



CAPACITY  
BUILDING  
COMMISSION

# **ANNUAL CAPACITY BUILDING PLAN**

## **DRAFT REPORT**

DEPARTMENT OF HEALTH RESEARCH

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## List of Acronyms

|          |  |
|----------|--|
| ACBP     | Annual Capacity Building Plan                                |
| B        | Behavioral (Attitude)  |
| CPGRAMS  | Centralized Public Grievance Redress Monitoring System       |
| CPSE/PSU | Central Public Sector Enterprises/ Public Sector Undertaking |
| CSS      | Central Secretariat Service                                  |
| DI       | Drug Intermediate  |
| DHR      | Department of Health Research                                |
| DPCO     | Drugs Price Control Order                                    |
| DPEA     | Drug Price Equalization Account                              |
| eAPAR    | electronic Annual Performance Appraisal Report               |
| F        | Functional (Skills/Operations)                               |
| FDI      | Foreign Direct Investment                                    |
| FGD      | Focused Group Discussion                                     |
| FTA      | Free Trade Agreement   |
| GPF      | General Provident Fund                                       |
| GST      | Goods and Service Tax  |
| IAS      | Indian Administrative Services                               |
| ICMR     | Indian Council of Medical Research                           |
| JWG      | Joint Working Group  |
| KMS      | Knowledge Management System                                  |
| KSM      | Key Starting Material  |
| LTC      | Leave Travel Concession                                      |
| MDO      | Ministry/Department/Organization                             |
| MIS      | Management Information Systems                               |
| MoU      | Memorandum of Understanding                                  |

|        |   |
|--------|---|
| MSMEs  | Micro, Small and Medium sized Enterprises                 |
| NIMR   | National Institute of Malaria Research                    |
| NARFBR | National Animal Resource Facility for Biomedical Research |

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## 1. Executive Summary

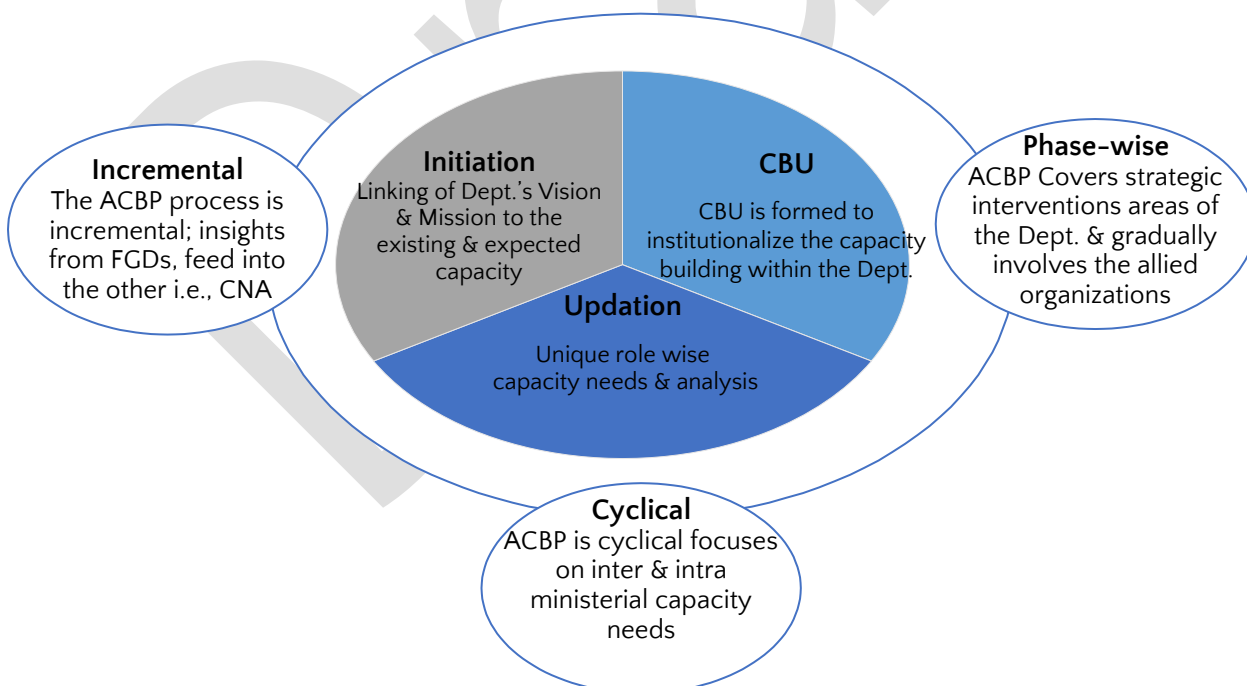
### 1.1. Context - Mission Karmayogi

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) (the “Programme”), in September 2020. The Programme aims to create a professional, competent, well-trained, and future ready civil servants through extensive capacity building. The exercise is based on the philosophy of creating an ecosystem of “competency driven training and human resource management” by transitioning from a 'rules-based' system to a 'roles-based' system. Under this Programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and is currently conceptualizing and developing Capacity Building Plans (CBPs) for over 60 ministries/departments which includes, Department of Health Research (DHR).

### 1.2. Annual Capacity Building Plan (ACBP):

The Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key strategic areas that require intervention within the MDO and provides a macro picture of year-wise capacity building initiatives that cater to those areas. The plan is incremental in nature in that it identifies a few focus areas that demand immediate attention and will gradually evolve over time into a full-fledged plan. The plan follows a cyclical process of preparation as it involves working in tandem with all departments, divisions, and zonal / regional offices within the MDO.

Usually, under the strategic direction of the leadership of the MDO, the plan is unfolded phase-wise



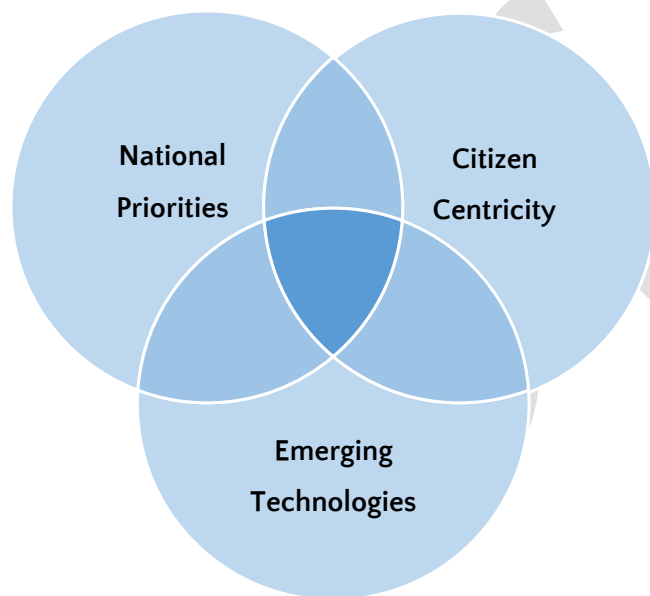
wherein a few departments / divisions are selected for capacity building in the first phase of the exercise.



Under the aegis of this highly aspirational initiative, the CBC aims to facilitate the creation of Annual Capacity Building Plans (ACBPs) for all Ministries, Departments, and Organizations (MDOs) of Government of India (GoI) to enhance competency and efficacy at all the levels – individual, organizational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity building initiatives and hence oversees the planning and implementation of Mission Karmayogi programme.

Under the programme, it is envisaged to prepare Annual Capacity Building Plans which would enable:

- A 21st century civil service machinery that is focused on delivering Ease of Living, Ease of Doing Business, Citizen Centricity, and Governance Reform at its core.
- A civil service which is aligned with national priorities, and is well apprised and equipped to respond to emerging technologies
- Aligning work allocation of civil servants by matching their competencies to the requirements of the post, enabling a transition from 'Rule-based' to 'Role-based' Human Resource (HR) management framework
- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content / capacity building intervention relevant to the identified FRAC for different positions
- An opportunity for civil servants to continuously build and strengthen their Behavioural, Functional and Domain competencies in their self-driven and guided learning path.



As highlighted in the image, 'national priorities', 'emerging technologies' and 'citizen centricity' remain the three key lenses of all the interventions planned by CBC, including the Annual Capacity Building Plans. These lenses have been elaborated below

### 1.2.1. Focusing on National Priorities

This lens examines how the MDO contributes to the national priorities. The national priority lens includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals, and objectives of the MDO (whose ACBP is being prepared) are studied to ensure that capacity building

interventions are aligned towards contributing to achieve national priorities. The ACBP is envisaged to build a roadmap for the concerned MDO to perform its mandate in a more streamlined fashion and build the capacity of not just individual personnel under the MDO, but the overall organization as a whole.

