act, 2005 (RTI)

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Implementation of the following matters: <ul style="list-style-type: none"> <li>• Matters of reservation policy relating to SC/ ST/OBC/Disabled persons</li> <li>• All matters relating to employees belonging to SC/ST/OBC/PWDs/ Minorities communities in CPSEs/ARIs/MHI</li> <li>• Observance of Special Drives for filling up backlog vacancies of SC/ST/OBC/ PWDs etc. in various CPSEs</li> <li>• Report on inspection of Reservation Rosters of CPSEs</li> </ul>	Knowledge of matters of reservation policy relating to SC/ ST/OBC/Disabled persons	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
Effective Communication	B				
3	Under Secretary (US)	Corporate Cell	Implementation of the following matters: <ul style="list-style-type: none"> <li>Nominations of Govt Nominee Directors in the Board of CPSEs</li> <li>Appointment/retirement of Non-official Directors Independent Director) in the Board of CPSEs</li> <li>Keep track of appointment/extension /retirement of Functional Directors in the Board of CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Supporting with performance review of CPSEs under MHI both Annually and Quarterly	Knowledge of CPSEs related matters: <ul style="list-style-type: none"> <li>Monitoring &amp; Management of existing CPSEs</li> <li>Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs</li> </ul>	D
			Undertake the preparation of: <ul style="list-style-type: none"> <li>Monthly Report of Pending and Compliance of Order/directions of ACC proposals</li> <li>Annual Compliance Report and Corporate Governance Report by the CPSEs</li> </ul>	Knowledge of aspects of Report Writing	D
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Social Media usage & guidelines	F
				File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
			Functional skills to enhance productivity	Establishment Rules & General Administration Matters	F
				Leadership qualities	Team Development
			Ownership & Accountability	B	
			Time Management and Productivity	B	
			Motivation	B	
			Work Ethics & Integrity	B	
			Problem Solving	B	
			Emotional Intelligence	B	
			Effective Communication	B	
			Citizen/Customer Focus	B	
3	Under Secretary (US)	PG/ O&M Cell	Support in the Analysis of frequent causes of public grievances/ feedback received on quality of disposal of grievances	Data Analysis	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Implementation of the following matters: <ul style="list-style-type: none"> <li>Monitoring of disposal of public grievances received through CPGRAMS/other means of communication</li> <li>Changes in Citizen's Charter/ Client's Charter – Sevottam Compliance in MHI</li> </ul>	Knowledge of Citizen's/Client's Charter	D
			Coordinate the administrative work related to: <ul style="list-style-type: none"> <li>Review of final level of disposal and channel of submission of cases in MHI</li> <li>Finalization of Internal Work Study Reports</li> </ul>	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D
			Implementation of the following matters: <ul style="list-style-type: none"> <li>Recording of Files – Special Drives in MHI</li> <li>Transfer of files to National Archive of India</li> </ul>	Knowledge of File/Record Management	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/ Customer Focus	B
3			Implementation of the following matters:	Coordination skills	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
	Under Secretary (US)	IC & Coordination Cell	<ul style="list-style-type: none"> <li>Formation of Joint Commissions, Joint Working Groups</li> <li>Visits abroad of delegations from the Ministry</li> <li>Bilateral aid programmes and schemes with other countries in the manufacturing sector</li> </ul>	Stakeholder Management	B
				Negotiation skills	B
			Support in the review of Notes & comments on notes for Cabinet/ Cabinet Committees/ GOM	Knowledge of Parliamentary proceedings	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
Citizen's/Customer Focus	B				
4	Section Officer (SO) & Assistant	(HE&MT (Capital Goods)/ Auto	Executing administrative matters related to implementing new Policy or policy changes	Policy Implementation	F
				Coordination skills	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs		
				Area	Type B/D/F	
	<b>Section Officer (ASO)</b>	<b>Engineering Industries (AEI)/Heavy Electrical Industries (HEI)</b>	Thorough knowledge of HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	Understanding of Mission, Vision, Vision @ 2047, Key Initiatives of the Ministry	D	
				Value Chain of the HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI) Sector	D	
				International Trade inclusive of EXIM guidelines, WTO Matters, GATT, FTA, etc.	D	
