ANNUAL CAPACITY BUILDING PLAN- FY 2023

Ministry of Power – Government of India
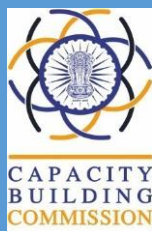
ACBP Report – Jan 24

Prepared in collaboration with Capacity Building Commission

ABBREVIATIONS

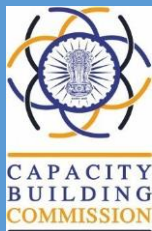| Acronym	Full form
AD	Assistant Director
AgDSM	Agriculture Demand Side Management
AI	Artificial Intelligence
APTEL	Appellate Tribunal for Electricity
ASO	Assistant Section Officer
BBMB	Bhakra Beas Management Board
BEE	Bureau of Energy Efficiency
BU	Billion units
CBC	Capacity Building Commission
CBIF	Common Backend Infrastructure Facility
CBP	Capacity Building Plan
CEA	Central Electricity Authority
CERC	Central Electricity Regulatory Commission
CGHS	Central Government Health Scheme
cKM	Circuit kilometer
CNA	Capacity Needs Assessment
CPES	Central Power Engineering Services
CPGRAMS	Centralized Public Grievance Redress and Monitoring System
CPRI	Central Power Research Institute
CSCMS	Central Secretariat Cadre Management System
CSIRT	Computer Security Incident Response Team
CSLF	Carbon Sequestration Leadership Forum
CSS	Central Secretariat Service
CTU	Central Transmission Utility
CVOS	Chief Vigilance Officers
DC	Designated Consumers
DDG	Detailed Demand Grant
DDUGJY	Deen Dayal Upadhyaya Gram Jyoti Yojana
DG	Director General
DISCOM	National Distribution Companies
DPR	Detailed Project Report
DS	Deputy Secretary
DSM	Demand Side Management
DVC	Damodar Valley Corporation
EC	Energy Conservation

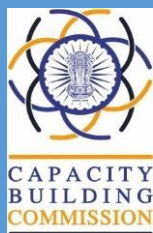| Acronym	Full form
ECBC	Energy Conservation Building Code
EESL	Energy Efficient Services Limited
EODB	Ease of Doing Business
ESCerts	Energy Savings Certificates
ESP	Electrostatic Precipitators
ET	Energy Transition
EV	Electric vehicles
FEEP	Financing Energy Efficiency Programme
FGD	Flue-gas desulfurization
FI	Financial Institutions
FR	Feasibility Report
FSA	Fuel Supply Agreement
FSC	Fuel Supply Cell
GEF	Global Environment Facility
GIGW	Guidelines for Indian Government Websites
GIS	Geographical Information System
GOI	Government of India
GW	Giga Watt
HRD	Human Resource Development
IC	International Cooperation
IoT	Internet of Things
IPDS	Integrated Power Development Scheme
IPP	Independent Power Producer
IRP	Integrated Resource Planning
JERC	Joint Electricity Regulatory Commission
JS	Joint Secretary
M&E	Monitoring and Evaluation
MoP	Ministry of Power
MPI	Multidimensional Poverty Index
MuDSM	Municipal Demand Side Management program
MW	Mega Watt
NAPCC	National Action Plan on Climate Change
NDSAP	National Data Sharing & Accessibility Policy
NEEPCO	Northeastern Electric Power Corporation
NEF	National Electricity Fund
NEP	National Electricity Plan
NER	North Eastern Region
NHPC	National Hydroelectric Power Corporation

Acronym	Full form
NIC	National Informatics Centre
NIP	National Infrastructure Pipeline (NIP)
NMEEE	National Mission for Enhanced Energy Efficiency
NPCSCB	National Programme for Civil Services Capacity Building
NPTI	National Power Training Institute
NRCE	National Reliability Council for Electricity
NTPC	National Thermal Power Corporation
OGD	Open Government Data
OM	Operations and Maintenance
PAT	Perform Achieve and Trade Scheme
PFC	Power Finance Corporation
PGCIL	Power Grid
PIB	Public Investment Board
PMDP	Prime Minister's Development Package
PMHRC	Prime Minister's Public Human Resource Council
POSOCO	Power System Operation Corporation Limited
PPP	Public Private Partnership
PRAAPTI	Payment Ratification and Analysis in Power procurement for bringing Transparency in Invoicing of generators
PRAGATI	Pro-Active Governance and Timely Implementation
PSDF	Power System Development Funds
PSU	Public Sector Undertaking
R&D	Research and Development
R&M	Renovation & Modernization
R&R	Reforms and Restructuring
RCE	Revised Cost Estimate
RCM	Regulatory Compliance Monitoring
RE	Renewable energy
REC	Rural Electrification Corporation
RLDC	Regional Load Despatch Centres
RPC	Regional Power Committees
RSoP	Research Scheme on Power
RTI	Right to Information
S&L	Standards and Labelling
SC	Scheduled Caste
SDA	State Designated Agencies
SDG	Sustainable Development Goal
SEC	Specific Energy Consumption

Acronym	Full form
SECF	State Energy Conservation Fund
SERC	State Electricity Regulatory Commission
SLDC	State Load Despatch Centres
SME	Small and Medium Enterprises
SO	Section Officer
ST	Scheduled Tribe
STU	State Transmission Utility
T&R	Training and Research
ToD	Time of Day
UDD	Urban Development Departments
ULB	Urban Local Bodies(ULBs
UMPP	Ultra-Mega Power Projects
US	Under Secretary
UT	Union Territory

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I.   Executive Summary

Context

Mission Karmayogi is a comprehensive civil service capacity building program launched by the Government of India in September 2020. By focusing on competency-driven training and development, the program will equip civil servants with the skills and attributes they need to navigate the complexities of the future. The program 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. The Capacity Building Commission (CBC) has been set up to oversee the implementation of Mission Karmayogi. The CBC is responsible for developing and implementing Annual Capacity Building Plans (ACBPs) for all government ministries and departments. The ACBPs are designed to identify and address the specific training needs of civil servants at all levels. The program's commitment to digital advancement will also help to streamline operations and deliver world-class learning experiences. A special purpose vehicle has been established to manage the iGOT platform, a cutting-edge learning ecosystem designed to streamline operations and deliver world-class learning experiences.

Annual Capacity Building Plan (ACBP)

The Ministry of Power (MoP) has developed an Annual Capacity Building Plan (ACBP) as part of Mission Karmayogi. The MoP's ACBP is a significant initiative that will help to transform the Ministry and its workforce. By focusing on competency-driven capacity building, the ACBP will equip MoP staff with the skills and attributes they need to meet the challenges and opportunities of the future. The ACBP is tailored to cater to the precise needs of the MoP, aligning capacity-building efforts with the demands of the dynamic power sector. The ACBP identifies key strategic and domain, functional and behavioral areas within the MoP and outlines specific capacity building initiatives that will be implemented to address the needs of each area.

Capacity Building Approach

The development of the ACBP began with visioning exercises to align the vision, roles, and responsibilities of the MoP's wings and sections. This was followed by meticulous data collection, using both individual and organizational questionnaires, to gain insights into the competency and proficiency levels and needs of staff. The MoP's capacity building approach is comprehensive and strategic and is designed to equip its staff with the skills and knowledge they need to support the MoP's vision of becoming a world-class leader in the power sector. The MoP capacity building approach is guided by three key lenses:

- *National Priorities:* Ensuring that Ministry's capacity building initiatives are aligned with the national priorities of energy security, reliability of supply, viability of DISCOMs, and universal access to electricity.

- *Emerging Technologies:* Commitment to leveraging emerging technologies to improve its efficiency and effectiveness, and to better serve citizens.

- *Citizen Centricity:* Placing citizens at the center of Ministry's capacity building efforts, with a focus on engagement, consumer protection, and information dissemination.

Within these lenses, the MoP has identified the following key capacity gaps that need to be addressed:

- *National Priorities:* Strengthen its capacity in areas such as sustainable energy planning, renewable energy integration, and energy efficiency.

- *Emerging Technologies:* Build capacity in areas such as Battery energy storage systems (BESS), smart grids, smart meters, cybersecurity, Internet of Things (IoT), and artificial intelligence/machine learning (AI/ML).

- *Citizen Centricity:* Enhance its capacity to engage with industry stakeholders, protect consumers, and disseminate information effectively.

AS-IS assessment

The MoP has an ambitious vision for the future, aiming to be among the top three countries in non-fossil renewable energy capacity, provide reliable electricity supply to consumers, offer cost-competitive electricity, and enhance electrification of the economy. To achieve this vision, the MoP has identified four key levers:

- *Generation:* The MoP plans to increase annual renewable energy capacity addition from 13 GW to 40 GW by 2047, and energy storage capacity from 5 GW to 340 GW.

- *Transmission:* The MoP will develop national and transnational grid connections, and digitalize the grid through AI, smart grids, and data analytics.

- *Distribution*: The MoP will provide 24x7 uninterrupted power supply to all, enhance energy accounting through 100% feeder, transformer, and consumer metering, and reduce AT&C losses.

- *Legal and regulatory framework:* The MoP will establish a legal and regulatory framework for free and fair competition in electricity distribution.

Capacity Needs Assessment

The MoP has identified a number of capacity building needs to achieve its vision 2047, encompassing project identification, management, monitoring, scheme design for financial support to DISCOMs, adoption of international best practices, e-learning for technology modules, industry engagement, monitoring tools for stakeholder information, and the use of various information dissemination tools, including social media, web portals, and apps.
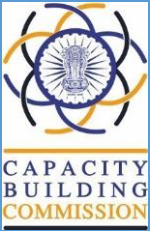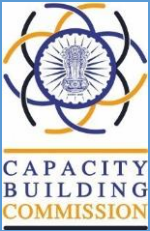
The MoP's competency needs assessment identified specific needs in three categories for individual staff: domain, functional, and behavioral skills.

Domain Skills: Common domain skills identified across all wings are Major Acts, Laws, and Policies; Establishment matters; Planning and Project Management; National Infrastructure Pipeline; Cyber Security; and International best practices. In addition to these common domain skills, each wing/ section has its own specific domain skills requirements.

- Distribution wing requires skills in Project management and monitoring of DISCOM operations; smart meters; feeder metering; tariffs; subsidies; governance of CPSUs (PFC, REC).

- Thermal wing requires skills in Project management and monitoring; coal block allocation; coal mining; flexibilization; power purchase agreements; governance of CPSUs (NTPC, DVC).

- Hydro wing requires skills in Project management and monitoring; operations; advanced automation in hydroelectric power plants; dam safety and risk mitigation techniques; power purchase agreements; governance of CPSUs (BBMB, SJVN, NHPC).

- Transmission wing requires skills in Grid operation and control; grid planning, forecasting, and expansion; renewable energy integration; grid stability, security, and resilience; grid compliance; governance of CPSUs (PGCIL).

- EC, ET, and EV wing require skills in Policies, programs, incentives, and subsidies for promotional programs; technologies for electrification of industrial processes; regulatory frameworks for electric transportation; EV infrastructure; institutional mechanisms (trading instruments); emission and water norms for thermal power plants.

- Budget and Finance wing requires skills in Project appraisal and finance; fiscal prudence and governance; financial norms and regulations; strategic cost management; taxation; financial planning; financial governance; budgetary policies and guidelines.

- IC wing requires skills in Cross-border power trade; cross-border grid interconnections; renewable energy and clean technologies.

- RCM section requires skills in Power sector regulations; legal matters; new technologies (flexible generation, storage, green hydrogen, cybersecurity).

- RR section requires skills in Ensuring regulatory compliance and monitoring; functioning of power markets; safety regulations.

- O&M section requires skills in Guidelines for allocation, re-allocation, and contingency plans for power supply; energy management systems; grid management and operations.

- Admin section requires skills in Estate matters guidelines; service-related matters; HR management.

- Training and Research wing requires skills in Training and research activities of the Ministry; capacity building methods, including training program design, evaluation, and assessment; stakeholder management; governance of CPSUs (NPTI, CPRI).

Functional Skills: The demand for functional skills is most pronounced at lower levels (SO, ASO) and mid-levels (US, DD) within the organization. All levels require data analysis tools (Excel), but the need for documentation tools (PowerPoint, Word) is particularly notable at mid and lower levels. Data management and knowledge management are essential at the upper echelons (Dir/DS).

Behavioral Skills: Mid-levels (US, DD) exhibit a heightened need for behavioral skills, with a strong emphasis on presentation skills across all levels. Mid and lower levels (SO/ASO) prioritize behavioral skills like spoken communication, leadership, and a positive attitude. In contrast, upper levels (Dir/DS) emphasize conflict resolution and negotiation skills.

To strengthen the organizational and institutional capacity and promote efficiency, the Ministry needs to address the following key capacity needs:

- *Technology and Data:* Need to break down silos, enhance digital skills, and improve data analysis to better utilize our resources and make informed decisions.

- *Systems and Processes:* Need to streamline systems and processes, improve mail management, foster meritocracy, and align with global best practices to operate more efficiently and effectively.

- *Resource and Asset Management:* Need to ensure workload balance and upgrade IT infrastructure to optimize our resources and support the staff.

- *Partnerships and Relationships:* Need to encourage collaborative learning and timely information flow with external stakeholders to build partnerships and improve productivity.

- *Personnel Management:* Need to recognize merit, implement clear performance standards, and engage leadership to create a positive and productive work environment.

Training Plan

The comprehensive Training Plan, integral to reinforcing the Ministry's competencies, covers a spectrum of training and non-training interventions for each division. This plan comprises:

Immersion Programs and Industry Visits: These hands-on experiences offer practical insights, promoting adaptability and innovation. Industry visits expose staff to diverse facets of the power sector, connecting them with experts.

Training Course Identification: With 125 courses identified, these are carefully chosen through methods like gap analysis and stakeholder interviews, tailored to organizational needs, sustainability, industry relevance, and comprehensive coverage.
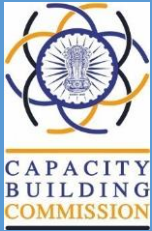
Training Interventions: To cater to varied learning preferences, varying options such as Digital Courses for quick, widespread knowledge; Phygital Courses combining online and physical elements, and Physical Courses for select topics is suggested. Most of the courses are already available through key training partners and platforms like National Power Training Institute (NPTI), NTPC School of Business (NSB), and the iGOT Karmayogi E-learning platform.

Categorization by Levels: Courses are strategically categorized into Level 1 (basic understanding), Level 2 (intermediate), and Level 3 (advanced/in-depth), based on content depth and interaction.

Flexible Timeline: The timeline for training interventions is tailored to employee needs and organizational priorities, ensuring structured knowledge and skill acquisition. A recommended training mode is self-paced learning through byte-sized e-learning modules on iGOT.

Recommendations: A series of recommendations are proposed at various levels to bolster the Ministry's capacity at Organization and Institutional level such as developing induction module, framework and processes, SOP, manuals. Implementation of M&E framework, policy hub, virtual kiosks, etc.

In conclusion, the executive summary has highlighted the key capacity needs that need to be addressed to bolster the Ministry's effectiveness. These needs span across individuals, organizational and institutional levels. It covers Domain, Behavioral and Functional skills and various organization areas like technology and data, systems and processes, resource and asset management, partnerships and relationships, and personnel management. By addressing these needs through the implementation of the recommended initiatives and capacity plan, the Ministry can strengthen its organizational foundation, enhance efficiency across diverse operational facets, thereby achieving its strategic objectives and Vision 2047 through the three lenses of National Priorities, Emerging Technologies, and Citizen Centricity.

II.   Introduction

Mission Karmayogi[1] also known as the National Programme for Civil Services Capacity Building (NPCSCB) was launched by the Union Cabinet in September 2020[2]. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. The framework for implementation and monitoring of the program involves the Prime Minister's Public Human Resource Council (PMHRC) as the apex body. Under this body, the Cabinet Secretariat Coordination Unit monitors the implementation of NPCSCB, aligns stakeholders and provides mechanism for overseeing development of the capacity building plans. A Capacity Building Commission has been set up for functional supervision of training institutions and facilitating preparation of the annual capacity building plans (ACBPs). A special purpose vehicle is also set up for operating the digital assets created for NPCSCB on behalf of Government of India.

The figure below illustrates the structure of NPCSCB.

Figure 1: Details of Mission Karmayogi

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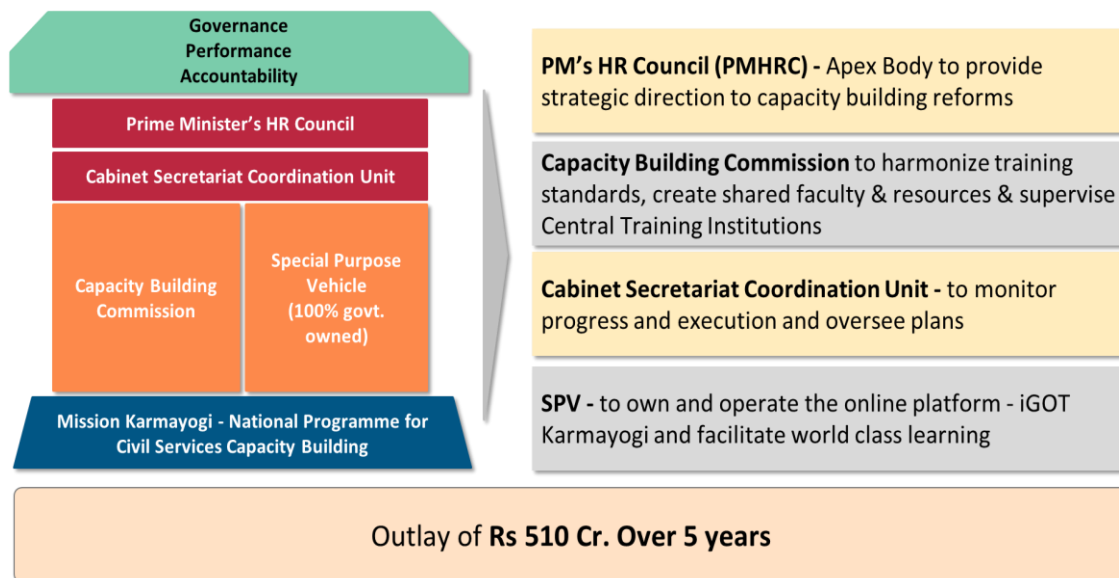
[1] Mission Karmayogi, DoPT. Link- https://dopttrg.nic.in/igotmk/NPCSCB.html
[2] Press Information Bureau, GoI. link-https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1655663

The mandate of the Capacity Building Commission (CBC) is as shown below:

Figure 2: Mandate of Capacity Building Commission
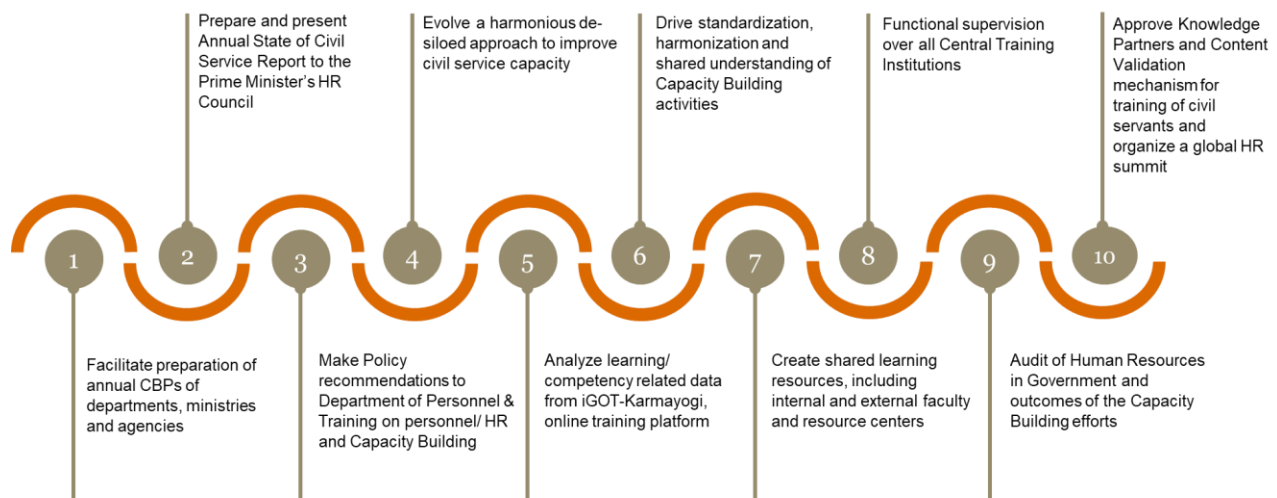
Guiding principles of Capacity Building plan are presented in the figure below:

Figure 3: Guiding Principles of Capacity Building Plan

GUIDING PRINCIPLES OF CAPACITY BUILDING PLAN

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Three pillars of CBP

Individual	Organizational	Institutional
Domain Knowledge	Process Improvement	Capacity Building Units
Functional Skills	Knowledge Management	De-siloization
Behavioral Attributes	Resource Planning	Rules, Norms, Traditions
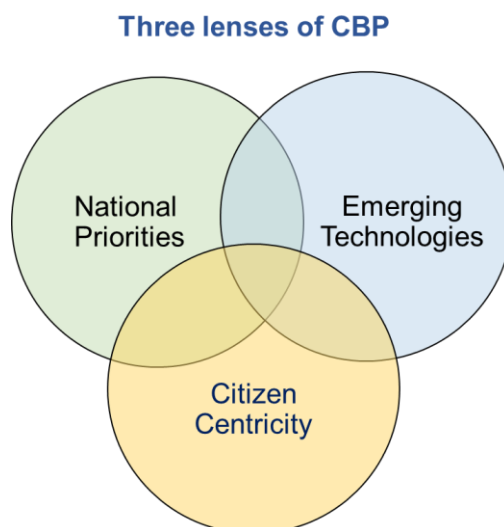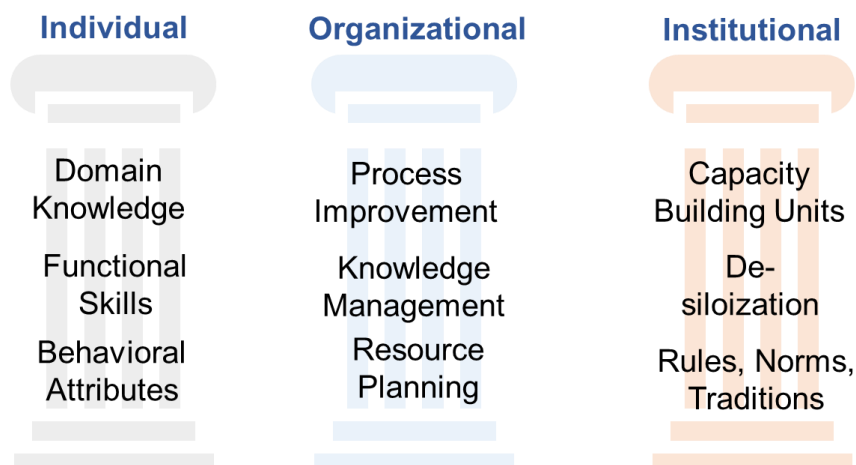
Capacity Building Unit (CBU)*

In reference to Mission Karmayogi and in view of the Capacity Building Plan, Capacity Building Unit has been created in the Ministry of Power under the Chairmanship of Additional Secretary (T&R). The composition of CBU broadly consists of the following members:

Table 1: Composition of CBU

No.	Members	Designation
1	Additional Secretary (Training and Research - T&R)	Chairman
2	Joint Secretary (Admin)	Member
3	Economic Advisor	Member
4	Director General (DG), NPTI	Member
5	Director / Deputy Secretary - DS (Thermal, St. Thermal)	Member
6	Director / DS (Transmission)	Member
7	Director / DS (District Schemes)	Member
8	Director / DS (Hydro – II)	Member
9	Director / DS (T&R)	Member

A.   ORGANIZATIONAL OVERVIEW

This chapter describes the mandate, organization structure, roles and responsibilities and operational contexts for the Ministry of Power (MoP) and two of the organizations operating under the MoP namely: the Central Electricity Authority (CEA) and Bureau of Energy Efficiency (BEE)[3].

Power sector structure in India

In India, Power is a concurrent subject with sharing of responsibilities between Central and State sector agencies; structured planning and regulatory processes ensure a coordinated approach to develop the Power sector.

	Center	State
Policy	Ministry of Power	State government
Planning	Central Electricity Authority	State government
Regulation	Central ERC	State ERC
Dispute resolution	Appellate Tribunal	
System operators	National LDC Regional LDC	State LDC
Generation entities	Central government owned generating stations IPPs selling to multiple states	State government owned generating stations IPPs selling to single state
Transmission entities	Central Transmission Utility (PGCIL)	State Transmission Utility
Market intermediaries	Traders & Exchanges	---
Distribution entities	---	Government and private owned utilities

Legend:
ERC – Electricity Regulatory Commission   LDC – Load Dispatch Centre
IPP – Independent Power Producers   PGCIL – Power Grid Corporation of India Ltd.

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[3] While the Ministry has numerous organizations operating under it, these 2 organizations have been identified as important from the perspective of preparing the Annual Capacity Building Plan.

Mandate

The overarching mandate of the Ministry of Power (MoP) is to ensure energy security and provide universal and reliable electricity access to all citizens. The MoP is mainly responsible for developing the policy, legislative and regulatory framework governing the power sector, covering power generation (from thermal, hydro and nuclear sources), transmission, distribution and retail supply. Key roles and responsibilities of the MoP include policy formulation, legislation enactment, sector planning, investment decision, project monitoring, training and manpower development.

Principal polices and regulatory frameworks

The **Electricity Act, 2003** ("Act") is the key legislative instrument governing the Power sector – it provides a consolidated legal framework covering generation, transmission, distribution, trading and supply of electricity. The Act provides a framework to ensure universal electricity access and supply to all areas, develop the electricity industry, promote competition, protect interests of consumers, rationalize electricity tariffs, ensure transparent policies regarding subsidies, amongst others. It also describes constitution, powers and functions of the Central Electricity Authority and Electricity Regulatory Commissions, amongst others.

Overall policy and planning for the Power sector is guided by three principal instruments:

1. **National Electricity Policy, 2005:** It lays guidelines for accelerated development of the power sector, providing supply of electricity to all areas and protecting interests of consumers and other stakeholders keeping in view availability of energy resources, technology available to exploit these resources, economics of generation using different resources, and energy security issues. One of the primary guidance provided is to the Central Electricity Authority for preparation of the National Electricity Plan for development of the electricity system. Besides this, the policy addresses the following issues:

   - Rural electrification,
   - Generation,
   - Transmission,
   - Distribution,
   - Recovery of cost of services and providing targeted subsidies,
   - Technology development, Research and Development (R&D),
   - Competition aimed at consumer benefits,
   - Financing power sector programmes including private sector participation,
   - Energy conservation,
   - Environmental issues,
   - Training and human resource development,
   - Cogeneration and non-conventional energy sources, and

- Protection of consumer interests and quality standards.

2. **National Electricity Plan:** The Central Electricity Authority is required to frame the National Electricity Plan once every five years and revise the same from time to time in accordance with the National Electricity Policy. It covers short term (5 years) and perspective (15 years) plans for development of the electricity system and coordinating the activities of various planning agencies. The plan includes:

- Short-term and long-term demand forecast for different regions,
- Suggested areas/ locations for capacity additions in generation and transmission keeping in view the economics of generation and transmission, losses in the system, load centre requirements, grid stability, security of supply, quality of power including voltage profile etc. and environmental considerations including rehabilitation and resettlement,
- Integration of such possible locations with transmission system and development of national grid including type of transmission systems and requirement of redundancies,
- Assessment of different technologies available for efficient generation, transmission and distribution.
- Assessment of fuel choices based on economy, energy security and environmental considerations.

3. **National Tariff Policy, 2006:** The objectives of the tariff policy are to:
- Ensure availability of electricity to consumers at reasonable and competitive rates,
- Ensure financial viability of the sector and attract investments,
- Promote transparency, consistency and predictability in regulatory approaches across jurisdictions and minimize perceptions of regulatory risks, and
- Promote competition, efficiency in operations and improvement in quality of supply.

The tariff policy provides for competitive procurement of power by distribution licensees through a transparent process, performance-based cost of service regulation, determining tariffs through recovery of revenue requirement and costs, multi-year tariff framework, linkage of tariff to cost of service and tariff design, structuring.

Achievements till date and ongoing initiatives

India's power supply position has been dynamically evolving over the last 10 years, both in terms of energy requirement/ availability and peak demand/ peak supply. While the requirement/ demand has been growing steadily, the installed generation capacity and energy generation have increased at a greater rate thereby **eliminating the deficit situation over 10 years.**

Figure 4: 10-year evolution of the power supply position (Requirement v/s Availability)
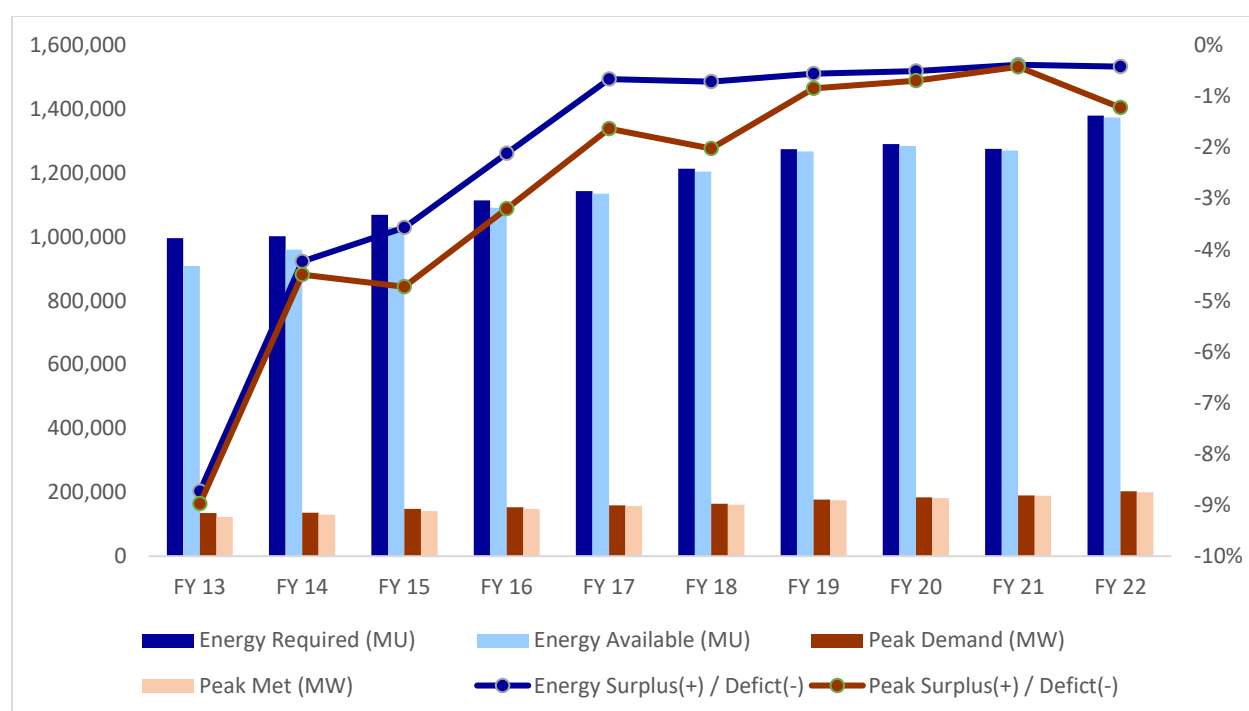
Note: MU is Million Units which is a measure of energy, where 1 Unit = 1 kilowatt-hour. MW is Megawatt which is a measure of capacity

Source: CEA

The present day (as of December 2022) installed generation capacity in the country is 410 GW of which almost 170 GW (42%) is from non-fossil fuel sources.

Table 2: Present day installed generation capacity

Generation source	Installed capacity in GW *As of Dec-2022*	Share in %
Thermal	235	57%
Solar	63	15%

Generation source	Installed capacity in GW *As of Dec-2022*	Share in %
Hydro	47	11%
Wind	42	10%
Biopower	11	3%
Nuclear	7	2%
Small Hydro	5	1%
Total	**410**	

Source: CEA

The growing generation capacity and power demand necessitates a robust development of transmission infrastructure to seamlessly transfer power. The transmission system in the country has been continuously strengthened with addition of transmission lines and capacity:

Table 3: Addition in transmission capacity during the last 5 years

Year	Addition in Transmission line (ckm)	Addition in Transformation capacity (MVA)
2018-19	22,437	72,705
2019-20	11,664	68,230
2020-21	16,750	57,575
2021-22	14,895	78,982
2022-23*	7,042	40,657

* upto December 2022

Source: CEA

On the back of robust transmission capacity addition, the country has become one of the **largest synchronous interconnected electricity grids in the world with 4,63,758 ckm of transmission line and 11,45,107 MVA of transformation capacity.**

In terms of household electrification, **electrification of over 2.8 crore willing households was completed during the 5-year period 2017 to 2022** under the SAUBHAGYA scheme (Pradhan Mantri Sahaj Bijli Har Ghar Yojana) – with this, **100% of the willing households have been electrified till date**. By the year 2018, **100% of the un-electrified census inhabited villages in India had also been electrified**.
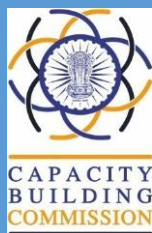
Following are some of the salient on-going initiatives:

India is targeting to achieve a large scale up in non-fossil fuel-based electricity installed capacity by the year 2030 (from 172 GW presently to 500 GW). A comprehensive plan has been chalked out for **evacuation of this power in terms of creation of additional transmission system and installation of battery energy storage capacity**.

The **National Electricity Plan (NEP) 2022-27** is under-preparation by the Central Electricity Authority. It includes plans for development of the electricity system considering the demand and supply situation and coordinating the activities of various planning agencies. This NEP will cover the review for the period 2017-22, detailed plan for the period 2022-27 and perspective plan for the period 2027-32.

To improve the quality, reliability and affordability of power supply to consumers through a financially sustainable and operationally efficient distribution sector, the **Revamped Distribution Sector Scheme (RDSS)**, a reforms-based and results-linked programme, has been launched in FY 2021-22. The Scheme aims to reduce the Aggregate Technical & Commercial (AT&C) losses to pan-India levels of 12-15% and Average Cost of Supply-Average Revenue Realized (ACS-ARR) gap to zero by FY 2024-25 by improving the operational efficiencies and financial sustainability of all distribution companies (DISCOMs)/ Power Departments excluding Private Sector DISCOMs. DISCOMs/ Power Departments can access funds under the Scheme for Pre-paid Smart Metering, System Metering and Distribution infrastructure works for loss reduction and modernization. The release of financial assistance is subject to meeting pre-qualifying criteria as well as achievement of basic minimum performance benchmarks by the DISCOM.

Long term Vision, Priorities and Interventions required

The Government of India has set ambitious goals across multiple sectors, to be achieved by the year 2047, the 100th year of independence. Amongst sectors, the goals for Energy and Resources sectors (which have a close relationship with the Power sector) are as described below:

Goals	Sub-Goals				
1. Green growth with focus on job creation	Scale up clean energy generation		Support employment creation and just transition		Reduce emission intensity of the economy
2. Cost competitiveness and innovation leadership	Reduce regulation, limited to essentials	Competitive and market-based procurement of energy & resources	Reliable and competitive electricity	Cost optimization through operational efficiencies	Strengthen research and innovation
3. Harnessing indigenous resource wealth	Ramp up exploration and production of resources	Increase utilization of indigenous energy resources	Enhance green hydrogen and green	Reduce import dependence	Circular resource utilization in the

Goals	Sub-Goals				
			ammonia production		resources sector
4. Reducing resource vulnerability	Develop regional electricity grids		Make the energy and resources sector climate resilient		
5. Leading Manufacturing Hub for the World	Strengthen indigenous manufacturing		India to become a global export hub		

As an organization governing the Power sector, considering the above goals, the MoP has outlined following priorities for the sector:

Ensuring energy security and universal electricity access	Ensuring financial viability of distribution companies	Reliable and Cost-effective electricity supply to consumers
Accelerating transition to clean energy and reducing reliance on fossil fuels	Enhanced electrification of the economy	Scaling up of the transmission and distribution infrastructure

To fulfil these priorities, the MoP has set ambitious targets to be achieved by the year 2047:

- To provide cost-competitive and quality electricity to its citizens by enhancing the share of market traded electricity to 50% *(presently[4] at 7%)* and improving SAIDI[5] to 1-4 minutes *(presently at 10-100 minutes)*

- To be amongst the top 3 countries in renewable energy (RE) capacity, with 90% of the installed capacity *(presently at 42%)* coming from non-fossil[6] fuel sources

- To enhance electrification of economy by doubling the share of electricity in energy mix to 34% *(presently at 17%)*

- To be a leader in climate action through delivery of enhanced climate commitments such as emission reductions

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[4] As of December 2022

[5] SAIDI is System Average Interruption Duration Index which is a measure of the average outage duration experienced by a typical customer

[6] These include the renewable energy sources (RES) of solar, wind, small hydro, bio-power along with large hydro and nuclear – basically any source which does not involve use of fossil fuels like coal, natural gas, oil, diesel, etc.

Concerted efforts would be required across all sub-sectors of Power to achieve the above targets. The levers to achieve the targets are as follows:

Thermal	Transmission	Distribution
• Flexibilisation of TPPs (conduct feasibility studies, technology studies, pilots) • Strengthen fuel supply logistics to enhance and secure fuel supply to TPPs • Ensuring adherence of environmental norms by TPP • Promote biomass co-firing in TPPs • Promote co-firing of green ammonia and green hydrogen in TPPs • Develop criteria and policy for retiring and repurposing of old TPPs • PSU JVs to set up nuclear projects (eg. NTPC-NPCIL) Hydro • Accelerate capacity addition in hydro -Expand hydropower capacity (71 GW by 2030, 121 GW by 2047) • Expand pumped storage hydro capacity • Bundling of hydropower with RE and storage Power markets • Introduce ancillary and capacity markets, physical delivery-based forward	• Scale up transmission infrastructure (lines and substations) • Increase no. of grid connections with other countries to 9 by 2030 • Expand regional grid connections with Southeast Asian countries • Increase in unmanned substations • Use of advanced tech (Dynamic Line Rating, Drones) • Smart grids, AI, ML, IoT • Cybersecurity Storage • Expand pumped storage hydro capacity • Explore feasibility of diverse storage technology (hydrogen, aluminum-air battery) Regulatory & Compliance • Payment security for RE projects • 100% RPO compliance • Monitoring of targets and penalize non-compliance • Competition in distribution • Multiple suppliers in a license area • Simplify entry barrier for private sector, Open access	• Enhance energy accounting and audit through 100% feeder, transformer, and consumer metering • Ensure DISCOM financial viability through better subsidy accounting, clearance of Government dues and reduction in regulatory assets • Use of high-capacity conductors for loss reduction • Expanding smart metering for consumers • 100% Agriculture feeder separation • Reduce SAIFI and SAIDI • Theft reduction and MBC efficiencies • Smart grids, AI, ML, IoT • Establish cybersecurity operation centers in major urban areas Energy Conservation, Energy Transition and Electric Vehicles (EC ET & EVs) • Develop institutional mechanisms and capacities for Green energy markets, Carbon markets • Commercialize technologies for electrification of industrial processes, equipment, and logistics • Scale up demand-side interventions (ToD tariff, DR, V2G) to support RE • Install charging infrastructure • Design tariff and non-tariff incentives/ subsidies for setting up EV charging infrastructure • Policy for RE-based charging, Guidelines for charging electric vehicles at homes

contracts, financial derivatives • Shorten PPA tenure • Harmonize rules for power banking	• Develop National Grid Code (CERC) • Regulatory frameworks for regional electricity trading	Tariffs • Cost reflective tariffs • Reduce cross subsidy to 20% of ACoS
Indigenous manufacturing and Global export hub • Policies for incentivizing production • Guidelines for manufacturing zones • Enhance domestic production of critical inputs for power equipment • Develop 2 brownfield and 1 greenfield manufacturing zones by 2027 • Standardize product ratings and specifications, Increase industry participation in the International Electro-technical Commission • Develop state of the art testing facilities		

Organizational structure

The Ministry is politically headed by the Cabinet Minister and the Minister of State for Power and administratively headed by the Secretary (Power). The high-level structure further comprises of Additional Secretary, Joint Secretary and Deputy Secretary/ Director level officials. The high-level organizational structure of MoP is represented below:

Figure 5: High level organization structure of MoP


```
                    Minister of Power
                          |
              Minister of State for Power
                          |
                   Secretary (Power)
                          |
          Special Secretary- (Finance and Budget)
                          |
   ┌──────────────────────┼──────────────────────┐
Joint Secretary     Additional Secretary    Chief Engineer
(Thermal,                                    (Compliance)
Distribution, Admin)
   ┌─────────────┬──────────────┬──────────────────┬─────────────────┐
Joint Secretary  Economic       Director        Deputy Secretary   Chief Engineer
(Hydro,          Advisor        (Vigilance)     (International      (Energy Conservation
Transmission)    (Training,                     Cooperation, IT)   Energy Transition)
                 Research,
                 Policy, Planning)
```

The Ministry is divided into different wings and divisions according to the power sub-sectors or functional areas handled. Each division is typically headed by a Deputy Secretary/ Director:

Figure 6: MoP wings and responsibilities handled
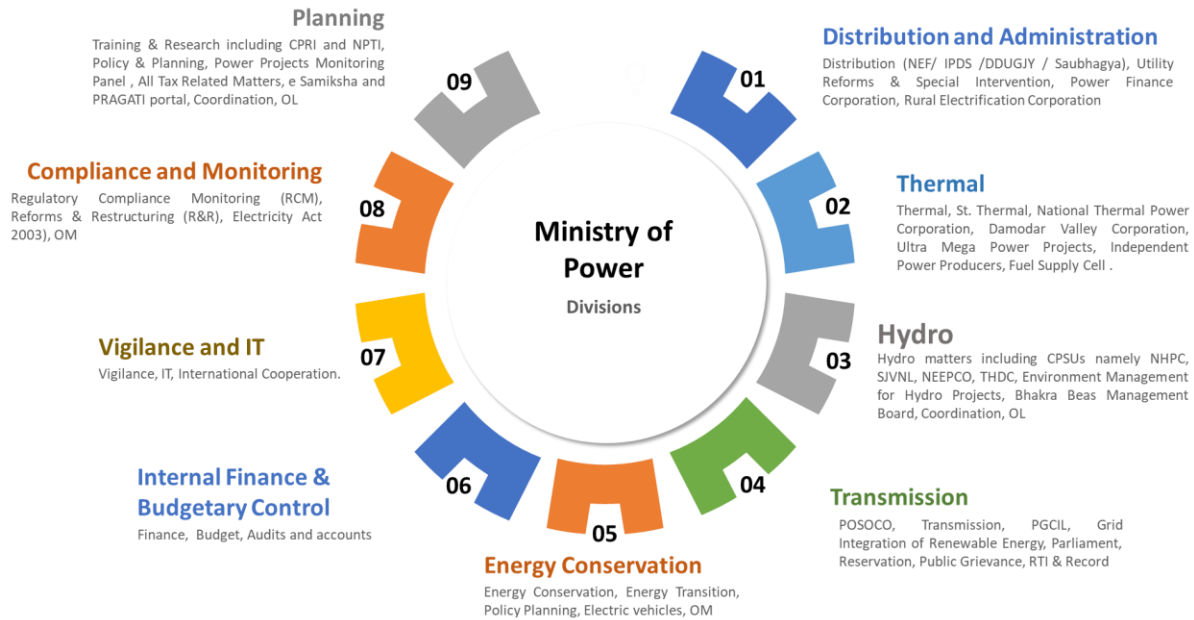
Figure 7: Illustrative cell hierarchy
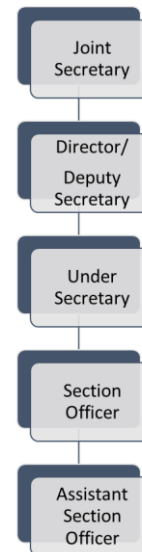
The individual divisions have multiple cells within the division that is being handled by the appointed staff (Deputy Secretary/ Director etc.). The cells are defined as the subunits that are handling individual portfolio/ work item. For example, the Finance and Budget has 3 cells namely Budget, Finance and Accounts. The 2 cells Budget and Finance are handled by Director and Audits and Accounts cell being handled by Chief Controller of Accounts. Similarly, the Vigilance division has 2 cells – Vigilance headed by Director; and IT and International Cooperation headed by Deputy Secretary.
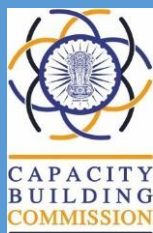
Thus, the cells are administered and run by competent officials within a set hierarchy to manage the functions of the division/ cell. An illustrative example of a typical cell hierarchy headed by Director/ Deputy Secretary is shown in the adjacent figure.