### 1.2.2. Emerging Technology

The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. To prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector/ domain in which the MDO is operating. The objective of the ACBP is to gauge the capacity the MDO currently has and needs to have in order to respond to such emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.

### 1.2.3. Citizen Centricity

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

## 1.3. ACBP for the Department of Health Research

The ACBP preparation process of Department of Health Research (DHR) (hereby referred to as “The Department”) began in February 2023. The kick-off meeting was held on 6<sup>th</sup> February 2023 under the leadership of the Secretary, DHR. This exercise is an incremental process, cyclic and developed for phase-wise interventions with actions for each upcoming year. In this phase, training interventions were primarily catered to the equivalent of assistant section officer (ASO), Section Officer (SO) till the Director level.

The kick-off meeting was followed by a focus group discussions (FGD) held with the Scientist B level to Scientist E level including the other than scientific staff of ICMR National Institute of Malaria Research (NIMR). The FGDs at ICMR-NIMR were held on 28<sup>th</sup> February 2023. The consultations were held by way of interviews and group discussions across levels within the organization, and as decided by the Head of the institution. Subsequently focus group discussions (FGDs) were also held with the Heads of Divisions of ICMR Headquarter.

In parallel the competency needs assessment (CNA) survey questionnaire was published to all the employees of DHR and ICMR on 13<sup>th</sup> April 2023. All these activities helped gauge extent of competencies required by the unique roles and position-wise matrix of roles and responsibilities of the officials. The Department also arranged a validation session in the month of June 2023 to corroborate the training requirements received from the various ICMR HQ and ICMR institutes. At an individual level, for every unique role at the institution, the competency requirements were identified as:

- (i) Domain competency, which is related to knowledge and expertise related to the sector, division, and the respective focus areas

- (ii) Behavioural competency, which is related to behaviour and soft skills, and
- (iii) Functional competency, which includes cross-cutting needs across MDOs which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise.

The CNA validation exercise was undertaken through consultations, and tabulation exercises with the concerned members of the Capacity Building Unit (CBU) in the meeting of the CBU members held on 27<sup>th</sup> June 2023. The insights from the visioning exercise, focus group discussions and competency need analysis formed the basis for the annual training plan that is primarily demand based. Furthermore, non-training interventions were also highlighted as part of a holistic capacity building plan and the priority trainings for Scientific, technical and administrative staff were discussed and signed off by the chairman CBU DHR.

The Department envisages implementation of the annual CBP through its Capacity Building Unit (CBU). This unit shall be facilitated by the CBC towards monitoring and evaluation of the implementation exercise.

As a part of the ACBP exercise, multiple existing capacity building initiatives of the MDO were also noted. Some of the prominent interventions undertaken by the Department are described in the next section of the report.

#### 1.4. Quick Wins for the Department of Health Research

The Competency Needs Analysis (CNA) exercise resulted in the identification of some 'quick wins' critical to the Department and those training are being arranged/being arranged on a priority basis. The Commission organized an orientation programme on iGOT for the benefit of senior officials at the Department and ICMR officials held on 15<sup>th</sup> Feb 2023 and 23<sup>rd</sup> Feb 2023 respectively. In the kickoff meeting, the Secretary DHR decided that all the officials of the department including ICMR shall undertake iGOT training on Prevention of Sexual Harassment of Women at Workplace (POSH) and General Financial Rules (GFR) and procurement, since the staff is not conversant with the rules and its applicability. The ICMR & DHR staff has started undertaking course on iGOT's POSH module.

CBC has shared the conceptual framework for implementation of Quick Wins in the Organisation. Some of the Quick Wins that are proposed for the Department of Health Research and ICMR are:

- i. Concept note on implementation of Learning Hour on domain competencies by inviting an in-house expert faculty to conduct a lecture or an external eminent speaker on a specific domain
- ii. Concept note on Implementation of Virtual Kiosk for real-time resolution of issues on Finance/ HR/ Administrative matters
- iii. Table of Contents (ToC) for preparation of an Induction Manual for the organisation
- iv. Immersion Programme (Internal – visit to ICMR Institutes & external – industry visits/ incubation centres)
- v. Partnership with training institutes and mapping the supply side ecosystem for learning opportunities for the staff
- vi. Mentorship Programme
- vii. ICMR Chat-Assist
- viii. Online Expense-reimbursement Portal

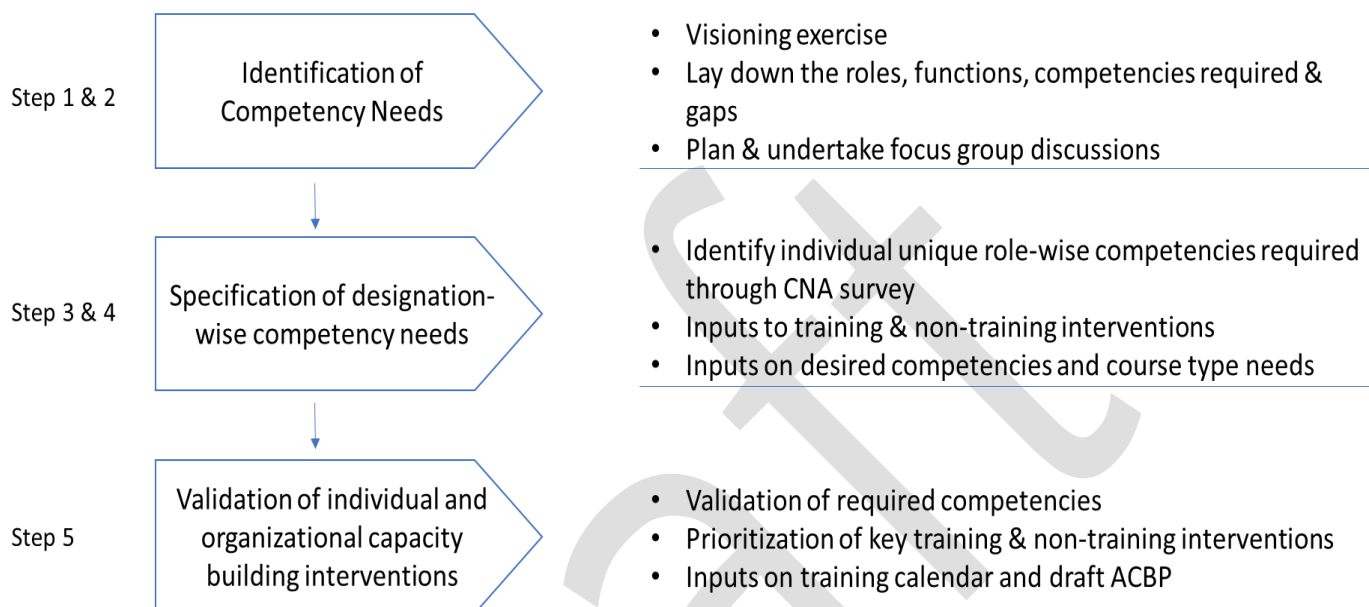
- ix. Concept note on implementation of Rewards & recognition
- x. Policy Hub
- xi. Framework for course content creation

The Department is planning to have the first session of Learning Hour conducted on Government e-Marketplace (GeM) to address queries of Scientists & accountants. Henceforth this shall be a recurring event where the sessions shall be conducted on pre-defined frequency as decided by the CBU.

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## 1.5. Macro Snapshot of the Capacity Needs Analysis (CNA) Exercise

The five-step need analysis process was followed for undertaking the CNA exercise, as follows:



For undertaking the ACBP exercise, the following definitions were adopted to cull out competencies across divisions:

- Domain competencies areas are specialized skills and specific to roles in and for DHR/ ICMR (for example, Understanding Acts, policies, schemes, programmes related ICMR, Health research, Biosafety, Research Ethics etc., data analytics for programs, schemes, Global best practices in Medical Research, etc).
- Functional competencies are operational requirements for the Department/ vertical/ Ministry towards seamless work or operations or cross-cutting requirements across divisions/departments. For example, procurement, GFR understanding, project management, budgeting, communication, establishment matters, skill development, social security aspects, direct beneficiary transfers etc. These may be common competencies areas across many Ministries.
- Behavioral competencies are a set of attitudinal or soft skills that are required to enhance the performance of a given role. These competencies can be displayed (or observed/ felt by stakeholders or beneficiaries) across a range of positions or roles and functions within DHR & ICMR. For example, Initiative, Information Seeking, Empathy, Self Confidence, communication skills, written communication improvements, professionalism, and attitudinal changes to serve the citizen centric goals, etc)

## 2. Introduction

### 2.1. Mission Karmayogi

The Government of India launched the National Programme for Civil Services Capacity Building ('NPCSCB') – "Mission Karmayogi" in September 2020 with the objective of enhancing governance through Civil Service Capacity Building. Mission Karmayogi comprises six pillars of (i) policy framework, (ii) institutional framework, (iii) competency framework, (iv) digital learning framework (integrated government online training Karmayogi platform (iGOT – Karmayogi), (v) electronic Human Resource Management System (e-HRMS), and (vi) monitoring and evaluation (M&E) framework.