				Understanding of: <ul style="list-style-type: none"> <li>• PLI Scheme for Automobile and Auto Component Industry and Advanced Chemistry Cell (ACC) Battery Storage</li> <li>• Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME) INDIA II</li> <li>• Capital Goods Scheme</li> <li>• GST Concession to PWDs</li> <li>• Industry 4.0</li> <li>• Project Import Scheme</li> <li>• R &amp; D Technology Innovation Platform</li> <li>• Land Management Portal (National Land Management System (NLMS))</li> </ul>	Advanced Knowledge of Schemes/Programs of the Ministry	D
				Understanding of the following: <ul style="list-style-type: none"> <li>• e-mobility</li> <li>• Carbon neutrality/Net zero emissions</li> <li>• Energy Management System (EMS)</li> </ul> Circular Economy	Basic knowledge of Emerging Trends in the Manufacturing Industry	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Knowledge of Industry 4.0 and its application: <ul style="list-style-type: none"> <li>Additive Manufacturing</li> <li>Digital Twin</li> <li>Digital Transformation in EV Manufacturing</li> <li>Implementation of IIoT solutions</li> </ul>	Basic knowledge of Emerging Technologies in the Manufacturing Industry	D
			Execution of administrative matters related to implementation of components of Scheme on HE&MT (Capital Goods)/ Auto Engineering Industries (AEI)/Heavy Electrical Industries (HEI)	Advanced Knowledge of Impact assessment of Schemes/Programs (post implementation)	D
			Industry and Global best practices in Capital Goods sector, Automotive sector, and Heavy Electricals sector	Research & Development	F
			Addressing all Parliament Questions: <ul style="list-style-type: none"> <li>Policy decisions</li> <li>Starred Questions</li> <li>Unstarred Questions</li> </ul>	Knowledge of Parliamentary procedures	F
			Addressing cases relating to Pre-Budget and Post Budget Memoranda from Industry Association	Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Providing factual information (other than policy decision, recommendation, view) to Coord. Section, O&M and other Ministries/Departments	Coordination skills	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
4	Section Officer (SO) & Assistant Section Officer (ASO)	CPSEs I, II, III	Executing administrative work related to all Policy matters of CPSEs	Policy Implementation	F
				Coordination skills	F
				Planning & Decision Making	B
			Execution of the following matters: <ul style="list-style-type: none"> <li>Appointments of Chief Executives and Board level Officers/ Directors of CPSEs</li> <li>Deputation of Government Officials for appointment in CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Execution of the following matters: <ul style="list-style-type: none"> <li>All matters relating to BRPSE, Disinvestment of CPSEs under the Ministry</li> <li>Restructuring of CPSEs under the Ministry</li> <li>Sanction of Schemes for diversification, expansion of CPSEs</li> <li>Revision of pay scales and wages of Officers/staff of CPSEs/Guarantee Institutions/workmen of CPSEs (as per DPE guidelines)</li> <li>Grant of financial relief to CPSEs/restructure of their capital</li> <li>Proposal for taking over/nationalization of units from financial angle</li> </ul>	Knowledge of CPSEs related matters: <ul style="list-style-type: none"> <li>Monitoring &amp; Management of existing CPSEs</li> <li>Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs</li> </ul>	D
				Knowledge of Finance: <ul style="list-style-type: none"> <li>General Financial Rules, 2017 (GFR)</li> <li>Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Citizen/Customer Focus	B
4	Section Officer (SO) & Assistant Section Officer (ASO)	Administration	Execution of the following matters: <ul style="list-style-type: none"> <li>• Creation of Posts &amp; Appointments for Group A, B &amp; C</li> <li>• Delegation/Deputation of Officers for training; Conferences etc. abroad (i) Up to Director level (ii) JS and above</li> <li>• Fixation of Pay in accordance with Rules</li> <li>• Maintenance of Service Book and attestation of entries therein</li> <li>• Posting/Transfers/ Deputations for training within the country for Group A, B &amp; C</li> </ul>	Knowledge of Establishment Rules & General Administration Matters (incl. Pay Fixation, Leave Rules, APAR, etc.)	D
				Stakeholder management	B
			Executing the administrative matters related to distribution of work among Officers	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D
			Executing the administrative matters related to Women in Workplace	Gender Sensitivity	B
			Execution of the following matters: <ul style="list-style-type: none"> <li>• Approval of Grant of Honorarium to Staff/ Officers of the Ministry (i) Up to Rs. 2500 (ii) Beyond Rs. 2500</li> <li>• Approval of OTA – (i) Beyond three hours per day (ii) Up to three hours per day</li> <li>• Sanction of Annual Increment</li> <li>• Expenditure on Refreshment/light refreshment at Inter-Departmental Meetings, Conferences, Stationery, stores furniture, etc.</li> <li>• Sanction for medical treatment</li> <li>• Procurement of goods, work, and services</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>• General Financial Rules, 2017 (GFR)</li> <li>• Financial Accounting (incl. Budgeting &amp; Taxation)</li> </ul>	F