Segregation of roles and responsibilities amongst the Wings

Table 4: Roles and Responsibility of MoP Wings

No	Wing	Matters handled	Responsibility
1.	**Distribution and Administration**	• Distribution (National Electricity Fund - NEF/ Integrated Power Develoment Scheme/ Deen Dayal Upadhyaya Gram Jyoti Yojana - DDUGJY/ Saubhagya) • Utility Reforms & Special Intervention • Power Finance Corporation • Rural Electrification Corporation	• The Wing responsibilities include administration of all schemes, formulation of reforms linked scheme and any other new scheme, all administrative matters of Power Finance Corporation (PFC), REC, etc. It also includes other admin related responsibilities such as service matters concerning senior level posts, central staffing, etc.
2.	**Thermal**	• Thermal • St. Thermal • National Thermal Power Corporation • Damodar Valley Corporation • Ultra-Mega Power Projects • Independent Power Producers • Fuel Supply Cell	• This cell includes responsibilities of appointments, project issues, policy and other related matters.
3.	**Hydro**	• Hydro matters including CPSUs namely NHPC, SJVNL, NEEPCO, THDC • Environment Management for Hydro Projects • Bhakra Beas Management Board • Coordination	• Under this wing, major responsibilities are administrative related and other project related issues All administrative & project related matters along with Hydro policy & misc. matters of Hydroelectric projects
4.	**Transmission**	• Transmission • Parliament • Reservation • Public Grievance • RTI & Record	• The main responsibilities of PGCIL include regrading implementation of all States/UTs Transmission projects, cross Border Trade of Power with neighboring countries, etc. Other responsibilities include monitoring implementation of reservation policies of Govt. handling public grievances and RTI and coordination of all Parliament matters.
5.	**Energy Conservation**	• Energy Conservation (EC)	• The responsibilities under EC, ET & EV include matters relating to Energy

No	Wing	Matters handled	Responsibility
		• Energy Transition (ET) • Policy Planning • Electric vehicles (EV) • Operations and Maintenance (OM)	• Conservation & Energy Transition Policy & Planning, implementation of Energy Conservation and all issues related to EV. • The responsibilities under OM include OM of regional Power grid, review of power supply maintenance, disaster Management, guidelines for power allocation, etc.
6.	**Internal Finance & Budgetary Control**	• Finance • Budget • Audits and accounts	• In Finance, responsibilities include release of funds, release of loan and equities/grant in aid for power projects, pay and appraisals, etc. • In Audit and Accounts, responsibilities include Internal Audit, risk-based audit and accounting related matters. • Under Budget, responsibilities include related to Budget matters of MoP, re appropriation, surrender of savings for the Ministry.
7.	**Vigilance and IT**	• Vigilance • IT • International Cooperation (IC)	• All Vigilance cases/ issues of MoP employees and Board Level members of power sector PSU comes under Vigilance, responsibilities including security of PSUs. • Matters relating to international cooperation with various countries, Multilateral agencies, tie ups, participation in Energy Dialogues/Forum, comes under IC cell responsibilities. • IT cell ensures Information & Communication Technology and e-governance implementation in MoP in coordination with NIC.
8	**Compliance and Monitoring**	• Regulatory Compliance Monitoring (RCM) • Reforms & Restructuring (R&R) • Electricity Act 2003	• The responsibilities mainly include related to Legislation & framing of policies, implementation acts, policy related matters, etc.
9	**Planning**	• Training & Research including CPRI and NPTI • Policy & Planning	• Training and research cell responsibilities include all administrative & financial matters of CPRI & NPTI, policy matters of

No	Wing	Matters handled	Responsibility
		• Power Projects Monitoring Panel • All Tax Related Matters • E samiksha and PRAGATI portal • Coordination, • Organizational Learning	Training & research, issues of research scheme on power and skill development. • Policy and Planning cell responsibilities include finalization of annual/5 year / midterm appraisal plan, capacity addition program, etc.

In its role of governing the Power sector, the Ministry of Power is supported by numerous organizations which report to it functionally and administratively. These are divided into 3 groups:

A) **Statutory Bodies**
- **Central Electricity Authority (CEA)** is responsible for the technical coordination and supervision of programmes and is also entrusted with several statutory functions. Main responsibilities include preparing a National Electricity Plan in accordance with the National Electricity Policy, once every five years.
- **Bureau of Energy Efficiency (BEE)** is responsible for improvement of energy efficiency of economy with the primary objective of promoting energy saving measures and in turn reducing energy intensity through regulatory and promotional instruments of Energy Conservation Act 2001.
- **Regulatory, Judicial bodies** such as Central Electricity Regulatory Commission (CERC) and Appellate Tribunal for Electricity (APTEL).
- **Power system grid operator:** Grid Controller of India Limited

B) **Autonomous Bodies**
- **Central Power Research Institute (CPRI)** was established in Bangalore by the Government of India in 1960. It was organized into an autonomous society in the year 1978 under the aegis of the Ministry of Power, Government of India. The main objective of setting up the institute was to serve as a national laboratory for undertaking applied research in electric power engineering. Besides this, the institute also functions as an independent testing and certification agency for electrical equipment and components.

- **National Power Training Institute (NPTI)** has been set up by Government of India to function as the national apex body for development of human resources for the power sector in India. It operates through 11 institutes spread across the country. NPTI offers industry interface programs, online training courses, training on Scheme-specific courses for staff under MoP and allied bodies.

C) **Public Sector Undertakings (PSU)**
These include PSUs for development of **power generation capacity** viz National Thermal Power Corporation (NTPC), National Hydroelectric Power Corporation (NHPC), North Eastern Electric Power Corporation (NEEPCO); development of **transmission system** viz. Power Grid Corporation of India

Limited; **development financing institution** viz Rural Electrification Corporation (REC), Power Finance Corporation (PFC).

B.   Approach and Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the Ministry of Power and suggest improvement initiatives which shall assist Ministry in realizing its vision & goals in a streamlined manner.

These improvement initiatives would form part of the annual CBP. The plan would help in identification of the key challenges in next one (1) to three (3) years. This section covers the approach undertaken by the team to deliver the CBP.

As part of this study, the team will adopt an agile and consultative approach in defining the broad contours of the CBP. The key activities to be undertaken are as follows:

Figure 8: Key activities to be undertaken in the study
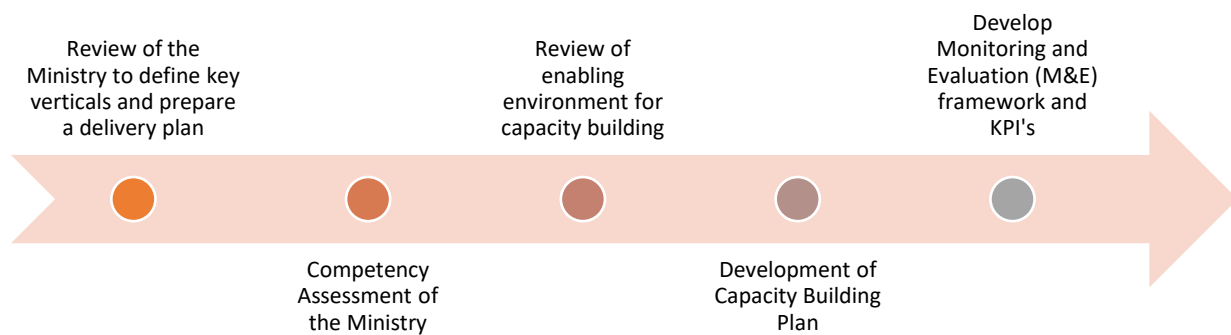
In the initial stage, secondary research is conducted to understand the mandate, vision, policies, roles, functions, etc. of the Ministry through website, portals and documents, web search and annual reports. To further broaden our understanding on Ministry's priorities, strategic objectives and focus areas, a visioning exercise was competed on 9th March 2023 with the Ministry officials and vetted by the Secretary (Power).

During the second phase, current capability gaps (in terms of competency, institutional and technological) will be identified along with desired competencies for each division based on the self-assessment of the individual staff at the Ministry. Followed by this, we will be doing a review of enabling environment at the organizational level, mapping the standard processes and functioning.

After assessing the gaps and competency requirements, appropriate initiatives for capacity building will be identified along with their complexity level and capacity building plan will be developed.

Lastly, roadmap for implementation of CBP will be determined for strengthening the competencies of respective divisions in the Ministry. Further, an M&E plan will be developed while defining KPIs for each of the activity with clear means to measure progress as well as achievement.

Questionnaire

Our methodology includes questionnaire for gathering data at Organizational and Individual level. The Organizational questionnaire will be discussed with the division heads such as Director/ Deputy Secretary (DS), etc. The intent is to comprehend sectoral visions, mission, and departmental focus and orient a baseline formulation for capacity-building needs. It will broadly cover the following aspects:

- Understand how the national priorities and common national goals translate into the Ministry's goals and objectives within the next 3–5 years. In particular:
  o Domain/sector-specific goal/s,
  o Technology goal/s and
  o Citizen centric goal/s
- Key focus areas activities and functions of division/ section/ everyone
- Initiatives being undertaken to meet the short- and medium-term goals, and targets/ milestones, if any
- Key skills gap & competency challenges faced by the division/ cell/ department/ individual in executing the above objectives.

Detailed questionnaires are annexed to this report.

Data collection

Officials from MoP at all hierarchal levels, from ASO to Director, were asked to fill an individual survey form. During the data collection phase, 57% of the officers filled the information through the forms. In addition, Directors and Deputy Secretaries were interviewed to collect data on technology and data, systems and processes, resources and assets, partnerships and relationships, personnel management, etc. Of the overall Directors and Deputy Secretaries, 72% of the officials were interviewed.

C.   Progress so Far

Table 5: Progress made

No.	Particular	Dates
1	Creation of Capacity Building Unit (CBU)*	29th November 2023
2	Kick-off meeting between MoP and CBC for preparation of Annual Capacity Building Plan chaired by Secretary (Power)	26th December 2022
3	Kick-off meeting between Capacity Building Commission and CRISIL	24th January 2023
4	Preparation of Capacity Needs Assessment (CNA) forms for Individual and Organization levels	5th February 2023
5	1st meeting with CBU, MoP	3rd March 2023
6	Visioning exercise with Secretary, Power	9th March 2023
7	Launch of online CNA questionnaires	10th March 2023
8	Completion of online CNA questionnaires	6th April 2023
9	One to one individual interviews	22nd March – 5th April 2023
10	Presentation of CNA report to Nodal Officer	1st June 2023
11	ACBP presentation to CBU headed by Additional Secretary	12th July 2023

About this report

This report describes the organizational mandate, functional structure, roles and responsibilities of the Ministry of Power (MoP) in the introduction chapter. Further, the report also presents the AS-IS assessment and competency assessment in the second chapter for the MoP.

III.   Capacity Needs Assessment

Competency framework

Competency is defined as a combination of skills, knowledge, attributes, and observable behaviors that can be measured and evaluated and enable an individual to perform a task successfully within a given job/ role. A competency framework is a broad description of performance and behavioural excellence expected in all the occupational roles within an organization and includes benchmarks against which staff performance can be assessed. Competencies required in an organization can be typically classified into three categories:

- **Domain competencies** – These competencies enable individuals to perform roles effectively within a specialized discipline or field. Domain competencies generally apply to the core work of a Ministry/Department/Organization. For example: power plant operations, fuel supply issues, BESS technology, grid operations, distribution outages, smart meters, feeder metering, tariffs, etc.

- **Functional competencies** – These competencies help cater to the operational requirement of the organization such as administration, procurement, financial management. Functional competencies are applicable across a wide range of ministries/departments of the Government. For example: E-office, MS Office, budgeting, project management, procurement, data analysis; and

- **Behavioral competencies** – These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles within the organization. For example: communication skills, time management, empathy, leadership.

Competencies required by staff of the organization correspond to the individual roles and responsibilities assigned to the staff. We first start with a description of the most granular organizational unit whose staff have similar roles and responsibilities – for a Ministry, this is a Section – and describe its overall vision, objectives and key responsibilities handled. The roles and responsibilities are then identified for specific staff positions within the organizational unit. The roles and responsibilities differ according to the hierarchical level of the staff, and so do the competencies required. For a Ministry particularly, three levels of organizational hierarchies can be identified:

Hierarchical level	**Responsibility** *(primary and broader level)*	**Competencies required** *(primary and broader level)*
Senior management – Director, Deputy Secretary (DS)	Enabling environment and policy-level actions	High level strategy, governance, planning
Middle tactical – Under Secretary (US) / Assistant Director (AD)	Monitor progress and evaluate outcomes	Domain knowledge, programme development, task supervision and management
Operational – Section Officer (SO), Assistant Section Officer (ASO)	Execute tasks and activities	Domain knowledge

Capacity Needs Assessment

A Capacity Needs Assessment exercise is useful to assess existing capacity of the Ministry to perform its role effectively and identify capacity gaps. The exercise was carried out by interviewing the Ministry staff across all the three hierarchical levels. Bulk of the Ministry's staff at Middle Tactical and Operational levels were administered a comprehensive online survey while the Senior Management staff were "in-depth interviewed" on a one-to-one basis. The online survey gathered data on individual competencies while the in-depth interviews assessed competencies at an organizational level. Proficiency levels were also noted as part of the process to gather individual competencies. Detailed questionnaires for the two modes of data collection are annexed to this report.

The following sections discuss key findings emerging from the Capacity Needs Assessment. The findings are organized Section-wise and for each staff position within the Section. For each staff position, the roles and responsibilities allocated and the Domain, Functional and Behavioural competencies required for performing them effectively have been mapped. The below subsection provides details of core cross-functional domain competencies across sections.

Cross-sectional competencies

A comprehensive review of the various roles and responsibilities of designations and sections within the organization, selected cross-sectional competencies have been identified that play a crucial role in driving organizational effectiveness and promoting collaboration in the power sector. The power sector encompasses a broad range of activities that require the following domain, functional and behavioral competencies:

Domain competencies

1. **Overview of Power Sector:** Comprehensive understanding of power sector, including structure, operations, stakeholders, industry landscape, emerging trends and challenges for informed decisions and effective collaboration.

2. **Acts, Schemes, and Policies:** Knowledge of significant legislative acts, schemes, and policies governing the power sector to ensure compliance and strategic alignment.

3. **National Infrastructure Plan:** Familiarity with government's long-term plan for power sector infrastructure development including priorities, targets, and investment plans to contribute to national priorities.

4. **International Best Practices:** Staying updated with global power sector best practices, successful models, technologies, and approaches to enhance operational efficiency and reliability.

5. **Cyber Security:** Understanding cyber security's importance and relevance in safeguarding critical infrastructure and improving power systems.

6. **IoT Applications in Power & Energy:** Utilizing IoT to enhance energy management, optimize resource allocation, enable predictive maintenance, and improve overall operational efficiency.

7. **Capacity Addition and Project Monitoring:** Managing power sector capacity addition projects and monitoring progress effectively.

8. **Establishment Matters:** Administrative and operational proficiency for manpower management, governance, and stakeholder engagement.

Functional competencies

1. **Data Driven Decision Making for Government:** Ability to utilize data and analytics to inform decision-making processes in government operations and policy development.

2. **Evaluation of Proposals:** Ability to assess and evaluate proposals and project plans to determine their feasibility and alignment with objectives.

3. **Employee Benefits:** Understanding of the Central Government Employees Group Insurance Scheme, which provides insurance coverage to central government employees.

4. **Grievance Handling using AI Application:** Knowledge and proficiency in using AI-powered applications for managing public grievances efficiently.

5. **Introduction to Emerging Technologies:** Familiarity with the latest and emerging technologies in various fields, such as AI, blockchain, Internet of Things (IoT), etc., and understanding their potential applications.

6. **MS Suite (Word, Excel, PowerPoint):** Proficiency in using Microsoft Office tools, including Microsoft Word for document processing, Microsoft Excel for data analysis and calculations, and Microsoft PowerPoint for creating presentations.

7. **PM Gatishakti:** Familiarity with the Pradhan Mantri Gatishakti initiative, which focuses on enhancing the country's infrastructure and connectivity.

8. **Project Control and Management:** Competency in using project management tools like Microsoft Project to plan, schedule, and track project activities.

9. **Securing End User Devices:** Knowledge of best practices and measures to secure end-user devices, such as computers and mobile devices, used within government departments.

10. **Taxation rules:** Awareness of recent changes and updates in the tax regime and taxation policies.

11. **Technology, Innovation, and New Product Development:** Understanding of technology trends, fostering innovation, and managing the development of new products or services.
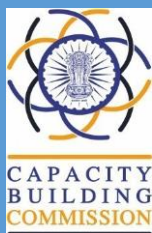
Behavioral skills

1. **Collaboration with Stakeholders:** Ability to work and communicate effectively with various stakeholders, including team members, intra-organization, partners, and external agencies, to achieve common goals, share information, and foster positive relationships.

2. **Effective Communication:** Proficiency in conveying ideas, information, messages clearly and concisely, convince stakeholders to ensure mutual understanding in both verbal and written communication.

3. **Empathy:** Capacity to understand and relate to the emotions, feelings, and perspectives of others, fostering a supportive and compassionate work environment.

4. **Innovation:** Ability to think creatively, generate new ideas, and propose inventive solutions to address challenges and improve processes or products.

5. **Intra-organizational communication:** Efficient communication within the organization, ensuring effective flow of information among departments, teams, and hierarchical levels.

6. **Motivation:** Ability to recognize and comprehend the factors that drive and inspire individuals, facilitating better team management and motivation strategies.

7. **Performance Management:** The process of setting clear goals, assessing performance, providing feedback, and supporting employee development to optimize individual and team performance.

8. **POSH (Prevention of Sexual Harassment):** Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace, promoting a safe and respectful environment for all employees.

9. **Self-Leadership:** The ability to take responsibility for personal growth, motivation, and decision-making, demonstrating initiative and proactivity in achieving personal and professional objectives.

10. **Stress Management:** Capability to cope with pressure and stressful situations, employing strategies to maintain emotional well-being and productivity.

11. **Time Management:** Skill to prioritize tasks, allocate time efficiently, and meet deadlines, optimizing productivity and maintaining a work-life balance.

Developing tailored training and development programs that focus on these competencies will contribute to a skilled and resilient workforce, ultimately driving the growth and performance of the organization. Overall, these cross-sectional competencies provide professionals with the knowledge and skills necessary to contribute effectively to the organization. The below table provides proficiency assessment of the above identified competencies.

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels for cross cutting sectional competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table : Cross-functional Domain competency : Proficiency assessment

Competency	Dir/ DS	US/ DD	SO	ASO
Domain				
Overview of power sector	B	I	I	I
Major Acts, Schemes and Policies in the Power sector	B	I	I	I
National Infrastructure Plan	B	B	B	B
International Best Practices	B	B	B	B
Cyber Security Applications and IoT	B	B	I	I
IoT: Applications in Power & Energy	B	B	I	I
Capacity addition, planning and project monitoring	I	I	B	B
Establishment matters	B	B	B	B
Functional				
Data Driven Decision Making for Government	I	I	B	B
Evaluation of proposals	A	I	I	I
Employee benefits	I	I	B	B
Grievance Handling using AI Application	B	B	B	B
Introduction to Emerging Technologies	B	B	B	B
MS Suite (Word, Excel, PowerPoint)	I	I	I	B
PM Gatishakti	I	B	B	B
Project control and management	I	I	B	B
Securing End User Devices in Government Departments	B	B	B	B
Taxation rules	B	B	B	B
Technology, Innovation and New Product Development	B	B	B	B
Behavioral				
Stakeholder management	A	I	B	B
Effective Communication	I	I	I	I
Empathy	B	B	B	B
Innovation	B	B	I	I
Intra-organizational communication	I	I	B	B
Motivation	B	B	B	B

Competency	Dir/ DS	US/ DD	SO	ASO
Performance management	B	B	B	B
POSH	B	B	B	B
Self-Leadership	I	I	B	B
Stress Management	B	B	B	B
Time management	B	B	B	B

Distribution Wing

The Wing is headed by Shri Piyush Singh (Joint Secretary) and is responsible for Distribution matters. Under Distribution, the division handles amongst others, administration of critical Schemes related to the power distribution sector, reform initiatives, special interventions and matters related to key organizations supporting the distribution sector i.e., Power Finance Corporation (PFC) and Rural Electrification Corporation (REC). In addition, Administration matters related to human resources management and general administration for the entire Ministry are also handled. The below organizational chart shows various sections of the Distribution Wing:

Organization chart of Distribution Wing
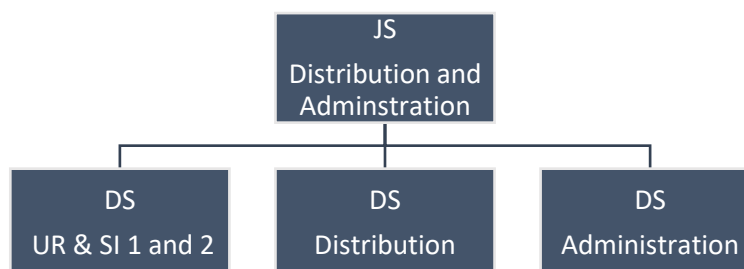
The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: Distribution Section, Distribution Wing

The mandate of the Section is to support in delivering reliable and quality service to consumers and contribute to sustainable development of the Nation. The major roles/ responsibilities of the Section include:

- General and Financial Administration of Schemes such as NEF, IPDS, DDUGJY, NSGM, Saubhagya *(National Priority)*
- Overseeing of J&K PMDP (Prime Minister's Development Package) *(National Priority)*
- Overseeing of Common backend infrastructure facility (CBIF) for smart metering *(Emerging Technology)*

- Overseeing parliamentary matters concerning Distribution division *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS (Dist.)

US (Dist.)

SO (Dist.)

ASO 1   ASO 2   ASO 3
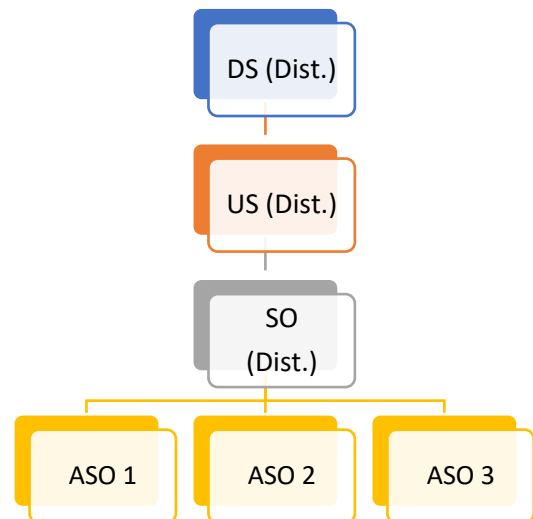
Table 6: Distribution Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
DS	• Overseeing administration of matters including vetting policy, approval of budgetary allocations, monitoring of works, approval of claims and releases, and providing extension for the following Schemes: o NEF o IPDS o DDUGJY o NSGM o Saubhagya • Reviewing and approving proposal for distribution related matters including RDSS proposals • Overseeing of Common backend infrastructure facility (CBIF) for smart metering including coordination with concerned stakeholders (NTPC, REC, PGCIL and PFC) • Overseeing of J&K PMDP matters (monitoring of distribution works) • Overseeing parliamentary matters and assurances concerning Distribution division	• DISCOMs operations and maintenance, dynamic tariffs, and subsidy (NP) • Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities (NP) • Techno-commercial aspect of Smart metering including cost benefit analysis, ROI, CBIF (NP) • Feeder metering (NP) – monitoring performance and efficiency, load management, identification of losses • New emerging distribution technology including advanced sensors, automation, and grid management systems, are transforming distribution networks (ET) • Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)	• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work • Reviewing policies, proposals, reports, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of Distribution related works • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
US	• Reviewing administration matters including vetting policy, approval of budgetary allocations, monitoring of	• DISCOMs operations and maintenance, dynamic tariffs, and subsidy (NP) • Smart metering involving installation, remote monitoring, demand response,	• Reviewing policies, proposals, reports, note sheet	• Supporting role in strategic leadership skills to provide direction • Decision-making support

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	works, approval of claims and releases, and providing extension for the following Schemes: ○ NEF ○ IPDS ○ DDUGJY ○ NSGM ○ Saubhagya • Administration of Common backend infrastructure facility (CBIF) for smart metering including coordination with concerned stakeholders (NTPC, REC, PGCIL and PFC) • Reviewing of J&K PMDP matters (monitoring of distribution works) • Overseeing parliamentary matters, assurances and VIP references concerning Distribution division	• coordination of infrastructure facilities (NP) • Techno-commercial aspect of Smart metering including cost benefit analysis, ROI, CBIF (NP) • Feeder metering (NP) – monitoring performance and efficiency, load management, identification of losses • New emerging distribution technology including advanced sensors, automation, and grid management systems, are transforming distribution networks (ET) • Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)	• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of Distribution related works • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management • Multi-tasking skills
SO	• Preparing Circulars/ OM/ Sanction Order/ note sheets for matters including policy level amendments, budgetary allocations, processing's claims and releases, and extension for the following Schemes: ○ NEF ○ IPDS ○ DDUGJY ○ NSGM ○ Saubhagya	• DISCOMs operations and maintenance, dynamic tariffs, and subsidy (NP) • Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities (NP) • Techno-commercial aspect of Smart metering including cost benefit analysis, ROI, CBIF (NP) • Feeder metering (NP) – monitoring performance and efficiency, load management, identification of losses	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Reviewing proposals/ processing of receipts of RDSS scheme • Processing files for o Common backend infrastructure facility (CBIF) o J&K PMDP matters • Preparing responses for parliamentary matters, assurances and VIP references • Preparing minutes of the meeting	• New emerging distribution technology including advanced sensors, automation, and grid management systems, are transforming distribution networks (ET) • Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)	• File management using One Drive • Data management and analysis including budget preparation	
ASO	• Preparing Circulars/ OM/ Sanction Order/ note sheets for matters including policy level amendments, budgetary allocations, processing's claims and releases, and extension for the following Schemes: o NEF o IPDS o DDUGJY o NSGM o Saubhagya • Reviewing proposals/ processing of receipts of RDSS scheme • Processing files for Common backend infrastructure facility (CBIF) • Reviewing of J&K PMDP matters (monitoring of distribution works) • Preparing responses for parliamentary matters, assurances and VIP references • Preparing minutes of the meeting	• DISCOMs operations and maintenance, dynamic tariffs, and subsidy (NP) • Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities (NP) • Techno-commercial aspect of Smart metering including cost benefit analysis, ROI, CBIF (NP) • Feeder metering (NP) – monitoring performance and efficiency, load management, identification of losses • New emerging distribution technology including advanced sensors, automation, and grid management systems, are transforming distribution networks (ET) • Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 7: Distribution Section, Distribution Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
DISCOM functions, tariffs, and subsidy	B	I	I	I
Smart meters	NA	I	I	B
Feeder metering	B	B	B	B
Next Generation Distribution System Transition towards Smart Grid	B	B	B	B
Distribution policies and Schemes	I	I	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 2: Utility Reforms and Special Intervention 1

The mandate of the Section is to support in enhancing efficiency of delivering reliable distribution service to consumers and contribute to sustainable development of the Nation. The major roles/ responsibilities of the Section include:

- General and Financial administration pertaining to Utility Privatization and Bilateral Co-operation *(National Priority)*
- Review of matters pertaining to National DISCOM and National Infrastructure Pipeline (NIP) *(National Priority)*
- Handling Inter-ministerial issues concerning Distribution

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS
(UR&SI 1 & 2)

US
(UR&SI 1)

SO
(UR&SI 1)

ASO
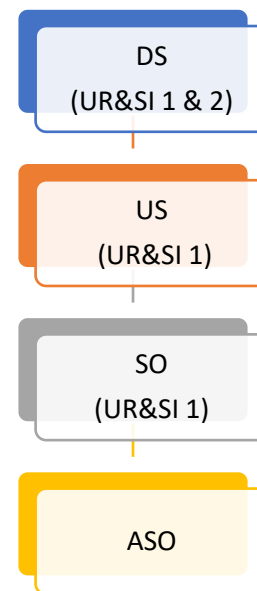
Table 8: URSI 1 Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing and administration matters including vetting, approval, monitoring of works for the following:
	  o Utility privatization matters - PPP, DF
	  o Bilateral cooperation
	• Reviewing notes/ letters for matters pertaining to:
	  o National DISCOM
	  o NIP
	  o Inter-ministerial issues in regard to Distribution related matters
		• Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance, and customer service.
		• Utility privatization models (PPP, DF) and associated legal and regulatory frameworks including the privatization process, ensuring transparency, competition, consumer protection, and adherence to standards
		• Regulatory framework including tariff regulations, quality of service, compliance, operational process of National DISCOM (NP)
		• Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management of Distribution related works
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing and administration of matters including vetting, monitoring of works for the following:
	  o Utility privatization matters - PPP, DF
	  o Bilateral cooperation
	• Reviewing notes/ letters for matters pertaining to:
	  o National DISCOM
	  o NIP
		• Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance, and customer service.
		• Utility privatization models (PPP, DF) and associated legal and regulatory frameworks including the privatization process, ensuring transparency, competition, consumer protection, and adherence to standards
		• Regulatory framework including tariff regulations, quality of service, compliance,
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Inter-ministerial issues in regard to Distribution related matters	operational process of National DISCOM (NP) • Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)	• Planning, monitoring and project management of Distribution related works • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management • Multi-tasking skills
SO	• Preparing circulars/ note sheets for matters including: o Utility privatization matters - PPP, DF o Bilateral cooperation • Processing files for the following matters related to: o National DISCOM o NIP o Inter-ministerial issues in regard to Distribution related matters	• Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance, and customer service. • Utility privatization models (PPP, DF) and associated legal and regulatory frameworks including the privatization process, ensuring transparency, competition, consumer protection, and adherence to standards • Regulatory framework including tariff regulations, quality of service, compliance, operational process of National DISCOM (NP) • Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking
ASO	• Preparing circulars/ note sheets for matters including: o Utility privatization matters - PPP, DF o Bilateral cooperation	• Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance, and customer service • Utility privatization models (PPP, DF) and associated legal and regulatory frameworks including the privatization process,	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Processing files for the following:
	  ○ National DISCOM
	  ○ NIP
	  ○ Inter-ministerial issues in regard to Distribution related matters
		ensuring transparency, competition, consumer protection, and adherence to standards
		• Regulatory framework including tariff regulations, quality of service, compliance, operational process of National DISCOM (NP)
		• Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy)
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive	

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 9: URSI 1 Section, Distribution Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Electric utility system functions and operations	B	B	I	I
Utility privatization models	B	B	B	B
Distribution policies and Schemes	I	I	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	I
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 3: Utility Reforms and Special Intervention 2

The mandate of the Section is to support in enhancing efficiency of delivering reliable distribution service to consumers and contribute to sustainable development of the Nation. The major roles/ responsibilities of the Section include:

- General and Financial administration pertaining to Revamped Distribution Sector Scheme (RDSS), Liquidity Infusion Scheme *(National Priority)*
- Overseeing matters related to EODB, MPI indices to the extent they concern Distribution Utilities

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

```
        DS
   (UR&SI 1 &2)
        |
        DD
   (UR&SI 2)
        |
        SO
   (UR&SI 2)
     /      \
 ASO 1     ASO 2
```
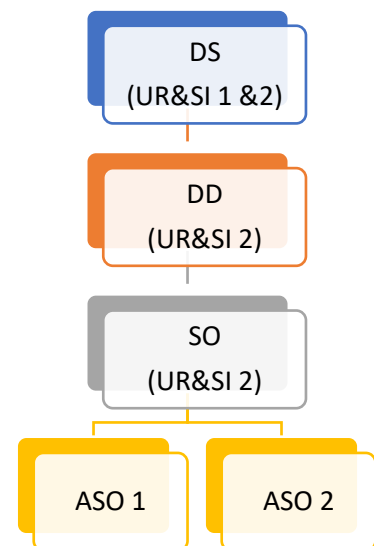
Table 10: URSI 2 Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing administration of matters including vetting new policies, budgetary allocations approval, monitoring of works, claims and receipts approval, and additional borrowings approval for the following Schemes/ bodies:
	  o RDSS
	  o Liquidity Infusion Scheme (to maintain power supply)
	  o Utilities
	• Overseeing reports regarding:
	  o Liquidity Infusion Scheme (to maintain power supply)
	  o Utilities
	  o EODB, MPI indices
	• Reviewing:
	  o Cabinet notes
	  o Power sector Vision for URSI
	  o Reports of other Ministries and providing comment
	  o Work on special interventions
	• Overseeing parliamentary matters and assurances
		• Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy, Liquidity Infusion Scheme, Power sector vision) (NP)
		• Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance, and customer service
		• Introduction to EODB, parameters for ranking on electricity access (Number of procedures required, time and cost for obtaining a commercial electricity connection, and reliability), reforms made by the CEA and the regulators, additional administrative measures required for improving ranking
		• Introduction to MPI, parameters for ranking (access to reliable electricity), additional administrative measures required for improving ranking
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management of Distribution related works
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

DD	• Reviewing files for administration matters including budgetary allocations, monitoring of works, claims and receipts, and additional borrowings for the following Schemes/ bodies: o RDSS	• Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy, Liquidity Infusion Scheme, Power sector vision) (NP) • Electric utility systems, processes and operations including load dispatching,	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and	• Supporting role in strategic leadership skills to provide direction • Decision-making support

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	- o Liquidity Infusion Scheme (to maintain power supply) - o Utilities - Reviewing reports regarding: - o Liquidity Infusion Scheme (to maintain power supply) - o Utilities - o EODB, MPI indices - Reviewing: - o Cabinet notes - o Power sector Vision for URSI - o Reports of other Ministries and providing comment - o Work on special interventions - Reviewing parliamentary matters and assurances	system monitoring, maintenance, and customer service • Introduction to EODB, parameters for ranking on electricity access (Number of procedures required, time and cost for obtaining a commercial electricity connection, and reliability), reforms made by the CEA and the regulators, additional administrative measures required for improving ranking • Introduction to MPI, parameters for ranking (access to reliable electricity), additional administrative measures required for improving ranking	operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of Distribution related works • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	- Preparing and reviewing circulars/ OM/ sanction order/ note sheets for matters including policy administration, budgetary allocations, claims and receipts, and additional borrowings for the following Schemes/ bodies: - o RDSS - o Liquidity Infusion Scheme (to maintain power supply) - o Utilities - Processing and preparing files for the following: - o Cabinet notes - o Power sector Vision for URSI	• Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy, Liquidity Infusion Scheme, Power sector vision) (NP) • Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance, and customer service • Introduction to EODB, parameters for ranking on electricity access (Number of procedures required, time and cost for obtaining a commercial electricity connection, and reliability), reforms made by the CEA and the regulators,	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Reports of other Ministries and providing comment o Work on special interventions • Drafting responses for parliamentary matters and assurances • Preparing minutes of the meeting	additional administrative measures required for improving ranking • Introduction to MPI, parameters for ranking (access to reliable electricity), additional administrative measures required for improving ranking	• Data management and analysis including budget preparation	
ASO	• Preparing circulars/ OM/ sanction order/ note sheets for matters including policy administration, budgetary allocations, claims and receipts, and additional borrowings for the following Schemes/ bodies: o RDSS o Liquidity Infusion Scheme (to maintain power supply) o Utilities • Processing files for the following: o Cabinet notes o Power sector Vision for URSI o Reports of other Ministries and providing comment o Work on special interventions • Drafting responses for parliamentary matters and assurances • Preparing minutes of the meeting	• Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy, Liquidity Infusion Scheme, Power sector vision) (NP) • Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance, and customer service • Introduction to EODB, parameters for ranking on electricity access (Number of procedures required, time and cost for obtaining a commercial electricity connection, and reliability), reforms made by the CEA and the regulators, additional administrative measures required for improving ranking • Introduction to MPI, parameters for ranking (access to reliable electricity), additional administrative measures required for improving ranking	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 11: URSI 2 Section, Distribution wing: Proficiency assessment

Competency	DS	DD	SO	ASO
Domain				
Distribution policies and Schemes	I	I	I	I
Electric utility system functions and operations	B	B	I	I
EODB, MPI indices and indicator framework for power sector	NA	NA	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	I	B

Section 4: PFC/ REC

The mandate of the Section is to provide administrative support to Rural Electrification Corporation (REC) and Power Finance Corporation (PFC) organizations in their mandate of financing and promoting power sector projects. The major roles/ responsibilities of the Section include:

- Overseeing and administering senior management and Board level appointments to these organizations
- Overseeing policy matters of these organizations
- Overseeing stakeholder management and coordination
- Monitoring reports related to performance, audit, etc.

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 12: PFC/ REC Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing administration matters including creation, appointment, extension, clearance, and confirmation for the following:
	  o REC CMD and directors/ independent directors
	  o CPSE Board members
	  o Foreign deputation/ training of Board level officers of REC
	• Overseeing policy matters including finalization, monitoring, of the following:
	  o MoU parameters of REC
	  o Performance of REC
	  o Vacancies through ACC Vacancy Monitoring System (AVMS)
	• Overseeing stakeholder management and coordination with:
	  o P&P, Parliament, IC, Admin, Budget divisions
	• Overseeing reports regarding:
	  o Audit Paras (CAG)/ Audit Observations
	  o Annual Reports and statement of accounts of REC
	  o Disposal of references received from Ministry of Finance/ NITI Aayog
	• Overseeing:
	  o Brief notes on Parliament issues
	  o RTI matters and Grievances
	• Overseeing uploading of information on:
	  o E-samiksha portal
		• PFC/ REC functions and responsibilities
		• Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy) (NP)
		• OAMS and e-Samiksha portal
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, annual reports, and references from the Ministry of Finance/NITI Aayog, MoU and other reports
		• Monitoring vacancies through AVMS
		• Process for management/ disposal of references
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Online Assurance Monitoring System (OAMS)			
US	• Reviewing files on administration matters including creation, appointment, extension, clearance, and confirmation for the following: o REC CMD and directors/ independent directors o CPSE Board members o Foreign deputation/ training of Board level officers of REC • Reviewing policy matters including finalization, monitoring, of the following: o MoU parameters of REC o Performance of REC o Vacancies through ACC Vacancy Monitoring System (AVMS) • Reviewing stakeholder management and coordination between: o P&P, Parliament, IC, Admin, Budget divisions • Reviewing reports regarding: o Audit Paras (CAG)/ Audit Observations o Annual Reports and statement of accounts of REC o Disposal of references received from Ministry of Finance/ NITI Aayog • Reviewing and adding inputs on: o Brief notes on Parliament issues o RTI matters and Grievances • Monitoring of information uploaded on: o E-samiksha portal o Online Assurance Monitoring System (OAMS)	• PFC/ REC functions and responsibilities • Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy) (NP) • OAMS and e-Samiksha portal • Identification of areas of concerns, inefficiencies, gaps from Audit paras, annual reports, and references from the Ministry of Finance/NITI Aayog, MoU and other reports • Monitoring vacancies through AVMS • Process for management/ disposal of references	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

SO	• Preparing circulars/ OM/ sanction order/ note sheets for HR Administration matters (creation, appointment, extension, clearance, and confirmation) for the following:
	  ○ REC CMD and directors/ independent directors
	  ○ CPSE Board members
	  ○ Foreign deputation/ training of Board level officers of REC
	• Preparing letters/ issuing circulars for stakeholder management and coordination with P&P, Parliament, IC, Admin, Budget divisions
	• Preparing brief notes regarding:
	  ○ Audit Paras (CAG)/ Audit Observations
	  ○ Annual Reports and statement of accounts of REC
	  ○ Disposal of references received from Ministry of Finance/ NITI Aayog
	• Processing files for the following:
	  ○ Brief notes on Parliament issues
	  ○ RTI matters and Grievances
	• Coordinating uploading of information on:
	  ○ E-samiksha portal
	  ○ Online Assurance Monitoring System (OAMS)
	• Drafting responses for parliamentary matters and assurances
	• Preparing minutes of the meeting
		• PFC/ REC functions and responsibilities
		• Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy) (NP)
		• OAMS and e-Samiksha portal
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, annual reports, and references from the Ministry of Finance/NITI Aayog, MoU and other reports
		• Planning and project management
		• Monitoring vacancies through AVMS
		• Process for management/ disposal of references
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation
				• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• nalytical thinking

ASO	• Preparing circulars/ OM/ sanction order/ note sheets for HR Administration matters (creation, appointment,	• PFC/ REC functions and responsibilities	• Documentation including preparing note sheets, briefs, minutes of	• Adaptability and flexibility • Supportive teamwork

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	extension, clearance, and confirmation) for the following: ○ REC CMD and directors/ independent directors ○ CPSE Board members ○ Foreign deputation/ training of Board level officers of REC • Preparing letters/ issuing circulars for stakeholder management and coordination with P&P, Parliament, IC, Admin, Budget divisions • Preparing brief notes regarding: ○ Audit Paras (CAG)/ Audit Observations ○ Annual Reports and statement of accounts of REC ○ Disposal of references received from Ministry of Finance/ NITI Aayog • Processing files for the following: ○ Brief notes on Parliament issues ○ RTI matters and Grievances • Coordinating uploading of information on: ○ E-samiksha portal ○ Online Assurance Monitoring System (OAMS) • Drafting responses for parliamentary matters and assurances • Preparing minutes of the meeting	• Distribution policies, and Schemes (RDSS, National Electricity Policy, National Electricity Plan, National Tariff Policy) (NP) • OAMS and e-Samiksha portal • Identification of areas of concerns, inefficiencies, gaps from Audit paras, annual reports, and references from the Ministry of Finance/NITI Aayog, MoU and other reports • Monitoring vacancies through AVMS • Process for management/ disposal of references	meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 13: PFC/ REC Section, Distribution Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Distribution policies and Schemes	I	I	B	B
Governance of CPSU's (PFC, REC)	B	B	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 5: Administration 1

The mandate of the Section is to support overall administration of Central Electricity Authority (CEA) organization. The major roles/ responsibilities of the Section include:

- Overseeing and administering senior management and Board level appointments to the organization
- Overseeing policy matters of the organization
- Overseeing stakeholder management and coordination
- Monitoring reports related to performance, audit, etc.