The institutional framework of the Mission includes (i) the apex body, Prime Minister's Public Human Resource Council (PMHRC), to provide strategic direction and drive policy reforms and capacity building, (ii) Cabinet Secretariat Coordination Unit to monitor NPCSCB implementation, align stakeholders and provide mechanism for overseeing capacity building plans (CBPs), (iii) Capacity Building Commission (CBC) for functional supervision of training institutions and facilitate preparation of annual CBPs, (iv) Special Purpose Vehicle (SPV) to own and operate all the digital assets created for NPCSCB, and (v) Programme management unit (PMU) to provide program management and support services.

### 2.2. Capacity Building Commission

The CBC was formally constituted as an independent body in April 2021 to drive standardization and harmonization across the Indian civil services landscape. The CBC, as the custodian of civil services capacity building reforms, is central to the government's capacity building programme.

The CBC has been engaging and supporting several Ministries as part of its mandate to support preparation of annual CBP. This document is the draft Capacity Building Plan with a roadmap for implementation for the Department of Health Research, Government of India developed as per the framework and guidelines set up by the CBC and prepared in consultation with the officials of Department of Health Research.

### 2.3. Annual Capacity Building Plan (ACBP)

The ACBP of a MDO is document detailing all the interventions required to develop and enhance the competencies of individual officials within that MDO as well as the collective capacity of the MDO. Given the nature of the change required, the ACBP may begin with a few simple focus areas instead of comprehensive coverage, and then evolve over time into a full-fledged workplan.

### 2.4. Department, Capacity Building Unit and Functions

It has been envisaged that the preparation of Annual Capacity Building Plan (ACBP) shall follow a collaborative and consultative approach where a Capacity Building Unit (CBU) shall be constituted by the MDO to effectively manage the capacity building interventions. The CBU will consist of officials from the MDO itself and may include Administrative Officer(s) of training institutes

associated with the MDO, as well as specialists empaneled by the MDO or CBC. The detailed scope of work can be referred to in Section 7.5 of this report.

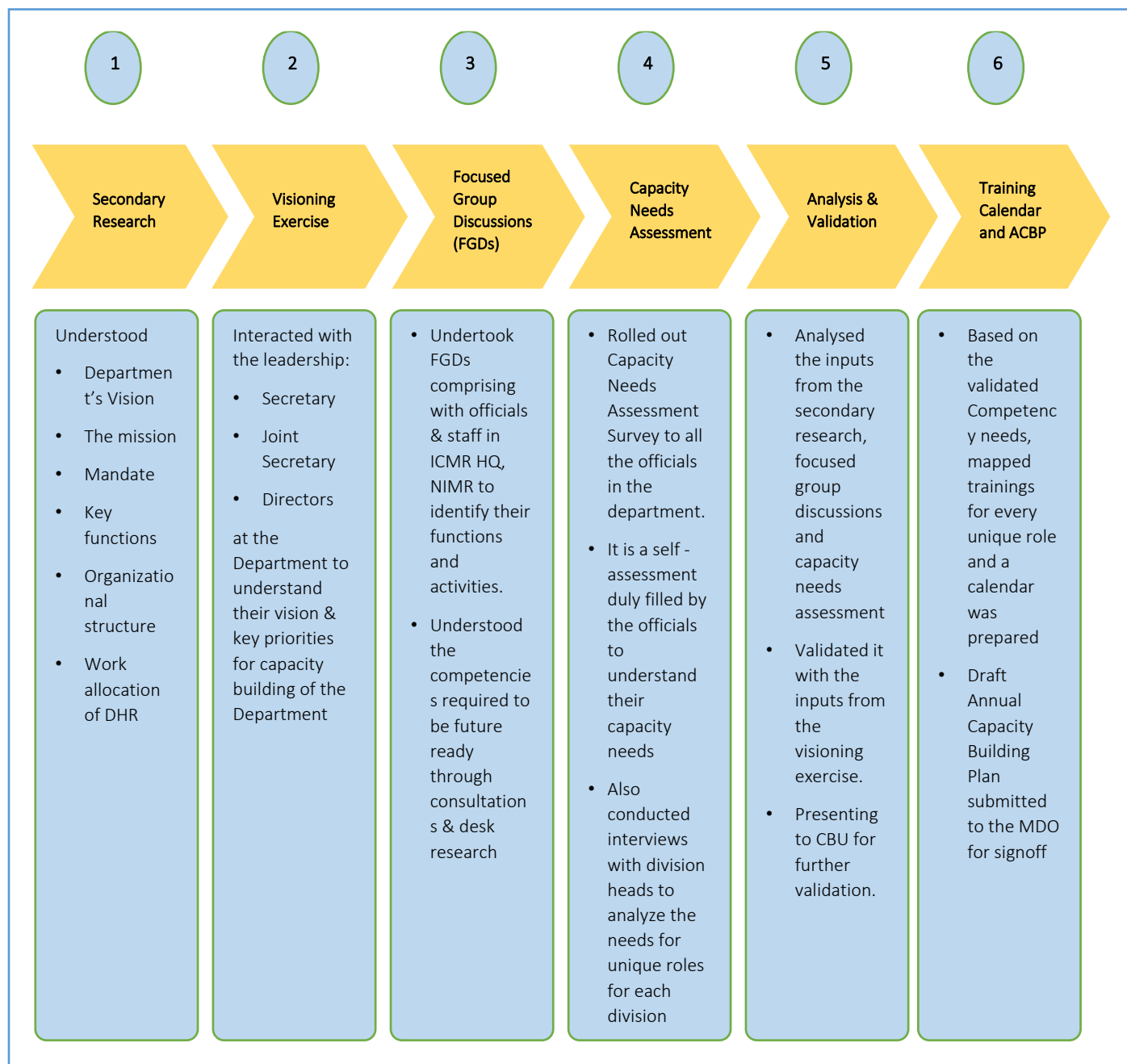
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## 3. About the Approach of Annual Capacity Building Plan

### 3.1. Approach and Methodology Followed

The following section describes the approach & methodology followed for preparation of the Capacity Building Plan for the Department:

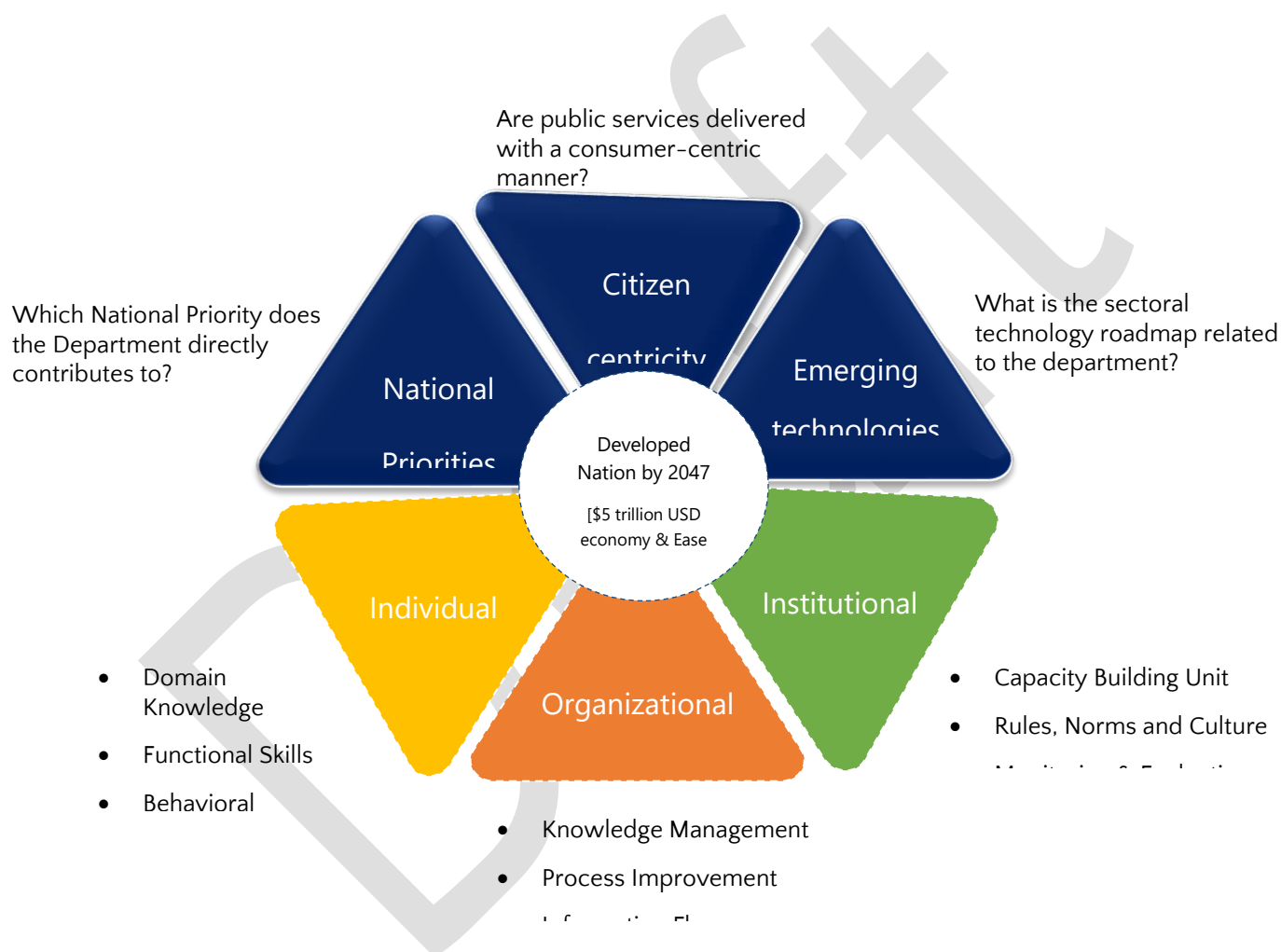




1. **Secondary Research:** As the first step, team understood & conducted a thorough review of the MDOs vision, mission, mandate, organizational structure and key functions, schemes/ programs, strategic objectives and goals, emerging trends from the Departments website, annual report, strategy document, reports etc. Also comprehend MDOs dependence and influence on other MDOs.
2. **Visioning Exercise:** Understood the leaderships vision for the department through a joint meeting between Secretary & Jt. Secretaries, Directors and understand the key priorities and department's expectation from the program
3. **Focused Group Discussions (FGDs):** Team undertook the Focused Group Discussions (FGDs) to have a clear and complete understanding of the areas of responsibility of each division/ unit, the functions & activities, mapping of work undertaken by staff/ officials working in the unique designations/ roles across various levels in the ministry/ department, identify the competency gap, the competencies required by a position in present times or in the future. In terms of the capacity at the individual level, competencies required for a position were assessed for three categories of competencies i.e., Behavioural, Functional and Domain Competencies. Team held FGDs with the identified divisions inviting representation from top and bottom levels and conducted the exercise by having homogenous grouping of the MDO staff at different administrative tier/ scientific/ technical staff levels associated with different division/ scheme/ program/ unit of the ministry/ department.
4. **Capacity Needs Analysis (CNA) Survey:** A Google survey form was prepared & finalized in consultation with CBC and the MDO to assess the Capacity Needs Assessment at the individual level for each unique role in an organization and its subordinate/ attached offices/institutions/ labs. The survey is based on the self-declaration of capacity gaps by the ministry officials, capturing the competency gaps in Behavioural, Functional and Domain competencies.
5. **Analysis & Validation:** Team synthesized and prepared the CNA survey data to analyse the survey responses & findings. For verification of the competency gaps, mapping of interventions with the trainings was done, the analysis was first validated by Capacity Building Commission (CBC) and thereafter by the Capacity Building Unit (CBU) of the Ministry/Department for further approval of the training and non-training Interventions for the capacity needs.
6. **Training Calendar & ACBP:** Prepared the training calendars of Department of Health Research (DHR), Indian Council of Medical Research (ICMR) and institutes of ICMR. The training calendars are the result of the above steps performed beginning from secondary research to validating the findings with the Department.

## 3.2. ACBP Framework

The capacity building of the department shall be identified through the three overarching lenses to help identify the goals of capacity building plan: National Priorities, Citizen Centricity, and Emerging Technologies and capacity to be developed by identifying interventions at three levels also referred to as the three pillars: Individual, Organizational, and Institutional



### 3.3. Three Lenses: National Priorities, Technology, Citizen Centricity

#### Lens 1: National Priorities

This lens examines how the MDO contributes to National Priorities now and in the future. National Priorities includes goals such as creation of a \$5 trillion economy and Ease of Living. The vision, mission, goals and objectives of the organization are studied to understand how these will directly contribute to such priorities over a 3–5 year time horizon.

The next step is to gauge whether the MDO has the capacity to achieve such goals and arrive at gaps in capacity, if any, at the individual and organizational level. *Addressing these gaps through training and organizational interventions then becomes a key goal of the ACBP.*

#### Lens 2: Emerging Technologies

In continuation with the overall pursuit of being future-ready, the second focus area looks to understand the potential impact of and challenges surfacing due to the key technology trends emerging within the relevant sector in which the MDO operates. It then assesses the MDO's capacity to regulate these technologies in an optimal manner – capitalizing on the potential impact while mitigating identified challenges.

#### Lens 3: Citizen-centricity

This lens is aimed at promoting citizen centricity and customer serviceability as a guiding principle while building government capacity. It involves inspecting the MDO's key citizen centric governance objectives such as transparent and efficient public service delivery, hassle-free citizen experience, representation of citizen interests and inclusion of citizen inputs during policy/scheme formulation, stability and continuity of various citizen centric schemes, maintaining smooth and effective grievance redressal mechanisms, participatory governance and so on.

### 3.4. The Pillars for ACBP: Individual, Organization and Institution

#### Pillar 1: At the Individual Level

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

#### Pillar 2: At the Organisational Level

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

##### a. Capacity constituents at the organizational level:

Capacity at the Organisational level is assessed on the basis of the collective aspects of a ministry or department. Some examples of these aspects include:

- **Technology and Data:** This dimension deals with the technology solutions employed by the MDO to improve its functioning. Examples include software that enables shorter turnaround time on repetitive tasks, digital tools that increase efficiency or enable faster resolution of pain points, and PQSoft for management of parliamentary questions for the MDO.
- **Systems and Processes:** This dimension includes all the established systems and processes of the MDO to carry out its day-to-day functions. Examples include monitoring mechanism for schemes, standard operating procedures, Learning Management Systems, et cetera.
- **Resources and Assets:** This includes the resources and assets of the MDO such as hard and soft infrastructure that the MDO uses for its day-to-day functioning. For example: the physical premises, budgets et cetera.
- **Partnerships and Relationships:** This dimension includes all external partnerships that the MDO is part of such as those with other ministries/departments, global organisations and citizen groups.
- **Personnel Management:** This includes all the functions associated with managing human resources of the MDO such as performance appraisals, training and development, performance management, succession planning et cetera.

b. **Building capacity at the Organisational level:**

Organisational capacity of Ministries/departments will be developed through **Organisational interventions**.

**Organisational interventions** are initiatives that improve the shared aspects within which officials operate (e.g. systems and processes, technology and data, resources and assets, et cetera.) – thereby, improving the collective capacity of the MDO.

## 4. An overview of the Department

### 4.1. About the Department of Health Research

The President notified the creation of the Department of Health Research under the Ministry of Health & Family Welfare through an amendment to the Government of India (Allocation of Business) Rules, 1961 on the 17<sup>th</sup> September 2007. The Department of Health Research was formally launched on 5<sup>th</sup> October 2007 by the Minister for Science & Technology and Earth Sciences in a function presided over by the Minister for Health & Family Welfare, in the presence, inter-alia, of the Minister of State for Health & Family Welfare.

Department of Health Research (DHR) was created as a separate Department within the Ministry of Health & Family Welfare by an amendment to the Government of India (Allocation of Business) Rules, 1961 on 17<sup>th</sup> September 2007. The Department became functional from November 2008 with the appointment of first Secretary of the Department. The aim of the DHR is to bring modern health technologies to the people through research and innovations related to diagnosis, treatment methods and vaccines for prevention; to translate them into products and processes and, in synergy with concerned organizations, introduce these innovations into public health system.