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Executing the administrative work related to Court matters	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Leadership qualities	Establishment Rules & General Administration Matters	F
				Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
3	Section Officer (SO) & Assistant Section Officer (ASO)	Economic Division	Preparation of Strategic Plan Document, Result Framework Document (RFD)	Policy making and Implementing policy changes	F
				Research & Development	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	
			Support in conduct Industry related Data analysis and interpretation	Advanced Data Analysis	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Data Interpretation	F
				MS Office: Excel, PPT, Word	F
			Preparation of Annual Report of the Ministry	Stakeholder management	F
				Strategic Thinking	B
				Advanced Knowledge of Schemes/Programs of the Ministry	D
				Innovative Thinking	B
				Analytical Thinking	B
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
			Citizen/Customer Focus	B	

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
4	Section Officer (SO) & Assistant Section Officer (ASO)	Cash Budget & Accounts	Execution of the following matters: <ul style="list-style-type: none"> <li>• Coordination and consolidation of approved budget and revised estimates (plan &amp; non-plan)</li> <li>• Coordination and consolidation of Supplementary Demands for Grants and references thereof from Budget Division of Ministry of Finance</li> <li>• Coordination and consolidation of Foreign Exchange budget &amp; proposal</li> <li>• Notes of Demands for grants</li> <li>• Surrender/re-appropriation of funds</li> <li>• Outcome Budget, MHI</li> <li>• Surrender/re-appropriation of funds</li> </ul>	Knowledge of Finance: <ul style="list-style-type: none"> <li>• General Financial Rules, 2017 (GFR)</li> <li>• Financial Accounting</li> <li>• Budgeting (Plan &amp; Non-plan)</li> <li>• Re-appropriation of funds</li> <li>• Taxation (Direct &amp; Indirect)</li> </ul>	D
			Execution of the following matters: <ul style="list-style-type: none"> <li>• Release of budgetary support to CPSEs/Institutes for approved Schemes</li> <li>• Annual budget proposal in respect of CPSEs/Guarantee institutions etc. received in IFW</li> </ul>		
			Execution of the following matters: <ul style="list-style-type: none"> <li>• GPF advance &amp; withdrawals</li> <li>• Maintenance of GPF accounts</li> <li>• Issue of Annual GPF A/C slips</li> <li>• Income Tax Calculations and submission of Quarterly Report to IT</li> <li>• Reconciliation of Accounts</li> </ul>		
			Execution of the following matters: <ul style="list-style-type: none"> <li>• Reply to comments of CAG/ATN on audit paras</li> <li>• Coordination of Local Audit inspection report/ Civil Audit Paras of CAG including ATN</li> </ul>	Knowledge related to Audit Paras	D