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 14: Admin 1 Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
DS	• Overseeing administration of matters including appointment/ extension/ clearance/ promotion/ confirmation/ resignation/ and VRS cases for the following: 　o CEA Chairperson and Members 　o Director of CEA 　o CPES officers 　o Deputation of CPES officers for field training 　o Commercial employment after retirement • Overseeing administration of matters including vetting policy, framing, amendment, management, of the following: 　o Recruitment Rules of other posts in the CEA 　o Matters related to promotion and seniority • Overseeing stakeholder management and coordination for: 　o Transfers/ appointment/ reinstatement 　o Forwarding applications for deputation to other organizations 　o e-Governance projects implemented by Public Enterprises Selection Board (PESB) • Overseeing reports regarding: 　o Cadre review/ Staff Inspection Unit 　o Pay fixation allowances, leave, joining time, LTC, pension, advance matters • Reviewing files/ letters for matters pertaining to: 　o Court/CAT cases 　o Disciplinary matters of CPES officers	• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of Transfer and Posting guidelines, deputation, others • Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Legal laws, and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation	• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work • Reviewing policies, proposals, reports, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Overseeing and administration of ACC Vacancy Maintenance System (AVMS)			

US	• Reviewing administration matters files including appointment/ extension/ clearance/ promotion/ confirmation/ resignation/ and VRS cases for the following:
	  o CEA Chairperson and Members
	  o Director of CEA
	  o CPES officers
	  o Deputation of CPES officers for field training
	  o Commercial employment after retirement
	• Reviewing policy, framing, amendment, management matters of the following:
	  o Recruitment Rules of other posts in the CEA
	  o Matters related to promotion and seniority
	• Reviewing files for stakeholder management:
	  o Transfers/ appointment/ reinstatement
	  o Forwarding applications for deputation to other organizations
	  o e-Governance projects implemented by Public
	  o Enterprises Selection Board (PESB) in
	• Reviewing reports regarding:
	  o Cadre review/ Staff Inspection Unit
	  o Pay fixation allowances, leave, joining time, LTC, pension, advance matters
	• Reviewing files/ letters and adding inputs for matters pertaining to:
	  o Court/CAT cases
	  o Disciplinary matters of CPES officers
		• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of Transfer and Posting guidelines, deputation, others
		• Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement
		• Legal laws, and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Reviewing of ACC Vacancy Maintenance System (AVMS)			
SO	• Drafting Circulars/ OM/ Sanction Order/ note sheets for administration matters including appointment/ extension/ clearance/ promotion/ confirmation/ resignation/ and VRS cases for the following: ○ CEA Chairperson and Members ○ Director of CEA ○ CPES officers ○ Deputation of CPES officers for field training ○ Commercial employment after retirement • Drafting Circulars/ OM/ Sanction Order/ note sheets for matters administration of matters including vetting policy, framing, amendment, management, of the following: ○ Recruitment Rules of other posts in the CEA ○ Matters related to promotion and seniority • Drafting brief notes regarding: ○ Cadre review/ Staff Inspection Unit ○ Pay fixation allowances, leave, joining time, LTC, pension, advance matters • Drafting and processing files/ letters for matters pertaining to: ○ Court/CAT cases ○ Disciplinary matters of CPES officers	• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of Transfer and Posting guidelines, deputation, others • Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Legal laws, and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking
ASO	• Drafting Circulars/ OM/ Sanction Order/ note sheets for administration matters including appointment/ extension/ clearance/ promotion/ confirmation/ resignation/ and VRS cases for the following: ○ CEA Chairperson and Members	• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Director of CEA o CPES officers o Deputation of CPES officers for field training o Commercial employment after retirement • Drafting Circulars/ OM/ Sanction Order/ note sheets for framing, amendment of policy, management matters of the following: o Recruitment Rules of other posts in the CEA o Matters related to promotion and seniority • Drafting brief notes regarding: o Cadre review/ Staff Inspection Unit o Pay fixation allowances, leave, joining time, LTC, pension, advance matters • Drafting and processing files/ letters for matters pertaining to: o Court/CAT cases o Disciplinary matters of CPES officers • Drafting minutes of the meeting	Transfer and Posting guidelines, deputation, others • Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Legal laws, and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation	circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 15: Admin 1 Section, Distribution Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Human Resource Management	I	I	I	B
Establishment and service-related matters	I	I	B	B
Legal regulations and compliance	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	A	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Section 6: Administration 2

The mandate of the Section is to oversee HR administration of MoP. The major roles/ responsibilities of the Section include:

- Appointment/ extension/ promotion/ clearance/ promotion/ confirmation/ VRS of staff and officials of the MoP
- Framing recruitment rules
- Overseeing service matters including pay fixation, allowances, employee benefits, etc.
- Overseeing the Annual Performance Assessment Report (APAR) process
- Overseeing reports related to Citizen Charter *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS (Admin)

US
(Admin 1&2)

SO (Admin 2)

ASO 1 | ASO 2 | ASO 3 | ASO 4 | ASO 5
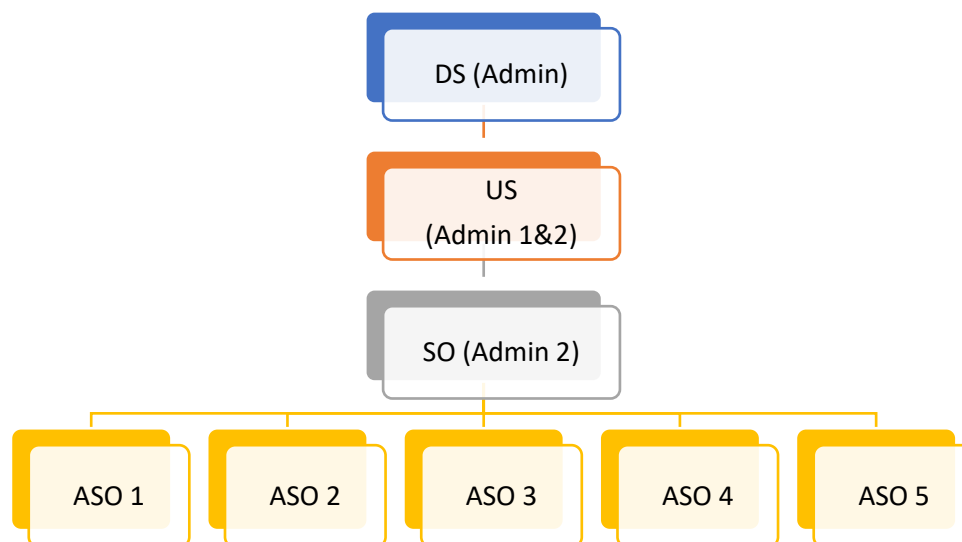
Table 16: Admin 2 Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing administration and management of MoP matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation/ and VRS cases for the following:
	  o Senior level posts under Central Staffing Scheme (CSS)
	  o Centralized grades of CSS i.e. US, DS, Director
	  o Cadre of CSS, CSSS and CSCS
	  o Different grades belonging to Group D
	  o Ex-cadre posts
	  o Personal establishment
	• Overseeing matters including vetting policy, framing, amendment, management, of the following:
	  o Recruitment rules of Group C, Group D and isolated Group A and Group B posts
	• Overseeing reports regarding:
	  o Allocation of work
	  o Cadre review/ Staff Inspection Unit
	  o Service matters including pay fixation allowances, leave, joining time, LTC, pension, advance grants
	  o Citizen Charter
	• Reviewing files/ letters for matters pertaining to:
	  o Cases maturing for grant of financial upgradation under the Assured Career
		• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of Transfer and Posting guidelines, deputation, pension rules
		• Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement
		• Introduction to AEBAS portal, dashboard overview, filling form for registration of organization, updating nodal details, and attendance reports monitoring
		• Introduction to SPARROW portal, prerequisites, application flow, dashboard overview, monitoring, search and retrieval of reports
		• Legal laws, and regulations legal compliance, disciplinary actions, dispute resolution and legal representation relating with pension, sexual complaints, grant of financial upgradation
		• Procedures and policy for Grant of Honorarium
		• Process for management/ disposal of references
		• Guidelines/ process for preparation of Citizen Charter
			• Conducting review meetings for monitoring and evaluation of departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	Progression Scheme, for consideration of the Screening Committee o Cases under FR 56j / Rule 48 CCS Pension Rules o Complaints of sexual harassment and assisting Internal Complaints Committee (ICC) • Monitoring of: o Attendance in Aadhaar Enabled Biometric Attendance System (AEBAS) o APARs of all officers/officials online in SPARROW portal • Overseeing implementation, administration, monitoring for the following: o Optimisation Scheme o DoPT's orders regarding restructuring of the CSS • Reviewing and approving proposal for: o Grant of honorarium • Overseeing VIP references			
US	• Reviewing MoP administration files including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation/ and VRS matters for the following: o Senior level posts under Central Staffing Scheme (CSS) o Centralized grades of CSS i.e. US, DS, Director o Cadre of CSS, CSSS and CSCS	• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of Transfer and Posting guidelines, deputation, pension rules • Human Resource Management including workforce planning, recruitment onboarding, policies and	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	- o Different grades belonging to Group D - o Ex-cadre posts - o Personal establishment - Reviewing files including policy framing and amendment of the following: - o Recruitment rules of Group C, Group D and isolated Group A and Group B posts - Reviewing reports regarding: - o Allocation of work - o Cadre review/ Staff Inspection Unit - o Service matters including pay fixation allowances, leave, joining time, LTC, pension, advance grants - o Citizen Charter - Reviewing files/ letters for matters pertaining to: - o Cases maturing for grant of financial upgradation under the Assured Career Progression Scheme, for consideration of the Screening Committee - o Cases under FR 56j / Rule 48 CCS Pension Rules - o Complaints of sexual harassment and assisting Internal Complaints Committee (ICC) - Monitoring of: - o Attendance in Aadhaar Enabled Biometric Attendance System (AEBAS)	compliance, compensation, benefits and employee engagement - Introduction to AEBAS portal, dashboard overview, filling form for registration of organization, updating nodal details, and attendance reports monitoring - Introduction to SPARROW portal, prerequisites, application flow, dashboard overview, monitoring, search and retrieval of reports - Legal laws, and regulations legal compliance, disciplinary actions, dispute resolution and legal representation relating with pension, sexual complaints, grant of financial upgradation - Procedures and policy for Grant of Honorarium - Process for management/ disposal of references - Guidelines/ process for preparation of Citizen Charter	expenditure, financial reporting - File management using One Drive, E-office - Coordination and logistics management skills - Compliance management - Knowledge Management System including data gathering, information retrieval, and collaboration	providing constructive feedback - Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation - Contributing to achieving measurable results under guidance - Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o APARs of all officers/officials online in SPARROW portal • Reviewing implementation, administration, monitoring for the following: o Optimisation Scheme o DoPT's orders regarding restructuring of the CSS • Reviewing proposal for: o Grant of honorarium • Reviewing responses for VIP references			
SO	• Drafting circulars/ OM/ sanction order/ note sheets for administration and management of MoP matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation/ and VRS cases for the following: o Senior level posts under Central Staffing Scheme (CSS) o Centralized grades of CSS i.e. US, DS, Director o Cadre of CSS, CSSS and CSCS o Different grades belonging to Group D o Ex-cadre posts o Personal establishment • Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including vetting policy, framing, amendment, management, of the following: o Recruitment rules of Group C, Group D and isolated Group A and Group B posts	• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of Transfer and Posting guidelines, deputation, pension rules • Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Introduction to AEBAS portal, dashboard overview, filling form for registration of organization, updating nodal details, and attendance reports monitoring • Introduction to SPARROW portal, prerequisites, application flow, dashboard overview, monitoring, search and retrieval of reports • Legal laws, and regulations legal compliance, disciplinary actions,	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Preparing reports regarding:
	  o Allocation of work
	  o Cadre review/ Staff Inspection Unit
	  o Service matters including pay fixation allowances, leave, joining time, LTC, pension, advance grants
	  o Citizen Charter
	• Drafting files/ letters for matters pertaining to:
	  o Cases maturing for grant of financial upgradation under the Assured Career Progression Scheme, for consideration of the Screening Committee
	  o Cases under FR 56j / Rule 48 CCS Pension Rules
	  o Complaints of sexual harassment and assisting Internal Complaints Committee (ICC)
	• Preparing brief notes for monitoring of:
	  o Attendance in Aadhaar Enabled Biometric Attendance System (AEBAS)
	  o APARs of all officers/officials online in SPARROW portal
	• Drafting proposal for:
	  o Grant of honorarium
	• Drafting responses for VIP references
		dispute resolution and legal representation relating with pension, sexual complaints, grant of financial upgradation
		• Procedures and policy for Grant of Honorarium
		• Process for management/ disposal of references
		• Guidelines/ process for preparation of Citizen Charter		

ASO	• Drafting circulars/ OM/ sanction order/ note sheets for administration and management of MoP matters including appointment/ extension/	• Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including	• Documentation including preparing note sheets, briefs, minutes of meetings for high	• Adaptability and flexibility • Supportive teamwork

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	verification/ clearance/ promotion/ confirmation/ resignation/ and VRS cases for the following:
	  o Senior level posts under Central Staffing Scheme (CSS)
	  o Centralized grades of CSS i.e. US, DS, Director
	  o Cadre of CSS, CSSS and CSCS
	  o Different grades belonging to Group D
	  o Ex-cadre posts
	  o Personal establishment
	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including vetting policy, framing, amendment, management, of the following:
	  o Recruitment rules of Group C, Group D and isolated Group A and Group B posts
	• Preparing reports regarding:
	  o Allocation of work
	  o Cadre review/ Staff Inspection Unit
	  o Service matters including pay fixation allowances, leave, joining time, LTC, pension, advance grants
	  o Citizen Charter
	• Drafting files/ letters for matters pertaining to:
	  o Cases maturing for grant of financial upgradation under the Assured Career Progression Scheme, for consideration of the Screening Committee
		understanding of Transfer and Posting guidelines, deputation, pension rules
		• Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement
		• Introduction to AEBAS portal, dashboard overview, filling form for registration of organization, updating nodal details, and attendance reports monitoring
		• Introduction to SPARROW portal, prerequisites, application flow, dashboard overview, monitoring, search and retrieval of reports
		• Legal laws, and regulations legal compliance, disciplinary actions, dispute resolution and legal representation relating with pension, sexual complaints, grant of financial upgradation
		• Procedures and policy for Grant of Honorarium
		• Process for management/ disposal of references
		• Guidelines/ process for preparation of Citizen Charter
			level meetings, official circular, memorandum, etc.
			• Data management and analysis including budget preparation
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Positive and constructive attitude
				• Assisting in problem-solving
				• Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Cases under FR 56j / Rule 48 CCS Pension Rules o Complaints of sexual harassment and assisting Internal Complaints Committee (ICC) • Preparing brief notes for monitoring of: o Attendance in Aadhaar Enabled Biometric Attendance System (AEBAS) o APARs of all officers/officials online in SPARROW portal • Drafting proposal for: o Grant of honorarium • Drafting responses for VIP references			

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 17: Admin 2 Section, Distribution Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Human Resource Management	I	I	I	I
Establishment and service-related matters	I	I	B	B
Legal regulations and compliance	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	A	B
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Section 7: Administration 3

The mandate of the Section is to oversee general administration of the MoP. The major roles/ responsibilities of the Section include overseeing/ managing the following:

- General administration
- Estate matters
- Protocol duties
- Processing files related to Central Government Health Scheme (CGHS)

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS (Admin)

US (Admin 3 and Cash)

SO (Admin 3)

ASO 1   ASO 2   ASO 3

Table 18: Admin 3 Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
DS	• Overseeing execution of the following matters: ○ General Administration ○ Estate matters • Overseeing management of: ○ Protocol Duties • Approving files for matters pertaining to: ○ Provision of Central Government Health Scheme (CGHS)	• Estate matters rules, provisions and guidelines, related to office establishment and official residence • SOP for protocol duties • Administration planning and general management including resource vendor and facility management • Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Insurance policy guidelines for Government employees	• Reviewing policies, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
US	• Reviewing execution of the following matters: ○ General Administration ○ Estate matters • Management and administration of: ○ Protocol Duties	• Estate matters rules, provisions and guidelines, related to office establishment and official residence • SOP for protocol duties • Administration planning and general management including resource vendor and facility management • Human Resource Management including workforce planning,	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Reviewing files for matters pertaining to provision of CGHS	recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Insurance policy guidelines for Government employees	• Coordination and logistics management skills • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance

SO	• Drafting circulars/ OM/ sanction order/ note sheets for the following matters:
	  o General Administration
	  o Estate matters
	• Drafting circulars/ OM/ sanction order/ note sheets for:
	  o Protocol Duties
	• Preparing and processing files for matters pertaining to:
	  o Provision of CGHS
		• Estate matters rules, provisions and guidelines, related to office establishment and official residence
		• SOP for protocol duties
		• Administration planning and general management including resource vendor and facility management
		• Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement
		• Insurance policy guidelines for Government employees
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
				• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• Analytical thinking

ASO	• Drafting circulars/ OM/ sanction order/ note sheets for the following matters:	• Estate matters rules, provisions and guidelines, related to office establishment and official residence • SOP for protocol duties	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc.	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	- o General Administration - o Estate matters - Drafting circulars/ OM/ sanction order/ note sheets for: - o Protocol Duties - Preparing files for matters pertaining to: - o Provision of CGHS	- Administration planning and general management including resource vendor and facility management - Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement - Insurance policy guidelines for Government employees	- Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. - File management using One Drive	Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 19: Admin 3 Section, Distribution Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Human Resource Management	I	I	I	B
Estate matters guidelines	B	B	B	B
Administration planning and management	A	I	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	I	B

Section 8: Cash

The mandate of the Section is to oversee financial matters in respect of the human resources of MoP. The major roles/ responsibilities of the Section include overseeing/ managing:

- Processing and disbursement of Pay and Allowances, leave travel concession (LTC)
- Processing of deductions made from salary (income tax, provident fund) and depositing them with statutory authorities
- Maintenance of accounts associated with Provident Fund, long term advances, etc.

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned, and the competencies required to perform them effectively.
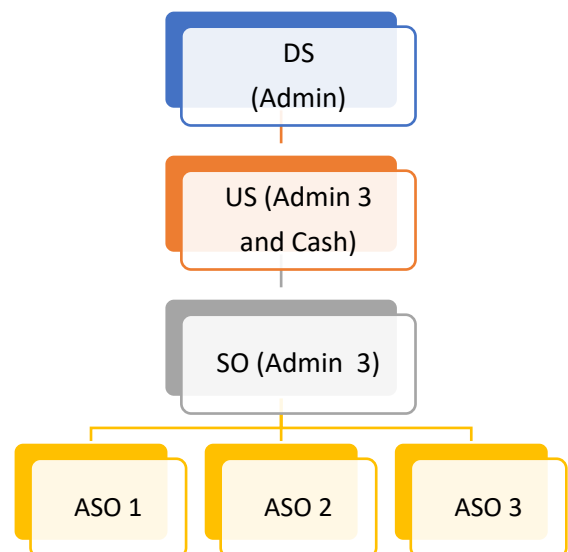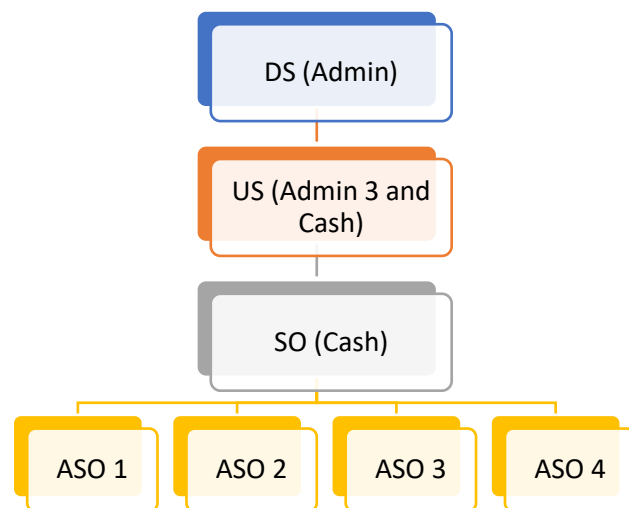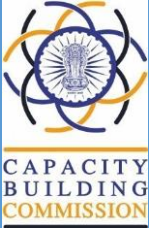
Table 20: Cash Section, Distribution Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing and approving files of the following matters:
	  o Bills of all officers and staff
	  o Disbursement of Pay & Allowances
	  o Travelling allowance and LTC Bills
	• Overseeing processing of the following:
	  o Calculation and deduction of Income Tax at source
	  o Issue of TDS Certificates
	• Overseeing files regarding:
	  o Maintenance of accounts of General Provident Funds
	  o Bills and maintenance of accounts of long-term advances
		• Government payroll rules procedures, guidelines and compliance
		• Maintenance of accounts including accounting, calculating salaries, processing bills, managing LTC claims
		• Disbursement guidelines and process
		• Labor legislation guidelines
		• Guidelines for managing General provident funds
		• Process for issuing TDS certificate
			• Conducting review meetings for departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review HR related operational expenditure and finances
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing files of the following matters:
	  o Bills of all officers and staff
	  o Disbursement of Pay & Allowances
	  o Travelling allowance and LTC Bills
	• Reviewing processing of the following:
	  o Calculation and deduction of Income Tax at source
	  o Issue of TDS Certificates
	• Overseeing files regarding:
	  o Maintenance of accounts of General Provident Funds
		• Government payroll rules procedures, guidelines and compliance
		• Maintenance of accounts including accounting, calculating salaries, processing bills, managing LTC claims
		• Disbursement guidelines and process
		• Labor legislation guidelines
		• Guidelines for managing General provident funds
		• Process for issuing TDS certificate
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of HR related operational expenditure and finances
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Compliance management
			• Knowledge Management System including data
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Bills and maintenance of accounts of long-term advances		gathering, information retrieval, and collaboration	• Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	• Drafting sanction order/ note sheets of the following matters: o Bills of all officers and staff o Disbursement of Pay & Allowances o Travelling allowance and LTC Bills • Reviewing and checking processing of the following: o Calculation and deduction of Income Tax at source o Issue of TDS Certificates • Processing files regarding: o Maintenance of accounts of General Provident Funds and preparation of related Bills o Bills and maintenance of accounts of long-term advances	• Government payroll rules procedures, guidelines and compliance • Maintenance of accounts including accounting, calculating salaries, processing bills, managing LTC claims • Disbursement guidelines and process • Labor legislation guidelines • Guidelines for managing General provident funds • Process for issuing TDS certificate	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking
ASO	• Drafting sanction order/ note sheets of the following matters: o Bills of all officers and staff o Disbursement of Pay & Allowances o Travelling allowance and LTC Bills • Drafting letters/ files for processing of the following:	• Government payroll rules procedures, guidelines and compliance • Maintenance of accounts including accounting, calculating salaries, processing bills, managing LTC claims • Disbursement guidelines and process	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Calculation and deduction of Income Tax at source o Issue of TDS Certificates • Drafting letters/ files regarding: o Maintenance of accounts of General Provident Funds and preparation of related Bills o Bills and maintenance of accounts of long-term advances	• Labor legislation guidelines • Guidelines for managing General provident funds • Process for issuing TDS certificate	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 21: Cash Section, Distribution Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Human Resource Management	I	I	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	I	I
Problem solving	NA	NA	B	I

Thermal Wing

The Wing is headed by Shri Piyush Singh (Joint Secretary) and is responsible for matters related to Thermal power generation including overall administration, monitoring, and development of thermal sector organizations. Additionally, the Wing also handles issues related to fuel (coal) supply to thermal power plants. The Wing oversees functioning of public sector undertakings such as National Thermal Power Corporation (NTPC), Damodar Valley Corporation (DVC) as well as issues concerning Ultra Mega Power Projects (UMPPs) and Independent Power Producers (IPPs). The below organizational chart shows various sections of the Thermal Wing:

Organization chart of Thermal Wing
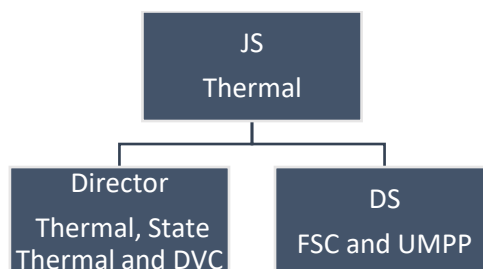
The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: Thermal 1 (State Thermal) Section, Thermal Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to thermal power generation. The major roles/ responsibilities of the Section include:

- Overseeing policy matters related to State-owned thermal power projects *(National Priority)*
- Overseeing matters related to NTPC and DVC, including quarterly reviews, appointment of high-ranking officials, financial borrowings, equipment import, etc. *(National Priority)*
- Stakeholder engagement and co-ordination with high powered committees on energy sector issues *(National Priority)*
- Overseeing parliamentary and RTI matters *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.
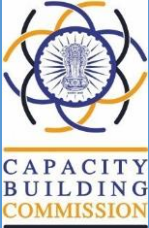
Director
(Thermal, St. Thermal and DVC)

US
(Thermal 1 and St. Thermal)

SO
(Thermal 1)

SO
(St. Thermal)

ASO 1

ASO 2

ASO 3

ASO
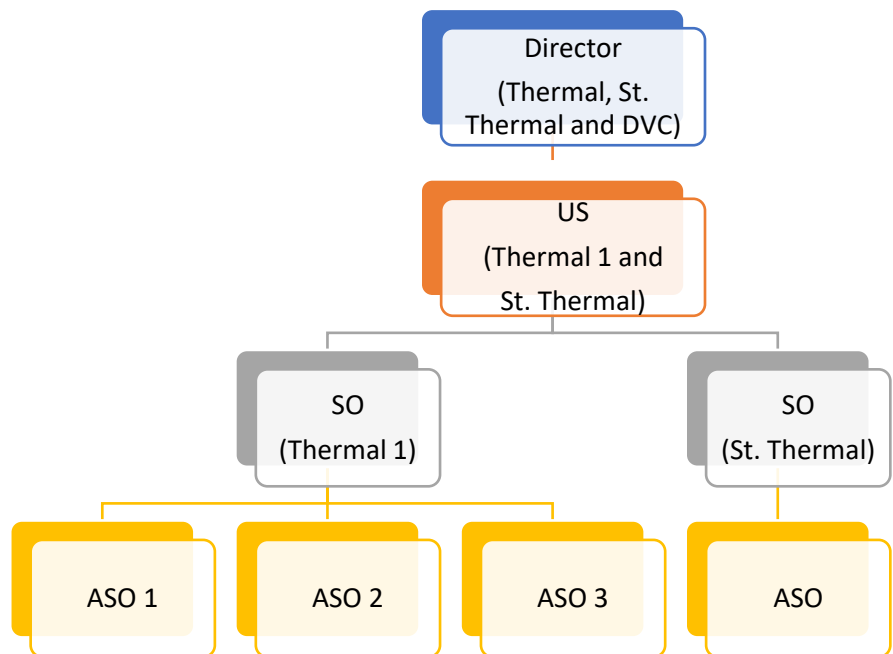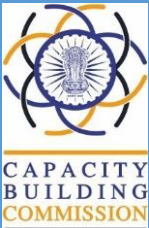
Table 22: Thermal 1 Section, Thermal Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including selection/ appointment/ extension of the following:
	  o NTPC CMD, Director/ Part-time Directors/ Government Nominee Directors
	  o DVC Chairman, Secretary, Financial Adviser, and part time members of DVC Board
	• Overseeing sanction/ issue orders for:
	  o Borrowing approvals for the DVC Projects
	  o Essentiality Certificates for import of equipment's/ goods for DVC Projects
	• Overseeing policy matters including finalization, monitoring, for the following:
	  o State Thermal matters
	  o Vacancies through ACC Vacancy Monitoring System (AVMS)
	• Overseeing stakeholder management and coordination with:
	  o Thermal wing
	  o Gas Linkage Committee
	  o High Power Monitoring Committee on Commonwealth Games'
	  o Projects
	  o Standing Committee on Energy
	  o Parliamentary Consultative Committee
	• Overseeing reports of:
	  o Annual and Audit Report/ Annual Budget Report
	  o Supply, pricing and transportation of gas
	  o World Energy Council
		• Fundamentals of Thermal power generation, operational characteristics, flexible power generation (NP)
		• Governance of CPSUs (NTPC, DVC) including overview, roles and responsibilities , governance structure, regulatory frameworks (NP)
		• Responsibilities and operations of TPP maintenance (Thermal power plant efficiency, performance monitoring and control, emergency handling of super critical thermal power plant)
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges (NP)
		• Overview of Power Purchase Agreements , it's purpose,
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Reviewing notes/ letters for matters pertaining to:
	  o Bandel TPP
	  o Audit matters
	  o Court cases of NTPC, DVC
	  o Cabinet notes
	• Overseeing MoU on:
	  o NTPC and MoP
	  o DVC and MoP
	• Conducting review meeting for:
	  o NTPC (Quarterly)
	  o DVC (Quarterly)
	• Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references
		importance and stakeholders involved
		• Costs of Implementation of environment norms and its financial impact on cost of power
		• Audit procedures, types, risk assessment,
		• Legal matters, and legislation pertaining to PSUs, dispute resolution and compliance
		• Process for management/ disposal of references		

US	• Reviewing files for administration of matters including selection/ appointment/ extension of the following:
	  o NTPC CMD, Director/ Part-time Directors/ Government Nominee Directors
	  o DVC Chairman, Secretary, Financial Adviser, and part time members of DVC Board
	• Reviewing sanction/ issue orders for:
	  o Borrowing approvals for the DVC Projects
	  o Essentiality Certificates for import of equipment's/ goods for DVC Projects
	• Reviewing policy matters including finalization, monitoring, for the following:
	  o State Thermal matters
	  o Vacancies through ACC Vacancy Monitoring System (AVMS)
		• Fundamentals of Thermal power generation, operational characteristics, flexible power generation (NP)
		• Governance of CPSUs including NTPC, DVC including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Responsibilities and operations of TPP maintenance (Thermal power plant efficiency, performance monitoring and control, emergency handling of super critical thermal power plant)
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders,

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Overseeing and administrating with stakeholder management and coordination:
	  o Thermal wing
	  o Gas Linkage Committee
	  o High Power Monitoring Committee on Commonwealth Games'
	  o Projects
	  o Standing Committee on Energy
	  o Parliamentary Consultative Committee
	• Reviewing reports:
	  o Annual and Audit Report/ Annual Budget Report
	  o Supply, pricing and transportation of gas
	  o World Energy Council
	• Reviewing notes/ letters for matters pertaining to:
	  o Bandel TPP
	  o Audit matters
	  o Court cases of NTPC, DVC
	  o Cabinet notes
	• Drafting MoU on:
	  o NTPC and MoP
	  o DVC and MoP
	• Conducting review meeting for:
	  o NTPC (Quarterly)
	  o DVC (Quarterly)
	• Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges (NP)
		• Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved
		• Costs of Implementation of environment norms and its financial impact on cost of power
		• Audit procedures, types, risk assessment,
		• Legal matters, and legislation pertaining to PSUs, dispute resolution and compliance
		• Process for management/ disposal of references
			gathering, information retrieval, and collaboration	resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

SO	• Drafting circulars/ OM/ sanction order/ note sheets for policy matters files for administration of matters	• Fundamentals of Thermal power generation, operational	• Secretarial work including e-office and office procedures such as responding to RTI	• Adaptability to changing environment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	including selection/ appointment/ extension of the following: o NTPC CMD, Director/ Part-time Directors/ Government Nominee Directors o DVC Chairman, Secretary, Financial Adviser, and part time members of DVC Board • Drafting sanction/ issue orders for: o Borrowing approvals for the DVC Projects o Essentiality Certificates for import of equipment's/ goods for DVC Projects • Drafting circulars/ OM/ sanction order/ note sheets for policy matters including finalization, monitoring, for the following: o State Thermal matters o Vacancies through ACC Vacancy Monitoring System (AVMS) • Drafting letters for stakeholder management and coordination: o Thermal wing o Gas Linkage Committee o High Power Monitoring Committee on Commonwealth Games' o Projects o Standing Committee on Energy o Parliamentary Consultative Committee • Drafting notes on reports: o Annual and Audit Report/ Annual Budget Report o Supply, pricing and transportation of gas o World Energy Council • Drafting notes/ letters for matters pertaining to:	characteristics, flexible power generation (NP) • Governance of CPSUs (NTPC, DVC) including overview, roles and responsibilities , governance structure, regulatory frameworks (NP) • Responsibilities and operations of TPP maintenance (Thermal power plant efficiency, performance monitoring and control, emergency handling of super critical thermal power plant) • Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Process for management/ disposal of references • Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges (NP) • Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved	queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Bandel TPP o Audit matters o Court cases of NTPC, DVC o Cabinet notes • Drafting MoU on: o NTPC and MoP o DVC and MoP • Preparing Minutes of meeting for review meetings: o NTPC (Quarterly) o DVC (Quarterly) • Drafting parliamentary matters and assurances, RTI matters, PMO/ VIP references	• Costs of Implementation of environment norms and its financial impact on cost of power • Audit procedures, types, risk assessment • Legal matters, and legislation pertaining to PSUs, dispute resolution and compliance		
ASO	• Drafting circulars/ OM/ sanction order/ note sheets for policy matters files for administration of matters including selection/ appointment/ extension of the following: o NTPC CMD, Director/ Part-time Directors/ Government Nominee Directors o DVC Chairman, Secretary, Financial Adviser, and part time members of DVC Board • Drafting sanction/ issue orders for: o Borrowing approvals for the DVC Projects o Essentiality Certificates for import of equipment's/ goods for DVC Projects • Drafting circulars/ OM/ sanction order/ note sheets for policy matters including finalization, monitoring, for the following: o State Thermal matters	• Fundamentals of Thermal power generation, operational characteristics, flexible power generation (NP) • Governance of CPSUs including NTPC, DVC including overview, roles and responsibilities, governance structure, regulatory frameworks (NP) • Responsibilities and operations of TPP maintenance (Thermal power plant efficiency, performance monitoring and control, emergency handling of super critical thermal power plant) • Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Vacancies through ACC Vacancy Monitoring System (AVMS) • Drafting letters for stakeholder management and coordination: o Thermal wing o Gas Linkage Committee o High Power Monitoring Committee on Commonwealth Games' o Projects o Standing Committee on Energy o Parliamentary Consultative Committee • Drafting notes on reports: o Annual and Audit Report/ Annual Budget Report o Supply, pricing and transportation of gas o World Energy Council • Drafting notes/ letters for matters pertaining to: o Bandel TPP o Audit matters o Court cases of NTPC, DVC o Cabinet notes • Drafting MoU on: o NTPC and MoP o DVC and MoP • Preparing Minutes of meeting for review meetings: o NTPC (Quarterly) o DVC (Quarterly) • Drafting parliamentary matters and assurances, RTI matters, PMO/ VIP references	on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges (NP) • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved • Costs of Implementation of environment norms and its financial impact on cost of power • Audit procedures, types, risk assessment • Legal and legislation matters pertaining to PSUs, dispute resolution and compliance • Process for management/ disposal of references		

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 23: Thermal 1 Section, Thermal Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Thermal Schemes and Policies	B	B	I	I
Overview of gas-based operations	B	B	B	B
TPP efficiency	B	B	B	B
Power Purchase Agreements	I	I	I	I
Advanced power plant chemistry applications to thermal power plant	B	B	NA	NA
Recent trends in Environmental Regulation in TPPs	NA	B	B	B
New technology used in TPPs / indigenously	B	B	B	B
Governance of CPSU's (NTPC, DVC)	B	B	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	B	I	NA	NA
Negotiation skills	I	B	NA	NA
Adaptability	NA	NA	B	B

Competency	Dir	US	SO	ASO
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 2: Thermal 2 Section, Thermal Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to thermal power generation. The major roles/ responsibilities of the Section include:

- Monitoring of project works related to thermal power *(National Priority)*
- Overseeing matters related to setting up of new power projects, allocation of power to States *(National Priority)*
- Stakeholder engagement and co-ordination with legislative committees and with other Sections of MoP *(National Priority)*
- Overseeing parliamentary and RTI matters *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director
(Thermal, St. Thermal and DVC)

US (Thermal 2)

SO (Thermal 2)

ASO

ASO 2
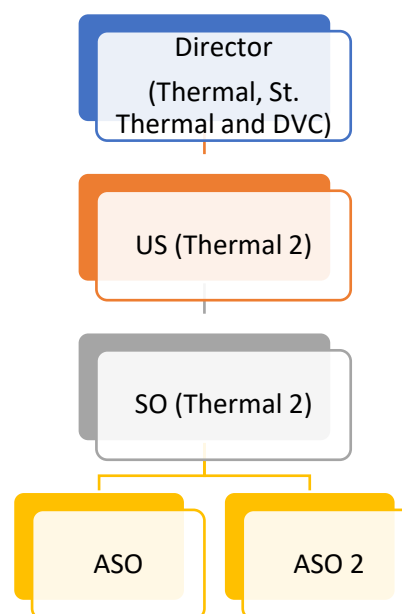
Table 24: Thermal 2 Section, Thermal Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including selection for foreign deputation of:
	  o Board level Officers of NTPC Limited
	• Overseeing administration and monitoring of works for the following:
	  o Allocation of coal blocks
	  o Coal linkage of NTPC
	  o DVC and State sector power projects
	• Overseeing stakeholder management and coordination with:
	  o Petition Committee
	  o Committee in Subordinate Legislation
	  o Other sections of MoP
	• Reviewing notes/ letters for matters pertaining to:
	  o JV with NTPC
	  o Coal Mining & FSA issues
	  o Concessional Custom Duty Exemption certificates
	  o Mega status certificates
	• Reviewing and approving proposal for:
	  o Setting up of new power projects
	• Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP)
		• Policy and procedures of coal mining operations including overview, regulatory framework, safety regulations, rehabilitation and resettlement (NP)
		• Governance of CPSUs including NTPC, DVC including overview, roles and responsibilities, governance structure, regulatory frameworks
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved
		• Costs of Implementation of environment norms and its financial impact on cost of power
		• Legal and legislation matters pertaining to PSUs, dispute resolution and compliance certificates, mega status certificates
		• Legal and regulatory framework of Joint Ventures
		• Process for management/ disposal of references
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

US	• Reviewing files for administration of matters including selection for foreign deputation of:
	  o Board level Officers of NTPC Limited
	• Reviewing administration and monitoring of works for the following:
	  o Allocation of coal blocks
	  o Coal linkage of NTPC
	  o DVC and State sector power projects
	• Administration of stakeholder management and coordination with:
	  o Petition Committee
	  o Committee in Subordinate Legislation
	  o Other sections of MoP
	• Reviewing notes/ letters for matters pertaining to:
	  o JV with NTPC
	  o Coal Mining & FSA issues
	  o Concessional Custom Duty Exemption certificates
	  o Mega status certificates
	• Reviewing and approving proposal for:
	  o Setting up of new power projects
	• Reviewing responses for parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP)
		• Policy and procedures of coal mining operations including overview, regulatory framework, safety regulations, rehabilitation and resettlement (NP)
		• Governance of CPSUs including NTPC, DVC including overview, roles and responsibilities, governance structure, regulatory frameworks
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved
		• Costs of Implementation of environment norms and its financial impact on cost of power
		• Legal and legislation matters pertaining to PSUs, dispute resolution and compliance certificates, mega status certificates
		• Legal and regulatory framework of Joint Ventures
		• Process for management/ disposal of references
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			
			• Knowledge Management System including data gathering, information retrieval, and collaboration
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including selection for foreign deputation of:	• Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP)	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting	• Adaptability to changing environment • Collaborative teamwork

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	o Board level Officers of NTPC Limited
	• Drafting circulars/ OM/ sanction order/ note sheets for the following:
	  o Allocation of coal blocks
	  o Coal linkage of NTPC
	  o DVC and State sector power projects
	• Issuing letters/ circulars for meetings with stakeholder:
	  o Petition Committee
	  o Committee in Subordinate Legislation
	  o Other sections of MoP
	• Drafting notes/ letters for matters pertaining to:
	  o JV with NTPC
	  o Coal Mining & FSA issues
	  o Concessional Custom Duty Exemption certificates
	  o Mega status certificates
	• Drafting proposal for:
	  o Setting up of new power projects
	• Drafting responses for parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Policy and procedures of coal mining operations including overview, regulatory framework, safety regulations, rehabilitation and resettlement (NP)
		• Governance of CPSUs including NTPC, DVC including overview, roles and responsibilities, governance structure, regulatory frameworks
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved
		• Costs of Implementation of environment norms and its financial impact on cost of power
		• Legal and legislation matters pertaining to PSUs, dispute resolution and compliance certificates, mega status certificates
		• Legal and regulatory framework of Joint Ventures
			letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• Analytical thinking

ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including selection for foreign deputation of: o Board level Officers of NTPC Limited	• Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP) • Policy and procedures of coal mining operations including overview, regulatory	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc.	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Drafting circulars/ OM/ sanction order/ note sheets for the following:
	  o Allocation of coal blocks
	  o Coal linkage of NTPC
	  o DVC and State sector power projects
	• Issuing letters/ circulars for meetings with stakeholder:
	  o Petition Committee
	  o Committee in Subordinate Legislation
	  o Other sections of MoP
	• Drafting notes/ letters for matters pertaining to:
	  o JV with NTPC
	  o Coal Mining & FSA issues
	  o Concessional Custom Duty Exemption certificates
	  o Mega status certificates
	• Drafting proposal for:
	  o Setting up of new power projects
	• Drafting responses for parliamentary matters and assurances, RTI matters, PMO/ VIP references
		framework, safety regulations, rehabilitation and resettlement (NP)
		• Governance of CPSUs including NTPC, DVC including overview, roles and responsibilities, governance structure, regulatory frameworks
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved
		• Costs of Implementation of environment norms and its financial impact on cost of power
		• Legal and legislation matters pertaining to PSUs, dispute resolution and compliance certificates, mega status certificates
		• Legal and regulatory framework of Joint Ventures
		• Process for management/ disposal of references
			• Data management and analysis including budget preparation
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Assisting in problem-solving
				• Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 25: Thermal 2 Section, Thermal Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Thermal Schemes and Policies	A	B	I	I
Legislation matters	B	B	B	B
Overview of coal mining, Coal blocks allocation process	B	B	I	I
TPP efficiency	B	B	B	B
Power Purchase Agreements	A	A	I	I
Recent trends in Environmental Regulation in TPPs	NA	B	B	B
Governance of CPSU's (NTPC, DVC)	B	B	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B

Competency	Dir	US	SO	ASO
Performance management	NA	NA	B	B
Problem solving	NA	NA	I	B

Section 3: DVC Section, Thermal Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to thermal power generation. The major roles/ responsibilities of the Section include:

- Reviewing matters pertaining to operational issues of DVC *(National Priority)*
- Overseeing matters pertaining to thermal power capacity addition *(National Priority)*
- Overseeing matters pertaining to new technologies like hydrogen fuel cell, biomass co-firing *(Emerging Technology)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director
(Thermal, ST.
Thermal, & DVC)

US (DVC)