Department of Health Research (DHR) is responsible for administering the following institutes & centres:

#### 1. ICMR

- i. ICMR National JALMA Institute for Leprosy & Other Mycobacterial Diseases, Agra
- ii. ICMR National Institute of Occupational Health, Ahmedabad
- iii. ICMR National Institute of Traditional Medicine, Belagavi, Nehru Nagar
- iv. ICMR Regional Occupational Health Centre (Southern) – NIOH, Bengaluru
- v. ICMR National Centre for Diseases Informatics and Research, Bengaluru
- vi. ICMR Bhopal Memorial Hospital & Research Centre BMHRC
- vii. ICMR Centre for Research, Management & Control of Hemoglobinopathies – NIIH, Chandrapur
- viii. ICMR National Institute for Research in Tuberculosis, Chennai
- ix. ICMR National Institute of Epidemiology, Chennai
- x. ICMR National institute of Pathology, Delhi
- xi. ICMR National Institute of Medical Statistics, Delhi
- xii. ICMR National Institute of Malaria Research, Delhi
- xiii. ICMR Regional Medical Research Centre, NE Region, Dibrugarh
- xiv. ICMR Regional Medical Research Centre Gorakhpur
- xv. ICMR National Animal Resource Facility for Biomedical Research (NARFBR), Hyderabad
- xvi. ICMR National Institute of Nutrition, Hyderabad
- xvii. ICMR National Institute of Research in Tribal Health, Jabalpur
- xviii. ICMR National Institute for Implementation Research on Non-Communicable Diseases, Jodhpur
- xix. ICMR-Centre for Ageing & Mental Health, Kolkata

- xx. ICMR National Institute of Cholera and Enteric Diseases, Kolkata
- xxi. ICMR - Centre for Research in Medical Entomology – VCRC, Madurai
- xxii. ICMR National Institute of Immunohematology, Mumbai
- xxiii. ICMR National Institute for Research in Reproductive and Child Health, Mumbai
- xxiv. ICMR National Institute of Cancer Prevention and Research (NICPR), Noida
- xxv. ICMR Rajendra Memorial Research Institute of Medical Sciences, Patna
- xxvi. ICMR Regional Medical Research Centre, Port Blair
- xxvii. ICMR Vector Control Research Centre, Puducherry
- xxviii. ICMR National AIDS Research Institute, Pune
- xxix. ICMR National Institute of Virology, Pune
- 2. National Ethics Committee Registry for Biomedical and Health Research (NECRBHR)

## 4.2. Business Rules and Mandates of the Department of Health Research

As per Allocation of Business Rules, 1961, the following ten (10) functions, plus the function of administering the ICMR have been allocated to the Department of Health Research.

1. Promotion and co-ordination of basic, applied, and clinical research including clinical trials and operational research in areas related to medical, health, biomedical and medical profession, and education through development of infrastructure, manpower and skills in cutting edge areas and management of related information thereto.
2. Promote and provide guidance on research governance issues, including ethical issues in medical and health research.
3. Inter-sectoral coordination and promotion of public - private - partnership in medical, biomedical and health research related areas.
4. Advanced training in research areas concerning medicine and health, including grant of fellowships for such training in India and abroad.
5. International co-operation in medical and health research, including work related to international conferences in related areas in India and abroad.
6. Technical support for dealing with epidemics and natural calamities.
7. Investigation of outbreaks due to new and exotic agents and development of tools for prevention.
8. Matters relating to Scientific societies and associations, Charitable and religious endowments in medicine and health research areas.
9. Coordination between organizations and institutes under the Central and State Governments in areas related to the subjects entrusted to the Department and for the promotion of special studies in medicine and health.
10. Indian Council of Medical Research.



## 4.3. Vision, Mission, and Objectives

The following table elaborates the mandate and objectives of the department which act as guiding markers for its functions.

|   |  |
|---|--|
| Vision <sup>1</sup>                           | <p><b>DHR:</b></p> <p>To bring <b>modern health technology to the people</b> through innovations related to diagnostic, treatment methods and vaccines for prevention; to <b>translate them into products</b> and processes and, in synergy with concerned organizations, introduce these innovations into public health service.</p> <p><b>ICMR:</b></p> <p>Translating Research into Action for Improving the Health of the Population.</p>  |
| Mission <sup>4</sup>                          | <p><b>ICMR:</b></p> <ul style="list-style-type: none"> <li>• <b>Generate</b>, manage, and disseminate new knowledge.</li> <li>• <b>Increase</b> focus on research on the health problems of the vulnerable, the disadvantaged and marginalized sections of the society.</li> <li>• <b>Harness</b> and encourage the use of modern biology tools in addressing health concerns of the country.</li> <li>• <b>Encourage</b> innovations and translation related to diagnostics, treatment, methods/ vaccines for prevention.</li> <li>• <b>Inculcate</b> a culture of research in academia especially medical colleges and other health research institutions by strengthening infrastructure and human resource.</li> </ul> |
| Mandate for the next 3 – 5 years <sup>2</sup> | <p><b>ICMR:</b></p> <ul style="list-style-type: none"> <li>• <b>Strengthen Health Research Capacity</b> – Skill Development for Cutting Edge Health Research and Research Leadership</li> <li>• <b>Rationalizing Data Systems and Providing Easy Access Research Platforms</b> – Platforms for Next Generation Medical Research: The Fourth Paradigm</li> <li>• <b>Leveraging Traditional Medicine</b> – Translational Research in Traditional Medicine for Trans-national Use</li> </ul>  |

<sup>1</sup> From DHR website: <https://dhr.gov.in/about-us/about-department> and from ICMR website: <https://main.icmr.nic.in/content/vision-mission>

<sup>2</sup> From the article: From ICMR Strategic Plan & Agenda 2030 document: [https://main.icmr.nic.in/sites/default/files/Books/ICMR\\_Strategic\\_plan.pdf](https://main.icmr.nic.in/sites/default/files/Books/ICMR_Strategic_plan.pdf)

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|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>• <b>Enable Evidence to Policy Translation</b> - Closing the Knowledge to Policy Gap</li> <li>• <b>Strengthen Program Implementation through Research</b> - Meeting the Unmet, Filling the Gaps, Sharpening Effective Delivery</li> </ul>   |
| Key Priorities Areas aligned National Priorities <sup>3</sup> | <ul style="list-style-type: none"> <li>• Promotion and co-ordination of basic, applied, and clinical research</li> <li>• Advanced training in research areas concerning medicine and health</li> <li>• International cooperation in medical and health research</li> <li>• Technical support for dealing with epidemics and natural calamities</li> <li>• Investigation of outbreaks due to new and exotic agents and development of tools for prevention</li> </ul> |
| Guiding Policies <sup>4</sup>                                 | <ul style="list-style-type: none"> <li>• National Health Research Policy</li> <li>• National Health Policy, 2017</li> </ul>  |

<sup>3</sup> From Secondary Research & Our Understanding of DHR, ICMR

<sup>4</sup> It's a non-exhaustive list and is taken from DHR Annual Report for FY2021-2022 and Secondary Research



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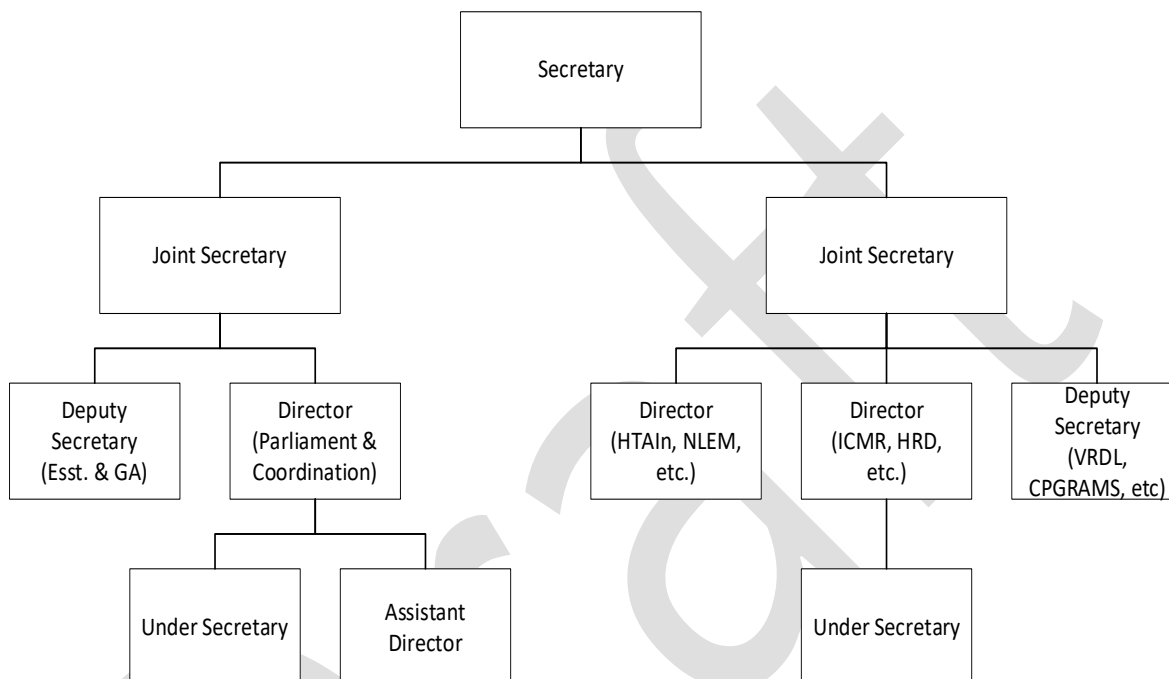
## 4.4. Goals of the Department vis-a-vis National Priorities of the Government of India