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
4	Section Officer (SO) & Assistant Section Officer (ASO)	Hindi	Execution of the following matters: <ul style="list-style-type: none"> <li>• Official Language Policy</li> <li>• Matters relating to the Department of Official Language in connection with the use of Hindi</li> <li>• Matters relating to submission of Quarterly progress report reg. use of Hindi</li> <li>• Translation of letters, documents, Parliament Questions etc. Budget, Annual Report of the Ministry</li> <li>• Circulation of orders regarding use of Hindi to different sections of the Ministry &amp; CPSEs</li> <li>• Conduct of inspections on the implementation of Official Language in the CPSEs</li> </ul>	Policy implementation	F
				Coordination skills	B
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B
4	Section Officer (SO) & Assistant Section Officer (ASO)	Parliament	Execution of the following matters: <ul style="list-style-type: none"> <li>• Distribution of admitted LS/RS Questions</li> <li>• Monitoring of laying of Annual Reports of PSUs/ Govt. Companies in LS/RS</li> <li>• Circulation of Order, instructions, circulars received from LS/RS</li> <li>• Circulation of Calendar of sitting of LS/RS</li> <li>• List of Business of Lok Sabha/Rajya Sabha (LS/RS)</li> </ul>	Knowledge of Parliamentary Procedures	D
			Execution and coordination of work related to: <ul style="list-style-type: none"> <li>• Meeting of the Consultative Committee attached to MHI</li> <li>• Visits of the Parliamentary Committees</li> <li>• Liaison with D/o Parliamentary Affairs-LS/RS Sectt.</li> </ul>	Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
			Adeptness with Tools & Technology	Coordination skills	F
				Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
			NIC applications: Email, Messenger, Cloud Storage, etc.	F	

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs		
				Area	Type B/D/F	
				Effective Communication	B	
				Citizen/Customer Focus	B	
4	Section Officer (SO) & Assistant Section Officer (ASO)	IT Cell And Media Publicity Cell	Execution of the following matters: <ul style="list-style-type: none"> <li>Observance of GOI instructions relating to website, e-governance, and Cyber Security Policies by the CPSEs</li> <li>Handling social media</li> <li>Maintenance of GIGW compliant website of MHI</li> <li>Observance of Cyber Security Policies, Guidelines and Standard Procedures in MHI</li> <li>Posting of information on intranet of MHI and development/procurement of softwares for e-governance</li> <li>Constitution of a Committee at for monitoring the contents posted on the website of MHI</li> </ul>	Knowledge of Cyber Security Policies, Guidelines and Standard Procedures	D	
				Knowledge of Social Media usage & guidelines	D	
				Knowledge of Guidelines for Indian Government Websites (GIGW)	D	
				Preparation of Ministry's campaign on programme and schemes/organizing press conferences/meets with mainstream active journalists	Marketing and Campaigning	F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F	
				NIC applications: Email, Messenger, Cloud Storage, etc.	F	
				MS Office: Excel, PPT, Word	F	
	Functional skills to enhance productivity	File/Record Management	F			