ASO
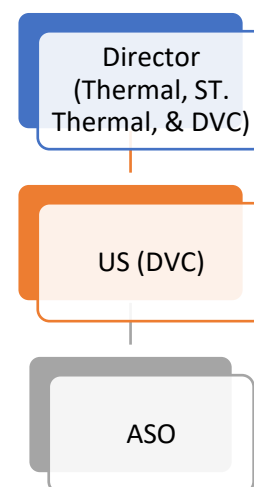
Table 26: DVC Section, Thermal Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
DS	• Reviewing notes/ letters for matters pertaining to: 　o Project issues of NTPC 　o DVC issues 　o Gas based Scheme/ work • Overseeing and administration of matters including vetting, approval, monitoring of works for the following: 　o Capacity addition 　o E Samiksha 　o Biomass 　o Hydrogen Fuel Cell 　o Registration of Bidders	• Governance of CPSUs (NTPC, DVC) including overview, roles and responsibilities , governance structure, regulatory frameworks (NP) • Principles and techniques involved in Gas-based (biomass), hydrogen fuel cell operations (NP) • Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP) • E-Samiksha portal overview	• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work • Reviewing policies, proposals, reports, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
US	• Reviewing notes/ letters for matters pertaining to: 　o Project issues of NTPC 　o DVC issues 　o Gas based Scheme/ work • Reviewing and administration of matters including monitoring of works for the following: 　o Capacity addition 　o E Samiksha 　o Biomass 　o Hydrogen Fuel Cell	• Governance of CPSUs (NTPC, DVC) including overview, roles and responsibilities , governance structure, regulatory frameworks (NP) • Principles and techniques involved in Gas-based (biomass), hydrogen fuel cell operations (NP) • Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP) • E-Samiksha portal overview	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Registration of Bidders	• Procedure for Registration of Bidders	• Knowledge Management System including data gathering, information retrieval, and collaboration	• Contributing to achieving measurable results under guidance • Proactiveness in work management
ASO	• Drafting notes/ letters/ sanction orders for matters pertaining to: o Project issues of NTPC o DVC issues o Gas based Scheme/ work • Drafting circulars/ OM/ sanction order/ note sheets for matters including vetting, approval, monitoring of works for the following: o Capacity addition o E Samiksha o Biomass o Hydrogen Fuel Cell o Registration of Bidders	• Governance of CPSUs (NTPC, DVC) including overview, roles and responsibilities , governance structure, regulatory frameworks (NP) • Principles and techniques involved in Gas-based (biomass), hydrogen fuel cell operations (NP) • Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP) • E-Samiksha portal overview • Procedure for Registration of Bidders	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 27: DVC Section, Thermal Wing: Proficiency assessment

Competency	Dir	US	ASO
Domain			
Thermal Schemes and policies	B	B	I
Coal block policies and processes	B	B	B
Overview of gas-based (biomass), hydrogen fuel cell operations	B	B	B
Governance of CPSU's (NTPC, DVC)	B	B	I
Functional			
Conducting review meetings	A	I	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA
Planning, monitoring and project management	I	B	NA
Budgetary and financial matters	I	I	NA
Risk management and compliance	I	B	NA
Knowledge Management System	NA	B	NA
Coordination and logistics management skills	NA	I	NA
File management using One Drive	NA	I	B
Secretarial work	NA	NA	I
Data management and analysis	NA	NA	B
Documentation tasks	NA	NA	B
Behavioral			
Strategic leadership	I	B	NA
Decision-making	I	I	NA
Human resource management	I	I	NA
Negotiation skills	B	B	NA
Adaptability	NA	NA	B
Teamwork	NA	NA	I
Positive attitude	NA	NA	B
Performance management	NA	NA	B
Problem solving	NA	NA	B

Section 4: FSC/ IPP Section, Thermal Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to thermal power generation. The major roles/ responsibilities of the Section include:

- Overseeing matters pertaining to Mega Power Projects *(National Priority)*
- Overseeing matters pertaining to coal linkage for thermal power projects and captive coal mining *(National Priority)*
- Stakeholder engagement and co-ordination with other Ministries (Coal, Railways) for matters pertaining to coal linkage *(National Priority)*
- Review of matters pertaining to Independent Power Producers (IPPs) *(National Priority)*
- Overseeing matters pertaining to Phased Manufacturing Programme (PMP) for power sector equipment *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS
(FSC and UMPP)

US
(FSC & UMPP)

SO (FSC)

ASO 1   ASO 2
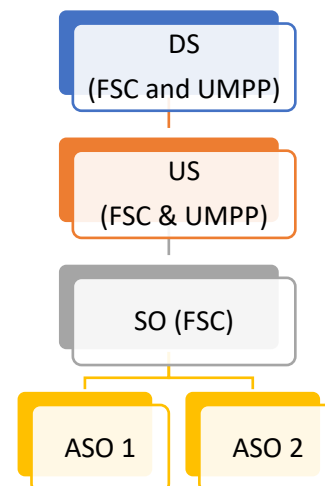
Table 28: FSC/ IPP Section, Thermal Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing administration of matters including vetting policy, documents, monitoring of works for the following:
	  o Mega Power/Provisional Mega Power Projects
	  o Coal Linkage Policy for Power Sector
	  o Recommendation for coal linkage to Power sector for individual cases of central/ state PSUs
	• Overseeing stakeholder management and coordination for:
	  o Supply of coal to TPPs
	  o Coordination with the Ministries of Coal
	  o Coordination with railways for supply
	  o All Shakti Issues
	  o All Coal Issues
	• Reviewing notes/ letters for matters pertaining to:
	  o IPPs in thermal generation
	  o Individual cases of IPPs
	• Overseeing and administration of matters including vetting, approval, monitoring of works for the following:
	  o Captive coal mining blocks
	  o FSA
	  o Annual Contracted Quantity (ACQ) of coal
	  o Phased Manufacturing programme
	• Reviewing and approving proposal for:
	  o Model and manufactures for power sector equipment
	• Overseeing tender grievance
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy, Coal linkage policy, Mega power project policy) (NP)
		• Regulatory framework, clearances and compliance for Captive coal mining blocks, ACQ (NP)
		• FSA process, clauses
		• Understanding of mega thermal power project operations, thermal generation, coal mining
		• Functioning of equipment and new technology used in TPPs including boilers, turbines, generators
		• Manufacturing procedures, rational, policy framework for phased manufacturing programme
		• Quality control, assurance and compliance for power sector equipment
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
US	• Reviewing files for administration matters including policy, documents, monitoring of works for the following: 　o Mega Power/Provisional Mega Power Projects 　o Coal Linkage Policy for Power Sector 　o Recommendation for coal linkage to Power sector for individual cases of central/ state PSUs • Reviewing and administration of stakeholder management and coordination with: 　o Supply of coal to TPPs 　o Coordination with the Ministries of Coal 　o Coordination with railways for supply 　o All Shakti Issues 　o All Coal Issues • Reviewing notes/ letters for matters pertaining to: 　o IPPs in thermal generation 　o Individual cases of IPPs • Reviewing and administration of matters including monitoring of works for the following: 　o Captive coal mining blocks 　o FSA 　o Annual Contracted Quantity (ACQ) of coal 　o Phased Manufacturing programme • Reviewing and processing proposal for: 　o Model and manufactures for power sector equipment • Overseeing tender grievance matters	• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy, Coal linkage policy, Mega power project policy) (NP) • Regulatory framework, clearances and compliance for Captive coal mining blocks, ACQ (NP) • FSA process, clauses • Understanding of mega thermal power project operations, thermal generation, coal mining • Functioning of equipment and new technology used in TPPs including boilers, turbines, generators • Manufacturing procedures, rational, policy framework for phased manufacturing programme • Quality control, assurance and compliance for power sector equipment	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

SO	• Drafting circulars/ OM/ sanction order/ note sheets files for matters including policy, documents, monitoring of works for the following:
	  ○ Mega Power/Provisional Mega Power Projects
	  ○ Coal Linkage Policy for Power Sector
	  ○ Recommendation for coal linkage to Power sector for individual cases of central/ state PSUs
	• Drafting circulars/ note sheets files for stakeholder meetings and coordination with:
	  ○ Supply of coal to TPPs
	  ○ Coordination with the Ministries of Coal
	  ○ Coordination with railways for supply
	  ○ All Shakti Issues
	  ○ All Coal Issues
	• Drafting notes/ letters for matters pertaining to:
	  ○ IPPs in thermal generation
	  ○ Individual cases of IPPs
	• Drafting circulars/ OM/ sanction order/ note sheets files for the following:
	  ○ Captive coal mining blocks
	  ○ FSA
	  ○ Annual Contracted Quantity (ACQ) of coal
	  ○ Phased Manufacturing programme
	• Drafting proposals for:
	  ○ Model and manufactures for power sector equipment
	• Preparing responses for Tender grievance matters
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy, Coal linkage policy, Mega power project policy) (NP)
		• Regulatory framework, clearances and compliance for Captive coal mining blocks, ACQ (NP)
		• FSA process, clauses
		• Understanding of mega thermal power project operations, thermal generation, coal mining
		• Functioning of equipment and new technology used in TPPs including boilers, turbines, generators
		• Manufacturing procedures, rational, policy framework for phased manufacturing programme
		• Quality control, assurance and compliance for power sector equipment
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation
				• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for matters including policy, documents, monitoring of works for the following:
	  o Mega Power/Provisional Mega Power Projects
	  o Coal Linkage Policy for Power Sector
	  o Recommendation for coal linkage to Power sector for individual cases of central/ state PSUs
	• Drafting circulars/ note sheets files for stakeholder meetings and coordination with:
	  o Supply of coal to TPPs
	  o Coordination with the Ministries of Coal
	  o Coordination with railways for supply
	  o All Shakti Issues
	  o All Coal Issues
	• Drafting notes/ letters for matters pertaining to:
	  o IPPs in thermal generation
	  o Individual cases of IPPs
	• Drafting circulars/ OM/ sanction order/ note sheets files for the following:
	  o Captive coal mining blocks
	  o FSA
	  o Annual Contracted Quantity (ACQ) of coal
	  o Phased Manufacturing programme
	• Drafting proposals for:
	  o Model and manufactures for power sector equipment
	• Preparing responses for Tender grievance matters
		• Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy, Coal linkage policy, Mega power project policy) (NP)
		• Regulatory framework, clearances and compliance for Captive coal mining blocks, ACQ (NP)
		• FSA process, clauses
		• Understanding of mega thermal power project operations, thermal generation, coal mining
		• Functioning of equipment and new technology used in TPPs including boilers, turbines, generators
		• Manufacturing procedures, rational, policy framework for phased manufacturing programme
		• Quality control, assurance and compliance for power sector equipment
			• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc.
			• Data management and analysis including budget preparation
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Adaptability and flexibility
				• Supportive teamwork
				• Positive and constructive attitude
				• Assisting in problem-solving
				• Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 29: FSC/ IPP Section, Thermal Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Thermal Schemes and Policies	B	B	I	I
Overview of coal mining, Coal blocks allocation process	B	B	I	I
Overview of ultra-mega thermal projects	B	B	B	B
New technology used in TPPs / indigenously	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	A
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 5: UMPP Section, Thermal Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to thermal power generation. The major roles/ responsibilities of the Section include:

- Overseeing development of Ultra Mega Power Projects (UMPPs) *(National Priority)*
- Stakeholder engagement and co-ordination with State Governments and other Ministries for matters pertaining to UMPPs *(National Priority)*
- Review of matters pertaining to operational issues of UMPPs *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS (FSC & UMPP)

US (FSC & UMPP)

ASO (UMPP)

Table 30: UMPP Section, Thermal Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
DS	• Overseeing administration of matters including vetting policy, docs, monitoring of works, for the following: ○ Overall development of UMPPs ○ Recommendation to Ministry of Coal for Coal Block allocation to SPV of PFC • Overseeing stakeholder management and coordination with: ○ State Governments/ Ministries for facilitation of UMPPs • Reviewing notes/ letters for matters pertaining to UMPP issues • Overseeing and administration of matters including approval, monitoring of works for the following: ○ Phased Manufacturing programme • Reviewing and approving proposal for: ○ Allocation of Power ○ Closure of Non-Progressing UMPP	• Governance of UMPPs including overview, roles and responsibilities, governance structure, regulatory frameworks • Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP) • Power equipment and new technology that can be made indigenously (ET) • Manufacturing procedures, rational, policy framework and monitoring for phased manufacturing programme • Power allocation and closure guidelines (NP)	• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work • Reviewing policies, proposals, reports, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
US	• Reviewing files for including policy matters, monitoring of works, for the following: ○ Overall development of UMPPs ○ Recommendation to Ministry of Coal for Coal Block allocation to SPV of PFC • Reviewing administration of stakeholder management and coordination with:	• Governance of UMPPs including overview, roles and responsibilities, governance structure, regulatory frameworks • Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP)	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o State Governments/ Ministries for facilitation of UMPPs • Reviewing notes/ letters for matters pertaining to UMPP issues • Reviewing administration and monitoring of works for the Phased Manufacturing programme • Reviewing proposals for: o Allocation of Power o Closure of Non-Progressing UMPP	• Power equipment and new technology that can be made indigenously (ET) • Manufacturing procedures, rational, policy framework and monitoring for phased manufacturing programme • Power allocation and closure guidelines (NP)	• File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts • Contributing to achieving measurable results under guidance • Proactiveness in work management
ASO	• Drafting circulars/ OM/ sanction order/ note sheets for matters including policy, monitoring of works, of the following: o Overall development of UMPPs o Recommendation to Ministry of Coal for Coal Block allocation to SPV of PFC • Drafting letters for stakeholder management and coordination meetings with: o State Governments/ Ministries for facilitation of UMPPs • Drafting notes/ letters for matters pertaining to UMPP issues • Drafting circulars/ OM/ sanction order/ note sheets including approval, monitoring of works for Phased Manufacturing programme • Drafting proposals for: o Allocation of Power o Closure of Non-Progressing UMPP	• Governance of UMPPs including overview, roles and responsibilities, governance structure, regulatory frameworks • Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism (NP) • Power equipment and new technology that can be made indigenously (ET) • Manufacturing procedures, rational, policy framework and monitoring for phased manufacturing programme • Power allocation and closure guidelines (NP)	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 31: UMPP Section, Thermal Wing: Proficiency assessment

Competency	Dir	US	ASO
Domain			
Thermal Schemes and Policies	B	B	I
TPP efficiency	B	B	B
Power Purchase Agreements	B	B	I
Advanced power plant chemistry applications to thermal power plant	B	B	NA
Recent trends in Environmental Regulation in TPPs	NA	B	B
New technology used in TPPs / indigenously	B	B	B
Functional			
Conducting review meetings	A	I	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA
Planning, monitoring and project management	I	B	NA
Budgetary and financial matters	I	I	NA
Risk management and compliance	I	B	NA
Knowledge Management System	NA	B	NA
Coordination and logistics management skills	NA	I	NA
File management using One Drive	NA	I	B
Secretarial work	NA	NA	I
Data management and analysis	NA	NA	B
Documentation tasks	NA	NA	I
Behavioral			
Strategic leadership	I	B	NA
Decision-making	I	I	NA
Human resource management	I	I	NA
Negotiation skills	B	B	NA
Adaptability	NA	NA	B
Teamwork	NA	NA	I
Positive attitude	NA	NA	B
Performance management	NA	NA	B
Problem solving	NA	NA	B

Hydro Wing

The Wing is headed by Shri Mohammad Afzal (Joint Secretary) and is responsible for matters related to development of the vast hydro-electric potential in the country. The core responsibilities include overall administration, monitoring, and development of the bodies/ organizations in the Hydro sector. The Wing primarily handles administration matters of CPSUs such as NHPC, NEEPCO, THDC, SJVN, BBMB. The organizational chart placed below shows various sections of the Hydro Wing:

Organization chart of Hydro Wing
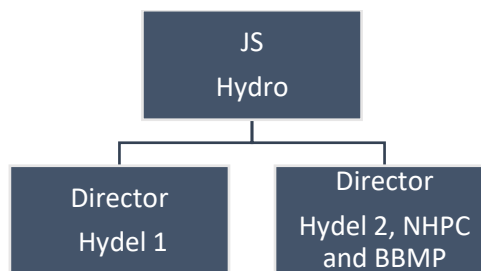
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          ┌─────────────┐
          │     JS      │
          │   Hydro     │
          └──────┬──────┘
         ┌───────┴────────┐
┌────────────┐    ┌──────────────┐
│  Director  │    │   Director   │
│  Hydel 1   │    │ Hydel 2, NHPC│
│            │    │  and BBMP    │
└────────────┘    └──────────────┘
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The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: Hydel 1 Section, Hydro Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to the CPSUs of NEEPCO and THDCIL. The major roles/ responsibilities of the Section as they relate to these CPSUs include:

- Overseeing appointment/ extension/ confirmation/ resignation cases of high-ranking officials of the CPSUs *(National Priority)*
- Overseeing and approving budgets, claims, project cost estimates *(National Priority)*
- Overseeing monitoring of project works *(National Priority)*
- Reviewing and approving renovation and upgradation projects *(National Priority)*
- Reviewing reports, audit cases, service matters, court cases, etc. *(National Priority)*
- Handling of parliamentary queries, RTI, etc. *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.
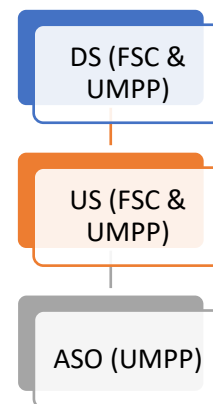
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┌──────────────┐
│  Director    │
│  (Hydel 1)   │
└──────┬───────┘
┌──────┴───────┐
│  US (Hydel 1)│
└──────┬───────┘
┌──────┴───────┐
│ SO (Hydel 1) │
└──────┬───────┘
   ┌───┴────┐
┌──────┐ ┌──────┐
│ASO 1 │ │ASO 2 │
└──────┘ └──────┘
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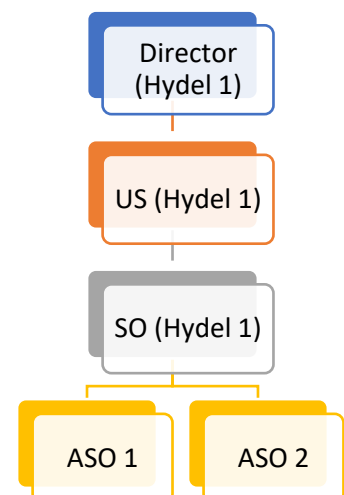
Table 32: Hydel 1 Section, Hydro Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ cases for the following:
	  o NEEPCO & THDCIL Board level directors
	• Overseeing administration of matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies:
	  o NEEPCO & THDCIL
	• Overseeing monitoring to remove bottlenecks of projects implemented by NEEPCO and THDCIL for:
	  o WIP Projects
	  o Government level intervention
	• Reviewing notes/ letters for matters pertaining to:
	  o Services matters, court cases, Parliament matters, Audit paras and miscellaneous references relating to NEEPCO & THDCIL
	• Overseeing and administration of matters including vetting, approval, monitoring of works for:
	  o THDC, NEEPCO and North-East states
	  o Existing, ongoing and new projects of NEEPCO & THDCIL
		• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)
		• Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)
		• Governance of NEEPCO and THDCIL including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras
		• Legal and legislation matters pertaining to PSUs
		• Regulations, import, safety compliance for renovation of Hydel projects
		• Process for management/ disposal of references
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Reviewing and approving proposal for: o Renovation and updating Hydel projects under NEEPCO & THDCIL			

US	• Reviewing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ cases for the following:
	  o NEEPCO & THDCIL Board level directors
	• Reviewing administration matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies:
	  o NEEPCO & THDCIL
	• Reviewing monitoring to remove bottlenecks of projects implemented by NEEPCO and THDCIL for:
	  o WIP Projects
	  o Government level intervention
	• Reviewing notes/ letters for matters pertaining to:
	  • Services matters, court cases, Parliament matters, Audit paras and miscellaneous references relating to NEEPCO & THDCIL
	• Reviewing administration of matters including monitoring of works for:
	  o THDC, NEEPCO and North-East states
	  o Existing, ongoing and new projects of NEEPCO & THDCIL
		• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)
		• Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved (NP)
		• Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques
		• Governance of NEEPCO and THDCIL including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras
		• Legal and legislation matters pertaining to PSUs
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Reviewing proposals for: o Renovation and updating Hydel projects under NEEPCO & THDCIL	• Regulations, import, safety compliance for renovation of Hydel projects • Process for management/ disposal of references		
SO	• Drafting circulars/ OM/ sanction order/ note sheets for administration matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ cases for the following: o NEEPCO & THDCIL Board level directors • Drafting circulars/ OM/ sanction order/ note sheets for administration matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies: o NEEPCO o THDCIL • Drafting notes/ letters for matters pertaining to: o Services matters, court cases, Parliament matters, Audit paras and miscellaneous references relating to NEEPCO & THDCIL • Drafting notes for monitoring of: o THDC, NEEPCO and North-East states projects o Existing, ongoing and new projects of NEEPCO & THDCIL • Processing proposals for:	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP) • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP) • Understanding of: advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques • Governance of NEEPCO and THDCIL including overview, roles and responsibilities, governance structure, regulatory frameworks (NP) • Identification of areas of concerns, inefficiencies, gaps from Audit paras	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Renovation and updating Hydel projects under NEEPCO & THDCIL	• Legal and legislation matters pertaining to PSUs • Regulations, import, safety compliance for renovation of Hydel projects • Process for management/ disposal of references		
ASO	• Drafting circulars/ OM/ sanction order/ note sheets for administration matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ cases for the following: o NEEPCO & THDCIL Board level directors • Drafting circulars/ OM/ sanction order/ note sheets for administration matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies: o NEEPCO o THDCIL • Drafting notes/ letters for matters pertaining to: o Services matters, court cases, Parliament matters, Audit paras and miscellaneous references relating to NEEPCO & THDCIL • Drafting notes for monitoring of: o THDC, NEEPCO and North-East states projects o Existing, ongoing and new projects of NEEPCO & THDCIL	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP) • Overview of Power Purchase Agreements , it's purpose, importance and stakeholders involved (NP) • Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques • Governance of NEEPCO and THDCIL including overview, roles and responsibilities, governance structure, regulatory frameworks (NP) • Identification of areas of concerns, inefficiencies, gaps from Audit paras	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Processing proposals for: o Renovation and updating Hydel projects under NEEPCO & THDCIL	• Legal and legislation matters pertaining to PSUs • Regulations, import, safety compliance for renovation of Hydel projects • Process for management/ disposal of references		

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 33: Hydel 1 Section, Hydro Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Hydro power Schemes and major Policies	I	B	I	I
Hydro Power Generation Technology	B	B	I	I
Power Purchase Agreements	I	I	I	I
Various stages of Project Development Cycle	I	B	I	I
Hydro power operations – advanced automation, maintenance practices, hydraulic gates O&M	NA	B	B	B
Renovation Modernization, upgrading of Hydro Power Plant	B	B	B	B
Dam safety and risk mitigation techniques	NA	B	B	B
Governance of CPSU's (THDCIL, NEEPCO)	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B

Competency	Dir	US	SO	ASO
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	I	B

Section 2: Hydel 2 Section, Hydro Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to the CPSU of SJVN. The major roles/ responsibilities of the Section as they relate to this CPSU include:

- Overseeing appointment/ extension/ confirmation/ resignation cases of high-ranking officials of the CPSU *(National Priority)*
- Overseeing and approving budgets, claims, project cost estimates *(National Priority)*
- Overseeing monitoring of project works *(National Priority)*
- Reviewing and approving renovation and upgradation projects *(National Priority)*
- Reviewing reports, audit cases, service matters, court cases, etc. *(National Priority)*
- Handling of parliamentary queries, RTI, etc. *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned, and the competencies required to perform them effectively.

Table 34: Hydel 2 Section, Hydro Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following:
	  o SJVN Board level directors
	  o SJVN Independent Directors
	  o Estate officers for SJVN and it's JV
	• Overseeing administration of matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies:
	  o SJVN
	• Overseeing monitoring to remove bottlenecks of projects implemented by SJVN for:
	  o WIP Projects
	  o Government level intervention
	• Overseeing reports regarding:
	  o MoU/ Annual report of SJVN and its JVs
	• Reviewing notes/ letters for matters pertaining to:
	  o Court cases pertaining to SJVN Ltd. & its JVs/Subsidiaries
	  o Audit paras
	• Overseeing and administration of matters including vetting, approval, monitoring of works for:
	  o Existing, ongoing and new projects of SJVN
		• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)
		• Estate matters rules, provisions and guidelines, related to office establishment and official residence
		• Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)
		• Governance of SJVN including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports
		• Legal and legislation matters pertaining to JVs/ Subsidiaries
		• Regulations, import, safety compliance for renovation of Hydel projects
		• Security regulations and guidelines for SJVN and JVs
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o MoU with SJVN • Reviewing and approving proposal for: o Security/ Defense clearance of the projects of SJVN Ltd. and its JVs • Overseeing parliamentary matters and assurances, RTI/ grievances			
DD	• Reviewing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following: o SJVN Board level directors o SJVN Independent Directors o Estate officers for SJVN and its JV • Reviewing administration of matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies: o SJVN • Reviewing monitoring to remove bottlenecks of projects implemented by SJVN for: o WIP Projects o Government level intervention • Reviewing reports regarding: o MoU/ Annual report of SJVN and its JVs • Reviewing notes/ letters for matters pertaining to: o Court cases pertaining to SJVN Ltd. & its JVs/Subsidiaries	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP) • Estate matters rules, provisions and guidelines, related to office establishment and official residence • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP) • Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques • Governance of SJVN including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Audit paras • Reviewing administration of matters including monitoring of works for: o Existing, ongoing and new projects of SJVN o MoU with SJVN • Reviewing and approving proposal for: o Security/ Defense clearance of the projects of SJVN Ltd. and its JVs • Reviewing responses for parliamentary matters and assurances, RTI/ grievances	• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports • Legal and legislation matters pertaining to JVs/ Subsidiaries • Regulations, import, safety compliance for renovation of Hydel projects • Security regulations and guidelines for SJVN and JVs		
SO	• Drafting circulars/ OM/ sanction order/ note sheets for administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following: o SJVN Board level directors o SJVN Independent Directors o Estate officers for SJVN and its JV • Drafting circulars/ OM/ sanction order/ note sheets for administration matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies: o SJVN • Drafting reports regarding: o MoU/ Annual report of SJVN and its JVs • Drafting notes/ letters for matters pertaining to:	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP) • Estate matters rules, provisions and guidelines, related to office establishment and official residence • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP) • Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Court cases pertaining to SJVN Ltd. & its JVs/Subsidiaries o Audit paras • Drafting circulars/ OM/ sanction order/ note sheets for: o Existing, ongoing and new projects of SJVN o MoU with SJVN • Processing proposals for: o Security/ Defense clearance of the projects of SJVN Ltd. and its JVs • Drafting responses for parliamentary matters and assurances, RTI/ grievances	• Governance of SJVN including overview, roles and responsibilities, governance structure, regulatory frameworks (NP) • Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports • Legal and legislation matters pertaining to JVs/ Subsidiaries • Regulations, import, safety compliance for renovation of Hydel projects • Security regulations and guidelines for SJVN and JVs		
ASO	• Drafting circulars/ OM/ sanction order/ note sheets for administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following: o SJVN Board level directors o SJVN Independent Directors o Estate officers for SJVN and its JV • Drafting circulars/ OM/ sanction order/ note sheets for administration matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, monitoring of works, for the following bodies: o SJVN • Drafting reports regarding: o MoU/ Annual report of SJVN and its JVs	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP) • Estate matters rules, provisions and guidelines, related to office establishment and official residence • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Drafting notes/ letters for matters pertaining to:
	  o Court cases pertaining to SJVN Ltd. & its JVs/Subsidiaries
	  o Audit paras
	• Drafting circulars/ OM/ sanction order/ note sheets for:
	  o Existing, ongoing and new projects of SJVN
	  o MoU with SJVN
	• Processing proposals for:
	  o Security/ Defense clearance of the projects of SJVN Ltd. and its JVs
	• Drafting responses for parliamentary matters and assurances, RTI/ grievances
		• Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques
		• Governance of SJVN including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports
		• Legal and legislation matters pertaining to JVs/ Subsidiaries
		• Regulations, import, safety compliance for renovation of Hydel projects
		• Security regulations and guidelines for SJVN and JVs		

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 35: Hydel 2 Section, Hydro Wing: Proficiency assessment

Competency	Dir	DD	SO	ASO
Domain				
Hydro power Schemes and major Policies	I	B	I	I
Hydro Power Generation Technology	B	B	I	I
Power Purchase Agreements	I	I	I	I
Various stages of Project Development Cycle	I	B	I	I
Hydro power operations – advanced automation, maintenance practices, hydraulic gates O&M	NA	B	B	B
Renovation Modernization, upgrading of Hydro Power Plant	B	B	B	B
Dam safety and risk mitigation techniques	NA	B	B	B
Governance of CPSU's (SJVN)	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B

Competency	Dir	DD	SO	ASO
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 3: NHPC Section, Hydro Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to the CPSU of NHPC. The major roles/ responsibilities of the Section as they relate to this CPSU include:

- Overseeing appointment/ extension/ confirmation/ resignation cases of high-ranking officials of the CPSU *(National Priority)*
- Overseeing and approving budgets, claims, project cost estimates *(National Priority)*
- Overseeing monitoring of project works *(National Priority)*
- Reviewing and approving renovation and upgradation projects *(National Priority)*
- Reviewing reports, audit cases, service matters, court cases, etc. *(National Priority)*
- Handling of parliamentary queries, RTI, etc. *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director (Hydel 2, NHPC and BBMB)

DD (NHPC)

SO (NHPC)

ASO

Table 36: NHPC Section, Hydro Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following:
	   o NHPC Board level directors
	   o NHPC Independent Directors
	   o Estate officers for NHPC and it's JV
	• Overseeing administration of matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, for the following bodies:
	   o NHPC
	   o CVPPPL
	• Conducting review meeting for:
	   o NHPC (Quarterly)
	   o NHPC subsidiaries (Quarterly)
	• Overseeing stakeholder management and coordination with:
	   o Monitoring Group
	• Overseeing monitoring to remove bottlenecks of projects implemented by NHPC for:
	   o WIP Projects
	   o Government level intervention
	   o Matters for J&K projects
	• Overseeing reports regarding:
	   o MoU signing
	   o Report of NHPC and new subsidiaries
		• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)
		• Estate matters rules, provisions and guidelines, related to office establishment and official residence
		• Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)
		• Governance of NHPC including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports
		• Legal and legislation matters pertaining to JVs/ Subsidiaries, industrial dispute resolution and arbitration cases
		• Regulations, import, safety compliance for renovation of Hydel projects
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Reviewing notes/ letters for matters of NHPC Ltd. & its JVs/ Subsidiaries pertaining to:
	  o Court cases
	  o Audit paras
	  o Industrial Disputes/Arbitration cases
	• Overseeing and administration of matters including vetting, approval, monitoring of works for:
	  o Existing, ongoing and new projects of NHPC
	  o MoU with NHPC
	• Reviewing and approving proposal for:
	  o Security/ Defense clearance of the projects of NHPC Ltd. and its JVs
	• Overseeing parliamentary matters and assurances, RTI/ grievances
		• Security regulations and guidelines for NHPC and JVs		

DD	• Reviewing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following:
	  o NHPC Board level directors
	  o NHPC Independent Directors
	  o Estate officers for NHPC and it's JV
	• Reviewing files for administration of matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, for the following bodies:
	  o NHPC
	  o CVPPPL
		• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)
		• Estate matters rules, provisions and guidelines, related to office establishment and official residence
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Conducting review meeting for:
	  o NHPC (Quarterly)
	  o NHPC subsidiaries (Quarterly)
	• Overseeing and administration for stakeholder management and coordination with:
	  o Monitoring Group
	• Overseeing monitoring to remove bottlenecks of projects implemented by NHPC for:
	  o WIP Projects
	  o Government level intervention
	  o Matters for J&K projects
	• Reviewing reports regarding:
	  o MoU signing
	  o Report of NHPC and new subsidiaries
	• Reviewing notes/ letters for matters of NHPC Ltd. & its JVs/ Subsidiaries pertaining to:
	  o Court cases
	  o Audit paras
	  o Industrial Disputes/Arbitration cases
	• Reviewing and administration of matters including vetting, approval, monitoring of works for:
	  o Existing, ongoing and new projects of NHPC
	  o MoU with NHPC
	• Reviewing and approving proposal for:
	  o Security/ Defense clearance of the projects of NHPC Ltd. and its JVs
	• Reviewing responses for parliamentary matters and assurances, RTI/ grievances
		• Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)
		• Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques
		• Governance of NHPC including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports
		• Legal and legislation matters pertaining to JVs/ Subsidiaries, industrial dispute resolution and arbitration cases
		• Regulations, import, safety compliance for renovation of Hydel projects
		Security regulations and guidelines for NHPC and JVs
			• Knowledge Management System including data gathering, information retrieval, and collaboration	• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

SO	• Drafting circulars/ OM/ sanction order/ note sheets for administration matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following:
	  o NHPC Board level directors
	  o NHPC Independent Directors
	  o Estate officers for NHPC and it's JV
	• Drafting circulars/ OM/ sanction order/ note sheets files for matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, for the following bodies:
	  o NHPC
	  o CVPPPL
	• Drafting minutes for review meeting of:
	  o NHPC (Quarterly)
	  o NHPC subsidiaries (Quarterly)
	• Drafting notes/ letters for matters of NHPC Ltd. & its JVs/ Subsidiaries pertaining to:
	  o Court cases
	  o Audit paras
	  o Industrial Disputes/Arbitration cases
	• Drafting notes/ letters on matters including vetting, approval, monitoring of works for:
	  o Existing, ongoing and new projects of NHPC
	  o MoU with NHPC
	• Drafting and processing proposals for:
		• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)
		• Estate matters rules, provisions and guidelines, related to office establishment and official residence
		• Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)
		• Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques
		• Governance of NHPC including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports
		• Legal and legislation matters pertaining to JVs/ Subsidiaries, industrial dispute resolution and arbitration cases
		• Regulations, import, safety compliance for renovation of Hydel projects
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation
				• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Security/ Defense clearance of the projects of NHPC Ltd. and its JVs • Drafting responses for parliamentary matters and assurances, RTI/ grievances	Security regulations and guidelines for NHPC and JVs		
ASO	• Drafting circulars/ OM/ sanction order/ note sheets for administration matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following: o NHPC Board level directors o NHPC Independent Directors o Estate officers for NHPC and it's JV • Drafting circulars/ OM/ sanction order/ note sheets files for matters including vetting policy, approval of budgetary allocations, approval of claims and releases, processing of cost estimate and revised cost estimate, for the following bodies: o NHPC o CVPPPL • Drafting minutes for review meeting of: o NHPC (Quarterly) o NHPC subsidiaries (Quarterly) • Drafting notes/ letters for matters of NHPC Ltd. & its JVs/ Subsidiaries pertaining to: o Court cases o Audit paras o Industrial Disputes/Arbitration cases • Drafting notes/ letters on matters including vetting, approval, monitoring of works for:	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP) • Estate matters rules, provisions and guidelines, related to office establishment and official residence • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP) • Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques • Governance of NHPC including overview, roles and responsibilities, governance structure, regulatory frameworks (NP) • Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports • Legal and legislation matters pertaining to JVs/ Subsidiaries,	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Existing, ongoing and new projects of NHPC o MoU with NHPC • Drafting and processing proposals for: o Security/ Defense clearance of the projects of NHPC Ltd. and its JVs • Drafting responses for parliamentary matters and assurances, RTI/ grievances	industrial dispute resolution and arbitration cases • Regulations, import, safety compliance for renovation of Hydel projects • Security regulations and guidelines for NHPC and JVs		

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 37: NHPC Section, Hydro Wing: Proficiency assessment

Competency	Dir	DD	SO	ASO
Domain				
Hydro power Schemes and major Policies	I	B	I	I
Hydro Power Generation Technology	B	B	I	I
Power Purchase Agreements	I	I	I	I
Various stages of Project Development Cycle	I	B	I	I
Hydro power operations – advanced automation, maintenance practices, hydraulic gates O&M	NA	B	B	B
Renovation Modernization, upgrading of Hydro Power Plant	B	B	B	B
Dam safety and risk mitigation techniques	NA	B	B	B
Estate matters	I	I	I	I
Governance of CPSU's (NHPC)	I	B	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	A	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA

Competency	Dir	DD	SO	ASO
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	A	I
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 4: BBMB Section, Hydro Wing

The mandate of the Section is to oversee policy, financial and administrative matters related to the CPSU of BBMB. The major roles/ responsibilities of the Section as they relate to this CPSU include:

- Overseeing appointment/ extension/ confirmation/ resignation cases of high-ranking officials of the CPSU *(National Priority)*
- Overseeing and approving budgets, claims, project cost estimates *(National Priority)*
- Overseeing monitoring of project works *(National Priority)*
- Reviewing and approving renovation and upgradation projects *(National Priority)*
- Reviewing reports, audit cases, service matters, court cases, etc. *(National Priority)*
- Handling of parliamentary queries, RTI, etc. *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned, and the competencies required to perform them effectively.

Director (Hydel 2, NHPC and BBMB)

DD (BBMB)

ASO

Table 38: BBMB Section, Hydro Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following:
	  ○ BBMB Chairman
	  ○ Whole time members
	  ○ Managing Directors and Director (Tech.) for the
	    under construction / ongoing projects in Inter-Governmental Mode in Bhutan
	• Reviewing notes/ letters for matters pertaining to:
	  ○ Hydro Power Co-operation with neighboring countries i.e. Bhutan, Nepal
	  ○ Court cases pertaining to BBMB
	  ○ Audit paras
	• Overseeing and administration of matters including vetting, approval, monitoring of works of:
	  ○ Operational and Under Construction Hydro Power Projects in Bhutan & Nepal
	• Overseeing parliamentary matters and assurances, RTI/ grievances
		• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy)
		• Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)
		• Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)
		• Governance of BBMB including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports
		• Legal and legislation matters pertaining to PSU
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

DD	• Reviewing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following:	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National	• Reviewing policies, proposals, reports, note sheet • Assisting and guiding for preparation of budgetary	• Supporting role in strategic leadership skills to provide direction • Decision-making support

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o BBMB Chairman o Whole time members o Managing Directors and Director (Tech.) for the under construction / ongoing projects in Inter-Governmental Mode in Bhutan • Reviewing notes/ letters for matters pertaining to: o Hydro Power Co-operation with neighboring countries i.e. Bhutan, Nepal o Court cases pertaining to BBMB o Audit paras • Reviewing administration of matters including monitoring of works for: o Operational and Under Construction Hydro Power Projects in Bhutan & Nepal • Reviewing parliamentary matters and assurances, RTI/ grievances	Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP) • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP) • Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques • Governance of BBMB including overview, roles and responsibilities, governance structure, regulatory frameworks (NP) • Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports • Legal and legislation matters pertaining to PSU	matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
ASO	• Drafting circulars/ OM/ sanction order/ note sheets for administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ pay fixation for the following: o BBMB Chairman o Whole time members o Managing Directors and Director (Tech.) for the under construction / ongoing projects in Inter-Governmental Mode in Bhutan	• Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization (NP)	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular,	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Drafting notes/ letters for matters pertaining to:
	  o Hydro Power Co-operation with neighboring countries i.e. Bhutan, Nepal
	  o Court cases pertaining to BBMB
	  o Audit paras
	• Drafting letters/ brief notes/ note sheets for administration and monitoring of works for:
	  o Operational and Under Construction Hydro Power Projects in Bhutan & Nepal
	• Drafting wing parliamentary matters and assurances, RTI/ grievances
		• Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved (NP)
		• Advance automation in Hydro Power Plant, Dam safety and risk mitigation techniques
		• Governance of BBMB including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Identification of areas of concerns, inefficiencies, gaps from Audit paras, MoU, annual reports
		• Legal and legislation matters pertaining to PSU
			memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation	

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 39: BBMB Section, Hydro Wing: Proficiency assessment

Competency	Dir	DD	ASO
Domain			
Hydro power Schemes and major Policies	I	B	I
Hydro Power Generation Technology	B	B	I
Power Purchase Agreements	I	I	I
Various stages of Project Development Cycle	I	I	I
Hydro power operations – advanced automation, maintenance practices, hydraulic gates O&M	NA	B	B
Renovation Modernization, upgrading of Hydro Power Plant	B	B	B
Dam safety and risk mitigation techniques	NA	B	B
Governance of CPSU's (THDCIL, NEEPCO)	I	I	I
Functional			
Conducting review meetings	A	I	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA
Planning, monitoring and project management	I	B	NA
Budgetary and financial matters	I	I	NA
Risk management and compliance	I	B	NA
Knowledge Management System	NA	B	NA
Coordination and logistics management skills	NA	I	NA
File management using One Drive	NA	I	B
Secretarial work	NA	NA	I
Data management and analysis	NA	NA	B
Documentation tasks	NA	NA	I
Behavioral			
Strategic leadership	I	B	NA
Decision-making	I	I	NA
Human resource management	I	I	NA
Negotiation skills	B	B	NA
Adaptability	NA	NA	B
Teamwork	NA	NA	I
Positive attitude	NA	NA	B
Performance management	NA	NA	B
Problem solving	NA	NA	B

Transmission Wing

The Wing is headed by Shri Mohammad Afzal (Joint Secretary) and is responsible for matters related to Power Transmission Including transmission projects, cross border power trade and administration of the transmission CPSU - Power Grid Corporation of India Limited (PGCIL). The Wing also handles general matters related to Parliament, Public Grievances, RTI, Records and Reservation. The below organizational chart shows various sections of the Transmission Wing:

Organization chart of Transmission Wing
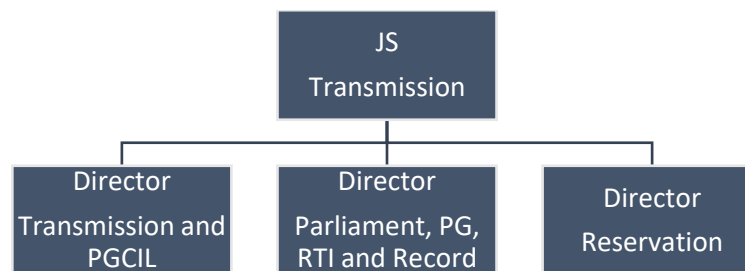
```
                        JS
                    Transmission
        ┌───────────────┼───────────────┐
     Director        Director         Director
  Transmission and  Parliament, PG,  Reservation
      PGCIL          RTI and Record
```

The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: Transmission Section, Transmission Wing

The mandate of the Section is to oversee and administer matters related to State/ UT sector Transmission projects. The major roles/ responsibilities of the Section include:

- General administration, financial administration and policy review for State/ UT sector Transmission projects, schemes, special packages *(National Priority)*
- Overseeing monitoring of Transmission project works *(National Priority)*
- Reviewing and approving proposals for procurement of software, training programmes for Power System Wing of Central Electricity Authority *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned, and the competencies required to perform them effectively.
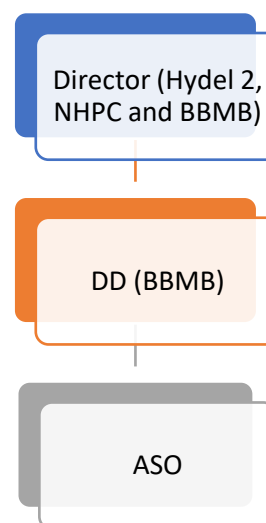
```
   Director
  (Tran. and
    PGCIL)
       │
   US (Trans.)
       │
   SO (Trans.)
    ┌──┴──┐
  ASO 1  ASO 2
```
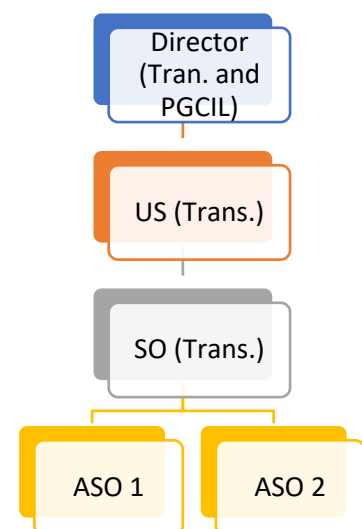
Table 40: Transmission Section, Transmission Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director	• Overseeing administration of matters including vetting policy, approval of budgetary allocations, monitoring of works, approval of claims and releases, and providing extension for: 　○ All matters relating to States/ UT Transmission Project Lines • Overseeing policy matters including planning, finalization, monitoring, for: 　○ Transmission Projects in and Exchange of Power with the neighboring countries 　○ Implementation of Special Economic package for Bihar after is bifurcation 　○ Construction/ commissioning of Srinagar Leh Kargil line by Power Grid in Special Budgetary Plan • Overseeing notes/ letters for matters pertaining to: 　○ Levy of royalty charges by P&T Department, PLCC/ Power and Telecommunication Co-ordination committee matters • Reviewing and approving proposal for: 　○ Matters relating to procurement of software/Training programmes for Power System Wing of Central Electricity Authority	• Principles and practices of managing, operating, and controlling the grid infrastructure • Technical aspects of grid management, including load balancing, voltage control (NP) • Assessing future power demands, identifying transmission and distribution requirements (NP) • Power system stability, including voltage, transient, and frequency stability • Grid security practices and measures to safeguard against physical and cyber threats (ET) • Grid compliance regulations, standards, and policies • Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Guidelines for royalty charges by P&T department	• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work • Reviewing policies, proposals, reports, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
US	• Reviewing administration matters including policy, budgetary allocations, monitoring of works, claims and releases, for:	• Principles and practices of managing, operating, and controlling the grid infrastructure	• Reviewing policies, proposals, reports, note sheet	• Supporting role in strategic leadership

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o All matters relating to States/ UT Transmission Project Lines • Reviewing policy matters including planning, finalization, monitoring, for: o Transmission Projects in and Exchange of Power with the neighboring countries o Implementation of Special Economic package for Bihar after is bifurcation o Construction/ commissioning of Srinagar Leh Kargil line by Power Grid in Special Budgetary Plan • Reviewing notes/ letters for matters pertaining to: o Levy of royalty charges by P&T Department, PLCC/ PTCC matters • Reviewing and approving proposal for: o Matters relating to procurement of software/Training programmes for Power System Wing of Central Electricity Authority	• Technical aspects of grid management, including load balancing, voltage control (NP) • Assessing future power demands, identifying transmission and distribution requirements (NP) • Power system stability, including voltage, transient, and frequency stability • Grid security practices and measures to safeguard against physical and cyber threats (ET) • Grid compliance regulations, standards, and policies • Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Guidelines for royalty charges by P&T department	• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including policy, budgetary allocations, monitoring of works, claims and releases, for: o All matters relating to States/ UT Transmission Project Lines	• Principles and practices of managing, operating, and controlling the grid infrastructure • Technical aspects of grid management, including load balancing, voltage control (NP)	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Drafting circulars/ OM/ sanction order/ note sheets files for policy matters including planning, finalization, monitoring, for: o Transmission Projects in and Exchange of Power with the neighboring countries o Implementation of Special Economic package for Bihar after is bifurcation o Construction/ commissioning of Srinagar Leh Kargil line by Power Grid in Special Budgetary Plan • Drafting notes/ letters for matters pertaining to: o Levy of royalty charges by P&T Department, PLCC/ PTCC matters • Drafting and processing proposals/ files for: o Matters relating to procurement of software/Training programmes for Power System Wing of Central Electricity Authority	• Assessing future power demands, identifying transmission and distribution requirements (NP) • Power system stability, including voltage, transient, and frequency stability • Grid security practices and measures to safeguard against physical and cyber threats (ET) • Grid compliance regulations, standards, and policies • Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Guidelines for royalty charges by P&T department	• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Effective problem-solving • Performance management • Analytical thinking
ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including policy, budgetary allocations, monitoring of works, claims and releases, for: o All matters relating to States/ UT Transmission Project Lines • Drafting circulars/ OM/ sanction order/ note sheets files for policy matters including planning, finalization, monitoring, for: o Transmission Projects in and Exchange of Power with the neighboring countries	• Principles and practices of managing, operating, and controlling the grid infrastructure • Technical aspects of grid management, including load balancing, voltage control (NP) • Assessing future power demands, identifying transmission and distribution requirements (NP) • Power system stability, including voltage, transient, and frequency stability	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Implementation of Special Economic package for Bihar after is bifurcation o Construction/ commissioning of Srinagar Leh Kargil line by Power Grid in Special Budgetary Plan • Drafting notes/ letters for matters pertaining to: o Levy of royalty charges by P&T Department, PLCC/ PTCC matters • Drafting and processing proposals/ files for: o Matters relating to procurement of software/Training programmes for Power System Wing of Central Electricity Authority	• Grid security practices and measures to safeguard against physical and cyber threats (ET) • Grid compliance regulations, standards, and policies • Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Guidelines for royalty charges by P&T department	and emails, parliament questions, etc. • File management using One Drive	

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 41: Transmission Section, Transmission Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Transmission Schemes and major Policies	B	B	I	I
Power System and Trading	B	B	B	B
Transmission and Distribution technology	B	B	I	I
Grid management and compliance	A	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	B	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	I
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	I	I

Section 2: PGCIL Section, Transmission Wing

The mandate of the Section is to oversee matters related to the transmission CPSU: PGCIL. The major roles/ responsibilities of the Section include:

- General administration, financial administration and policy matters related to PGCIL *(National Priority)*
- Overseeing monitoring of project works in the Central Transmission sector and Cross-border power trade *(National Priority)*
- Review of matters related to National Powergrid *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director
(Trans. and PGCIL)

US (PGCIL)

SO (PGCIL)

ASO 1

ASO 2
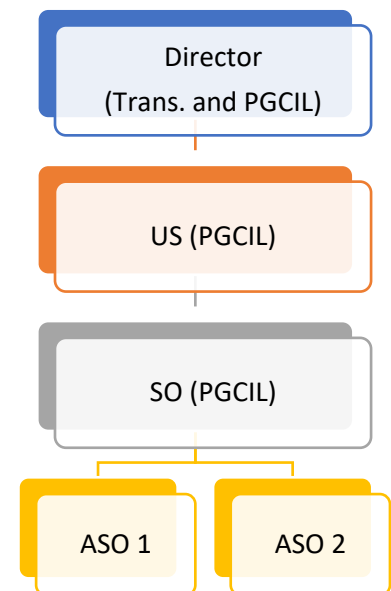
Table 42: PGCIL Section, Transmission Wing: Competency assessment

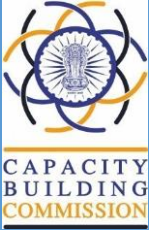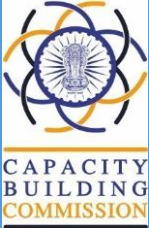| Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including vetting policy, approval of budgetary allocations, monitoring of works, approval of claims and releases, approving proposals for:
	  o PGCIL
	  o Central Transmission Utility
	  o National PowerGrid
	  o Central Transmission Project
	• Overseeing policy matters including planning, finalization, monitoring, for:
	  o Transmission Projects implemented by PGCIL for Exchange of Power with the neighboring countries
		• Governance of PGCIL, CTUs including overview, roles and responsibilities, governance structure, policies and regulatory frameworks (NP)
		• Principles and practices of managing, operating, and controlling the grid infrastructure
		• Cross-border power trade
		• Technical aspects of grid management, including load balancing, voltage control (NP)
		• Assessing future power demands, identifying transmission and distribution requirements (NP)
		• Power system stability, including voltage, transient, and frequency stability
		• Grid security practices and measures to safeguard against physical and cyber threats
		• Grid compliance regulations, standards, and policies
		• Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project)
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing administration matters including policy, budgetary allocations, monitoring of works, processing of claims and releases, reviewing proposals for:
	  o PGCIL
	  o Central Transmission Utility
		• Governance of PGCIL, CTUs including overview, roles and responsibilities, governance structure, policies and regulatory frameworks (NP)
		• Principles and practices of managing, operating, and controlling the grid infrastructure
		• Cross-border power trade
		• Technical aspects of grid management, including load balancing, voltage control (NP)
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o National PowerGrid o Central Transmission Project • Overseeing policy matters including planning, finalization, monitoring, for: o Transmission Projects implemented by PGCIL for Exchange of Power with the neighboring countries	• Assessing future power demands, identifying transmission and distribution requirements (NP) • Power system stability, including voltage, transient, and frequency stability • Grid security practices and measures to safeguard against physical and cyber threats • Grid compliance regulations, standards, and policies • Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project)	• File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including policy, budgetary allocations, monitoring of works, processing of claims and releases, reviewing proposals for: o PGCIL o Central Transmission Utility o National PowerGrid o Central Transmission Project • Drafting circulars/ OM/ sanction order/ note sheets for policy matters including planning, finalization, monitoring, for:	• Governance of PGCIL, CTUs including overview, roles and responsibilities, governance structure, policies and regulatory frameworks (NP) • Principles and practices of managing, operating, and controlling the grid infrastructure • Cross-border power trade • Technical aspects of grid management, including load balancing, voltage control (NP) • Assessing future power demands, identifying transmission and distribution requirements (NP) • Power system stability, including voltage, transient, and frequency stability • Grid security practices and measures to safeguard against physical and cyber threats • Grid compliance regulations, standards, and policies	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Transmission Projects implemented by PGCIL for Exchange of Power with the neighboring countries	• Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project)		
ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including policy, budgetary allocations, monitoring of works, processing of claims and releases, reviewing proposals for: o PGCIL o Central Transmission Utility o National PowerGrid o Central Transmission Project • Drafting circulars/ OM/ sanction order/ note sheets for policy matters including planning, finalization, monitoring, for: o Transmission Projects implemented by PGCIL for Exchange of Power with the neighboring countries	• Governance of PGCIL, CTUs including overview, roles and responsibilities, governance structure, policies and regulatory frameworks (NP) • Principles and practices of managing, operating, and controlling the grid infrastructure • Cross-border power trade • Technical aspects of grid management, including load balancing, voltage control (NP) • Assessing future power demands, identifying transmission and distribution requirements (NP) • Power system stability, including voltage, transient, and frequency stability • Grid security practices and measures to safeguard against physical and cyber threats • Grid compliance regulations, standards, and policies • Major Acts, Policies and Schemes in the transmission domain and the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project)	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 43: PGCIL Section, Transmission Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Transmission Schemes and major Policies	B	B	I	I
Power System and Trading	B	B	B	B
Transmission and Distribution technology	B	B	I	I
Grid management and compliance	I	I	I	I
Transmission Schemes and major Policies	B	B	I	I
Power System and Trading	B	B	B	B
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	I
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 3: Parliament Section, Transmission Wing

The mandate of the Section is to oversee and manage all matters related to Parliament for the MoP. The major roles/ responsibilities of the Section include:

- Collection of parliamentary questions and distribution within the MoP, facilitating collection and transmission of responses *(Citizen Centricity)*
- Stakeholder engagement and co-ordination with parliamentary committees *(Citizen Centricity)*
- Overseeing submission of action taken reports to parliamentary committees *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned, and the competencies required to perform them effectively.

Director
(Parliament, PG, RTI & Record)

US (Parl.)

SO (Parl.)

ASO
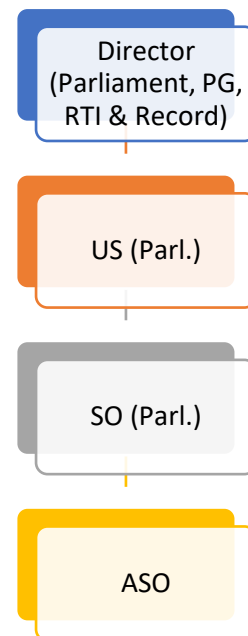
Table 44: Parliament Section, Transmission Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of parliament matters including:
	  o Collection of Notices of Parliament Questions
	  o Distribution
	  o Issue of lists of admitted Questions
	  o Supply of copies of answers of Parliament Questions to stakeholders
	  o Preparation of Pads of Starred questions for Ministers, Secretary and other Senior Officers
	• Overseeing stakeholder management and coordination with
	  o Department Related Standing Committee on Energy
	  o Government Legislative
	  o Consultative Committee of Members of Parliament
	• Overseeing examined Reports and Action Taken Reports that needs to be submitted on the recommendations/ observations made by the following Lok Sabha/ Rajya Sabha Committees:
	  o Committee on Government's Assurances
	  o Committee on Papers Laid on the Table of the House
	  o Committee on Subordinate Legislation, Lok Sabha/Rajya Sabha
	  o Committee on Petitions, Lok Sabha/Rajya Sabha
	  o Committee on Welfare of SCs/STs, Lok Sabha
	  o Joint Committee on Office of Profit, Lok Sabha
		• Procedures and processes related to parliament matters, including the collection and distribution of notices, lists of admitted questions, and answers to parliament questions
		
		• Preparation of pads of starred questions for ministers, secretaries, and senior officers (CC)
		
		• Overseeing administrative arrangements for meetings
		
		• Examining reports and preparing action taken reports based on the recommendations and observations made by Lok Sabha/Rajya Sabha committees
			• Conducting review meetings for departmental work
			• Reviewing and examining proposals, reports, note sheet including action taken reports based on the recommendations and observations made by Lok Sabha/Rajya Sabha committees
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Committee on Estimates o Committee on Public Undertakings • Overseeing admin arrangements regarding: o Meetings of Consultative Committee of Members of Parliament during each Inter and Intra- Session including one meeting outside Delhi in a calendar year • Overseeing uploading of information about: o Parliament Questions to Lok Sabha and Rajya Sabha • Reviewing minutes of meeting			
US	• Reviewing administration of parliament matters including: o Collection of Notices of Parliament Questions o Distribution o Issue of lists of admitted Questions o Supply of copies of answers of Parliament Questions to stakeholders o Preparation of Pads of Starred questions for Ministers, Secretary and other Senior Officers • Administering stakeholder management and coordination with o Department Related Standing Committee on Energy o Government Legislative o Consultative Committee of Members of Parliament	• Procedures and processes related to parliament matters, including the collection and distribution of notices, lists of admitted questions, and answers to parliament questions • Preparation of pads of starred questions for ministers, secretaries, and senior officers (CC) • Overseeing administrative arrangements for meetings • Examining reports and preparing action taken reports based on the recommendations	• Reviewing policies, proposals, reports, note sheet including action taken reports based on the recommendations and observations made by Lok Sabha/Rajya Sabha committees • File management using One Drive, E-office • Coordination and logistics management skills • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Finalizing Action Taken Reports that needs to be submitted on the recommendations/ observations made by the following Lok Sabha/ Rajya Sabha Committees:
	  o Committee on Government's Assurances
	  o Committee on Papers Laid on the Table of the House
	  o Committee on Subordinate Legislation, Lok Sabha/Rajya Sabha
	  o Committee on Petitions, Lok Sabha/Rajya Sabha
	  o Committee on Welfare of SCs/STs, Lok Sabha
	  o Joint Committee on Office of Profit, Lok Sabha
	  o Committee on Estimates
	  o Committee on Public Undertakings
	• Reviewing admin arrangements regarding:
	  o Meetings of Consultative Committee of Members of Parliament during each Inter and Intra- Session including one meeting outside Delhi in a calendar year
	• Reviewing uploading of information about:
	  o Parliament Questions to Lok Sabha and Rajya Sabha
	• Finalizing minutes of meeting
		and observations made by Lok Sabha/Rajya Sabha committees		

SO	• Administering:
	  o Collection of Notices of Parliament Questions
	  o Distribution
	  o Issue of lists of admitted Questions
	  o Supply of copies of answers of Parliament Questions to stakeholders
		• Procedures and processes related to parliament matters, including the collection and distribution of notices, lists of admitted questions, and answers to parliament questions	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.	• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Preparation of Pads of Starred questions for Ministers, Secretary and other Senior Officers • Drafting notes on examined reports and Action Taken Reports that needs to be submitted on the recommendations/ observations made by the following Lok Sabha/ Rajya Sabha Committees: o Committee on Government's Assurances o Committee on Papers Laid on the Table of the House o Committee on Subordinate Legislation, Lok Sabha/Rajya Sabha o Committee on Petitions, Lok Sabha/Rajya Sabha o Committee on Welfare of SCs/STs, Lok Sabha o Joint Committee on Office of Profit, Lok Sabha o Committee on Estimates o Committee on Public Undertakings • Drafting note sheets for admin arrangements regarding: o Meetings of Consultative Committee of Members of Parliament during each Inter and Intra- Session including one meeting outside Delhi in a calendar year • Coordinating uploading of information about: o Parliament Questions to Lok Sabha and Rajya Sabha • Drafting minutes of meeting	• Preparation of pads of starred questions for ministers, secretaries, and senior officers (CC) • Overseeing administrative arrangements for meetings • Examining reports and preparing action taken reports based on the recommendations and observations made by Lok Sabha/Rajya Sabha committee	• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, action taken reports based on the recommendations and observations made by Lok Sabha/Rajya Sabha committees, etc. • File management using One Drive Data management and analysis including budget preparation	• Analytical thinking
ASO	• Administering: o Collection of Notices of Parliament Questions o Distribution o Issue of lists of admitted Questions	• Procedures and processes related to parliament matters, including the collection and distribution of notices, lists of admitted questions, and	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular,	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Supply of copies of answers of Parliament Questions to stakeholders o Preparation of Pads of Starred questions for Ministers, Secretary and other Senior Officers • Drafting notes on examined reports and Action Taken Reports that needs to be submitted on the recommendations/ observations made by the following Lok Sabha/ Rajya Sabha Committees: o Committee on Government's Assurances o Committee on Papers Laid on the Table of the House o Committee on Subordinate Legislation, Lok Sabha/Rajya Sabha o Committee on Petitions, Lok Sabha/Rajya Sabha o Committee on Welfare of SCs/STs, Lok Sabha o Joint Committee on Office of Profit, Lok Sabha o Committee on Estimates o Committee on Public Undertakings • Drafting note sheets for admin arrangements regarding: o Meetings of Consultative Committee of Members of Parliament during each Inter and Intra- Session including one meeting outside Delhi in a calendar year • Coordinating uploading of information about: o Parliament Questions to Lok Sabha and Rajya Sabha • Drafting minutes of meeting	answers to parliament questions • Preparation of pads of starred questions for ministers, secretaries, and senior officers (CC) • Overseeing administrative arrangements for meetings • Examining reports and preparing action taken reports based on the recommendations and observations made by Lok Sabha/Rajya Sabha committee	memorandum, action taken reports based on the recommendations and observations made by Lok Sabha/Rajya Sabha committees, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 45: Parliament Section, Transmission Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Procedures and processes related to parliament matters	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 4: Public Grievance and RTI Section, Transmission Wing

The mandate of the Section is to oversee and manage matters related to Public Grievances and RTI for the MoP. The major roles/ responsibilities of the Section include:

- Collection of grievances and their distribution within MoP, collection of responses and supplying them to stakeholders *(Citizen Centricity)*
- Collection of RTI queries and their distribution within MoP, collection of responses and supplying them to stakeholders *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director
(Parliament, PG, RTI & Record)

US
(Record)

SO (PG and RTI)

ASO
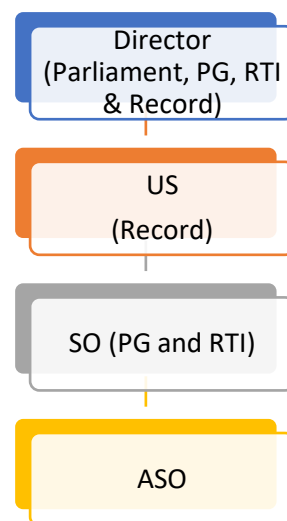
Table 46: Public Grievance and RTI Section, Transmission Wing: Competency assessment

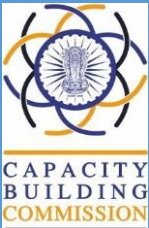| Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Monitoring of all matters of Public Grievance and RTI including:
	  o Collection of Queries and RTI notices
	  o Distribution to relevant department
	  o Collection of responses
	  o Supply of responses to relevant stakeholders
		• Monitoring of public grievances and RTI matters (CC)
		• Grievance handling procedure (CC)
			• Conducting review meetings for departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Administering all matters of Public Grievance and RTI including:
	  o Collection of Queries and RTI notices
	  o Distribution to relevant department
	  o Collection of responses
	  o Supply of responses to relevant stakeholders
		• Monitoring of public grievances and RTI matters (CC)
		• Grievance handling procedure (CC)
			• Reviewing policies, proposals, reports, note sheet
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

SO	• Administering and drafting circulars/ letters/ sanction order/ note sheets files for all matters of Public Grievance and RTI including:	• Monitoring of public grievances and RTI matters (CC) • Grievance handling procedure (CC)	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Collection of Queries and RTI notices o Distribution to relevant department o Collection of responses o Supply of responses to relevant stakeholders		meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis	
ASO	• Drafting circulars/ letters/ sanction order/ note sheets files for all matters of Public Grievance and RTI including: o Collection of Queries and RTI notices o Distribution to relevant department o Collection of responses o Supply of responses to relevant stakeholders	• Monitoring of public grievances and RTI matters (CC) • Grievance handling procedure (CC)	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 47: Public Grievance and RTI Section, Transmission Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Polices, guidelines and processes for RTI and Grievance handling	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	A	A
Performance management	NA	NA	B	B
Problem solving	NA	NA	A	A

Section 5: Reservation Section, Transmission Wing

The mandate of the Section is to oversee and monitor implementation of reservation policies in MoP and associated organizations. The major roles/ responsibilities of the Section include:

- Overseeing and monitoring implementation of reservation policies for socially backward classes, disabled, ex-Servicemen MoP and CPSUs/ organizations under the administrative control of MoP *(Citizen Centricity)*
- Overseeing reporting of information to other MDOs *(Citizen Centricity)*
- Reviewing matters related to grievances of officers from reserved categories *(Citizen Centricity)*
- Conducting inspections of reservation rosters maintained by MoP and the CPSUs/ Organizations *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director (Reservation)

US (Reservation)

ASO
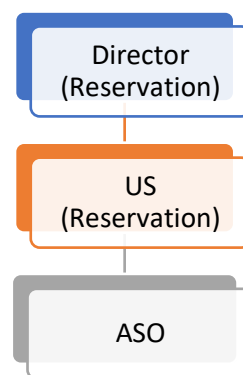
Table 48: Reservation Section, Transmission Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director	• Overseeing and monitoring of implementation of reservation policies matters of GoI in respect of SC, ST, Physically Handicapped, Ex-Servicemen and Other Backward Classes for the following: ○ MoP ○ CPSUs/ Organizations under the administrative control of the MoP • Overseeing periodical reports/ returns regarding: ○ Reservation subject to the Department of Personnel & Training, Department of Public Enterprises, Ministry of Social Justice & Empowerment and National Commission for SC/ ST • Reviewing notes/ letters for matters pertaining to: ○ Grievances of officials belonging to reserved categories • Conduct annual inspections of reservation rosters maintained by the MoP and the CPSUs/ Organizations	• Reservation Policies and Laws, Reservation Quota Allocation: across various categories, legal frameworks and court judgments related to reservation in the power sector, ensuring adherence to relevant laws and regulations • Compliance monitoring and management • Grievance handling (CC)	• Conducting review meetings for departmental work • Reviewing policies, proposals, reports, note sheet • Planning, monitoring and project management • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
US	• Overseeing and monitoring of implementation of reservation policies matters of GoI in respect of SC, ST, Physically Handicapped, Ex-Servicemen and Other Backward Classes for the following: ○ MoP ○ CPSUs/ Organisations under the administrative control of the MoP • Overseeing periodical reports/ returns regarding:	• Overview of Government Acts, policies and in the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Reservation Policies and Laws, Reservation Quota Allocation: across various	• Reviewing policies, proposals, reports, note sheet • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Managing teams, including delegating tasks and responsibilities, monitoring

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Reservation subject to the Department of Personnel & Training, Department of Public Enterprises, Ministry of Social Justice & Empowerment and National Commission for SC/ ST • Reviewing notes/ letters for matters pertaining to: o Grievances of officials belonging to reserved categories • Conduct annual inspections of reservation rosters maintained by the MoP and the CPSUs/ Organizations	categories, legal frameworks and court judgments related to reservation in the power sector, ensuring adherence to relevant laws and regulations • Compliance monitoring and management • Grievance handling (CC)	• Knowledge Management System including data gathering, information retrieval, and collaboration	progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
ASO	• Drafting letters/ processing note sheets for reservation policiy matters for the following bodies: o MoP o CPSUs/ Organisations under the administrative control of the MoP • Drafting brief notes on periodical reports/ returns regarding: o Reservation subject to the Department of Personnel & Training, Department of Public Enterprises, Ministry of Social Justice & Empowerment and National Commission for SC/ ST • Drafting notes/ letters for matters pertaining to: o Grievances of officials belonging to reserved categories	• Overview of Government Acts, policies and in the power sector (RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Reservation Policies and Laws, Reservation Quota Allocation: across various categories, legal frameworks and court judgments related to reservation in the power sector, ensuring adherence to relevant laws and regulations • Compliance monitoring and management • Grievance handling (CC)	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 49: Reservation Section, Transmission Wing: Proficiency assessment

Competency	Dir	US	SO
Domain			
Reservation Policies and Laws	B	B	B
Functional			
Conducting review meetings	A	I	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA
Planning, monitoring and project management	I	B	NA
Risk management and compliance	I	I	NA
Knowledge Management System	NA	B	NA
Coordination and logistics management skills	NA	I	NA
File management using One Drive	NA	I	B
Secretarial work	NA	NA	I
Data management and analysis	NA	NA	B
Documentation tasks	NA	NA	I
Behavioral			
Strategic leadership	I	B	NA
Decision-making	I	I	NA
Human resource management	I	I	NA
Negotiation skills	B	B	NA
Adaptability	NA	NA	B
Teamwork	NA	NA	I
Positive attitude	NA	NA	A
Performance management	NA	NA	B
Problem solving	NA	NA	B

Energy Conservation Wing

The Wing is headed by Shri Narendra Singh (Chief Engineer). It is responsible for Energy Conservation (EC), Energy Transition (ET), and Electric Vehicle (EV), handling all administrative, financial, planning and policy related matters. The Wing is also responsible for Operations & Monitoring (OM) of power systems including power supply allocation, regional power grids, disaster and crisis management. The below organizational chart shows various sections of the Energy Conservation Wing:

Organization chart of EC Wing
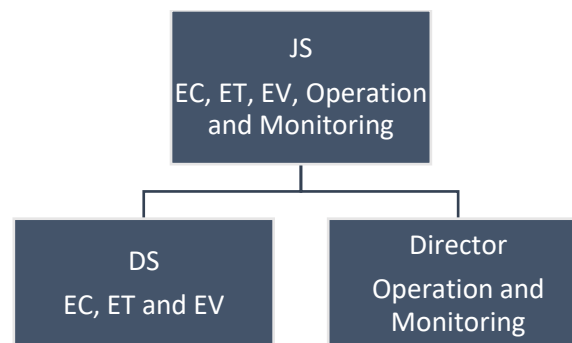
The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: EC, ET and EV Section, EC Wing

The mandate of the Section is to oversee and administer matters related to energy conservation, energy transition and electric vehicles. The major roles/ responsibilities of the Section include:

- Overseeing appointment/ extension/ promotion/ confirmation/ resignation of high-ranking officials of Bureau of Energy Efficiency (BEE) and Energy Efficient Services Limited (EESL)
- Review and approval of budgetary allocations, monitoring of BEE and EESL
- Overseeing policy and administration of matters related to electric vehicles charging infrastructure and Faster Adoption and Manufacturing of Electric Vehicles (FAME) *(Emerging Technology)*
- Reviewing matters related to Energy Transition and Climate change including compliance of emission norms and environmental norms by thermal power plants, overseeing retirement of old and inefficient thermal units, implementing flue gas desulphurization (FGD) projects in thermal power plants *(National Priority, Emerging Technology)*
- Stakeholder co-ordination and engagement with Donor agencies, State Governments, other Ministries, Task forces

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.
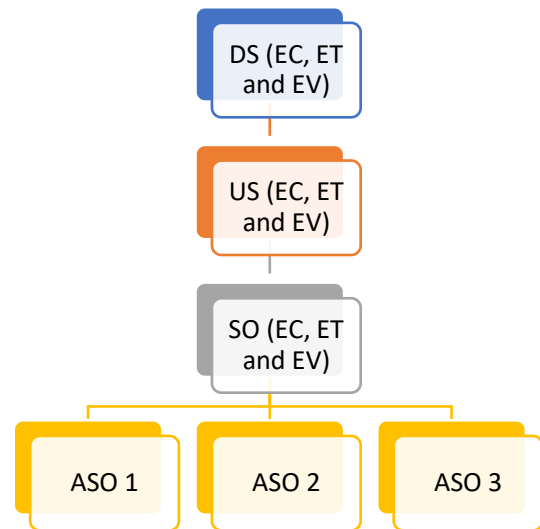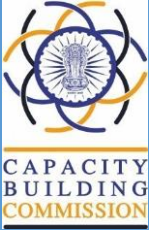
Table 50: EC, ET and EV Section, EC Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation of the following:
	  o DG and Secretary, BEE
	• Overseeing administration of matters including vetting policy, approval of budgetary allocations, and monitoring of works for the following:
	  o BEE/ Energy Efficient Services Limited (EESL)
	• Overseeing policy matters including finalization, amendment, for the following:
	  o Energy Conservation Act
	  o Charging Infrastructure for Electric Vehicles
	  o Faster Adoption and Manufacturing of Electric Vehicles in India Phase II (FAME India Phase II)
	• Overseeing stakeholder management and coordination with:
	  o Bilateral/ Multilateral cooperation
	  o High Level Task Force on Air pollution
	  o State Governments/ Ministries (EV charging infrastructure)
	• Reviewing notes/ letters for matters pertaining to:
	  o Energy Transition related Work
	  o Climate Change related Work
	  o Power Foundation related Work
	  o EFC/ SFC cases
	  o Voluntary Star Labeling of appliances
	  o NECA Awards
		• Energy Conservation Policies and Programs, Electric Vehicle (EV) Policies and Incentives (EC Act, PAT Scheme, National Mission for Enhanced Energy Efficiency, Green Energy Corridors project, DSM programs, FAME) (NP)
		• Demand-side interventions (Time of Day - ToD tariff, Demand Response, Vehicle to Grid) to support RE, RE Integration, designing of tariff and non-tariff incentives/ subsidies for setting up EV charging infrastructure (NP)
		• Low Carbon Development: Planning and Modelling
		• New commercial technologies for electrification of industrial processes, emission norms of MoEFCC
		• Emerging institutional mechanisms including green energy markets, carbon markets (NP)
		• Guidelines and frameworks on Energy transition, climate change, voluntary star labeling of appliances
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Overseeing and administration of matters including vetting, approval, monitoring of works for the following:
	  o Facilitation of installation of Charging Infrastructure for EVs and related issues
	  o Implementation of MoEF&CC's new Emission norms and Water norms by TPPs
	  o Mercury emission/ Minamata Convention references from MoEF&CC
	  o Disposal/ Utilisation of Fly Ash by TPPs as per MoEF&CC Notifications
	  o Retirement of old and inefficient units/ Renovation and Modernization
	• Reviewing and approving proposal for:
	  o Allocation of power/TPP related issues of NLC plants
	  o FGD related applications from DPIIT for FDI and Registration of bidders
		• Applications for FGD, TPP related issues of NLC plants
		• Emerging dynamics in power Demand/ Supply (Prices, Market products, Green energy markets)
		• Incentives/ subsidies for setting up EV charging infrastructure
		• Process for management/ disposal of references		

US	• Reviewing administration matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation of the following:
	  o DG and Secretary, BEE
	• Reviewing administration matters including policy, budgetary allocations, and monitoring of works for the following:
	  o BEE/ Energy Efficient Services Limited (EESL)
	• Reviewing policy matters including finalization, amendment, for the following:
	  o Energy Conservation Act
		• Energy Conservation Policies and Programs, Electric Vehicle (EV) Policies and Incentives (EC Act, PAT Scheme, National Mission for Enhanced Energy Efficiency, Green Energy Corridors project, DSM programs, FAME) (NP)
		• Demand-side interventions (Time of Day - ToD tariff, Demand Response, Vehicle to Grid) to support RE, RE Integration, designing of tariff and non-tariff
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Charging Infrastructure for Electric Vehicles o Faster Adoption and Manufacturing of Electric Vehicles in India Phase II (FAME India Phase II) • Reviewing and administering stakeholder management and coordination with: o Bilateral/ Multilateral cooperation o High Level Task Force on Air pollution o State Governments/ Ministries (EV charging infrastructure) • Reviewing notes/ letters for matters pertaining to: o Energy Transition related Work o Climate Change related Work o Power Foundation related Work o EFC/ SFC cases o Voluntary Star Labeling of appliances o NECA Awards • Reviewing and administration of matters including finalizing, processing, monitoring of works for the following: o Facilitation of installation of Charging Infrastructure for EVs and related issues o Implementation of MoEF&CC's new Emission norms and Water norms by TPPs o Mercury emission/ Minamata Convention references from MoEF&CC o Disposal/ Utilisation of Fly Ash by TPPs as per MoEF&CC Notifications o Retirement of old and inefficient units/ Renovation and Modernization	incentives/ subsidies for setting up EV charging infrastructure (NP) • Low Carbon Development: Planning and Modelling • New commercial technologies for electrification of industrial processes, emission norms of MoEFCC • Emerging institutional mechanisms including green energy markets, carbon markets (NP) • Guidelines and frameworks on Energy transition, climate change, voluntary star labeling of appliances • Applications for FGD, TPP related issues of NLC plants • Emerging dynamics in power Demand/ Supply (Prices, Market products, Green energy markets) • Incentives/ subsidies for setting up EV charging infrastructure • Process for management/ disposal of references	• Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Reviewing and approving proposal for:
	  o Allocation of power/TPP related issues of NLC plants
	  o FGD related applications from DPIIT for FDI and Registration of bidders			

SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation of the following:
	  o DG and Secretary, BEE
	• Drafting and processing proposals/ files for administration matters including policy, budgetary allocations, and monitoring of works for the following:
	  o BEE/ Energy Efficient Services Limited (EESL)
	  o Facilitation of installation of Charging Infrastructure for EVs and related issues
	  o Implementation of MoEF&CC's new Emission norms and Water norms by TPPs
	  o Mercury emission/ Minamata Convention references from MoEF&CC
	  o Disposal/ Utilisation of Fly Ash by TPPs as per MoEF&CC Notifications
	  o Retirement of old and inefficient units/ Renovation and Modernization
	  o Allocation of power/TPP related issues of NLC plants
	  o FGD related applications from DPIIT for FDI and Registration of bidders
		• Energy Conservation Policies and Programs, Electric Vehicle (EV) Policies and Incentives (EC Act, PAT Scheme, National Mission for Enhanced Energy Efficiency, Green Energy Corridors project, DSM programs, FAME) (NP)
		• Demand-side interventions (Time of Day - ToD tariff, Demand Response, Vehicle to Grid) to support RE, RE Integration, designing of tariff and non-tariff incentives/ subsidies for setting up EV charging infrastructure (NP)
		• Low Carbon Development: Planning and Modelling
		• New commercial technologies for electrification of industrial processes, emission norms of MoEFCC
		• Emerging institutional mechanisms including green energy markets, carbon markets (NP)
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation
				• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Drafting letters/ circulars for policy matters including finalization, amendment, of the following:
	   o Energy Conservation Act
	   o Charging Infrastructure for Electric Vehicles
	   o Faster Adoption and Manufacturing of Electric Vehicles in India Phase II (FAME India Phase II)
	• Drafting notes/ letters for matters pertaining to:
	   o Energy Transition related Work
	   o Climate Change related Work
	   o Power Foundation related Work
	   o EFC/ SFC cases
	   o Voluntary Star Labeling of appliances
	   o NECA Awards
		• Guidelines and frameworks on Energy transition, climate change, voluntary star labeling of appliances
		• Applications for FGD, TPP related issues of NLC plants
		• Emerging dynamics in power Demand/ Supply (Prices, Market products, Green energy markets)
		• Incentives/ subsidies for setting up EV charging infrastructure
		• Process for management/ disposal of references		

ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation of the following:
	   o DG and Secretary, BEE
	• Drafting and processing proposals/ files for administration matters including policy, budgetary allocations, and monitoring of works for the following:
	   o BEE/ Energy Efficient Services Limited (EESL)
	   o Facilitation of installation of Charging Infrastructure for EVs and related issues
	   o Implementation of MoEF&CC's new Emission norms and Water norms by TPPs
	   o Mercury emission/ Minamata Convention references from MoEF&CC
		• Energy Conservation Policies and Programs, Electric Vehicle (EV) Policies and Incentives (EC Act, PAT Scheme, National Mission for Enhanced Energy Efficiency, Green Energy Corridors project, DSM programs, FAME) (NP)
		• Demand-side interventions (Time of Day - ToD tariff, Demand Response, Vehicle to Grid) to support RE, RE Integration, designing of tariff and non-tariff incentives/ subsidies for setting up EV charging infrastructure (NP)
		• Low Carbon Development: Planning and Modelling
			• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc.
			• Data management and analysis including budget preparation
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Adaptability and flexibility
				• Supportive teamwork
				• Positive and constructive attitude
				• Assisting in problem-solving
				• Performance management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Disposal/ Utilisation of Fly Ash by TPPs as per MoEF&CC Notifications o Retirement of old and inefficient units/ Renovation and Modernization o Allocation of power/TPP related issues of NLC plants o FGD related applications from DPIIT for FDI and Registration of bidders • Drafting letters/ circulars for policy matters including finalization, amendment, of the following: o Energy Conservation Act o Charging Infrastructure for Electric Vehicles o Faster Adoption and Manufacturing of Electric Vehicles in India Phase II (FAME India Phase II) • Drafting notes/ letters for matters pertaining to: o Energy Transition related Work o Climate Change related Work o Power Foundation related Work o EFC/ SFC cases o Voluntary Star Labeling of appliances o NECA Awards	• New commercial technologies for electrification of industrial processes, emission norms of MoEFCC • Emerging institutional mechanisms including green energy markets, carbon markets (NP) • Guidelines and frameworks on Energy transition, climate change, voluntary star labeling of appliances • Applications for FGD, TPP related issues of NLC plants • Emerging dynamics in power Demand/ Supply (Prices, Market products, Green energy markets) • Incentives/ subsidies for setting up EV charging infrastructure • Process for management/ disposal of references		

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 51: EC, ET and EV Section, EC Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Major Energy Conservation Schemes and Policies	I	B	I	I
DSM interventions	I	B	B	B
Institutional mechanisms for green energy markets	B	B	I	I
Low Carbon Development: Planning and Modelling	NA	B	B	B
Clean Energy and Electric vehicle charging technology	I	I	I	I
Emerging dynamics in power Demand/ Supply	I	I	I	I
Designing of incentives/ subsidies for setting up EV charging infrastructure	I	I	B	B
New commercial technologies for electrification of industrial processes, emission norms of MoEFCC	B	B	B	B
Energy management systems	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	I
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA

Competency	DS	US	SO	ASO
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	A
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 2: Operation and Monitoring (OM) Section, EC Wing

The mandate of the Section is to ensure proper and smooth operations and monitoring of the power systems. The major roles/ responsibilities of the Section include:

- Overseeing appointment/ extension/ promotion/ confirmation/ resignation of high-ranking officials at Grid Controller of India Limited (Grid-India) *(National Priority)*
- Overseeing administration of matters related to power supply allocation, regional power grids *(National Priority)*
- Overseeing administration of matters related to Disaster and Crisis Management planning, contingency planning *(National Priority)*
- Performance monitoring of power utilities across the country *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director (OM)

US (OM)

SO (OM)

ASO
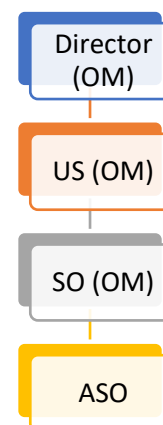
Table 52: Operation and Monitoring Section, EC Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation of the following: o Board of Directors in POSOCO • Overseeing administration of matters including vetting policy, monitoring for the following Schemes: o Disaster/Crisis Management Plan for natural calamities o Annual electricity generation targets for the power utilities in the country o Meritorious productivity and Incentive Awards to TPSs o Power Supply to Delhi including VVIP and strategic areas o Contingency plan for maintenance of power supply during strike by employees of SEBs, Coal mines etc. • Overseeing policy matters, operation, and monitoring, for the following: o Allocation of power from Central sector power Stations to States/UTs o Regional Power Grids o Power Supply • Overseeing stakeholder management and coordination with: o Inter-Ministerial Group (Crisis and disaster management) • Reviewing and approving proposal for: o Allocation of power from unallocated quota (15%) of Central sector generating stations to the States/ UTs o Exchange of power with neighboring countries like Nepal, Bhutan, Pakistan etc.	• Energy management systems (Principles, energy efficiency measures, performance evaluation, policy and compliance) • Overview of Transmission and distribution, grid management and operations, power supply management (NP) • Guidelines for allocation, re-allocation, contingency plans for power supply (NP) • Guidelines on Disaster/Crisis Management Plan, regional power grids • Cross-border Power Trade and Interconnections	• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work • Reviewing policies, proposals, reports, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management • Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

US	• Reviewing files for administration matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation of the following:
	  o Board of Directors in POSOCO
	• Reviewing administration matters including vetting policy, monitoring for the following Schemes:
	  o Disaster/Crisis Management Plan for natural calamities
	  o Annual electricity generation targets for the power utilities in the country
	  o Meritorious productivity and Incentive Awards to TPSs
	  o Power Supply to Delhi including VVIP and strategic areas
	  o Contingency plan for maintenance of power supply during strike by employees of SEBs, Coal mines etc.
	• Overseeing policy matters, operation, and monitoring, for the following:
	  o Allocation of power from Central sector power Stations to States/UTs
	  o Regional Power Grids
	  o Power Supply
	• Administering stakeholder management and coordination with:
	  o Inter-Ministerial Group (Crisis and disaster management)
	• Reviewing and processing proposal for:
	  o Allocation of power from unallocated quota (15%) of Central sector generating stations to the States/ UTs
	  o Exchange of power with neighboring countries like Nepal, Bhutan, Pakistan etc.
		• Energy management systems (Principles, energy efficiency measures, performance evaluation, policy and compliance)
		• Overview of Transmission and distribution, grid management and operations, power supply management (NP)
		• Guidelines for allocation, re-allocation, contingency plans for power supply (NP)
		• Guidelines on Disaster/Crisis Management Plan, regional power grids
		• Cross-border Power Trade and Interconnections
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation of the following: 　o Board of Directors in POSOCO • Drafting and processing proposals/ files for administration matters including vetting policy, monitoring for the following Schemes: 　o Disaster/Crisis Management Plan for natural calamities 　o Annual electricity generation targets for the power utilities in the country 　o Meritorious productivity and Incentive Awards to TPSs 　o Power Supply to Delhi including VVIP and strategic areas 　o Contingency plan for maintenance of power supply during strike by employees of SEBs, Coal mines etc. • Drafting letters/ circulars/ OM/ note sheet for policy matters, operation, and monitoring, of the following: 　o Allocation of power from Central sector power Stations to States/UTs 　o Regional Power Grids 　o Power Supply • Processing proposals for: 　o Allocation of power from unallocated quota (15%) of Central sector generating stations to the States/ UTs 　o Exchange of power with neighboring countries like Nepal, Bhutan, Pakistan etc.	• Energy management systems (Principles, energy efficiency measures, performance evaluation, policy and compliance) • Overview of Transmission and distribution, grid management and operations, power supply management (NP) • Guidelines for allocation, re-allocation, contingency plans for power supply (NP) • Guidelines on Disaster/Crisis Management Plan, regional power grids • Cross-border Power Trade and Interconnections	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management 　• Analytical thinking
ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including appointment/ extension/	• Energy management systems (Principles, energy efficiency measures,	• Documentation including preparing note sheets, briefs, minutes of meetings	• Adaptability and flexibility • Supportive teamwork