| Key Lens            | Department's efforts and purpose in this key lens   | Schemes focusing on this key lens  |
|---------------------|---|--|
| National Priorities | <ul style="list-style-type: none"> <li>• <b>To increase the overall availability of trained personnel for health research</b> from medical colleges across the country through scholarships, fellowships and career advancement scheme etc. for faculty and young medical doctors and other scientists to take up medical and health research as a career.</li> <li>• <b>Providing training to health professionals</b></li> <li>• To focus on the creation of a cadre of trained medical/health researchers in specific identified priority areas of health research</li> <li>• <b>To establish suitable online teaching and learning facilities</b> to facilitate training in health research in various subjects in a more effective manner and for promoting biomedical/health research.</li> <li>• <b>Continual improvement in quality systems</b> in public health laboratories for viral diagnosis.</li> <li>• <b>To support and encourage focused and deliverable research</b> for estimation of disease burden/ development of new technologies/process, diagnostics, to address health research issues for affordable healthcare in the country.</li> <li>• <b>To support studies on the issues pertaining to technology access</b> particularly in the context of Gender &amp; Child health care and under privileged.</li> <li>• <b>Ensuring geographical spread of health research</b> infrastructure in the country</li> <li>• <b>To encourage and strengthen an environment of research in Medical Colleges</b></li> <li>• <b>To ensure the geographical spread of health research infrastructure</b>, in order to cover un-served and under-served Medical Colleges and other institutions</li> </ul> | <ul style="list-style-type: none"> <li>• Human Resource Development for Health Research (<b>HRD</b>)</li> <li>• Establishment of a network of Laboratories for managing epidemics and Natural Calamities (<b>VRDL</b>)</li> <li>• Grant-in-aid (<b>GIA</b>) Scheme for Inter - Sectoral Convergence &amp; Coordination for Promotion and Guidance on Health Research</li> <li>• Establishment of Model Rural Health Research Units (<b>MRHRU</b>) in the States</li> <li>• Establishment of Multi-Disciplinary Research Units (<b>MRU</b>) in Government Medical colleges - Research Institutions</li> </ul> |

## 4.5. Organogram of the Department and Work Allocation

### 4.5.1.1. Department of Health Research<sup>5</sup>

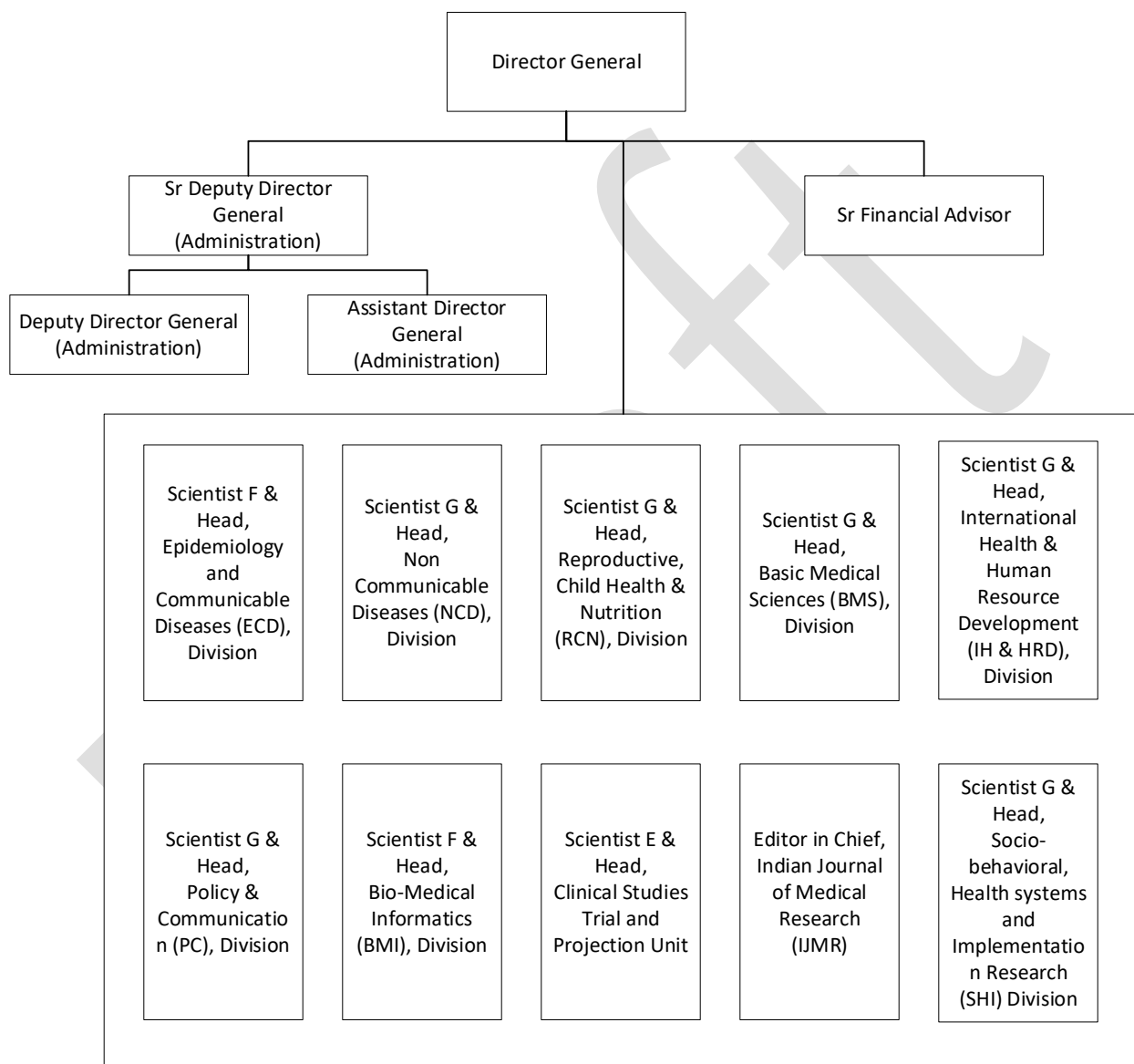
The following diagram shows the organogram of the Department of Health Research covering all the unique roles.



<sup>5</sup> From Department of Health Research website: <https://dhr.gov.in/about-us/organizational-chart>

## 4.5.1.2. Indian Council of Medical Research<sup>6</sup>

The following diagram shows the organogram of the Indian Council of Medical Research covering all the unique roles



<sup>6</sup> From ICMR website: <https://main.icmr.nic.in/content/administrative-setup>

## 4.6. Schemes & Divisions

The programmes and schemes of the Department/ ICMR have been tailored to achieve the objectives enumerated in the vision. The schemes/ programmes that are being managed by each division/ unit are summarized below:

| Scheme       | Human Resource Development for Health Research (HRD)  |
|--------------|---|
| Stakeholders | Health researchers and Students opting their career in health research  |
| Description  | <ul style="list-style-type: none"> <li>This scheme is intended to create a pool of talented health research personnel in the country</li> <li>By upgrading skills of faculty of Medical Colleges/Institutes, mid - career Scientists, medical students, etc., by specialized training in priority areas of health research</li> <li>In leading national and international institutions, encourage and support the trainees to develop and take up research projects for addressing critical national and local health problems</li> </ul>   |
| Objectives   | <ul style="list-style-type: none"> <li>To increase the overall availability of trained personnel for health research from medical colleges across the country.</li> <li>To focus on the creation of a cadre of trained medical/health researchers in specific identified priority areas of health research</li> <li>To create, support, nurture and encourage the trainees from these medical colleges to forge linkages with other scientists from universities, research institutes etc. to develop multidisciplinary and multi-sectoral teams necessary for addressing critical national and local health problems.</li> <li>To establish suitable online teaching and learning facilities to facilitate training in health research in various subjects in a more effective manner and for promoting biomedical/health research.</li> </ul> |

| Scheme       | Establishment of a network of Laboratories for managing epidemics and Natural Calamities (VRDL)  |
|--------------|--|
| Stakeholders | All citizens of India and Health Researchers   |
| Description  | Establishing Virology labs to identify viruses before they spread out to vast population   |
| Objectives   | <ul style="list-style-type: none"> <li>Creating infrastructure for timely identification of viruses and other agents causing morbidity significant at public health level, causing epidemics and/or bioterrorism.</li> <li>Developing capacity for identification of novel and unknown viruses and other organisms and emerging/ re-emerging viral strains and develop diagnostic kits.</li> </ul> |