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Citizen/Customer Focus	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
4	Section Officer (SO) & Assistant Section Officer (ASO)	Vigilance	Execution of the following matters: <ul style="list-style-type: none"> <li>Disciplinary proceedings i) Group A Officers ii) Group B&amp;C Officers</li> <li>Prosecution, Appeals, Petitions of i) Group A Officers ii) Others</li> <li>Maintenance of ACRs</li> <li>Conducting of vigilance inspections</li> <li>Complaints against i) Group A&amp;B Officers ii) Others</li> <li>Clarification &amp; Interpretation of CCS (CCA), CCS (Conduct) Rules and AID (Discipline &amp; Appeal) Rules and AIS (Conduct Rules)</li> <li>Non acceptance of advice of CVC</li> </ul>	Awareness about the functioning of Central Vigilance Commission (CVC)	D
				Knowledge of Disciplinary proceedings - Prosecution, Appeals, Petitions	D
				Knowledge of CCS (Conduct) Rules and AID (Discipline & Appeal) Rules and AIS (Conduct Rules)	D
				Knowledge of Vigilance Manual	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
				Gender Sensitivity	B
				Citizen/Customer Focus	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
4	Section Officer (SO) & Assistant Section Officer (ASO)	RTI/SC/ST Cell	Execution of Policy matters relating to RTI: <ul style="list-style-type: none"> <li>1<sup>st</sup> Appeal to Appellate Authority</li> <li>2<sup>nd</sup> Appeal to CIC</li> </ul>	Policy implementation	F
			Submission of Reports/ Returns/information pertaining to RTI matters	Knowledge of Right to Information Act, 2005 (RTI)	D
			Execution of the following matters: <ul style="list-style-type: none"> <li>Matters of reservation policy relating to SC/ ST/OBC/Disabled persons</li> <li>All matters relating to employees belonging to SC/ST/OBC/PWDs/ Minorities communities in CPSEs/ARIs/MHI</li> <li>Observance of Special Drives for filling up backlog vacancies of SC/ST/OBC/ PWDs etc. in various CPSEs</li> <li>Report on inspection of Reservation Rosters of CPSEs</li> </ul>	Knowledge of matters of reservation policy relating to SC/ ST/OBC/Disabled persons	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Establishment Rules & General Administration Matters	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
			Citizen/Customer Focus	B	



No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
4	Section Officer (SO) & Assistant Section Officer (ASO)	Corporate Cell	Execution of the following matters: <ul style="list-style-type: none"> <li>Nominations of Govt Nominee Directors in the Board of CPSEs</li> <li>Appointment/retirement of Non-official Directors Independent Director) in the Board of CPSEs</li> <li>Keep track of appointment/extension /retirement of Functional Directors in the Board of CPSEs</li> </ul>	Knowledge of Companies Act, 2013 (incl. BOD related matters)	D
			Supporting with performance review of CPSEs under MHI both Annually and Quarterly	Knowledge of CPSEs related matters: <ul style="list-style-type: none"> <li>Monitoring &amp; Management of existing CPSEs</li> </ul> Insolvency and Bankruptcy Code (IBC) for closure of sick CPSEs	D
			Undertake the preparation of: <ul style="list-style-type: none"> <li>Monthly Report of Pending and Compliance of Order/directions of ACC proposals</li> <li>Annual Compliance Report and Corporate Governance Report by the CPSEs</li> </ul>	Knowledge of aspects of Report Writing Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	D F
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc. NIC applications: Email, Messenger, Cloud Storage, etc. MS Office: Excel, PPT, Word	F F F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
4	Section Officer (SO) & Assistant Section Officer (ASO)	PG/ O&M Cell		Effective Communication	B
				Citizen/Customer Focus	B
			Support in the Analysis of frequent causes of public grievances/ feedback received on quality of disposal of grievances	Data Analysis	F
			Execution of the following matters: <ul style="list-style-type: none"> <li>Monitoring of disposal of public grievances received through CPGRAMS/other means of communication</li> <li>Changes in Citizen's Charter/ Client's Charter – Sevottam Compliance in MHI</li> </ul>	Knowledge of Citizen's/Client's Charter	D
			Coordinate the administrative work related to: <ul style="list-style-type: none"> <li>Review of final level of disposal and channel of submission of cases in MHI</li> <li>Finalization of Internal Work Study Reports</li> </ul>	Overview of Ministry: Organisation Structure, roles & responsibilities of each Division/Section	D
			Execution of the following matters: <ul style="list-style-type: none"> <li>Recording of Files – Special Drives in MHI</li> <li>Transfer of files to National Achieve of India</li> </ul>	Knowledge of File/Record Management	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Cybersecurity	F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
4	Section Officer (SO) & Assistant Section Officer (ASO)	IC & Coordination Cell		Effective Communication	B
				Citizen/ Customer Focus	B
			Execution of the following matters: <ul style="list-style-type: none"> <li>Formation of Joint Commissions, Joint Working Groups</li> <li>Visits abroad of delegations from the Ministry</li> <li>Bilateral aid programmes and schemes with other countries in the manufacturing sector</li> </ul>	Coordination skills	B
				Stakeholder Management	B
				Negotiation skills	B
			Support in the review of Notes & comments on notes for Cabinet/ Cabinet Committees/ GOM	Knowledge of Parliamentary proceedings	D
			Adeptness with Tools & Technology	Government Portals: eOffice, eHRMS, PFMS, GeM, CPGRAMS, eSamiksha, etc.	F
				NIC applications: Email, Messenger, Cloud Storage, etc.	F
				MS Office: Excel, PPT, Word	F
			Familiarity with Legal Matters, Acts and Compliances	SOP on Court proceedings including Litigation, Arbitration & Conciliation, paperwork, etc.	F
				Right to Information Act, 2005 (RTI)	F
				Cybersecurity	F