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	verification/ clearance/ promotion/ confirmation/ resignation of the following: ○ Board of Directors in POSOCO • Drafting and processing proposals/ files for administration matters including vetting policy, monitoring for the following Schemes: ○ Disaster/Crisis Management Plan for natural calamities ○ Annual electricity generation targets for the power utilities in the country ○ Meritorious productivity and Incentive Awards to TPSs ○ Power Supply to Delhi including VVIP and strategic areas ○ Contingency plan for maintenance of power supply during strike by employees of SEBs, Coal mines etc. • Drafting letters/ circulars/ OM/ note sheet for policy matters, operation, and monitoring, of the following: ○ Allocation of power from Central sector power Stations to States/UTs ○ Regional Power Grids ○ Power Supply • Processing proposals for: ○ Allocation of power from unallocated quota (15%) of Central sector generating stations to the States/ UTs ○ Exchange of power with neighboring countries like Nepal, Bhutan, Pakistan etc.	performance evaluation, policy and compliance) • Overview of Transmission and distribution, grid management and operations, power supply management (NP) • Guidelines for allocation, re-allocation, contingency plans for power supply (NP) • Guidelines on Disaster/Crisis Management Plan, regional power grids • Cross-border Power Trade and Interconnection	for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 53: Operation and Monitoring Section, EC Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Guidelines for allocation, re-allocation, contingency plans for power supply	B	B	I	I
Transmission and distribution, grid management and operations	B	I	I	I
Energy management systems	B	I	I	I
Cross-border Power Trade and Interconnections	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	A	A
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	A
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	A	A
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	I
Performance management	NA	NA	B	B
Problem solving	NA	NA	A	A

Budget and Finance Wing

The Wing is headed by Shri Ashish Upadhayaya (Special Secretary) and is responsible for Finance, Budget, Audit, and Accounting matters. The below organizational chart shows various sections of the Budget and Finance Wing:

Organization chart of Budget and Finance Wing
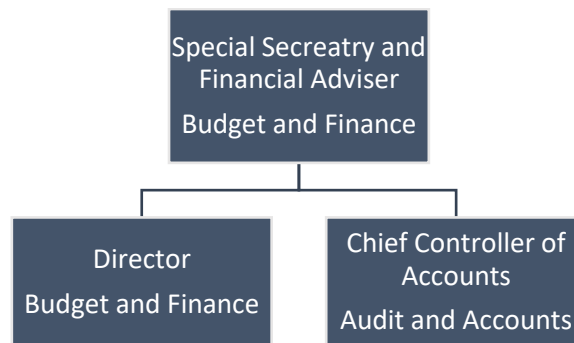
The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: Budget Section, Budget and Finance Wing

The mandate of the Section is to ensure fiscal management through financial planning, allocation and budgeting in discussion with all concerned stakeholders. The major roles/ responsibilities of the Section include:

- Appraising financial requirements considering fiscal prudence and cost management principles
- Preparation of annual budget
- Revision of budgetary estimates, tracking of actual costs, ensuring budgetary controls

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.
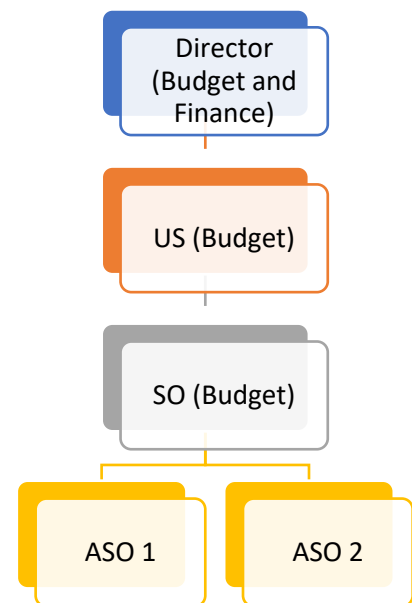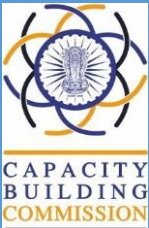
Table 54: Budget Section, Budget and Finance Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration matters including forecasting, allocation, vetting, and approving of:
	  o Budget related matters
	• Overseeing stakeholder management and coordination with:
	  o Parliamentary Standing Committee on Energy
		• Budget planning and preparation, allocation and resource management
		• Budgetary policies and guidelines
		• Financial norms and regulations
		• Strategic Cost management
		• Fiscal prudence and governance
		• Project appraisal and finance
			• Conducting review meetings for departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Planning, monitoring and project management
			• Risk management and compliance
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing administration matters including forecasting, allocation, vetting, and approving of:
	  o Budget related matters
	• Administering stakeholder management and coordination with:
	  o Parliamentary Standing Committee on Energy
		• Budget planning and preparation, allocation and resource management
		• Budgetary policies and guidelines, along
		• Financial norms and regulations
		• Strategic Cost management
		• Fiscal prudence and governance
		• Project appraisal and finance
			• Reviewing policies, proposals, reports, note sheet
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including forecasting, allocation, vetting, and approving of: o Budget related matters	• Budget planning and preparation, allocation and resource management • Budgetary policies and guidelines • Financial norms and regulations • Strategic Cost management	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management including budget preparation and financial analysis	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking
ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including forecasting, allocation, vetting, and approving of: o Budget related matters	• Budget planning and preparation, allocation and resource management • Budgetary policies and guidelines • Financial norms and regulations • Strategic Cost management	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management including budget preparation and financial analysis • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 55 – Budget Section, Budget and Finance Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Financial norms and regulations	B	B	I	I
Project appraisal and finance	B	I	NA	NA
Strategic Cost management	B	B	B	B
Fiscal prudence and governance	B	I	NA	NA
Budget planning and preparation, allocation and resource management	B	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 2: Finance Section, Budget and Finance Wing

The mandate of the Section is to is process financial claims for MoP and the CPSUs/ Bodies under its administrative control, in a timely and transparent manner. The major roles/ responsibilities of the Section include:

- Review financial claims and process disbursements related to employee honorarium, allowances, payment to contractors, capital loans/ equity to Central sector projects/ PSUs, grant-in aid to organizations, etc.
- Review financial matters of Corporations
- Co-ordinating with Ministry of Finance on financial matters

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director (Budget and Finance)

US (Finance)

SO (Finance)

ASO 1

ASO 2
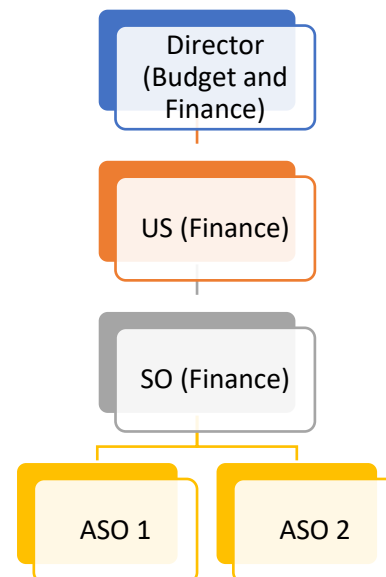
Table 56: Finance Section, Budget and Finance Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration matters including Creation/ upgradation/ continuance of the following:
	  o Plan/ Non-Plan Posts
	  o Deputation abroad
	• Overseeing administration of matters including concurrence, approval of finance, approval of claims and releases for the following:
	  o Honorarium to the employees, TA/ DA, vendor payment to the contractors, printing, etc.
	  o Loans and equities for projects or PSU's
	  o Grant-in-aid to different organisation for energy conservation schemes
	• Overseeing stakeholder management and coordination with:
	  o Ministry of Finance
	• Overseeing reports regarding:
	  o Modification of Direct and Indirect Taxes
	• Reviewing files/ letters for matters pertaining to:
	  o Deputation abroad
	  o Cases of Union Territories regarding delegation of power/ plan and non-plan schemes
	  o Financial matters of Corporations
	  o Grievances of general public
	  o Grievances of pensioners
	• Overseeing administration of matters including vetting, approval, for:
	  o All finance related matters of Ministry and CPSUs
		• Financial planning and management, grant and fund management
		• Financial policies and guidelines
		• Financial norms and regulations
		• Strategic Cost management
		• Fiscal prudence and governance
		• Project appraisal and finance
		• Taxation
			• Conducting review meetings for departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Planning, monitoring and project management
			• Risk management and compliance
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

US	• Reviewing administration matters including Creation/ upgradation/ continuance of the following:
	  o Plan/ Non-Plan Posts
	  o Deputation abroad
	• Reviewing administration of matters including concurrence, processing of finance, claims and releases for the following:
	  o Honorarium to the employees, TA/ DA, vendor payment to the contractors, printing, etc.
	  o Loans and equities for projects or PSU's
	  o Grant-in-aid to different organisation for energy conservation schemes
	• Administering stakeholder management and coordination with:
	  o Ministry of Finance
	• Reviewing reports regarding:
	  o Modification of Direct and Indirect Taxes
	• Reviewing files/ letters for matters pertaining to:
	  o Deputation abroad
	  o Cases of Union Territories regarding delegation of power/ plan and non-plan schemes
	  o Financial matters of Corporations
	  o Grievances of general public
	  o Grievances of pensioners
	• Reviewing administration of matters including concurrence, processing for:
	  o All finance related matters of Ministry and CPSUs
		• Financial planning and management, grant and fund management
		• Financial policies and guidelines
		• Overview of the power sector, including generation, transmission, distribution, and regulatory frameworks
		• Financial norms and regulations
		• Strategic Cost management
		• Fiscal prudence and governance
		• Project appraisal and finance
		• Taxation
			• Reviewing policies, proposals, reports, note sheet
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including Creation/ upgradation/ continuance of the following: o Plan/ Non-Plan Posts o Deputation abroad • Drafting circulars/ OM/ sanction order/ note sheets files for administration of matters including concurrence, processing of finance, claims and releases for the following: o Honorarium to the employees, TA/ DA, vendor payment to the contractors, printing, etc. o Loans and equities for projects or PSU's o Grant-in-aid to different organisation for energy conservation schemes • Preparing brief notes on reports regarding: o Modification of Direct and Indirect Taxes • Drafting files/ letters for matters pertaining to: o Deputation abroad o Cases of Union Territories regarding delegation of power/ plan and non-plan schemes o Financial matters of Corporations o Grievances of general public o Grievances of pensioners • Processing files for administration of matters including concurrence, processing for: o All finance related matters of Ministry and CPSUs	• Financial planning and management, grant and fund management • Financial policies and guidelines • Overview of the power sector, including generation, transmission, distribution, and regulatory frameworks • Financial norms and regulations • Strategic Cost management • Taxation	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management including budget preparation and financial analysis	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking
ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration matters including Creation/ upgradation/ continuance of the following: o Plan/ Non-Plan Posts o Deputation abroad	• Financial planning and management, grant and fund management	• Documentation including preparing note sheets, briefs, minutes of meetings for high level	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Drafting circulars/ OM/ sanction order/ note sheets files for administration of matters including concurrence, processing of finance, claims and releases for the following:
	  o Honorarium to the employees, TA/ DA, vendor payment to the contractors, printing, etc.
	  o Loans and equities for projects or PSU's
	  o Grant-in-aid to different organisation for energy conservation schemes
	• Preparing brief notes on reports regarding:
	  o Modification of Direct and Indirect Taxes
	• Drafting files/ letters for matters pertaining to:
	  o Deputation abroad
	  o Cases of Union Territories regarding delegation of power/ plan and non-plan schemes
	  o Financial matters of Corporations
	  o Grievances of general public
	  o Grievances of pensioners
	• Processing files for administration of matters including concurrence, processing for:
	  o All finance related matters of Ministry and CPSUs
		• Financial policies and guidelines
		• Overview of the power sector, including generation, transmission, distribution, and regulatory frameworks
		• Financial norms and regulations
		• Strategic Cost management
		• Taxation
			meetings, official circular, memorandum, etc.
			• Data management including budget preparation and financial analysis
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Assisting in problem-solving
				• Performance management

Competency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 57: Finance Section, Budget and Finance Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Financial norms and regulations	B	B	I	I
Project appraisal and finance	B	I	NA	NA
Strategic Cost management	B	B	B	B
Fiscal prudence and governance	B	I	NA	NA
Budget planning and preparation, allocation and resource management	B	I	I	I
Financial planning and management, grant and fund management	B	I	I	I
Taxation	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B

Competency	Dir	US	SO	ASO
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

IC and Vigilance Wing

The Wing is headed by Shri Ajay Tewari (Additional Secretary) and is responsible for Vigilance, IT, and International Cooperation (IC) matters. The division handles amongst others, all vigilance cases, management of IT systems, and matters pertaining to IC. The below organizational chart shows various sections of the Budget and Finance Wing:

Organization chart of IC and Vigilance Wing
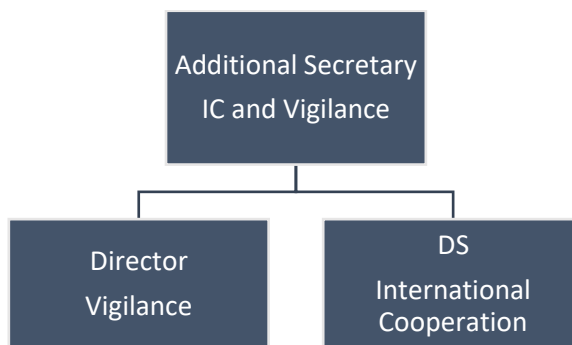
The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: Vigilance Section, IC and Vigilance Wing

The mandate of the Section is to eliminate corrupt and unethical practices in public administration and to bring about transparency, fair-play, objectivity, accountability, and responsiveness to the aspirations of the citizen from administration. The major roles/ responsibilities of the Section include:

- Reviewing vigilance complaint cases against Officers/ officials of the MoP as well as Board Level Officers of CPSUs and Heads of Organizations *(Citizen Centricity)*
- Processing vigilance clearances of officers/ officials *(Citizen Centricity)*
- Appointment of Chief Vigilance Officers (CVOs) in CPSUs *(Citizen Centricity)*
- Administering security of vital installations of CPSUs under MoP *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.
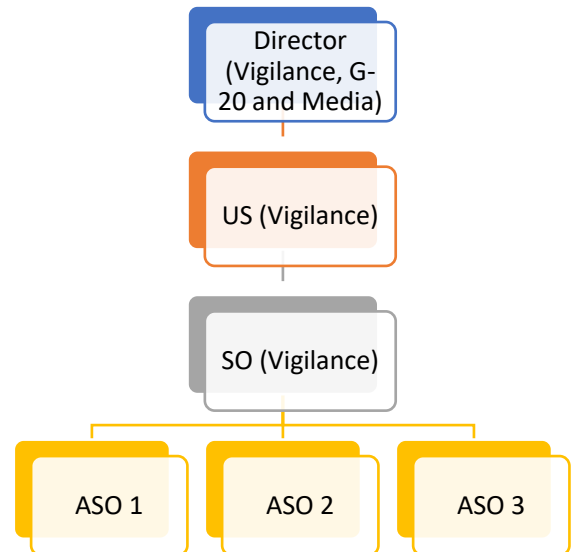
Table 58: Vigilance Section, IC and Vigilance Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ and VRS cases for the CVOS in the PSUs
	• Overseeing reports regarding:
	  o Working of the CVOS of PSUs
	  o Annual Property / Return of the official of the Ministry as well as Board Level Officer / CVOS of PSUs
	• Reviewing files/ letters for matters pertaining to:
	  o Vigilance Complaint cases against Officer/ officials of the Ministry as well as Board Level Officers of PSUs and Head of Organizations
	  o Vigilance clearance issues of the Ministry officers/ officials and Board Level Officers of the various PSUs of the Power Sector
	• Overseeing and administration of matters including vetting, approval, monitoring for:
	  o Security of vital installations of PSUs under MOP
	• Overseeing parliamentary matters, RTI matters, PMO/ VIP references related to V&S Desk
		• Vigilance policies and procedures, Central Vigilance Commission guidelines/ manual
		• Guidelines of security administration and monitoring
		• Process for management/ disposal of references
			• Conducting review meetings for departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ and VRS cases for the CVOS in the PSUs • Reviewing reports regarding: o Working of the CVOS of PSUs	• Vigilance policies and procedures, Central Vigilance Commission guidelines/ manual • Guidelines of security administration and monitoring	• Reviewing policies, proposals, reports, note sheet • File management using One Drive, E-office • Coordination and logistics management skills	• Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Annual Property / Return of the official of the Ministry as well as Board Level Officer / CVOS of PSUs • Reviewing files/ letters for matters pertaining to: o Vigilance Complaint cases against officer/ officials of the Ministry as well as Board Level Officers of PSUs and Head of Organizations o Vigilance clearance issues of the Ministry officers/ officials and Board Level Officers of the various PSUs of the Power Sector • Administration of matters including reviewing, monitoring for: o Security of vital installations of PSUs under MOP • Reviewing parliamentary matters, RTI matters, PMO/ VIP references related to V&S Desk	• Process for management/ disposal of references	• Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ and VRS cases for the CVOS in the PSUs • Preparing brief notes of reports regarding: o Working of the CVOS of PSUs o Annual Property / Return of the official of the Ministry as well as Board Level Officer / CVOS of PSUs • Drafting files/ letters for matters pertaining to: o Vigilance Complaint cases against officer/ officials of the Ministry as well as Board Level Officers of PSUs and Head of Organizations	• Vigilance policies and procedures, Central Vigilance Commission guidelines/ manual • Guidelines of security administration and monitoring • Process for management/ disposal of references	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Vigilance clearance issues of the Ministry officers/ officials and Board Level Officers of the various PSUs of the Power Sector • Processing files for matters including reviewing, monitoring for: o Security of vital installations of PSUs under MOP • Drafting responses for parliamentary matters, RTI matters, PMO/ VIP references related to V&S Desk			
ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for administration of matters including appointment/ extension/ verification/ clearance/ confirmation/ resignation/ and VRS cases for the CVOS in the PSUs • Preparing brief notes of reports regarding: o Working of the CVOS of PSUs o Annual Property / Return of the official of the Ministry as well as Board Level Officer / CVOS of PSUs • Drafting files/ letters for matters pertaining to: o Vigilance Complaint cases against officer/ officials of the Ministry as well as Board Level Officers of PSUs and Head of Organizations o Vigilance clearance issues of the Ministry officers/ officials and Board Level Officers of the various PSUs of the Power Sector • Processing files for matters including reviewing, monitoring for: o Security of vital installations of PSUs under MOP • Drafting responses for parliamentary matters, RTI matters, PMO/ VIP references related to V&S Desk	• Vigilance policies and procedures, Central Vigilance Commission guidelines/ manual • Guidelines of security administration and monitoring • Process for management/ disposal of references	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 59: Vigilance Section, IC, and Vigilance Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Vigilance policies and procedures, Central Vigilance Commission guidelines	B	B	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 2: IC Section, IC and Vigilance Wing

The mandate of the Section is to develop and manage relations with international partners for effective cooperation on various matters. The major roles/ responsibilities of the Section include:

- Overseeing administration matters related to participation of MoP in international bodies, consultation groups, etc. *(National Priority)*
- Coordination with various countries and multilateral agencies in the power sector *(National Priority)*
- Overseeing administration and management of deputation abroad, foreign delegations, tours *(National Priority)*
- Review and approval of proposals for power projects that need external assistance/ multilateral funds *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned, and the competencies required to perform them effectively.

DS (IC, CS, and IT)

US (IC, CS, and IT)

SO (IC)

ASO
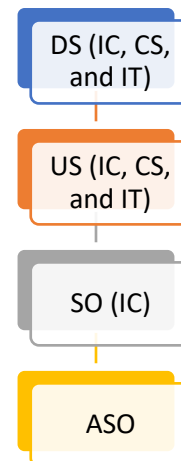
Table 60: IC and Cyber Security Section, IC and Vigilance Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing admin matters for the following programs:
	  o Meetings of various 'Working Groups' in power sector with various countries for which MoP is the nodal Ministry
	  o Participation in international bodies like Carbon Sequestration Leadership Forum (CSLF), Indo-US bilateral consultation group, etc.
	  o Deputation/Delegation abroad (Approval from Prime Minsters office and Screening committee)
	• Overseeing stakeholder management and coordination with:
	  o Various countries and multilateral agencies in the power sector (except in the matters relating to renewable energy)
	  o Inter-ministerial meetings, meetings of Joint Working Group and meetings of Joint Commission
	• Overseeing reports regarding:
	  o Aide-memoirs/ documents, sent by ADB/ World Bank
	  o Material prepared for circulating to other stakeholders
	• Reviewing files/ notes/ letters for matters pertaining to:
	  o Country briefs and notes for meetings of foreign dignitaries with Secretary/ Minister
	  o Tours issue of agenda papers, minutes
	• Overseeing and administration of matters including vetting, approval, monitoring of works for the following:
	  o Tie-up of external assistance/ multilateral funds for various power projects in the country for which MoP is the Nodal Ministry
	• Reviewing and approving proposal for:
		• International protocols and functions for participating in international bodies meetings
		• Project Development and Implementation
		• Cross-border Power Trade
		• Cross-border Grid Interconnections
		• Renewable Energy policies, clean technologies practices, regulations and initiatives
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Processing of new project proposals of power sector undertakings/state public utilities seeking external financial assistance			

US	• Administering admin matters for the following programs:
	  o Meetings of various 'Working Groups' in power sector with various countries for which MoP is the nodal Ministry
	  o Participation in international bodies like Carbon Sequestration Leadership Forum (CSLF), Indo-US bilateral consultation group, etc.
	  o Deputation/Delegation abroad (Approval from Prime Minsters office and Screening committee)
	• Administering stakeholder management and coordination with:
	  o Various countries and multilateral agencies in the power sector (except in the matters relating to renewable energy)
	  o Inter-ministerial meetings, meetings of Joint Working Group and meetings of Joint Commission
	• Reviewing reports regarding:
	  o Aide-memoirs/ documents, sent by ADB/ World Bank
	  o Material prepared for circulating to other stakeholders
	• Reviewing files/ notes/ letters for matters pertaining to:
	  o Country briefs and notes for meetings of foreign dignitaries with Secretary/Minister
	  o Tours issue of agenda papers, minutes
	• Administration of matters including reviewing, monitoring of works for the following:
	  o Tie-up of external assistance/ multilateral funds for various power projects in the country for which MoP is the Nodal Ministry
		• International protocols and functions for participating in international bodies meetings
		• Project Development and Implementation
		• Cross-border Power Trade
		• Cross-border Grid Interconnections
		• Renewable Energy policies, clean technologies practices, regulations and initiatives
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				Proactiveness in work management

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Reviewing and processing proposal for: o Processing of new project proposals of power sector undertakings/ state public utilities seeking external financial assistance			

SO	• Drafting and processing proposals/ files for the admin matters of the following programs:
	   o Meetings of various 'Working Groups' in power sector with various countries for which MoP is the nodal Ministry
	   o Participation in international bodies like Carbon Sequestration Leadership Forum (CSLF), Indo-US bilateral consultation group, etc.
	   o Deputation/Delegation abroad (Approval from Prime Minsters office and Screening committee)
	 • Drafting brief notes on reports regarding:
	   o Aide-memoirs/ documents, sent by ADB/ World Bank
	   o Material prepared for circulating to other stakeholders
	 • Drafting files/ notes/ letters for matters pertaining to:
	   o Country briefs and notes for meetings of foreign dignitaries with Secretary/Minister
	   o Tours issue of agenda papers, minutes
	 • Drafting and processing proposals/ files for:
	   o Processing of new project proposals of power sector undertakings/ state public utilities seeking external financial assistance
		• International protocols and functions for participating in international bodies meetings
		 • Project Development and Implementation
		 • Cross-border Power Trade
		 • Cross-border Grid Interconnections
		 • Renewable Energy policies, clean technologies practices, regulations and initiatives
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			 • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			 • File management using One Drive
			 • Data management and analysis including budget preparation
				• Adaptability to changing environment
				 • Collaborative teamwork
				 • Positive and constructive mindset
				 • Effective problem-solving
				 • Performance management
				 • Analytical thinking

ASO	• Drafting and processing proposals/ files for the admin matters of the following programs: o Meetings of various 'Working Groups' in power sector with various countries for which MoP is the nodal Ministry	• International protocols and functions for participating in international bodies meetings	• Documentation including preparing note sheets, briefs, minutes of meetings for high level	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	o Participation in international bodies like Carbon Sequestration Leadership Forum (CSLF), Indo-US bilateral consultation group, etc.
	    o Deputation/Delegation abroad (Approval from Prime Minsters office and Screening committee)
	• Drafting brief notes on reports regarding:
	    o Aide-memoirs/ documents, sent by ADB/ World Bank
	    o Material prepared for circulating to other stakeholders
	• Drafting files/ notes/ letters for matters pertaining to:
	    o Country briefs and notes for meetings of foreign dignitaries with Secretary/Minister
	    o Tours issue of agenda papers, minutes
	• Drafting and processing proposals/ files for:
	    o Processing of new project proposals of power sector undertakings/ state public utilities seeking external financial assistance
		• Project Development and Implementation
		• Cross-border Power Trade
		• Cross-border Grid Interconnections
		• Renewable Energy policies, clean technologies practices, regulations and initiatives
			meetings, official circular, memorandum, etc.
			• Data management and analysis including budget preparation
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Assisting in problem-solving
				• Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 61: IC and Cyber Security Section, IC and Vigilance Wing: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
International practices and functions	A	B	B	B
Cross-border Power Trade and Interconnections	A	B	I	I
Cross-border electricity trade in South Asia	A	B	I	I
Renewable Energy and Clean Technologies	A	B	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	A	I
Performance management	NA	NA	B	B
Problem solving	NA	NA	A	A

RCM and R&R Wing

The Wing is headed by Shri Hemant Kumar Pandey (Chief Engineer) and is responsible for Regulatory Compliance Monitoring (RCM), Reforms and Restructuring (R&R). The Wing handles compliance with existing legislation, guidelines, framing of policy related to reforms and restructuring for the power sector. The below organizational chart shows various sections of the Wing:

Organization chart of RCM and R&R Wing
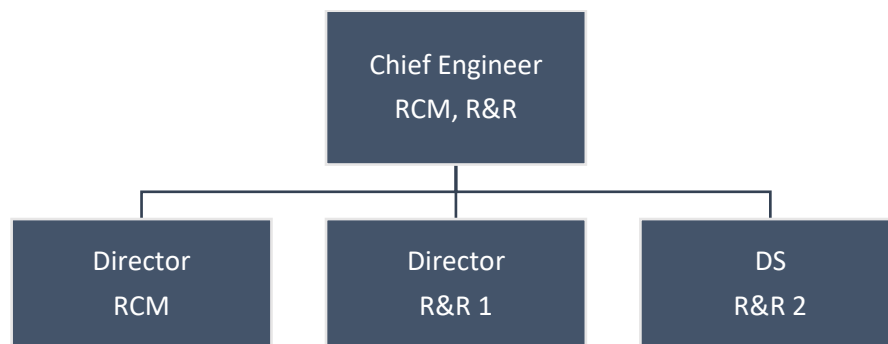
```
        ┌─────────────────┐
        │  Chief Engineer │
        │    RCM, R&R     │
        └─────────────────┘
                 │
    ┌────────────┼────────────┐
┌─────────┐ ┌─────────┐ ┌─────────┐
│ Director│ │ Director│ │   DS    │
│   RCM   │ │  R&R 1  │ │  R&R 2  │
└─────────┘ └─────────┘ └─────────┘
```

The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: RCM Section, RCM and R&R Wing

The mandate of the Section is to ensure alignment with legal and regulatory framework governing power sector. The major roles/ responsibilities of the Section include:

- Monitoring compliance with laws, regulations, policies governing the power sector *(Citizen Centricity)*
- Reviewing tariff orders and other regulatory orders *(Citizen Centricity)*
- Monitoring standards of performance and rights of consumers *(Citizen Centricity)*
- Reviewing case pendency, disputes in regulatory and appellate bodies *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

```
┌──────────────┐
│   Director   │
│    (RCM)     │
└──────────────┘
        │
┌──────────────┐
│   US (RCM)   │
└──────────────┘
        │
┌──────────────┐
│   SO (RCM)   │
└──────────────┘
        │
┌──────────────┐
│     ASO      │
└──────────────┘
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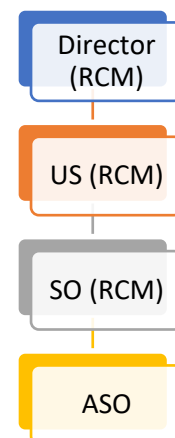
Table 62: RCM Section, RCM and R&R Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing reports/ brief notes regarding:
	  o Regulatory Compliance Monitoring and Policies
	  o Tariff orders
	  o Regulatory orders (Generation, Transmission, Trading and power market, Grid operation, Distribution)
	• Overseeing tracking and monitoring of:
	  o Compliance with/ implementation of the law, the Rules, the Tariff Policy, and the legislation
	  o Filing of Tariff Petitions and their disposal by the Appropriate Commission
	  o Key parameters of distribution business
	  o Standards of performance and Rights of Consumers
	  o Pendency of petitions/ applications/cases/ appeals etc. in SERCs, CERC, APTEL
	  o Disposal of disputes related cases
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• New technologies - flexible generation, storage, green hydrogen
		• Procedures related to tariff filing
		• Structure, operations, and market dynamics of distribution and power business
		• Standards of performance set by regulatory authorities, consumer rights and protections
		• Dispute resolution mechanisms and processes for consumer grievances
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing reports/ brief notes regarding:
	  o Regulatory Compliance Monitoring and Policies
	  o Tariff orders
	  o Regulatory orders (Generation, Transmission, Trading and power market, Grid operation, Distribution)
	• Reviewing and administering tracking and monitoring of:
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• New technologies - flexible generation, storage, green hydrogen
		• Procedures related to tariff filing
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Compliance with/ implementation of the law, the Rules, the Tariff Policy, and the legislation o Filing of Tariff Petitions and their disposal by the Appropriate Commission o Key parameters of distribution business o Standards of performance and Rights of Consumers o Pendency of petitions/ applications/cases/ appeals etc. in SERCs, CERC, APTEL o Disposal of disputes related cases	• Structure, operations, and market dynamics of distribution and power business • Standards of performance set by regulatory authorities, consumer rights and protections • Dispute resolution mechanisms and processes for consumer grievances	• Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	• Drafting brief notes/ circulars regarding: o Regulatory Compliance Monitoring and Policies o Tariff orders o Regulatory orders (Generation, Transmission, Trading and power market, Grid operation, Distribution) • Drafting circulars/ OM/ note sheets files for administering, tracking and monitoring of: o Compliance with/ implementation of the law, the Rules, the Tariff Policy, and the legislation o Filing of Tariff Petitions and their disposal by the Appropriate Commission o Key parameters of distribution business o Standards of performance and Rights of Consumers o Pendency of petitions/ applications/cases/ appeals etc. in SERCs, CERC, APTEL o Disposal of disputes related cases	• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP) • New technologies - flexible generation, storage, green hydrogen • Procedures related to tariff filing • Structure, operations, and market dynamics of distribution and power business • Standards of performance set by regulatory authorities, consumer rights and protections • Dispute resolution mechanisms and processes for consumer grievances	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

ASO	• Drafting brief notes/ circulars regarding:
	  o Regulatory Compliance Monitoring and Policies
	  o Tariff orders
	  o Regulatory orders (Generation, Transmission, Trading and power market, Grid operation, Distribution)
	• Drafting circulars/ OM/ note sheets files for administering, tracking and monitoring of:
	  o Compliance with/ implementation of the law, the Rules, the Tariff Policy, and the legislation
	  o Filing of Tariff Petitions and their disposal by the Appropriate Commission
	  o Key parameters of distribution business
	  o Standards of performance and Rights of Consumers
	  o Pendency of petitions/ applications/cases/ appeals etc. in SERCs, CERC, APTEL
	  o Disposal of disputes related cases
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• New technologies - flexible generation, storage, green hydrogen
		• Procedures related to tariff filing
		• Structure, operations, and market dynamics of distribution and power business
		• Standards of performance set by regulatory authorities, consumer rights and protections
		• Dispute resolution mechanisms and processes for consumer grievances
			• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc.
			• Data management and analysis including budget preparation
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Adaptability and flexibility
				• Supportive teamwork
				• Positive and constructive attitude
				• Assisting in problem-solving
				• Performance management

Competency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 63: RCM Section, RCM and R&R Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Ensuring regulatory compliance and monitoring	I	I	I	I
Functioning of Power markets	I	I	I	I
Market dynamics of Distribution business	I	B	B	B
Green technologies	B	B	B	B
Dispute resolution mechanisms	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 2: R&R 1 Section, RCM and R&R wing

The mandate of the Section is to support development of the policy and legislative framework governing the power sector. The major roles/ responsibilities of the Section include:

- Framing of Acts/ Policies/ Guidelines/ Documents governing the power sector *(National Priority)*
- Reviewing and approving proposals for reforms in power sector *(National Priority)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS (R&R 1)

SO (R&R 1)

ASO 1   ASO 2

Table 64: R&R 1 Section, RCM and R&R Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing policy matters including framing, amendment, finalization, implementation for the following Acts/ policy/ documents:
	  o Electricity Act, 2003
	  o National Electricity Policy
	  o Tariff Policy
	  o Standard Bidding Documents for procurement of power
	  o Long, Medium, Short-term documents
	  o UMPP documents
	  o Guidelines for solar and wind projects
	  o RTC guidelines
	  o Other related rules/ guidelines and policy
	• Examining state matters pertaining to:
	  o State/ legislation bills
	  o Amendments done in Electricity Act
	  o Change in law rules
	• Reviewing and approving proposal for:
	  o Reforms in power sector –initiatives being taken by MOP
		• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS Scheme, UMPP policies and Schemes, guidelines for renewable projects, RTC guidelines)
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• Ensuring regulatory compliance and monitoring (NP)
		• Functioning of Power Markets (NP)
		• Safety regulations and guidelines
		• New technologies - flexible generation, storage, green hydrogen
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

SO	• Drafting circulars/ OM/ sanction order/ note sheets for policy matters including framing, amendment, finalization, implementation for the following Acts/ policy/ documents:
	  o Electricity Act, 2003
	  o National Electricity Policy
		• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS Scheme, UMPP policies and	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.	• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	o Tariff Policy
	   o Standard Bidding Documents for procurement of power
	   o Long, Medium, Short-term documents
	   o UMPP documents
	   o Guidelines for solar and wind projects
	   o RTC guidelines
	   o Other related rules/ guidelines and policy
	• Reviewing and preparing brief notes regarding state matters pertaining to:
	   o State/ legislation bills
	   o Amendments done in Electricity Act
	   o Change in law rules
	• Drafting and processing proposals/ files for:
	   o Reforms in power sector –initiatives being taken by MOP
		Schemes, guidelines for renewable projects, RTC guidelines)
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• Ensuring regulatory compliance and monitoring (NP)
		• Functioning of Power Markets (NP)
		• Safety regulations and guidelines
		• New technologies - flexible generation, storage, green hydrogen
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation
				• Performance management
				• Analytical thinking

ASO	• Drafting circulars/ OM/ sanction order/ note sheets for policy matters including framing, amendment, finalization, implementation for the following Acts/ policy/ documents:
	   o Electricity Act, 2003
	   o National Electricity Policy
	   o Tariff Policy
	   o Standard Bidding Documents for procurement of power
	   o Long, Medium, Short-term documents
	   o UMPP documents
		• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS Scheme, UMPP policies and Schemes, guidelines for renewable projects, RTC guidelines)
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
				• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	- o Guidelines for solar and wind projects - o RTC guidelines - o Other related rules/ guidelines and policy - Reviewing and preparing brief notes regarding state matters pertaining to: - o State/ legislation bills - o Amendments done in Electricity Act - o Change in law rules - Drafting and processing proposals/ files for: - o Reforms in power sector –initiatives being taken by MOP	- Ensuring regulatory compliance and monitoring (NP) - Functioning of Power Markets (NP) - Safety regulations and guidelines - New technologies - flexible generation, storage, green hydrogen	- File management using One Drive - Data management and analysis including budget preparation	

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 65: R&R 1 Section, RCM and R&R Wing: Proficiency assessment

Competency	DS	SO	ASO
Domain			
Legal and regulatory frameworks	B	I	I
Ensuring regulatory compliance and monitoring	B	I	I
Functioning of Power markets	B	I	I
Functional			
Conducting review meetings	A	I	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA
Planning, monitoring and project management	I	B	NA
Budgetary and financial matters	I	I	NA
Risk management and compliance	I	B	NA
Knowledge Management System	NA	B	NA
Coordination and logistics management skills	NA	I	NA
File management using One Drive	NA	I	B
Secretarial work	NA	NA	I
Data management and analysis	NA	NA	B
Documentation tasks	NA	NA	I
Behavioral			
Strategic leadership	I	B	NA
Decision-making	I	I	NA
Human resource management	I	I	NA
Negotiation skills	B	B	NA
Adaptability	NA	NA	B
Teamwork	NA	NA	I
Positive attitude	NA	NA	B
Performance management	NA	NA	B
Problem solving	NA	NA	B

Section 3: R&R 2 Section, RCM and R&R Wing

The mandate of the Section is to support overall administration of Central sector regulatory and appellate bodies in the country (CERC, JERC, APTEL). The major roles/ responsibilities of the Section include:

- Overseeing matters related to appointment/ extension/ promotion/ confirmation/ resignation of high-ranking officials *(Citizen Centricity)*
- Approval of budgetary allocations *(Citizen Centricity)*
- Overseeing parliamentary matters, RTI, etc. *(Citizen Centricity)*

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

DS (R&R 2)

US (R&R 2)

ASO
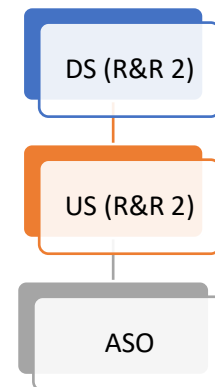
Table 66: R&R 2 Section, RCM and R&R Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

DS	• Overseeing administration of matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation for the following:
	  o Chairman/Members of CERC, APTEL, JERC
	  o Foreign deputation
	• Overseeing administration of matters including vetting policy, HR rules, approval of budgetary allocations, grants, monitoring of officers, for the following organizations:
	  o CERC
	  o APTEL
	  o JERC
	• Reviewing notes/ letters for matters pertaining to:
	  o Court cases
	  o Regular returns – Admin, Coordination and P&P etc.
	• Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• Ensuring regulatory compliance and monitoring (NP)
		• Functioning of Power Markets (NP)
		• Legal matters, and legislation pertaining to PSUs
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing files for administration of matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation for the following:
	  o Chairman/Members of CERC, APTEL, JERC
	  o Foreign deputation
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• Ensuring regulatory compliance and monitoring (NP)
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

	• Reviewing administration of matters including policy, HR rules, budgetary allocations, grants, monitoring of officers of the following organizations:
	  ○ CERC
	  ○ APTEL
	  ○ JERC
	• Reviewing notes/ letters for matters pertaining to:
	  ○ Court cases
	  ○ Regular returns – Admin, Coordination and P&P etc.
	• Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Functioning of Power Markets (NP)
		• Legal matters, and legislation pertaining to PSUs
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management
			• Knowledge Management System including data gathering, information retrieval, and collaboration
				progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

ASO	• Drafting circulars/ OM/ sanction order/ note sheets files for matters files for administration of matters including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation for the following:
	  ○ Chairman/Members of CERC, APTEL, JERC
	  ○ Foreign deputation
	• Drafting and processing proposals/ files for administration of matters including policy, HR rules, budgetary allocations, grants, monitoring of officers of the CERC, APTEL and JERC
	• Drafting notes/ letters for matters pertaining to:
	  ○ Court cases
	  ○ Regular returns – Admin, Coordination and P&P etc.
	• Drafting responses for parliamentary matters and assurances, RTI/ grievances
		• Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing (NP)
		• Ensuring regulatory compliance and monitoring (NP)
		• Functioning of Power Markets (NP)
		• Legal matters, and legislation pertaining to PSUs
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc.
			• File management using One Drive
			• Data management and analysis including budget preparation
				• Adaptability to changing environment
				• Collaborative teamwork
				• Positive and constructive mindset
				• Effective problem-solving
				• Performance management
				• Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 67: R&R 2 Section, RCM and R&R Wing: Proficiency assessment

Competency	DS	US	ASO
Domain			
Ensuring regulatory compliance and monitoring	B	I	I
Legal and regulatory frameworks	B	I	I
Functioning of Power markets	B	I	I
Functional			
Conducting review meetings	A	I	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA
Planning, monitoring and project management	I	B	NA
Budgetary and financial matters	I	I	NA
Risk management and compliance	I	B	NA
Knowledge Management System	NA	B	NA
Coordination and logistics management skills	NA	I	NA
File management using One Drive	NA	I	B
Secretarial work	NA	NA	I
Data management and analysis	NA	NA	B
Documentation tasks	NA	NA	I
Behavioral			
Strategic leadership	I	B	NA
Decision-making	I	I	NA
Human resource management	I	I	NA
Negotiation skills	B	B	NA
Adaptability	NA	NA	B
Teamwork	NA	NA	I
Positive attitude	NA	NA	B
Performance management	NA	NA	B
Problem solving	NA	NA	B

Training and Planning Wing

The Wing is headed by Shri. Jithesh John (Economic Adviser) and is responsible for Training and Research, Policy and Planning matters. Under Training and research, the division handles amongst others, administration of CPRI and NPTI, organizational learning, etc. Under Policy and planning, matters related to HR planning, capacity addition, etc. for the entire Ministry are handled. The below organizational chart shows various sections of the Training and Planning Wing:

Organization chart of Training and Planning Wing
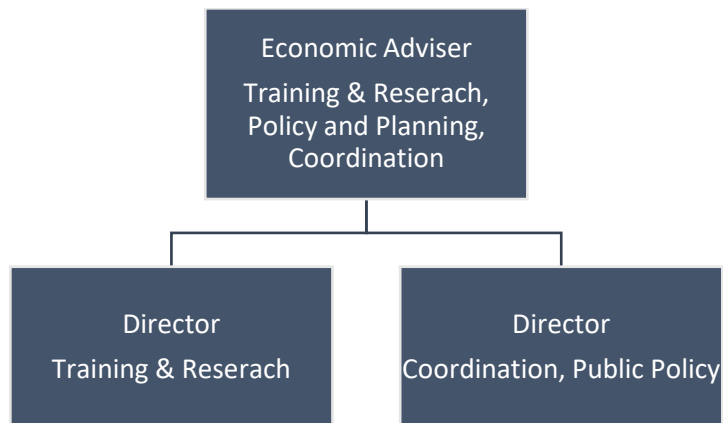
```
                    ┌─────────────────────────┐
                    │   Economic Adviser      │
                    │ Training & Reserach,    │
                    │ Policy and Planning,    │
                    │    Coordination         │
                    └─────────────────────────┘
                         │              │
            ┌────────────────┐    ┌─────────────────────────┐
            │   Director     │    │      Director           │
            │ Training &     │    │ Coordination, Public    │
            │ Reserach       │    │ Policy                  │
            └────────────────┘    └─────────────────────────┘
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The subsection below provides detailed information on each Section's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the Section.