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| Scheme | Establishment of a network of Laboratories for managing epidemics and Natural Calamities (VRDL)   |
|--------|---|
|        | <ul style="list-style-type: none"> <li>• Providing training to health professionals.</li> <li>• Undertaking research for identification of emerging and newer genetically active/modified agents.</li> <li>• Continual improvement in quality systems in public health laboratories for viral diagnosis.</li> </ul> |

| Scheme       | Grant-in-aid (GIA) Scheme for Inter -Sectoral Convergence & Coordination for Promotion and Guidance on Health Research  |
|--------------|---|
| Stakeholders | Health researchers in the country   |
| Description  | To encourage convergence amongst various departments in the country to take up multi-disciplinary projects  |
| Objective    | <ul style="list-style-type: none"> <li>• To support and encourage focused and deliverable research for estimation of disease burden/ development of new technologies/process, diagnostics, etc.</li> <li>• To support studies on the issues pertaining to technology access particularly in the context of Gender &amp; Child health care and under privileged.</li> <li>• Translation of leads into products &amp; processes for adoption in public health systems.</li> <li>• Development of collaborative health research projects involving different Science &amp; Technology departments/organizations.</li> <li>• To evaluate the existing processes/ products/ technologies for their comparative cost effectiveness to save public expenditure.</li> </ul> |

| Scheme       | Establishment of Model Rural Health Research Units (MRHRU) in the States  |
|--------------|---|
| Stakeholders | Health Researchers and citizens of India  |
| Description  | <p>The scheme involves in:</p> <ul style="list-style-type: none"> <li>• Creation of clinical trial network</li> <li>• Multi-Centric Research Projects</li> </ul>                        |
| Objectives   | <ul style="list-style-type: none"> <li>• Creating infrastructure for transfer of technology to the rural level for improving quality of health services to rural population.</li> </ul> |

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| Scheme | Establishment of Model Rural Health Research Units (MRHRU) in the States  |
|--------|---|
|        | <ul style="list-style-type: none"> <li>Ensuring an interface between the New Technology Developers, Health System Operators and the Beneficiaries.</li> <li>Ensuring geographical spread of health research infrastructure in the country.</li> </ul> |

| Scheme       | Establishment of Multi-Disciplinary Research Units (MRU) in Government Medical colleges – Research Institutions  |
|--------------|--|
| Stakeholders | Students opting their career in Health Research and Health Researchers   |
| Description  | <ul style="list-style-type: none"> <li>To promote and encourage quality medical research in the Medical Colleges/Institutions.</li> <li>To constitute local research advisory committees for identifying the research priorities and projects with participation of State health system officials.</li> <li>To undertake research in non-communicable diseases and other need-based research as recommended by the Local Research Advisory Committee.</li> </ul>   |
| Objectives   | <ul style="list-style-type: none"> <li>To encourage and strengthen an environment of research in Medical Colleges</li> <li>To bridge the gap in the infrastructure which inhibits health research in the Medical Colleges by assisting them to establish multidisciplinary research facilities with a view to improve the health research and health services.</li> <li>To ensure the geographical spread of health research infrastructure, to cover un-served and under-served Medical Colleges and other institutions</li> <li>To improve the overall health status of the population by creating evidence-based application of diagnostic procedures/processes/methods.</li> </ul> |

| Scheme       | Health Technology Assessment in India (HTAI)   |
|--------------|--|
| Stakeholders | All citizens of India and policy makers for health care.   |
| Description  | <ul style="list-style-type: none"> <li>This scheme is under Human Resource and Capacity Building Scheme</li> <li>This scheme facilitates the process of transparent and evidence-informed decision making in the field of healthcare.</li> </ul> |

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| Scheme     | Health Technology Assessment in India (HTAI <sub>n</sub> )  |
|------------|---|
|            | <ul style="list-style-type: none"> <li>HTAI<sub>n</sub> is entrusted with the responsibility to analyse health technologies.</li> </ul>   |
| Objectives | <ul style="list-style-type: none"> <li>To undertake HTA studies aiming at maximizing health in the population, reducing out of pocket expenditure (OOP) and reducing inequity.</li> <li>To support the process of decision-making in health care at the Central and State policy level by providing reliable information based on scientific evidence.</li> <li>Develop systems and mechanisms to assess new and existing health technologies by a transparent and inclusive process.</li> <li>To appraise health interventions and technologies based on available data on resource use, cost, clinical effectiveness, and safety.</li> <li>To collect and analyse evidence in a systematic and reproducible way and ensure its accessibility and usefulness to inform health policy.</li> <li>Disseminate research findings and resulting policy decisions to educate and empower the public to make better informed decisions for health.</li> </ul> |

| Scheme       | DHR-ICMR Advanced Molecular Oncology Diagnostic Services (DIAMOnDS)  |
|--------------|--|
| Stakeholders | All citizen of India and health researchers  |
| Description  | To decrease the Cancer Burden in India by encouraging the research in areas such as Breast Cancer, Lung Cancer, other cancer care services.  |
| Objectives   | <ul style="list-style-type: none"> <li>Encourage and strengthen diagnostic research in the field of oncology.</li> <li>To provide free of cost onychopathology diagnostic services to cancer patients.</li> <li>Bridge the gap in the infrastructure which is inhibiting poor cancer patients in availing cancer diagnostic services by establishing DIAMOnDS lab facilities with a view to improving the diagnostic services in the field of oncopathology.</li> <li>To ensure the geographical spread of oncopathology diagnostic services, in order to cover un-served and under-served cancer patients.</li> <li>To improve the overall health status of the population by creating evidence-based application of diagnostic procedures/ processes/ methods through research.</li> </ul> |

## Divisional Roles in ICMR<sup>7</sup>

The divisions which have distinct roles to play in the overall functioning of the ICMR are mentioned below. Each division is responsible for separate focus areas and works to forward those initiatives. While building the ACBP for the department, it is essential to understand & assess the role and functioning of each division.

| Division | Epidemiology and Communicable Diseases (ECD), Division   |
|----------|--|
| Roles    | <ul style="list-style-type: none"> <li>In charge of guiding the country's scientific and medical response to communicable diseases in the country</li> <li>Also includes COVID-19 &amp; monkeypox</li> </ul> |

| Division | Non-Communicable Diseases (NCD), Division   |
|----------|---|
| Roles    | <ul style="list-style-type: none"> <li>In charge of guiding the country's scientific and medical response to non-communicable diseases in the country</li> <li>Includes research dedicated to Cancer Prevention (Oral, Breast, Cervical, etc.), use of Smokeless Tobacco, Diabetes, Cardiovascular diseases, Neurosciences, etc.</li> </ul> |

| Division | Reproductive, Child Health & Nutrition (RCN), Division   |
|----------|--|
| Roles    | <ul style="list-style-type: none"> <li>In charge of guiding the country's scientific and medical response to reproductive, child health &amp; nutrition related diseases in the country</li> <li>Includes research dedicated to reproduction &amp; maternal health, genetics, reproductive cancer, eating habits during pregnancy &amp; of children, etc.</li> <li>Provides health education to pregnant women, conducts health surveys</li> </ul> |

| Division | Basic Medical Sciences (BMS), Division   |
|----------|--|
| Roles    | <ul style="list-style-type: none"> <li>In charge of guiding the country's scientific and medical response to basic medical sciences in the country</li> <li>Includes research dedicated to sickle cells, immunity, cytogenetics, COVID 19, etc.</li> </ul> |