No	Designation, as applicable to your organization/Wing/Division/Section	Division	Attitudes, Skills Knowledge Required	Capacity Needs	
				Area	Type B/D/F
				Social Media usage & guidelines	F
			Functional skills to enhance productivity	File/Record Management	F
				Writing skills: Noting, Drafting, Cabinet note, Email, Office order, etc.	F
				Establishment Rules & General Administration Matters	F
			Leadership qualities	Team Development	B
				Ownership & Accountability	B
				Time Management and Productivity	B
				Motivation	B
				Work Ethics & Integrity	B
				Problem Solving	B
				Emotional Intelligence	B
				Effective Communication	B
			Citizen's/Customer Focus	B	

## 7.2 Training Interventions, Non-Training Interventions

Basis the competency gaps highlighted at individual and organizational level by the Capacity Need Analysis (CNA) exercise, we identified training and non-training capacity building interventions through which these gaps can be addressed.

### 7.2.1. Training interventions identified

- **Induction training** - to enable new officers assuming a new role in the Division/Section to get a holistic understanding about the working of the sector and the ministry. The training is aimed at orienting the officials by providing them with:
  - Overview of Ministry - Mission, Vision, Org. Structure, Acts, Policies, Schemes, Key Initiatives, Division/Section wise roles & responsibilities
  - Overview of Sector - Capital Goods, Heavy Electricals, and Capital Goods Sector
- **Refresher Training** – to enable the officers to re-learning certain competencies that are already acquired by them and to stay updated with changes & use it as a reference document as and when required
- **Knowledge Management (KM)** – A single platform or database in the form of a KM System for e-filing documents. This will act as compendium of SOPs, circulars, updated rules (APAR, medical, leave, etc.)
- Inclusion of **videos, case studies, gamified elements** (e.g., leaderboards) in Training modules to make learning a more engaging experience
- Completion of training to be linked to **performance/promotion**
- Glossary for the technical terms/nomenclature used across MHI

### 7.2.2 Non-Training interventions identified

- **Industry Immersion/field visits** – to be incorporated on a regular basis to meet the objectives mentioned below:
  - To provide exposure of how enterprises may use Industry 4.0 to oversee the entire value chain, across life cycle of products
  - To understand the changing business scenarios, technology, and operating environment for manufacturing and automobile industry
  - To broaden officials' perspective towards innovative practices and how it can further equip them to solve ground-level challenges
  - To help officials get a holistic view when working on policy, procedural and administrative reforms once back in office
- **SOPs and Checklists** – to be designed for bringing a structural reform to systems and processes and increasing organizational effectiveness.
- **Rewards & Recognition (R&R)** - to be introduced to motivate the officers to learn more and perform better in their day-to-day jobs.



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- **Employee Engagement (EE)** – EE initiatives (like Annual retreats, Picnics, and other recreational activities) to be incorporated to improve organizational culture and a sense of belongingness'
- Circulate **Daily news snippets** for all three divisions and subscribe to Newsletters/Magazines to the Ministry officials.