Section 1: Training and Planning Section, Training and Planning Wing

The mandate of the Section is to provide enabling framework and strengthen capacities of central training and research institutes dedicated to power sector. The major roles/ responsibilities of the Section include:

- Overseeing administration and budgetary allocations of NPTI and CPRI
- Reviewing proposals related to training institutes, research schemes, manpower schemes
- Nominating officers for training programs

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

```
┌──────────────┐
│  Director    │
│   (T&R)      │
└──────────────┘
       │
┌──────────────┐
│  US (T&R)    │
└──────────────┘
       │
┌──────────────┐
│  SO (T&R)    │
└──────────────┘
    │       │
┌────────┐ ┌────────┐
│ ASO 1  │ │ ASO 2  │
└────────┘ └────────┘
```
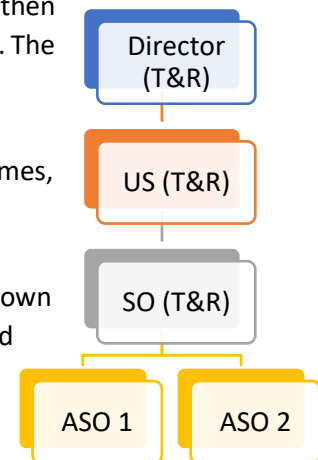
Table 68: Training and Planning Section, Training and Planning Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing administration of matters including vetting policy, and financial matters including approval of budgetary allocations, for the following organizations:
	  o CPRI
	  o NPTI
	• Reviewing proposals/ letters for matters pertaining to:
	  o Power System Training Institute
	  o Hot Line Training Centre
	  o HRD scheme of CEA
	  o Research Scheme on Power (RSoP) through CPRI
	• Drafting and processing proposals/ files for:
	  o Nomination of Officers to all domestic and foreign training programmes
	• Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Training and Research activities of the ministry (CC)
		• Governance of CPSUs (NPTI, CPRI) including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Capacity Building methods including training program design, evaluation and assessment, stakeholder management
		• HRD Scheme of CEA, Research Scheme on Power
		• Administration and financial rules applicable in the appeal/ representation and release of grant
		• Process for management/ disposal of references
			• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• Planning, monitoring and project management
			• Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Reviewing files for administration matters including vetting policy, and financial matters including approval of budgetary allocations, for the following organizations:
	  o CPRI
	  o NPTI
	• Reviewing proposals/ letters for matters pertaining to:
		• Training and Research activities of the ministry (CC)
		• Governance of CPSUs (NPTI, CPRI) including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Capacity Building methods including training program design,
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Power System Training Institute o Hot Line Training Centre o HRD scheme of CEA o Research Scheme on Power (RSoP) through CPRI • Reviewing and processing proposals/ files for: o Nomination of Officers to all domestic and foreign training programmes • Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references	evaluation and assessment, stakeholder management • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS Scheme, HRD Scheme of CEA, Research Scheme on Power) • Administration and financial rules applicable in the appeal/ representation and release of grant • Process for management/ disposal of references	• File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management • Compliance management • Knowledge Management System including data gathering, information retrieval, and collaboration	progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	• Reviewing files for administration matters including vetting policy, and financial matters including approval of budgetary allocations, for the following organizations: o CPRI o NPTI • Drafting proposals/ letters for matters pertaining to: o Power System Training Institute o Hot Line Training Centre o HRD scheme of CEA o Research Scheme on Power (RSoP) through CPRI • Drafting and processing proposals/ files for: o Nomination of Officers to all domestic and foreign training programmes	• Training and Research activities of the ministry (CC) • Governance of CPSUs (NPTI, CPRI) including overview, roles and responsibilities, governance structure, regulatory frameworks (NP) • Capacity Building methods including training program design, evaluation and assessment, stakeholder management • HRD Scheme of CEA, Research Scheme on Power • Administration and financial rules applicable in the appeal/ representation and release of grant	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive • Data management and analysis including budget preparation	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Drafting responses for parliamentary matters and assurances, RTI/ grievances	• Process for management/ disposal of references		

ASO	• Reviewing files for administration matters including vetting policy, and financial matters including approval of budgetary allocations, for the following organizations:
	  o CPRI
	  o NPTI
	• Drafting proposals/ letters for matters pertaining to:
	  o Power System Training Institute
	  o Hot Line Training Centre
	  o HRD scheme of CEA
	  o Research Scheme on Power (RSoP) through CPRI
	• Drafting and processing proposals/ files for:
	  o Nomination of Officers to all domestic and foreign training programmes
	• Drafting responses for parliamentary matters and assurances, RTI/ grievances
		• Training and Research activities of the ministry (CC)
		• Governance of CPSUs (NPTI, CPRI) including overview, roles and responsibilities, governance structure, regulatory frameworks (NP)
		• Capacity Building methods including training program design, evaluation and assessment, stakeholder management
		• HRD Scheme of CEA, Research Scheme on Power
		• Administration and financial rules applicable in the appeal/ representation and release of grant
		• Process for management/ disposal of references
			• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc.
			• Data management and analysis including budget preparation
			• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.
			• File management using One Drive
				• Adaptability and flexibility
				• Supportive teamwork
				• Positive and constructive attitude
				• Assisting in problem-solving
				• Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 69: Training and Planning Section, Training and Planning Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Training research and activities and policies	B	B	I	I
Capacity addition, planning and project monitoring	I	I	B	B
HRD and research Schemes	B	B	B	B
Administrative and financial rules	B	I	I	I
Governance of CPRI/ NPTI	B	B	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Section 2: Public Policy (P&P) Section, Training and Planning Wing

The mandate of the Section is to govern the overall planning and operational policy framework for the power sector. The major roles/ responsibilities of the Section include:

- Framing of the Annual Plan, Five Year Plan, Capacity addition program, Fuel policy
- Co-ordinating with international stakeholders such as IEA, WEC, etc.
- Monitoring status of power sector projects

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director (Coordination, P&P)

AD (P&P)

ASO
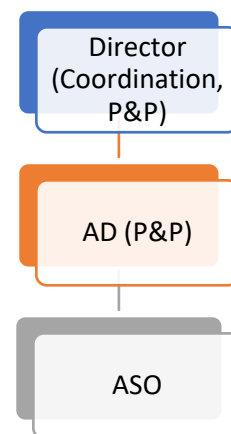
Table 70: Public Policy Section, Training and Planning Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director	• Overseeing policy matters including framing, amendment, finalization, implementation, monitoring of the following: 　○ Annual Plan 　○ Five Year Plan , Mid-term appraisal 　○ Capacity Addition Programme 　○ Fuel policy 　○ Schemes under Zero Bases Budgeting Methodology • Overseeing stakeholder management and coordination with: 　○ International Energy Agency (IEA) 　○ World Energy Council (WEC) matters 　○ Coordination Committee for Energy • Reviewing draft notes/ letters for matters pertaining to: 　○ Material for Quarterly Performance Review (QPR) meetings 　○ Review meetings in Cabinet Secretariat 　○ Flash Report/Exception Report 　○ Status of power projects/ Monitoring and timely implementation of Central Sector Power projects • Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP references	• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year plan, fuel policy) • Methodology for Zero Bases Budgeting • Capacity addition and planning in Power sector • International protocols and functions for participating in international bodies meetings • Process for management/ disposal of references	• Conducting review meetings for monitoring and evaluation of programs, projects, proposals and departmental work • Reviewing policies, proposals, reports, note sheet • Providing guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management Risk management and compliance	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

AD	• Reviewing policy matters including framing, amendment, finalization, implementation, monitoring of the following:
	  o Annual Plan
	  o Five Year Plan , Mid-term appraisal
	  o Capacity Addition Programme
	  o Fuel policy
	  o Schemes under Zero Bases Budgeting Methodology
	• Administering stakeholder management and coordination with:
	  o International Energy Agency (IEA)
	  o World Energy Council (WEC) matters
	  o Coordination Committee for Energy
	• Reviewing draft notes/ letters for matters pertaining to:
	  o Material for Quarterly Performance Review (QPR) meetings
	  o Review meetings in Cabinet Secretariat
	  o Flash Report/Exception Report
	  o Status of power projects/ Monitoring and timely implementation of Central Sector Power projects
	• Administering parliamentary matters and assurances, RTI matters, PMO/ VIP references
		• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year plan, fuel policy)
		• Methodology for Zero Bases Budgeting
		• Capacity addition and planning in Power sector
		• International protocols and functions for participating in international bodies meetings
		• Process for management/ disposal of references
			• Reviewing policies, proposals, reports, note sheet
			• Assisting and guiding for preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting
			• File management using One Drive, E-office
			• Coordination and logistics management skills
			• Planning, monitoring and project management
			• Compliance management Knowledge Management System including data gathering, information retrieval, and collaboration
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Contributing to achieving measurable results under guidance
				• Proactiveness in work management

ASO	• Reviewing policy matters including framing, amendment, finalization, implementation, monitoring of the following: o Annual Plan	• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy,	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Five Year Plan , Mid-term appraisal o Capacity Addition Programme o Fuel policy o Schemes under Zero Bases Budgeting Methodology • Administering stakeholder management and coordination with: o International Energy Agency (IEA) o World Energy Council (WEC) matters o Coordination Committee for Energy • Reviewing draft notes/ letters for matters pertaining to: o Material for Quarterly Performance Review (QPR) meetings o Review meetings in Cabinet Secretariat o Flash Report/Exception Report o Status of power projects/ Monitoring and timely implementation of Central Sector Power projects • Drafting parliamentary matters and assurances, RTI matters, PMO/ VIP references	Annual Plan, 5-year plan, fuel policy) • Methodology for Zero Bases Budgeting • Capacity addition and planning in Power sector • International protocols and functions for participating in international bodies meetings • Process for management/ disposal of references	and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive Data management and analysis including budget preparation	• Effective problem-solving • Performance management • Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 71: Public Policy Section, Training and Planning Wing: Proficiency assessment

Competency	Dir	US	ASO
Domain			
Capacity addition, planning and project monitoring	I	I	I
Zero Base Budgeting	B	B	B
Functional			
Conducting review meetings	A	I	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA
Planning, monitoring and project management	I	B	NA
Budgetary and financial matters	I	I	NA
Risk management and compliance	I	B	NA
Knowledge Management System	NA	B	NA
Coordination and logistics management skills	NA	I	NA
File management using One Drive	NA	I	B
Secretarial work	NA	NA	I
Data management and analysis	NA	NA	B
Documentation tasks	NA	NA	I
Behavioral			
Strategic leadership	I	B	NA
Decision-making	I	I	NA
Human resource management	I	I	NA
Negotiation skills	B	B	NA
Adaptability	NA	NA	B
Teamwork	NA	NA	I
Positive attitude	NA	NA	B
Performance management	NA	NA	B
Problem solving	NA	NA	B

Section 3: Coordination Section, Training and Planning Wing

The mandate of the Section is to ensure engagement and seamless co-ordination with different stakeholders in the power sector. The major roles/ responsibilities of the Section include:

- Providing co-ordination support for important sessions, ceremonies, conferences, events, high-level meetings
- Overseeing the work of Annual Report and Administrative Yearbook
- Reviewing and approving proposals related to Advertisement/ Publicity/ Films/ Interview/ Article/ PIB matters/ Media Campaigns

Organization structure of the Section depicting various staff positions is shown alongside. The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Director (Coordination, P&P)
│
US (Cord.)
│
SO (Cord.)
│
┌──────┴──────┐
ASO 1   ASO 2
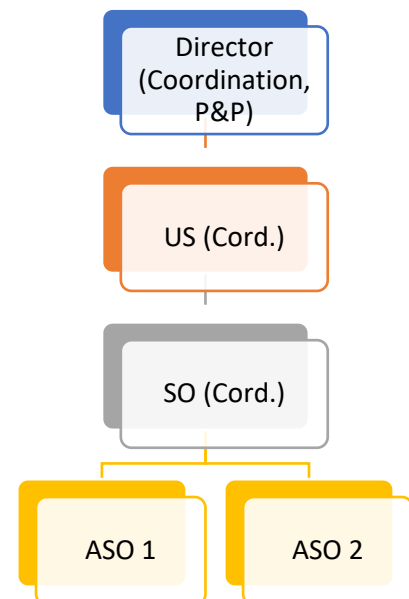
Table 72: Coordination Section, Training and Planning Wing: Competency assessment

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements

Director	• Overseeing stakeholder management and coordination for:
	  o President address to Parliament/PMs Independence Day Speech/ Economic Editors Conference
	  o National Days/ Ceremonials/ Awards/ Medals
	  o CM/ PM conferences
	  o Meetings with heads of all organizations/ PSUs
	  o Officers meeting in the Ministry
	• Overseeing reports:
	  o Annual report
	  o Administrative Yearbook
	• Reviewing notes/ letters for matters pertaining to:
	  o Zonal council matters
	  o Inter-State council
	  o Liaison of Litigation matters
	• Reviewing and approving proposal for:
	  o Advertisement/ Publicity/ Films/ Interview/ Article/ PIB matters/Media Campaigns
	• Overseeing parliamentary matters and assurances, RTI matters, PMO/ VIP/ Ministries references
		• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year plan, fuel policy)
		• Overview of zonal council matters and inter-state council proceedings
		• Legal and Litigation procedures
		• Government regulations and guidelines regarding publicity and media engagements
		• Process for management/ disposal of references
			• Conducting review meetings for departmental work
			• Reviewing policies, proposals, reports, note sheet
			• Planning, monitoring and project management
			Risk management and compliance
				• Strategic leadership skills to provide guidance, direction, and oversight
				• Decision-making skills
				• Strong collaboration and networking skills
				• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback
				• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
				• Focus on achieving measurable results

US	• Administering stakeholder management and coordination for:
	  o President address to Parliament/ PMs Independence Day Speech/ Economic Editors Conference
	  o National Days/ Ceremonials/ Awards/ Medals
	  o CM/ PM conferences
		• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year plan, fuel policy)	• Reviewing policies, proposals, reports, note sheet
			• File management using One Drive, E-office
				• Supporting role in strategic leadership skills to provide direction
				• Decision-making support
				• Strong collaboration and teamwork

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Meetings with heads of all organizations/ PSUs o Officers meeting in the Ministry • Reviewing reports: o Annual report o Administrative Yearbook • Reviewing notes/ letters for matters pertaining to: o Zonal council matters o Inter-State council o Liaison of Litigation matters • Reviewing and processing proposal for: o Advertisement/ Publicity/ Films/ Interview/ Article/ PIB matters/Media Campaigns • Reviewing parliamentary matters and assurances, RTI matters, PMO/ VIP/ Ministries references	• Overview of zonal council matters and inter-state council proceedings • Legal and Litigation procedures • Government regulations and guidelines regarding publicity and media engagements • Process for management/ disposal of references	• Coordination and logistics management skills • Planning, monitoring and project management • Compliance management Knowledge Management System including data gathering, information retrieval, and collaboration	• Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Proactiveness in work management
SO	• Drafting circulars/ OM/ sanction order/ files for stakeholder management and coordination for: o President address to Parliament/ PMs Independence Day Speech/ Economic Editors Conference o National Days/ Ceremonials/ Awards/ Medals o CM/ PM conferences o Meetings with heads of all organizations/ PSUs o Officers meeting in the Ministry • Drafting notes on: o Annual report o Administrative Yearbook • Drafting notes/ letters for matters pertaining to: o Zonal council matters	• Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year plan, fuel policy) • Overview of zonal council matters and inter-state council proceedings • Legal and Litigation procedures Government regulations and guidelines regarding publicity and media engagement	• Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File management using One Drive	• Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking

Position	Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	o Inter-State council o Liaison of Litigation matters • Drafting and processing proposals/ files for: o Advertisement/ Publicity/ Films/ Interview/ Article/ PIB matters/Media Campaigns • Drafting responses for parliamentary matters and assurances and references	• Process for management/ disposal of references		
ASO	• Drafting circulars/ OM/ sanction order/ files for stakeholder management and coordination for: o President address to Parliament/ PMs Independence Day Speech/ Economic Editors Conference o National Days/ Ceremonials/ Awards/ Medals o CM/ PM conferences o Meetings with heads of all organizations/ PSUs o Officers meeting in the Ministry • Drafting notes on: o Annual report o Administrative Yearbook • Drafting notes/ letters for matters pertaining to: o Zonal council matters o Inter-State council o Liaison of Litigation matters • Drafting and processing proposals/ files for: o Advertisement/ Publicity/ Films/ Interview/ Article/ PIB matters/Media Campaigns • Drafting responses for parliamentary matters and assurances and references	• Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year plan, fuel policy) • Overview of zonal council matters and inter-state council proceedings • Legal and Litigation procedures • Government regulations and guidelines regarding publicity and media engagements • Process for management/ disposal of references	• Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive	• Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 73: Coordination Section, Training and Planning Wing: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Legal and Litigation procedures	B	B	B	B
Guidelines regarding publicity and media	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

IV.   Enabling Environment

Parliament procedures (questions and standing committees)

Aim: The aim of this process is to efficiently manage and facilitate the flow of parliamentary inquiries, questions, and requests. The Parliament proceedings for questions and standing committees are an essential part of the Indian democratic system. They provide a platform to raise important issues in Parliament. Thus, the process in each Ministry ensures timely distribution and approval of questions posed in Parliament and streamlines the handling of communications with Parliament Standing Committees. Ultimately, the goal is to enhance transparency, responsiveness, and accountability in parliamentary matters and to facilitate productive interactions between government departments and parliamentary bodies.

Process:

The process for handling questions in the Ministry is well-defined and efficient. Provisional questions are first sent to all concerned sections and departments for their input. The admitted versions of the questions are then circulated to the concerned sections for approval. The questions are then scrutinized by the Hon'ble Minister of State (MoP) and the Hon'ble Minister of Power before being submitted to the Lok Sabha Secretariat and Rajya Sabha Secretariat. Once the replies to the questions are approved, they are transmitted to the Parliament Secretariat through email and are made available to the public.

The process for handling matters related to Parliament Standing Committees is also well-defined. Letters from Parliament Standing Committees are received and processed for approval. The concerned sections are instructed to compile the requisite data for submission to the committees. Efforts are also made to gather approved materials for the committees and to facilitate interactions between the committees and the concerned CPSUs.

Table 74: Evaluation and recommendations for Parliament procedures

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	Training to new staff on the existing workflow and their roles within it	Regularly review and optimization of the processes for continuous improvement	Establish accountability mechanisms
	• Project-specific system or generic?	Y			
	• Online/offline/hybrid management tools?	Y (Online)			
	• Are the PM tools integrated with other processes and systems of the MDO?	NA			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	–	Maintain a central repository for easy access and retrieval	–
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training on associated risks such as inaccurate or incomplete information, missed deadlines, etc.	Risk management framework to identify, assess, and mitigate risks	Forming a risk management committee for overseeing and addressing risks
	• Does the SOP/manual/guide/FAQs cover risk?	Y			
	• Are staff well versed with risk management procedures?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	–	Appointment of a compliance officer	Establish accountability mechanisms
	• Is accountability for each step defined?	NA			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	–	–	–
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	NA	Encourage staff to participate in the evaluation and provide feedback	–	Establish a parliamentary performance management framework to monitor and assess the overall efficiency and effectiveness
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	Y			
	• Is there a functional performance monitoring system for the process?	N			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
	• Do staff participate in the evaluation and provide feedback?	N			

Procurement management

Aim:

The aim of the procurement process, through the Government e-Marketplace (GeM) is to facilitate efficient, transparent, and cost-effective acquisition of goods and services while ensuring compliance with government regulations and promoting fair competition among vendors to achieve value for public funds.

Process:

The procurement process is initiated by the section that requires the goods or services. The demand is sent to the procurement section and is then processed through the GeM portal, which is a government operated online platform for procurement of goods and services. In line with the establishment guidelines, the procurement requisition approval process in the Ministry is based on the cost of the service or product. For demands up to ₹25,000, the goods or services are procured based on availability and the L1 price available. For demands between ₹25,000 and ₹500,000, at least three vendors are invited to quote and the L1 vendor is selected. The procurement proposal is then approved by the competent authority, which is the Under Secretary for demands up to ₹500,000 and the Secretary for demands above ₹500,000. For demands above ₹500,000, a tendering process is required. Concurrence from the Financial Advisor is required for all procurement proposals above ₹500,000. The goods or services are then procured from the selected vendor. If the required product or service is not available on the GeM portal, a non-availability certificate is generated, and the procurement is done through offline mode.

Table 75: Evaluation and recommendations for Procurement management

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Y	–	Implement a tracking system to monitor the progress of procurement requests	Procurement Monitoring dashboard to provide a real-time view including the status of each purchase order, the associated timelines, and any
	▪ Project-specific system or generic?	Y (Generic)			
	▪ Online/offline/hybrid management tools?	Y (Hybrid)			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	N			
	▪ Clear well-defined processes?	Y			
	▪ Covers all aspects of scheme/program?	NA			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	▪ Is there SOP/manual/guide/FAQs for process?	Y			potential delays or risks
	▪ Are all concerned staff well versed with process?	Y			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	Y	–	–	Digitized recordkeeping for all the procurements with timelines
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Y	Training to staff on risk management such as supplier reliability and delivery timelines.	Include a section on risk management in the SOP/ manual/ guide/ FAQs including potential risks and mitigation plans	Periodically review and update the risk management strategy
	▪ Does the SOP/manual/guide/FAQs cover risk?	N			
	▪ Are staff well versed with risk management procedures?	N			
Compliance	▪ Are there compliance/reporting requirements in place?	Y	Training to staff on compliance requirements and importance of adherence to legal and ethical procurement practices	Comprehensive guidelines to cover compliance requirements in detail	External audits to ensure adherence to government procurement regulations
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well versed with compliance requirements?	N			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	–	Include a section on stakeholder engagement (external vendors) in the SOP/ manual/ guide/ FAQs	Implement a grievance redressal mechanism for stakeholders to raise and resolve
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N			
	• Are stakeholders involved and consulted throughout the process as per requirement?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					issues related to the procurement process
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Encourage staff to participate in the evaluation and provide feedback	Use the performance monitoring data to identify areas for improvement and make necessary changes to the process	_
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	Y			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

Performance Management

Aim:

The Annual Performance Appraisal Report (APAR) serves as a pivotal evaluation tool for government employees, playing a crucial role in their careers. It enables a holistic assessment of an employee's work, conduct, and capabilities, aiming to enhance service efficiency. It is a consultative and transparent performance process with three main objectives:

- To improve the performance of employees.

- To assess their potential and provide feedback and guidance to address any shortcomings.

- To provide the basis for assessing their performance and suitability for career advancement, confirmation, promotion, and selection for deputation.

Process:

The APAR process is initiated by the employee, who self-appraises their performance through an online portal. The APAR then undergoes a two-tier review process, with assessments from two senior officers which helps to mitigate subjectivity and bias. APARs are typically recorded annually for each department for the fiscal year. Following APAR submission, the administrative section prepares reports and recommend candidates for promotions to the DoPT. Candidates with negative remarks may face promotion deferral, though salary appraisals are independent of APAR scores.

Table 76: Evaluation and recommendations for Performance Management

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	Encourage individual ownership of the workflow and accountability for timely submissions	_	_
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Online)			
	• Are the PM tools integrated with other processes and systems of the MDO?	Y			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Documentation	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Training on proper documentation practices, organized records of their performance achievements and areas for improvement for self-appraisal	_	_
Data Analysis	• Is performance data collected and analyzed throughout project/scheme period?	NA	Encourage employees to use data-driven evidence to support their self-assessment	Promote the use of data for objective performance evaluation	Central data repository for APAR-related data, enabling more in-depth analysis
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/ support decision-making?	Y			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
	• Does the SOP/manual/guide/FAQs cover risk?	NA			
	• Are staff well versed with risk management procedures?	NA			
Compliance	• Are there compliance/reporting requirements in place?	Y	Train employees about relevant compliance requirements for self-appraisal including adherence to ethical practices	_	_
	• Is accountability for each step defined?	Y			
	• Does the SOP/ manual/ guide/ FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Train employees in effective communication and engagement with colleagues and superiors	Develop a stakeholder engagement strategy to foster positive relationships between employees, supervisors, and administrative sections	Conduct regular stakeholder satisfaction surveys to gather feedback
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Encourage employees to set personal development goals based on the APAR feedback	Encourage continuous improvement through training and skill development	Implement a rewards and recognition program for outstanding performance and development
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	N			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
	• Do staff participate in the evaluation and provide feedback?	N			

Budgetary requisition and approval

Aim: The aim of the budgeting exercise is to effectively plan, allocate, and manage financial resources to achieve the Ministry's goals and objectives. It involves setting financial priorities, controlling expenditures, and ensuring that available funds are utilized in the most efficient and strategic way by facilitating accountability, long-term sustainability, and informed decision-making.

Process: The budget section initiates the process in September by requesting budget allocations from each Division, with specific demands outlined for each Scheme/ Program in a standardized format. Upon receiving these requisitions from various divisions, a consolidated Statement of Budget is meticulously compiled. This comprehensive budget statement is then disseminated via the Union Budget Information System (UBIS) portal and submitted in hard copy. Furthermore, revised estimates for the ongoing fiscal year are prepared in adherence to the guidelines stipulated in the Budget circular. Once the formal budget requests are transmitted to the Ministry of Finance, a pre-budget meeting is convened to finalize the budget demand. Subsequently, parliamentary approval is sought by the Ministry of Finance during the budget session, and further ministerial approval, organized by the honorable minister, is pursued for individual heads within the department.

Table 77: Evaluation and recommendations for Budgetary requisition and approval

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	Emphasize accountability for adherence to deadlines and clear communication	Implement a tracking system to monitor the progress of requisitions and approvals (Online Spreadsheet or a more sophisticated project management tool)	Develop mechanisms for transparent communication and decision-making in the budget process
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the PM tools integrated with other processes and systems of the MDO?	N			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	Y			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Provide training on proper	Small booklet or SOP based on budget circular to be	Document management system to

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			documentation practices for budget requisitions	prepared for all staff for the budgetary requisition and approval process	centralize and secure all budget-related documents on a cloud-based system
Data Analysis	• Is performance data collected and analyzed throughout project/scheme period?	Y	Encourage staff to use data-driven insights to support budget requests	Develop a data dictionary for all budget-related data and promote data-driven decision-making in the budgetary process	Developing training materials, creating data visualization dashboards, or developing machine learning models to predict budget trends
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Y			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Provide training to all staff on the risk management procedures	Develop risk management procedures for each of the identified risks such as inaccurate budget forecasts, unexpected changes in government funding, or natural disasters and develop contingency plans	Regularly review and update the risk management strategy
	• Does the SOP/manual/guide/FAQs cover risk?	Y			
	• Are staff well versed with risk management procedures?	N			
Compliance	• Are there compliance/reporting requirements in place?	Y	Educate staff about relevant compliance requirements and regulations related to	Develop compliance procedures including include requirements such as government accounting standards, public	
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			budgeting with adherence to legal and ethical practices	procurement regulations, and internal control requirements	
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Conduct regular training for staff on compliance requirements	Establish a clear feedback mechanism for stakeholders to provide input on budget requisitions	_
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	_	A system for regular evaluation and feedback at divisional and sectional level	Develop and implement performance indicators (time it takes to process budget requisitions, the accuracy of budget forecasts, and the percentage of budget spending that is aligned with organizational goals for the budgetary process)
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
	• Do staff participate in the evaluation and provide feedback?	N			

RTI Application Process

Aim: The Right to Information Act promotes transparency and accountability of the Ministry and the Government. The Act empowers citizens to access information through an RTI application. The online process has ensured that the citizens receive the information effectively within a specified time frame.

Process: Individuals seeking information under the RTI Act can make a request through a dedicated web portal to facilitate their requests with the Ministry. This portal only enables the online submission of RTI applications and online payment to process the applications. Once these applications are received through the portal, they are efficiently routed to the Ministry via Central Public Information Officer. Within the Ministry, the requests are further directed to the specific department or division responsible for addressing the request. Following this, the concerned section promptly responds to the inquiry. Associated fees related to the request are processed through the designated cash section. If the respondent is not satisfied with the reply, they can submit their first appeal through the same online platform after 30 working days. The request can also be submitted manually, and then the concerned officer in the section will make an online entry.

Table 78: Evaluation and recommendations for RTI Application Process

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	–	Conduct regular process reviews to identify and address bottlenecks and areas for improvement	Establish clear lines of accountability and oversight for the process at all levels
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the PM tools integrated with other processes and systems of the MDO?	N			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	N			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Train staff on proper documentation	–	–

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			practices for RTI requests and responses, including how to collect and analyze data for RTI applications, compliance		
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Train staff to manage risks associated with the RTI application process, such as delays, non-compliance, etc.	Develop and implement a risk management framework to mitigate these risks	Integrate risk management into the overall governance framework for the RTI application process
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	NA			
Compliance	• Are there compliance/reporting requirements in place?	Y	Train all concerned staff on RTI Act compliance requirements and procedures	Develop and implement compliance checklists and other tools to help staff comply with these requirements	_
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Train staff in effective communication and engagement with individuals seeking	Ensuring that all staff are aware of and comply with RTI Act requirements	_
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			information through RTI		
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Encourage staff to participate in the evaluation and feedback process to identify areas for improvement and developing action plans to address them	Establish performance indicators for the RTI application process and implement a system for regular evaluation and feedback	–
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	N			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

Grievance Redressal

Aim: The aim of the Grievance Redressal process through Centralized Public Grievance Redress and Monitoring System (CPGRAMS) is to enhance government accountability, promote citizen participation, and ensure that grievances related to service delivery are efficiently addressed while maintaining transparency and providing an appeals mechanism for dispute resolution.

Process: Individuals seeking information under the Grievance redressal can make a request through a dedicated web portal (https://pgportal.gov.in/) or mobile application (CPGRAMS) to facilitate their requests within to any of the Ministry/ Department/ Organization. This portal enables the online submission of applications, and no payment is required to process the applications. Once these applications are received through the portal, they are efficiently routed to the appropriate Ministry via Central Public Information Officer. Within the Ministry, the requests are further directed to the specific department or division responsible for addressing the request. Following this, the concerned section promptly responds to the inquiry. After closure of grievance if the complainant is not satisfied with the resolution, he/she can provide feedback. It also provides an appeal facility to the citizens if they are not satisfied with the resolution. If the rating is 'Poor' the option to file an appeal is enabled. The status of the Appeal can also be tracked by the petitioner with the grievance registration number.

Table 79: Evaluation and recommendations for Grievance Redressal

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	Encourage staff to be responsive to grievances and to provide clear and concise communication to complainants	Ensuring that departments collaborate to provide comprehensive solutions in case of complex or inter-departmental grievances	Develop and implement a grievance redressal policy that outlines the organization's commitment and accountability to resolving grievances fairly and impartially
	• Project-specific system or generic?	Y			
	• Online/offline/hybrid management tools?	Y (Online)			
	• Are the PM tools integrated with other processes and systems of the MDO?	N			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	No			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Train staff on accurate and	Develop comprehensive SOPs	_

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			complete documentation practices for grievance responses	and FAQs for the entire grievance redressal process	
Data Analysis	• Is performance data collected and analyzed throughout project/scheme period?	Y	Training of section staff on how to collect and analyze data on grievance processing times, satisfaction rates, and other key metrics.	Implement a system for regularly collecting and analyzing data on the grievance redressal process	–
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Y			
	• Are staff well versed with data analysis tools?	N			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	Train staff on how to identify and manage risks associated with the grievance redressal process, such as delays, non-compliance, etc.	–	–
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Train staff on how to identify and assess the	Implement automation and AI tools for initial	Develop and implement a system for
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y	severity of grievances and route them to the appropriate division	grievance categorization and routing	reporting on the grievance redressal process to senior management and to the public
Performance Management	• Are there clear performance indicators to define success, effectiveness, and efficiency of the process?	Y	Encourage staff to participate in evaluation and feedback process within section/ department	Develop a performance metrics dashboard that displays real-time data on grievance resolution to help in monitoring response times, closure rates, and overall performance	Implement performance metrics for staff involved in the grievance redressal process, such as response time and complaint resolution
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	N			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	NA			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

HR Staffing

Aim: Determining demand for jobs within the government system is a vital aspect of human resource management for ministries and other institutions. It ensures that the government has the workforce needed to operate public services smoothly and efficiently, by filling vacant positions systematically and in a coordinated manner.

Process: The process in the Ministry begins with assessment of vacancies based on comparison between the filled positions and the sanctioned posts. Post identification, a list of vacant positions is compiled and then forwarded to the DoPT for consideration. The DoPT carefully assesses the staffing needs of each department within the Ministry, considering factors such as budget availability, workload, and retirement projections. Once the DoPT has determined the demand for government jobs, it authorizes the recruitment of new personnel. The whole process and communication between the Ministry and the DoPT are done through offline mode. Notably, positions at the Deputy Secretary level and higher are promptly filled to ensure continuity in government operations at Divisional level.

Table 80: Evaluation and recommendations for HR Staffing

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	Training on topics including setting priorities, tracking progress	–	–
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Offline)			
	• Are the PM tools integrated with other processes and systems of the MDO?	N			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Training on developing and maintaining filing systems, creating and	–	–

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			managing electronic documents, and complying with retention policies		
Data Analysis	• Is performance data collected and analyzed throughout project/scheme period?	NA	Training on creation of data visualizations	Establishing a process for sharing data to internal stakeholders and providing updates	
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	NA			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training on topics including identifying potential risks, developing risk management plans, and implementing controls	Develop and implement a risk management SOP including framework and mitigation measures	_
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	N			
Compliance	• Are there compliance/reporting requirements in place?	Y	Provide training on employment law and regulations for all staff involved in the HR staffing process	Develop a SOP including compliance policies and procedures	Conduct regular legal reviews of the HR staffing process to ensure compliance with all applicable laws and regulations
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well versed with compliance requirements?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Training on behavioral aspects including managing conflicts, communication, etc.	Develop a SOP including stakeholder engagement plans to provide feedback and register grievance	Establish a forum for stakeholders to provide feedback on the HR staffing process
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Training on setting goals, providing feedback, and conducting performance reviews	Develop and implement a performance management system for the HR staffing process	Benchmark the HR staffing process against other organizations to identify areas for improvement
	• Is there a timeline for completing each step of the process?	N			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	N			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	NA			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

Training Program Delivery

Aim: The training program delivery process is essential for ensuring that the organization's staff have the skills and knowledge they need to perform their jobs effectively. Thus, the aim of the process is to provide high-quality training to its staff, so that the organization can improve its performance and achieve its goals efficiently.

Process: The training process commences with the collection of section-based training requirements, which are then used to formulate a training plan. Following processing and approval, engagement with relevant training partners and Public Sector Undertakings (PSUs) takes place. The training partners and PSUs are selected based on their expertise in the specific areas of training that are required. The Ministry also considers the cost and availability of training when selecting partners. Based on costing requirements shared by the training partner or PSU, budget requests are submitted to the finance section for budget approval. Post budget approval, the training the training team works with the training partners to finalize the training schedule and logistics. Coordination with the administration and training partners is then executed to ensure the smooth facilitation of the training sessions. The training team coordinates with the administration to ensure that the training sessions are held in suitable venues and that all necessary materials and equipment are available. The training team also coordinates with the training partners to ensure that the training sessions are delivered according to the agreed-upon schedule and curriculum.

Table 81: Evaluation and recommendations for Training Program Delivery

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	Establish clear roles and responsibilities for the training staffing delivery process for establishing accountability	Develop and implement a training staffing delivery policy and procedures manual to standardize the training process workflow	Alignment of the training delivery process with the overall goals and objectives of the organization and periodic reviews
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the PM tools integrated with other processes and systems of the MDO?	Y			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/ manual/ guide/ FAQs for process?	N			
	• Are all concerned staff well versed with process?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Ensuring accurate and organized record keeping digitally in real time	Creation of a FAQ document, and monthly training schedules	Develop and implement standardized templates and forms for the delivery process including recordkeeping, feedback management, etc.
Data Analysis	• Is performance data collected and analyzed?	Y	Provide training on data analysis including data management and creating data visualizations	Promote data-driven decision-making for curriculum and schedule adjustments	Establish a framework for ongoing data analysis to support training program enhancements
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Y			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training on contract management with training partners, and on conflict-of-interest rules.	Regular review of training plans, and feedback and developing risk mitigation manual	Regularly review and update the risk management strategy
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	Provide staff with training on compliance requirements	Ensure that the SOP for the comprehensively covers all applicable compliance requirements	Include a training plan as a part of yearly strategic/ business plan for the Ministry
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well versed with compliance requirements?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Training on topics such as identifying key stakeholders, developing communication plans, and managing conflict	Establish a forum for stakeholders to provide feedback on the training staffing delivery process	Benchmark the training staffing delivery process against other organizations to identify areas for improvement
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Implement performance metrics for training staff, such as participant feedback and session effectiveness	Develop a training evaluation and monitoring system for effective delivery of training	Implement a rewards and recognition program for outstanding performance in training staffing and delivery
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	N			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	N			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

V.   Annual Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of the Ministry. This section covers the elements of Capacity Building Plan and talks about the interventions (both training and non-training interventions), which can be considered for strengthening the competencies at Individual, Organizational and Institutional levels of the Ministry.

Annual Capacity Building Plan at Individual level

The first step is to identify the training courses for the employees. This is done through a variety of methods, such as gap analysis, interviews with key stakeholders, etc. The following points are considered while designing the training program:

- The training plan is tailored to the specific needs of the organization, teams, and its employees.

- The training plan is sustainable, meaning that it can be delivered on an ongoing basis.

- The training plan is relevant to industry needs, so that participants can directly apply the acquired know-how in their day-to-day work.

- The training plan focuses on covering strategic/ policy, planning, technical, procurement, financial, monitoring, environmental and social safeguards (including gender areas) aspects for capacity building.

The training interventions further encompass various formats such as physical training, online training, or phygital training. Description of the trainings is provided below:

- *Digital Courses:* These low duration courses (typically 1-2 hours) can be offered to the maximum number of employees.

- *Phygital Courses:* These courses can be offered as a second priority with longer durations (6-8 hours long). They may include physical training, as per requirement.

- *Physical Courses*: These courses are offered to a select few officials and can be typically 3-5 days long.

Additionally, the training intervention courses are categorized into three levels:

- *Level 1 (L1)*: Basic understanding courses with bite-sized format, and definitive content. These courses provide essential knowledge in a concise format, ensuring participants gain a foundational understanding of the subject matter.

- *Level 2 (L2)*: In-depth intermediate courses with larged- sized format and definitive content. These courses are designed for participants seeking a deeper and more comprehensive grasp of the topic. They provide in-depth knowledge in a detailed format.
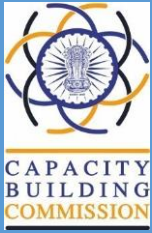
- _Level 3 (L3)_: Advanced/In-depth courses with Non-definitive/Abstract format and content will be delivered largely through group exercises. L3 courses focus on advanced and intricate aspects of the subject matter. They encourage group interaction, incorporate live examples, and may include workshops to facilitate deeper understanding.

The timeline for these training interventions is determined based on the specific needs and priorities of the employees. Training plan is scheduled in a calendarized format to ensure that participants receive the necessary knowledge and skills in a structured manner, taking into account their availability and organizational requirements.

Table 82: Training Calendar for Domain skills – All wings/ sections (Common)

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Overview of power sector	Comprehensive understanding of power sector, including structure, operations, stakeholders, industry landscape, emerging trends and challenges for informed decisions and effective collaboration	L2	✓	✓	✓	Q1 2024	Online	2 Hrs.	NPTI
Major Acts, Schemes and Policies in the Power sector	Overview of Electricity Act, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, EC Act, PAT Scheme, National Mission for Enhanced Energy Efficiency, Green Energy Corridors project, DSM programs, FAME	L2	✓	✓	✓	Q1 2024	Online	3 Hrs.	NPTI
National Infrastructure Plan	National Infrastructure Plan outlining Government's long-term plan for power sector infrastructure development including investment priorities, targets, and investment plans and funding mechanisms to contribute to national priorities	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	NPTI
International Best Practices	Overview of best practices; case studies and case examples - global power sector best	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NPTI

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
	practices, successful models, technologies, and approaches to enhance operational efficiency and reliability								
Cyber Security	Cyber security in power sector and understanding cyber security's importance and relevance in safeguarding critical infrastructure and improving power systems	L1	✓	✓	✓	Q3 2024	Online	3 Hrs.	NPTI
IoT applications in Power & Energy	IoT to enhance energy management, optimize resource allocation, enable predictive maintenance, and improve overall operational efficiency	L1	✓	✓	✓	Q3 2024	Online	3 Hrs.	NPTI
Capacity addition, planning and project monitoring	Capacity addition plans of the Government, issues and challenges in implementation; Planning and project monitoring techniques, Managing power sector capacity addition projects and monitoring progress effectively	L3	✓	✓	✓	Q4 2024	Online	6 Hrs.	NPTI
Establishment matters	Administrative and operational proficiency for manpower management, governance, and stakeholder engagement	L1	✓	✓	✓	Q4 2024	Offline	2 Hrs.	DoPT

Table 83: Training Calendar for Functional skills – All wings/ sections (Common)

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Introduction to Emerging Technologies	Overview of emerging technologies (AI, blockchain, IoT) and there applications	L1	✓	✓	✓	Q1 2024	Online	2.5 Hrs.	iGoT
Office Procedure	Office protocols, communication, and workflow	L1	✓	✓	✓	Q1 2024	Online	2 Hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of Insurance benefits and features	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
New TAX Regime	Recent tax regulations and reforms	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Securing End User Devices in Government Departments	IT security measures for end-user devices	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Introduction to leveraging AI and ChatGPT	Exploring AI-powered solutions for efficiency and automation	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Introduction to Emerging Technologies	Overview of emerging technologies (AI, blockchain, IoT) and their applications	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	iGoT
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q4 2024	Online	1 hr	NPTI/ iGoT
PM Gatishakti	Overall vision and infrastructure integration	L1	✓	✓	✓	Q4 2024	Online	2 hr	iGoT

Table 84: Training Calendar for Behavioral skills – All wings/ sections (Common)

Name of Training Course (Planning)	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1 2024	Online	1.5 Hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1 2024	Online	2 Hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L2	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Understanding Motivation	Intrinsic and extrinsic motivation, factors, and applications in work life	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Spoken communication	Verbal and non-verbal speaking, public speaking skills	L3	✓	✓	✓	Q3 2024	Physical	6 Hrs.	NPTI/ NSB
Time management	Prioritization, planning, and productivity techniques; team exercises	L2	✓	✓	✓	Q3 2024	Physical	3 Hrs.	NPTI/ NSB
Self-Leadership	Self-awareness, goal setting, and personal development	L2	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	iGoT
Personal and Professional Effectiveness	Personal development, goal setting, and career growth	L2	✓	✓	✓	Q4 2024	Online	2 Hrs.	iGoT
Positive attitude	Attitude awareness, optimism, and resilience	L1	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI

Table 85: Training Calendar for Distribution Wing

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Distribution, UR&SI section									
DISCOM functions, tariffs, and subsidy	Policies and rules governing the DISCOMS, functions, dynamic tariffs, subsidy, operation and maintenance	L2	✓	✓	✓	Q1 2024	Online	2 Hrs.	NPTI
Smart meters	Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities, techno-commercial aspects of smart meters	L2	-	✓	✓	Q1 2024	Online	2 Hrs.	iGoT
Power System Energy Losses	Transmission & Distribution Losses, AT&C losses, techniques to minimize energy losses	L1	-	-	✓	Q2 2024	Online	2 Hrs.	NPTI
Electric utility system functions and operations	Electric utility systems, processes and operations including load dispatching, system monitoring, maintenance and customer service	L1	✓	✓	✓	Q2 2024	Physical	3 Hrs.	NPTI
Project Management and Monitoring	Project management, planning and monitoring of distribution related works; Critical aspects of project management including land acquisition, right of way and compliance management	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	NPTI

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Next Generation Distribution System Transition towards Smart Grid	New emerging distribution technology including advanced sensors, automation, and grid management systems	L1	✓	✓	✓	Q3 2024	Physical	3 Hrs.	NPTI
Distribution Transformers: New trends, challenges, failure and maintenance	Distribution Transformers: New trends, challenges, failure and maintenance	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	NPTI
REC/ PFC section									
Governance of CPSU's (PFC, REC)	Overview, roles and responsibilities , governance structure, regulatory frameworks governing PFC and REC	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	NSB
EODB, MPI indices and indicator framework for power sector	Introduction to EODB, parameters for ranking on electricity access (Number of procedures required, time and cost for obtaining a commercial electricity connection, and reliability), reforms made by the CEA and the regulators, additional administrative measures required for improving ranking. Introduction to MPI, parameters for ranking (access to reliable electricity), additional administrative measures required for improving ranking	L2	-	✓	✓	Q4 2024	Online	3 Hrs.	NSB
FUNCTIONAL TRAININGS									

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC
Advanced Excel	Advanced excel modelling	L3	-	✓	✓	Q4 2024	Phygital/ Online	6 Hrs.	iGoT/ NSB/ NPTI
AI Powered Grievance Handling Application	Enhancing grievance management using AI	L1	✓	✓	✓	Q1 2024	Online	2 Hrs.	iGoT
DPR Preparation and Evaluation, Budgeting and Cost Estimates	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NSB
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NPTI/ iGoT
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 86: Training Calendar for Thermal Wing

| Name of Training Course | Competency addressed | Level of Course | Designation | | | Quarter | Training mode | Duration | Training providers/ platform |
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Thermal Schemes and Policies	Overview of Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan	L1	✓	✓	✓	Q1 2024	Online	3 Hrs.	NPTI
Overview of coal mining, Coal blocks allocation process	Policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism; Policy and procedures of coal mining operations including overview, regulatory framework, safety regulations, rehabilitation and resettlement	L1	✓	✓	✓	Q1 2024	Online	3 Hrs.	NPTI
Overview of gas-based (biomass), hydrogen fuel cell operations	Overview of National Mission on Use of Biomass in Thermal Power Plants, uses and application of biomass and hydrogen fuel-based plants	L1	✓	✓	✓	Q1 2024	Physical	2 Hrs.	NPTI
TPP efficiency	Thermal power plant efficiency, performance monitoring and control	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	NPTI
Power Purchase Agreements	Overview of PPAs , their purpose, importance, stakeholders involved, legal and regulatory framework of PPAs and policies governing the same	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NSB

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Advanced power plant chemistry applications to thermal power plant	Principles and techniques involved in Gas-based (biomass), hydrogen fuel cell operations etc.	L1	-	✓	✓	Q3 2024	Online	3 Hrs.	NPTI
Recent trends in Environmental Regulation in TPPs	Environment norms for TPPs and its financial impact on cost of power	L1	✓	✓	✓	Q4 2024	Physical	2 Hrs.	NPTI
New technology used in TPPs / indenisation	Functioning of equipment and new technology used in TPPs including boilers, turbines, generators; indigenous power equipment and new technology	L1	✓	✓	✓	Q4 2024	Physical	2 Hrs.	NPTI
Governance of CPSU's (NTPC, DVC)	Overview, roles and responsibilities, governance structure, regulatory frameworks of NTPC and DVC	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management,	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
	Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite								
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC
Advanced Excel	Advanced excel modelling	L3	-	✓	✓	Q4 2024	Phygital/ Online	6 Hrs.	iGoT/ NSB/ NPTI
DPR Preparation and Evaluation, Budgeting and Cost Estimates	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NSB
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NPTI/ iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
	financial assessments, contract negotiation, and supplier relationship management								
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkat
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 87: Training Calendar for Hydro Wing

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Hydro power Schemes and major Policies	Overview of National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy	L1	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Hydro Power Generation Technology	Hydro power plant operational aspects including operations, maintenance environmental norms, performance monitoring and optimization, renewable energy integration,	L1	✓	✓	✓	Q1 2024	Physical	2 Hrs.	NPTI
Power Purchase Agreements	Overview of PPAs , their purpose, importance, stakeholders involved, legal and regulatory framework of PPAs and policies governing the same	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NSB
Project Management and Monitoring	Project management, planning and monitoring of hydro related works; Critical aspects of project management including land acquisition, right of way and compliance management	L3	✓	✓	✓	Q2 2024	Online/ Offline	2 Hrs.	NPTI
Project Development Cycle	Critical aspects of project development cycle and process	L2	✓	✓	-	Q2 2024	Physical	3 Hrs.	NPTI
Hydro power operations	Hydro power plant operational aspects including advanced automation,	L1	✓	✓	✓	Q3 2024	Physical	3 Hrs.	NPTI

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
	maintenance practices, environmental norms, , hydraulic gates O&M								
Renovation Modernization, upgrading of Hydro Power Plant	Regulations, import, safety compliance for renovation of Hydel projects	L1	-	✓	✓	Q3 2024	Online	3 Hrs.	NSB
Dam safety and risk mitigation techniques	Advance automation in Hydro Power Plant, dam safety and risk mitigation techniques	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
Governance of CPSU's (THDC, NEEPCO, SJVN, BBMB, NHPC)	Overview, roles and responsibilities, governance structure, regulatory frameworks of THDC, NEEPCO, SJVN, BBMB, NHPC	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs,	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
	Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite								
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC
Advanced Excel	Advanced excel modelling	L3	-	✓	✓	Q4 2024	Phygital/ Online	6 Hrs.	iGoT/ NSB/ NPTI
DPR Preparation and Evaluation, Budgeting and Cost Estimates	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NSB
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NPTI/ iGoT

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Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 88: Training Calendar for Transmission Wing

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Transmission Schemes and major Policies	Overview of RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project	L1	✓	✓	✓	Q1 2024	Online	3 Hrs.	NSB
Power Trading	Aspects of power trading in the country and cross-border power trade; rules and regulations governing the same	L1	✓	✓	-	Q1 2024	Physical	3 Hrs.	NPTI
Transmission and Distribution technology	Identifying transmission and distribution requirements, assessing future power demands	L2	✓	✓	✓	Q1 2024	Online	2 Hrs.	NPTI
Grid planning, forecasting and expansion	Principles and practices of managing, operating, and controlling the grid infrastructure; Technical aspects of grid management, including load balancing, voltage control, power system stability, grid security and resilience	L3	✓	✓	✓	Q2 2024	Physical	3 Hrs.	NPTI
Maintenance of Transmission lines	Transmission lines maintenance and operations using Robots, corona camera, Drones and Helicopters	L3	-	-	✓	Q2 2024	Physical	6 Hrs.	PGCIL
WAMS and PMU: Application in Protection and Control of Power System	Power system stability, including voltage, transient, and frequency stability	L2	✓	✓	✓	Q3 2024	Online	2 Hrs.	NPTI

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Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Renewable Energy Integration with Grid	Technical aspects of RE integration with the grid, grid stability, load balancing; power system stability and operational issues	L2	-	✓	✓	Q4 2024	Online	2 Hrs.	NPTI
Governance of PGCIL	Governance of PGCIL, CTUs including overview, roles and responsibilities, governance structure, policies and regulatory frameworks	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT

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Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC
Advanced Excel	Advanced excel modelling	L3	-	✓	✓	Q4 2024	Phygital/ Online	6 Hrs.	iGoT/ NSB/ NPTI
DPR Preparation and Evaluation, Budgeting and Cost Estimates	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NSB
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NPTI/ iGoT
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 89: Training Calendar for EC, ET, and EV Wing

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
EC, ET and EV section									
Major Energy Conservation Schemes and Policies	Overview of Energy Conservation Policies and Programs including Electric Vehicle (EV) Policies and Incentives (EC Act, PAT Scheme, National Mission for Enhanced Energy Efficiency, Green Energy Corridors project, DSM programs, FAME); Guidelines and frameworks on Energy transition, climate change, voluntary star labeling of appliances	L1	✓	✓	✓	Q1 2024	Online	3 Hrs.	NPTI
Institutional mechanisms for green energy markets	Emerging institutional mechanisms including green energy markets, carbon markets, nuances and dynamics of the same	L1	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB
Low Carbon Development	Overview of the low carbon technology, planning and modelling of the same	L1	-	✓	✓	Q1 2024	Online	2 Hrs.	iGoT
Clean Energy and Electric vehicle charging technology	Guidelines and frameworks on energy transition, climate change, voluntary star labeling of appliances, EV charging infrastructure	L3	✓	✓	✓	Q2 2024	Online	3 Hrs.	NPTI
Emerging dynamics in power Demand/ Supply	Emerging dynamics in Power Demand/ Supply (Prices, Market products, Green energy markets)	L3	✓	✓	-	Q2 2024	Online	6 Hrs.	NSB

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Designing of incentives/ subsidies	Modelling and process for setting up incentives/subsidies for EV charging infrastructure	L2	✓	✓	✓	Q3 2024	Online	2 Hrs.	NSB
New commercial technologies	Overview of commercial technologies for electrification of industrial processes, emission norms of MoEFCC	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
Alternative clean cooking	Overview and progess of alternative clean cooking using electric technology	L1	-	-	✓	Q4 2024	Online	3 Hrs.	NSB
OM section									
Guidelines for allocation, re-allocation, contingency plans for power supply	Guidelines for allocation, re-allocation, contingency plans, methods, adjustments and strategies	L2	-	✓	✓	Q1 2024	Online	3 Hrs.	NSB
Transmission and distribution, grid management and operations	Overview of Grid Infrastructure, components, and maintenance; Planning, Monitoring, and Control Strategies; Contingency Planning, Response Protocols, and Asset Management	L2	✓	✓	✓	Q2 2024	Online	4 Hrs.	NSB
Energy management systems	Principles, energy efficiency measures, performance evaluation, policy and compliance	L2	✓	✓	✓	Q4 2024	Online	4 Hrs.	NSB
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC

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Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Advanced Excel	Advanced excel modelling	L3	-	✓	✓	Q4 2024	Phygital/ Online	6 Hrs.	iGoT/ NSB/ NPTI
DPR Preparation and Evaluation, Budgeting and Cost Estimates	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NSB
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NPTI/ iGoT
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI

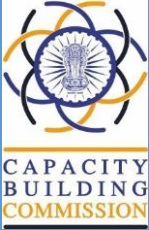| Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 90: Training Calendar for Budget and Finance Wing

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Financial norms and regulations	Overview of financial regulations, importance and case studies	L1	✓	✓	✓	Q1 2024	Online	3 Hrs.	NSB
Project appraisal and finance	Methods for project evaluation, including financial metrics like NPV, IRR, and payback period; risk assessment, capital budgeting and examples	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB
Strategic Cost management	Cost types, analysis, control and cost reduction techniques	L1	✓	✓	✓	Q2 2024	Online	3 Hrs.	NSB
Fiscal prudence and governance	Principles of good governance and their application to fiscal management; fiscal responsbility, transparency and sustainability	L2	✓	✓	-	Q2 2024	Online	3 Hrs.	NSB
Budget planning and preparation, allocation and resource management	Fundamentals of budgeting, budgeting methods including zero based and incremental methods	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	NSB
Financial planning and management, grant and fund management	Financial planning and its role in achieving organizational goals; Grant proposal development and evaluation; Case studeis	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
Taxation	Taxation rules and regulations particularly those governing the power sector	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
FUNCTIONAL TRAININGS									

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC
Advanced Excel	Advanced excel modelling	L3	-	✓	✓	Q4 2024	Phygital/ Online	6 Hrs.	iGoT/ NSB/ NPTI

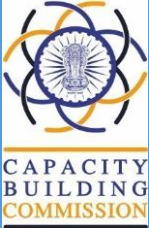| Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DPR Preparation and Evaluation, Budgeting and Cost Estimates	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NSB
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NPTI/ iGoT
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Conflict Management									
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 91: Training Calendar for IC and Vigilance Wing

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
IC section									
Cross-border Power Trade and Interconnections	Policies and guidliens governing Cross-border Power Trade, Cross-border Grid Interconnections	L1	✓	✓	✓	Q1 2024	Online	3 Hrs.	NSB
Cross-border electricity trade in South Asia	Underlying regulations and policies for cross-border grid interconnections	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NSB
Renewable Energy and Clean Technologies	Renewable Energy policies, clean technologies practices, regulations, and initiatives	L2	✓	✓	✓	Q3 2024	Physical	3 Hrs.	NPTI
Vigilance section									
Vigilance policies and procedures	Overview of Vigilance policies and procedures and Central Vigilance Commission guidelines	L1	✓	✓	✓	Q4 2024	Physical	3 Hrs.	NPTI
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 92: Training Calendar for RCM and R&R Wing

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Legal and regulatory frameworks	Power sector legal and regulatory frameworks governing electricity generation, transmission, distribution, and pricing	L2	✓	✓	✓	Q1 2024	Online	3 Hrs.	NPTI
Ensuring regulatory compliance and monitoring	Standards of performance set by regulatory authorities, compliance, and monitoring KPIs and frameworks	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NSB
Functioning of Power markets	Structure, operations, and market dynamics of power markets	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	NSB
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs,	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
	Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite								
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L1	✓	✓	-	Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3 2024	Online	3 Hrs.	NPC
Advanced Excel	Advanced excel modelling	L3	-	✓	✓	Q4 2024	Phygital/ Online	6 Hrs.	iGoT/ NSB/ NPTI
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI

| Name of Training Course | Competency addressed | Level of Course | Designation | | | Quarter | Training mode | Duration | Training providers/ platform |
			Dir/ DD	US/ AD	SO/ ASO				
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

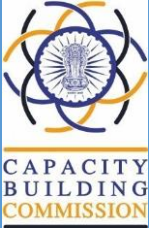*Table 93: Training Calendar for Training and Planning Wing*

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Training Program Design and Development	Capacity Building methods including training program design, evaluation and assessment, stakeholder management	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	NPTI
Governance of CPRI/ NPTI	Overview, roles and responsibilities, governance structure, regulatory frameworks of CPSUs (NPTI, CPRI)	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	NSB
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Results-Oriented Project Management	Goal setting, project planning, performance management, tracking progress, and overcoming challenges to achieve desired outcomes	L1	✓	✓	-	Q3 2024	Online	3 Hrs.	NPTI/ iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Table 94: Training Calendar for Administration section

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
DOMAIN TRAININGS									
Human Resource Management	Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement; Broad level establishment guidelines of Ministry of Personnel for carrying HR administrative functions	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	NPTI
Service-related matters	Service-related matters, including understanding of transfer and posting guidelines, deputation, others	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	IIPA
Estate matters guidelines	Estate matters rules, provisions, and guidelines, related to office establishment and official residence	L1	✓	✓	✓	Q4 2024	Online	3 Hrs.	IIPA
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1 2024	Online	12.5 Hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1/ Q2 2024	Online	16 Hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation	L1	✓	✓	-	Q1/ Q2 2024	Online	2 Hrs.	iGoT

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
	Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite								
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q2 2024	Online	6 Hrs.	IIPA
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT
DPR Preparation and Evaluation, Budgeting and Cost Estimates	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NSB
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q4 2024	Phygital	6 Hrs.	NPTI/ iGoT
Navigating PFMS	PFMS functionalities, budget allocation, fund tracking, financial reporting, and compliance with PFMS guidelines	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NPTI
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1 2024	Online	5.5 Hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L2	✓	✓	✓	Q1 2024	Physical	3 Hrs.	NPTI

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform
			Dir/ DD	US/ AD	SO/ ASO				
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2	✓	✓	-	Q1 2024	Online	3 Hrs.	NSB/ NPTI
Strategic Leadership	Vision, strategy, and decision-making	L3	✓	✓	-	Q2 2024	Physical	3 Hrs.	NSB/ NPTI
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q3 2024	Online	1.5 Hrs.	NPTI
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L4	✓	✓	-	Q3 2024	Physical	3 days	ATI Kolkata
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q4 2024	Online	1.5 Hrs.	NPTI/ NSB/ Udemy
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L3	✓	✓	✓	Q4 2024	Online	8 Hrs.	IIPA

Intervention timeframe (Course completion and conversion)

The following interventions on completion of courses and conversion to e-learning module needs to be achieved within the below specified timeframe:

Table 95: Interventions Timeframe

Timeframe of Interventions	Interventions
Short term (Within 3 months)	• Ensure that all staff are onboard the iGOT platform. • Development of 20 and 30 domain courses into e-learning modules on iGOT. • All staff to complete 20 hours of targeted learning on iGOT
Medium term (Within 6 months)	• Completion of DAKSHATA courses on iGOT by all employees • Digitization of Induction module • Development of 30 domain courses into e-learning module on iGoT • All staff to complete 25 hours of targeted learning on iGoT
Long term (6 months – 1 Year)	• Conversion of remaining Domain courses in e-learning format on iGOT • All staff to complete 100 hours of targeted learning on iGoT

Immersion programs

Immersion programs provide practical learning experiences that go beyond theoretical applications. Industry visits allow staff to actively participate in real-world scenarios, promoting hands-on education and equipping them with the insights and skills needed to adapt, innovate, and succeed in their professional endeavors. These visits are designed to expose staff to all aspects of the power sector, enabling them to connect with technical professionals and gain a firsthand understanding of the industry. Please find the identified partners for suggested domain programs in the table below.

Table 96: Immersion program

Domain area	Suggested partners	Learning opportunities
Coal based thermal power generation	• NTPC - Dadri	Power plant operations, generation core (boiler/ turbine), control systems, fuel sourcing issues, factors affecting availability, maintenance issues, changing trends (e.g. impact of renewables on thermal plant operations), latest technologies, etc.
Distribution	• Tata Power Delhi	Smart meters, smart grids, outage management systems, SCADA, load management, EV charging infrastructure, micro grid/ distributed generation, etc.
Hydro power generation	• Central sector power stations like SJVN, Parbati, Koldam, etc.	Power plant operations, generation core, control systems, water availability, factors affecting availability, maintenance issues, changing trends, latest technologies, etc.

Domain area	Suggested partners	Learning opportunities
Transmission	• Central Transmission Utility, its control centre and substation (PGCIL)	Grid operations and control, smart grids, advanced metering infrastructure, challenges in construction of transmission projects, etc.
Energy markets	• Indian Energy Exchange	Emerging dynamics in power Demand/ Supply, Prices, Market products, Green energy markets, Future outlook
Regulatory framework	• Central/ State Electricity Regulatory Commission	Impact of policy and regulatory framework on the sector, changing role of regulator, regulatory issues in generation, transmission and distribution.
Private sector issues	• Corporate office of private sector players (Tata Power, Torrent Power, JSW, Adani)	Policies required to enhance private sector participation in generation, transmission, distribution, issues and constraints faced, technological disruptions, etc.

Annual Capacity Building Plan at Organizational level

Organizational capacity building is essential for the ministry to improve their efficiency, effectiveness, and transparency. Key dimensions of Organizational capacity building include technology and data, systems and processes, resources and assets partnerships and relationships, and personnel management. Key dimensions includes:

- *Technology and data:* Implementing technological solutions to enhance functionality, such as software for automation and data management.

- *Systems and processes:* Enhancing day-to-day functioning through improvements in systems and processes, such as monitoring mechanisms, standard operating procedures (SOPs), and learning and knowledge management systems.

- *Resources and Assets:* Investing in facilities, equipment, and technology to support the organization's work.

- *Partnerships and relationships:* Building and nurturing external partnerships with other ministries, technical and research institutions, and global organizations.

- *Personnel management:* Overseeing functions related to managing human capital, such as performance appraisals, performance management, and succession planning.

The MoP has identified a set of interventions for its annual capacity building plan, based on consultations and a comprehensive needs assessment. The table below list the interventions designed to improve the MoP's ability to effectively deliver its mandate.

Table 97: Organizational Capacity Building

Dimension	Identified need	Recommendations	Timeline
Technology and Data	• Improving intra ministry/ divisional and sectional communication to facilitate the flow of information, remove silos and prevent duplication of work. • Developing technological understanding and digital skills among staff. • Enhancing data analysis proficiency to extract data, identify trends, and recognize patterns.	• Develop a framework and process for data sharing protocols, responsibilities, and timelines within the Ministry and associated PSUs to improve intra-ministry coordination. • Prepare digital content to provide trainings on e-office, NIC services and platforms, VPN and IT security, and IT and admin processes, as well as technologies and innovations training. • Implement an AI/ChatGPT-based chatbot to address queries, access information, and raise service requests. • Establish built-in approval requirements and quality assurance measures for data access and input to ensure data security, accuracy, and consistency.	Within 12 months from ACBP roll-out
Systems and Processes	• Improved mail management including Identifying, following up, and disposing of action items with better tracking. • Overcoming challenges in comprehending technical aspects of the proposals. • Recognizing meritocracy and efficiency and rewarding efficiency within the organization. • Enhanced training and knowledge transfer by addressing technical knowledge gaps, on-the-job training resources, and structured handover guidelines. • Keeping up with technological advancements, global best practices, and policy developments. • Need for Standard Operating Procedures (SOP) manuals such as Major sections of RTI Act,	• Establishing a comprehensive Monitoring & Evaluation Framework to improve mail management by implementing E-file alerts and red flag software for follow ups and task completion. • Conducting fortnightly or monthly knowledge-sharing sessions, or "Kiosks," involving technical experts from PSUs for addressing technical queries and dedicating one hour per month for voluntary learning to enhance domain competencies. • Continuously update knowledge by investing in knowledge management software, creating a central Policy Hub intranet portal containing SOP manuals, governance and general rules, knowledge transfer process, and newsletters/ articles on recent developments. • Develop a framework and establish process to engage with private sector	Within 12 months from ACBP roll-out

Dimension	Identified need	Recommendations	Timeline
	reconciliation of accounting procedures, for efficient working. • Conducting division-wise meetings and soliciting dynamic inputs on training needs.	on a quarterly/ semi-annual basis to keep abreast of the latest technological advancements in the power and energy sector. • Improve technical understanding for decision-making by ensuring formal tagging of each official to courses, establishing a dashboard linked to the iGOT platform, and setting up system-generated alerts for non-compliance with minimum annual training requirements. • Conducting periodic internal surveys to assess the demand for specific training and courses, and holding division-wise fortnightly meetings, knowledge transfer sessions.	
Resources and Assets	• Conducting regular and timely internal work allocation studies on key indicators like daily/weekly inwards and outwards, receipt volumes, and file/note sheet movements to better understand the workload. • Incorporate personality development programs to enhance the personal and professional growth of the staff. • Offer refresher training on administrative aspects to streamline the acquisition of essential utilities like printers and laptops in a timely manner. • Upgrade IT infrastructure, including the latest operating systems and processors, such as i7, to improve overall efficiency. • Improve the office setting to create a more positive and motivating work environment.	• Establish a policy for short-term appointments of project or program-specific subject matter experts (non-trainers) on a part-time or full-time basis to provide valuable technical insights and enhance decision-making. • Develop a system that considers workload indicators to ensure equitable distribution of tasks. • Invest in continuous learning and development and ensure that staff completes all behavioral and functional training courses on iGoT to enhance professional growth. • Streamline administrative processes to expedite the procurement of essential resources and improve workflow efficiency. • Periodically assess and revise work processes to adapt to changing needs and maintain high standards of performance. • Invest in upgrading IT infrastructure to boost overall efficiency and productivity. • Address the need for a more suitable office environment, including the provision of additional space, to boost employee motivation and morale.	Within 6 months from ACBP roll-out

Dimension	Identified need	Recommendations	Timeline
Partnerships and Relationships	• All departments should actively engage in knowledge sharing sessions to disseminate valuable information, fostering collaborative learning. • Emphasize the practical application of insights gained from foreign and domestic training programs in day-to-day work. • Recognize the importance of timely information from external stakeholders, including CPSEs and other bodies, and appoint liaison officers to ensure effective coordination. • Prioritize training employees on inter-ministerial functioning, providing overviews of each ministry and PSUs, especially as staff frequently transitions between ministries.	• Develop a structured program for knowledge sharing sessions across all departments, ensuring the dissemination of valuable insights and upload on the digital archive. • Recognize and reward participation in knowledge sharing activities to foster a culture of learning and collaboration. • Encourage employees to actively seek opportunities to apply their training learnings and report on their implementation. • Appoint liaison officers for timely and effective coordination in a systematic process and a feedback mechanism to continuously assess the effectiveness of liaison activities and make improvements accordingly. • Encourage employees to share their experiences and insights when moving from one ministry to another, facilitating smoother transitions and knowledge transfer. • Formulate partnerships and/or MOUs with PSUs, academia for workshops, conferences, exposure/ immersion visits, training development with a focused approach.	Within 6 months from ACBP roll-out
Personnel Management	• Regular review of employee workload to be conducted and adjustments should be made accordingly to ensure a healthy work-life balance. • Implement a formal process for recognizing and rewarding meritorious staff. • Develop and implement performance standards that are clear, measurable, achievable, relevant, and time-bound. • Implement a system for differentiating between performing and non-performing employees. • Encourage leadership to take a more active role in promoting work commitment, interest,	• Develop a policy for the creation of untenured apprenticeship and fellow positions tagged to divisions based on formal needs reviews, fostering skill development and knowledge transfer. • Establish a governing structure, including a disciplinary committee, to differentiate between non-performing and performing employees and take timely action on work-related negligence. • Continue recognizing and honoring meritorious staff through awards, particularly during events like Hindi Pakhwada, foundations days, etc. • Adopt a more hierarchical nomenclature, offering opportunities for employees to progress from Assistant SO to SO and Senior SO, enhancing their sense of	Within 12 months from ACBP roll-out

Dimension	Identified need	Recommendations	Timeline

	boosting team morale, and motivation.
	• Develop and implement training programs for leaders on how to effectively manage and motivate their teams.
		accomplishment and motivation over time.
		• Develop an incentive mechanism, such as a Reward and Recognition system, to motivate officials volunteering to become trainers, particularly for domain areas and functional needs.
		• Organize knowledge sessions with senior officials within the Ministry, including workshops, roundtables, debates, discussions, and committee participation, to promote a culture of shared learning.
		• Establish an annual division-level calendar for "Leadership and Team Building Retreat," aiming to:
		  – Communicate the vision and mandate.
		  – Foster stakeholder discussion, brainstorming, and community building.
		  – Address challenges and key strategic areas of work in the upcoming year.	

VI. Monitoring and Evaluation Framework

A Monitoring and Evaluation (M&E) framework for capacity building training interventions is a crucial component of any comprehensive training program. It serves as a systematic and structured approach to assess the effectiveness, impact, and efficiency of the training initiatives.

Purpose and Significance:

- The primary purpose of an M&E framework in the context of capacity building training is to measure the extent to which the training interventions are achieving their intended objectives and outcomes.
- It helps in making data-driven decisions, refining training strategies, and ensuring that resources are optimally allocated.
- The framework provides a mechanism to track and report on the progress and impact of training, aiding accountability, and transparency.

M&E Framework components:

1. *Responsibility allocation:* Responsibility for M&E to be allocated clearly and explicitly across all levels of the organization, from senior management to program staff. This will ensure that everyone is accountable for their role in planning, implementing, monitoring, and evaluating programs and activities.

Table 98: Framework for Responsibility Allocation

S No.	Suggested activities	Responsibility	Reporting and accountability	In consultation of	Approval of	Informed to
1.	Organizational Interventions	CBU	Nodal Officer from CBU	Secretary and AS	Honorable Secretary	CBC
2.	Immersion trainings	CBU	Nodal Officer from CBU	Wing Heads	Honorable Secretary	CBC
3.	Cross-cutting Trainings	CBU	Nodal Officer from CBU	Wing Heads	Honorable Secretary	CBC
4.	Wing wise Trainings	Training section	Nodal Officer from CBU	Wing Heads	Honorable Secretary	CBC
5.	Section wise Trainings	Training section	Nodal Officer from CBU	Wing Heads	Honorable Secretary	CBC

S No.	Suggested activities	Responsibility	Reporting and accountability	In consultation of	Approval of	Informed to
6.	Data Collection (Baseline and Feedback)	Training section	Nodal Officer from CBU	Senior Officer (JS/ EA)	CBU Head	CBC

2. _Data Collection and Analysis_: To ensure training effectiveness, data should be collected after each training. The data should also capture the KPIs mentioned in the tables above. In addition to that, a quarterly survey should be used to collect data on overall training effectiveness and understand long term impact.
3. _Monitoring Mechanisms KPIs:_ These are specific, measurable indicators that are aligned with the training objectives and help in quantifying the impact of the training.

Table 99: Monitoring and Evaluation Framework Matrix

S No.	Date of Entry	Intervention/ Course Name	Institute Name/ Partner Organization	Recommended Participation (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Source of Data (ex: attendance sheets, iGoT records, etc.)	Start Date	End Date	KPI completed (Y/ N)	General feedback for the course
1.	05-Jan-24	POSH	iGoT	140	140	120	iGoT record	1st Oct 23	31st Dec 23	Y	Should be in multilingual language
2.	01-Feb-24	Dakshta	iGoT	140	140	70	iGoT record	1st Oct 23	31st Dec 23	Y	Good
3.	08-Apr-24	Overview of power sector	NPTI	140	140	90	Attendance sheet	4th Apr 23	4th Apr 23	Y	Good

Note: Table filled on an illustrative basis.

The below table will clearly define the criteria that will be used to evaluate the success of the training program, such as improvements in knowledge, skills, or job performance.

Table 100: Impact measurement KPIs Framework

No.	Target Competency	Course Name	Institute Name/ Partner Organization	Training delivered mode	Stipulated timeline	Delay (Y/N)	Delayed by (how many months)	Effectiveness of the course (Through survey instruments)	Any other skill gained/ retained (Name of the skill)	Employee Engagement (How many employees turned up and completed the training/ course)	Improvement in productivity (Individual/ Organization)	Quality of the course (Any improvement in assessment score over long term)
1.	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	POSH	iGoT	Self-paced learning	Q1 2024	N	0	Satisfied	-	85.7%	NA	Good
2.	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave	Daksht a	iGoT	Self-paced learning	Q1-Q2 2024	N	0	Highly satisfied	Drafting skills	50%	Individual	Excellent

No.	Target Competency	Course Name	Institute Name/ Partner Organization	Training delivered mode	Stipulated timeline	Delay (Y/N)	Delayed by (how many months)	Effectiveness of the course (Through survey instruments)	Any other skill gained/ retained (Name of the skill)	Employee Engagement (How many employees turned up and completed the training/ course)	Improvement in productivity (Individual/ Organization)	Quality of the course (Any improvement in assessment score over long term)
	Rules, Pay Fixation, APAR)											
3.	Comprehensive understanding of power sector, including structure, operations, stakeholders, industry landscape, emerging trends and challenges for informed decisions and effective collaboration	Overview of power sector	NPTI	Self-paced learning	Q1 2024	Y	1	Neutral	Emerging tech in power sector	64%	Organizational	Good

Note: Table filled on an illustrative basis.

4. *Feedback and Continuous Improvement:* Establish feedback mechanisms for trainees, trainers, and other stakeholders, and present the feedback to the CBU in quarterly meetings. Regular feedback is essential for continuous improvement.
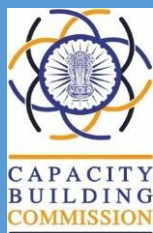
VII. Annexures

A.   Capacity Needs Assessment questionnaire – Individual level

Introduction: Under the Mission Karmayogi, an Annual Capacity Building Plan is being prepared for your organization which is being facilitated by the Capacity Building Commission (CBC). We seek inputs on your individual capacity building needs so that the Plan is relevant to your role and work in the organization. We thank you for providing your time in answering this questionnaire. In case of any queries/ feedback, please reach out to _____.

Disclaimer: Responses provided will be kept confidential and will only be used to collectively analyse capacity needs at organizational level.

Section 1: Individual profile

1. Your name	
2. Mobile number	
3. Email-id	
4. Designation	
5. Employee ID	
6. Division (eg. Distribution and Administration)	
7. List of trainings you have undertaken which are relevant to current role	
8. List of certifications which you possess, relevant to current role	

Section 2: As-Is Assessment

9.   Mention the top 3 responsibilities that you handle:

9.1.   _____

9.2.   _____

9.3.   _____

10. Major business processes used to perform tasks:

Instructions: Please fill in the data basis your proficiency level.

List of business processes	Your proficiency *(Responses provided will be kept confidential and will only be used to collectively analyse capacity needs at organizational level)*			
	No Proficiency	BASIC *Able to do basic tasks. Aware of basic concepts.*	ADVANCED *Confident to perform. Able to innovate and create efficiencies. Can mentor others.*	This process is not relevant for my role
10.1. Drafting policy briefs, policy paper				
10.2. Developing program design and implementation modalities				
10.3. Conducting review meetings				
10.4. Reviewing proposals, reports, etc. and providing comments				
10.5. Progress review of large/ critical projects (Project management)				
10.6. Preparing note sheets, briefs, minutes of meetings for high level meetings				
10.7. Preparing official circular, memorandum				
10.8. Preparing responses to parliament questions/ queries				
10.9. Drafting letters and emails				
10.10. Responding to RTI queries, grievances				
10.11. Procurement				
10.12. Data collection, analysis, reporting				
10.13. Preparing presentations, reports				

List of business processes	Your proficiency (Responses provided will be kept confidential and will only be used to collectively analyse capacity needs at organizational level)			
	No Proficiency	BASIC Able to do basic tasks. Aware of basic concepts.	ADVANCED Confident to perform. Able to innovate and create efficiencies. Can mentor others.	This process is not relevant for my role
10.14. Preparing budgets				
10.15. Preparing accounts				
10.16. Financial audit				
10.17. Non-financial audit				
10.18. IT/ Software and Database management				
10.19. IT/ Hardware management				
10.20. IT/ Cyber security				
10.21. Any other, please specify: _____				

Section 3: Competency Needs Assessment

Domain competencies:
These competencies enable individuals to perform roles effectively within a specialized discipline or field. Domain competencies generally apply to the core work of a Ministry/Department/Organization. For example: power plant operations, fuel supply issues, BESS technology, grid operations, distribution outages, smart meters, feeder metering, tariffs, etc.
Functional competencies:
These competencies help cater to the operational requirement of MoP such as administration, procurement, financial management. Functional competencies are applicable across a wide range of ministries/departments of the Government. For example: E-office, MS Office, budgeting, project management, procurement, data analysis
Behavioural competencies:

These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles within the MoP. For example: communication skills, time management, empathy, leadership.

11. Based on the definitions mentioned above, please tell us what are the domain related skills that you wish to develop to perform your duties better

_____
_____

_____
_____

12. Based on the definitions mentioned above, please select from below the functional skills that you wish to develop to perform your duties better

List of Functional skills		
12.1. Documentation (E.g. - MS Word, Adobe PDF, etc.)	12.2. Presentation (E.g. - MS PowerPoint etc.)	12.3. Communication (E.g.- MS Outlook, Gmail)
12.4. Data management and analysis (E.g.- MS Excel)	12.5. Project management (E.g. - MS Project)	12.6. Meeting (E.g.- MS Teams, Webex, Google Meet)
12.7. File management (E.g.- Google Drive, One Drive)	12.8. Technical, financial, and commercial evaluation of proposals including feasibility assessment, analyze technical details, financial analysis, commercial and contractual terms	12.9. Secretarial work
12.10. E-office	12.11. Knowledge Management System including data gathering, information retrieval, and collaboration	12.12. Parliamentary procedures
12.13. Any other, please specify: _____ ___	12.14. Any other, please specify: _____ ___	12.15. Any other, please specify: _____ ___

13. Please select top 5 Behavioural skills that you wish to develop to perform better:

(Instructions – Please indicate with Yes(Y) or No(N) against relevant behavioural skills listed below)

List of Behavioural skills		
13.1. Presentation skills	13.2. Spoken communication	13.3. Written communication (minutes, notes, concept paper, report)
13.4. Email etiquettes	13.5. Resolving conflict	13.6. Positive attitude
13.7. Teamwork	13.8. Leadership	13.9. Delegating and monitoring work
13.10. Negotiation skills	13.11. Time management	13.12. Innovation
13.13. Performance management	13.14. Giving feedback	13.15. Empathy (Understanding, Compassion, Sympathy)
13.16. Inter-ministerial communication	13.17. Understanding the pulse of leaders speak	13.18. Any other, please specify:
13.19. Any other, please specify:	13.20. Any other, please specify:	13.21. Any other, please specify:

Section 4: Future capacity building needs

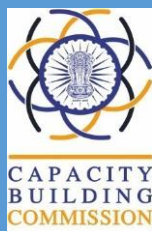| Future capacity building needs |
|---|
| This section will help to identify the capacity building needs required to achieve futuristic vision for the Power sector which includes:
 • Ensuring energy security and universal electricity access
 • Ensuring financial viability of DISCOM
 • Reliable and Cost-effective electricity supply to consumers
 • Accelerating transition to clean energy and reducing reliance on fossil fuels
 • Enhanced electrification of the economy
 • Scaling up of the transmission and distribution infrastructure
 The table below describes the various interventions required to achieve the future vision. Please identify the capacity needs that you may require to fulfil these tasks. Refer the examples of domain, functional and behavioural competencies provided in previous section. |

Areas	Interventions required to achieve future vision	Capacity needs		
		Domain	Functional	Behavioural
Distribution	• Enhance energy accounting and audit through 100% feeder, transformer, and consumer metering • Ensure DISCOM financial viability through better subsidy accounting, clearance of Government dues and reduction in regulatory assets • Use of high-capacity conductors for loss reduction • Expanding smart metering for consumers • 100% Agriculture feeder separation • Reduce SAIFI and SAIDI • Theft reduction and MBC efficiencies • Smart grids, AI, ML, IoT • Establish cybersecurity operation centers in major urban areas			
Thermal	• Flexibilisation of TPPs (conduct feasibility studies, technology studies, pilots) • Strengthen fuel supply logistics to enhance and secure fuel supply to TPPs • Ensuring adherence of environmental norms by TPP • Promote biomass co-firing in TPPs • Promote co-firing of green ammonia and green hydrogen in TPPs • Develop criteria and policy for retiring and repurposing of old TPPs • PSU JVs to set up nuclear projects (eg. NTPC-NPCIL)			
Hydro	• Accelerate capacity addition in hydro -Expand hydropower			

Areas	Interventions required to achieve future vision	Capacity needs		
		Domain	Functional	Behavioural
	capacity (71 GW by 2030, 121 GW by 2047) • Expand pumped storage hydro capacity • Bundling of hydropower with RE and storage			
Transmission	• Scale up transmission infrastructure (lines and substations) • Increase no. of grid connections with other countries to 9 by 2030 • Expand regional grid connections with Southeast Asian countries • Increase in unmanned substations • Use of advanced tech (Dynamic Line Rating, Drones) • Smart grids, AI, ML, IoT • Cybersecurity			
Energy Conservation, Energy Transition and Electric Vehicles	• Develop institutional mechanisms and capacities for Green energy markets, Carbon markets • Commercialize technologies for electrification of industrial processes, equipment, and logistics • Scale up demand-side interventions (ToD tariff, DR, V2G) to support RE • Install charging infrastructure • Design tariff and non-tariff incentives/ subsidies for setting up EV charging infrastructure • Policy for RE-based charging, Guidelines for charging electric vehicles at homes			
Storage	• Expand pumped storage hydro capacity • Explore feasibility of diverse storage technology (hydrogen, aluminum-air battery)			

Areas	Interventions required to achieve future vision	Capacity needs		
		Domain	Functional	Behavioural
Regulatory and Compliance	• Payment security for RE projects • 100% RPO compliance • Monitoring of targets and penalize non-compliance • Competition in distribution • Multiple suppliers in a license area • Simplify entry barrier for private sector, Open access • Develop National Grid Code (CERC) • Regulatory frameworks for regional electricity trading			
Power markets	• Introduce ancillary and capacity markets, physical delivery-based forward contracts, financial derivatives • Shorten PPA tenure • Harmonize rules for power banking			
Tariffs	• Cost reflective tariffs • Reduce cross subsidy to 20% of ACoS			
Indigenous manufacturing and Global export hub	• Policies for incentivizing production • Guidelines for manufacturing zones • Enhance domestic production of critical inputs for power equipment • Develop 2 brownfield and 1 greenfield manufacturing zones by 2027 • Standardize product ratings and specifications, Increase industry participation in the International Electro-technical Commission • Develop state of the art testing facilities			
Any other, please specify	•			

B. **Capacity Needs Assessment questionnaire – Organization level**

Introduction: Under the Mission Karmayogi, an Annual Capacity Building Plan is being prepared for your organization which is being facilitated by the Capacity Building Commission (CBC). We seek inputs on capacity building needs for your organization so that the Plan is relevant to your organization. We thank you for providing your time in answering this questionnaire. In case of any queries/ feedback, please reach out to _____.

1. Organization profile

1.1. Your name	
1.2. Contact number	
1.3. Email-id	
1.4. Name of the organization	
1.5. Organogram/ List of Divisions and Sub-divisions	
1.6. Division-wise work allocation	

2. Technology and Data

2.1. Based on our understanding, the staff in your Division uses the following IT tools for project management, accounting, communication and other functions - (E.g – MS Word, Excel, Gmail, MS Teams, NIC portal etc_____). Are there any other tools /technology platform that you would like to leverage to further enhance / increase the productivity / efficiency of the staff?

2.2. As you are aware, AI is driving learning solutions through global Massive Open Online Courses (MOOCs) which helps to customize Course offerings based on the diversity and learning capabilities of learners. Would you recommend utilizing AI based learning platforms such as the I-GoT platform by designing specific courses for your division? What are some of the areas/domains/skills that could be developed in an AI based platform to cater to the needs of your division?

3. **Systems and Processes**

   3.1. In terms of systems and processes, some of the key pain-points highlighted by different officials are-(E.g.- undue delays, rent seeking, complex regulations etc_____). What according to you are the key impediments limiting growth and productivity in your Division? What are some of the possible causes or factors behind them?

   3.2. Do you think there are optimal systems for regular monitoring progress and feedback loops in existing systems and processes? Can you identify some areas where regular supervision and accountability mechanisms needs to be enhanced?

4. **Resources and Assets**

   4.1. According to you, are existing resources and assets optimally allocated within the Division? Has there been any need/ instance of resource re-allocation in the Division? Can you site some examples/ best practices in this regard?

   4.2. What are some of the activities which will help to improve resource/asset prioritization in the division – E.g – recruitment and retention of staff (training, career planning etc), simplifying Departmental processes, other best practices

5. **Partnerships and Relationships**

   5.1. The key Divisions /Departments with whom your Division interacts /liasions with are –(E.g- Admin, Finance, Thermal, Hydel_____). What are some of the key challenges / setbacks in terms of inter-Departmental co-ordination / communication that needs to be addressed (e.g- getting feedback, approval processes etc)

   5.2. Can you identify some critical partnerships that your Division has with external stakeholders such as other Ministries, foreign delegates, private sector players , DISCOMs etc ? What are the key areas of establishing or improving the relationship with other Departments?

6. **Personnel Management**

   6.1. What are some of the key challenges in personnel planning and management within the Division? E.g- vacancy, absenteeism, lack of skills/knowledge/motivation in staff, career progression etc

   6.2. Is there an existing system of performance management within your Division to review and provide feedback to staff? Do you want to share any examples or best practices in terms of performance management systems that can track and improve performance of personnel in the Division?