<sup>7</sup> From ICMR Annual Report FY2020-21



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| Division | International Health & Human Resource Development (IH & HRD), Division  |
|----------|---|
| Roles    | <ul style="list-style-type: none"> <li>• Co-coordinates international collaboration in biomedical research between India and other countries as well as with national &amp; international agencies such as Ministries of Health &amp; Family Welfare and Science &amp; Technology, Indian and foreign missions and WHO etc.</li> <li>• Oversees ICMR-DHR International Fellowship Programme</li> <li>• Oversees the human resource development in health research in the country</li> </ul> |

| Division | Socio-behavioral, Health systems and Implementation Research (SHI) Division  |
|----------|--|
| Roles    | <ul style="list-style-type: none"> <li>• Performs research on the effect of socio-behavioral effects on the psychological and neurological health of individuals in India</li> <li>• Studying the health care of tribal population</li> <li>• Research on health systems on road traffic injuries</li> </ul> |

| Division | Policy & Communication (PC), Division   |
|----------|---|
| Roles    | <ul style="list-style-type: none"> <li>• Responsible for               <ul style="list-style-type: none"> <li>○ Policy Making</li> <li>○ Implementation of policies</li> <li>○ Policy Translation</li> <li>○ Providing policy documents &amp; briefs</li> </ul> </li> </ul> |

| Division | Bio-Medical Informatics (BMI), Division  |
|----------|--|
| Roles    | <ul style="list-style-type: none"> <li>• Deals with data management and dissemination</li> <li>• Validated the COVID 19 test kits, overseen the quality of COVID 19 testing labs</li> <li>• Provided COVID 19 APIs to state governments</li> </ul> |

| Division | Clinical Studies Trial and Projection Unit |
|----------|--|
|----------|--|

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|              |   |
|--------------|---|
| <b>Roles</b> | Supports other division in ICMER in performing their duties and also oversees the clinical study trails |
|--------------|---|

|                 |   |
|-----------------|---|
| <b>Division</b> | <b>Indian Journal of Medical Research (IJMR)</b>        |
| <b>Roles</b>    | Publishes the articles and journals in medical research |

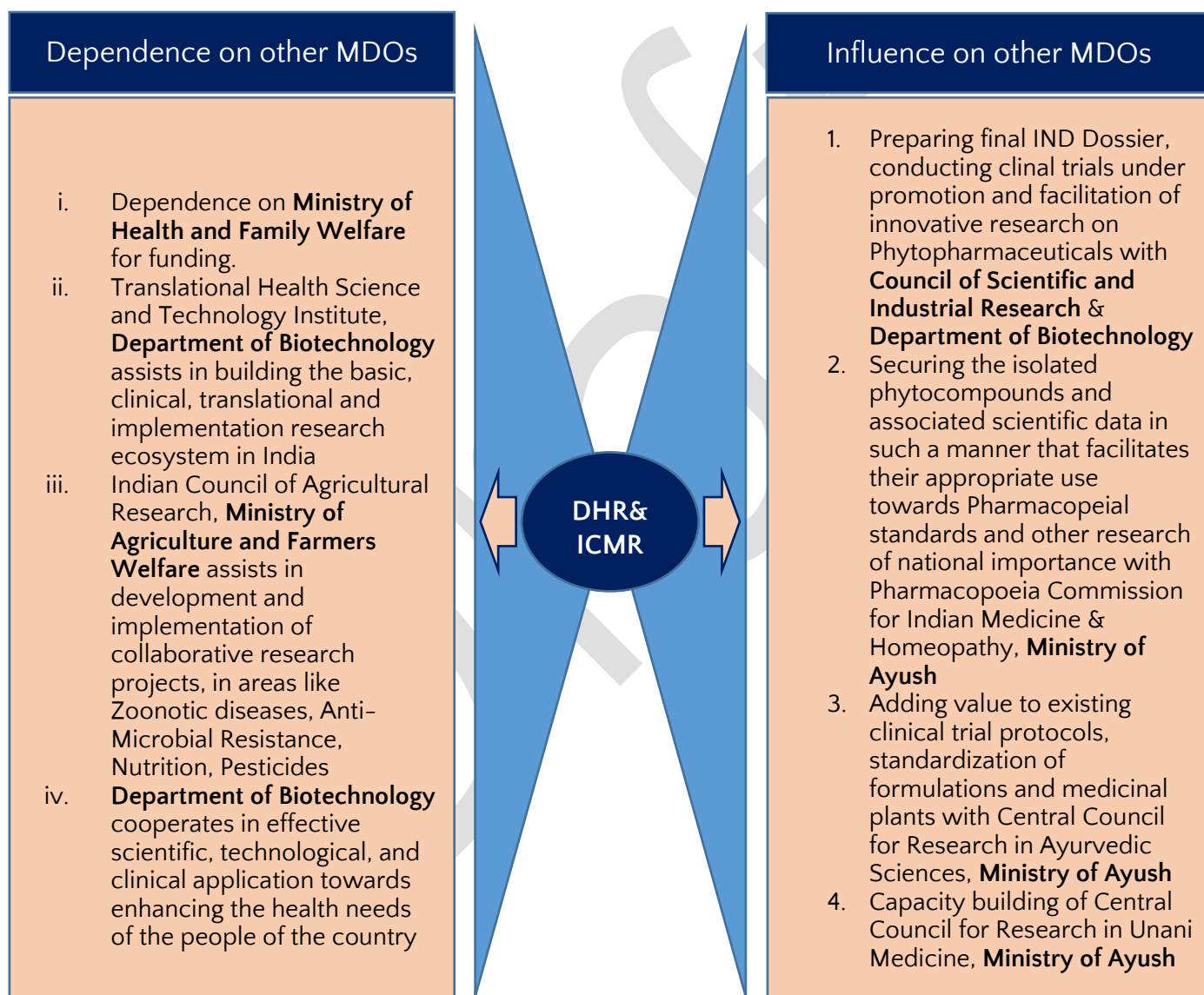
## 4.7. DHR & ICMR Activities mapped to the three lenses

### 4.7.1. Citizen centricity

| Key Lens           | Department's efforts and purpose in this key lens   | Schemes focusing on this key lens  |
|--------------------|---|--|
| Citizen Centricity | <ul style="list-style-type: none"> <li>• <b>E-Hastakshar</b> offers an online platform to citizens for instant signing of their documents securely in a legally acceptable form.</li> <li>• <b>Creating infrastructure for timely identification of viruses</b> and other agents causing morbidity significant at public health level and specifically agents causing epidemics and/ or potential agents for bioterrorism.</li> <li>• <b>Translation of leads into products &amp; processes</b> for adoption in public health systems.</li> <li>• <b>To evaluate the existing processes/ products/ technologies</b> for their comparative cost effectiveness to <b>save public expenditure</b>.</li> <li>• <b>Creating infrastructure for transfer of technology to the rural level</b> for improving quality of health services to rural population</li> <li>• <b>To undertake HTA studies aiming at maximizing health</b> in the population, reducing out of pocket expenditure (OOP) and reducing inequity.</li> <li>• <b>To provide free of cost oncopathology diagnostic services to cancer patients.</b></li> </ul> | <ul style="list-style-type: none"> <li>• Establishment of a network of Laboratories for managing epidemics and Natural Calamities Virus Research and Diagnostic Laboratory (<b>VRDL</b>)</li> <li>• Grant-in-aid (<b>GIA</b>) Scheme for Inter - Sectoral Convergence &amp; Coordination for Promotion and Guidance on Health Research</li> <li>• Establishment of Model Rural Health Research Units (<b>MRHRU</b>) in the States</li> <li>• <b>HTAI</b>n (Health Technology Assessment in India)</li> <li>• DHR-ICMR Advanced Molecular Oncology Diagnostic Services (<b>DIAMOnDS</b>)</li> </ul> |

## 4.7.2. Intersectoral Convergence of ICMR & DHR with Other MDOs

There are many MDOs in India and sometimes they work in collaboration with other MDOs to exhibit inter sectoral results which cannot be achieved by any single MDO. After scanning through all the MoUs by DHR & ICMR, it is observed that DHR & ICMR depends on a few MDOs and influence a few, a non-exhaustive list of such MDOs and the dependence/influence is listed out in the following illustration



## 4.7.3. Technology Use in the Department (both present and emerging)

| Key Lens              | Department's efforts and purpose in this key lens  | Schemes focusing on this key lens   |
|-----------------------|--|---|
| Emerging Technologies | <ul style="list-style-type: none"> <li>• <b>Drone-based delivery of COVID-19 Vaccine</b></li> <li>• <b>To ensure the geographical spread of onychopathology diagnostic services</b>, in order to cover un-served and under-served cancer patients.</li> <li>• <b>To improve the overall health status of the population by creating evidence-based application</b> of diagnostic procedures/processes/methods through research.</li> <li>• <b>Develop systems and mechanisms to assess new and existing health technologies</b> by a transparent and inclusive process.</li> <li>• <b>To appraise health interventions</b> and technologies based on available data on resource use, cost, clinical effectiveness, and safety.</li> <li>• Disseminate research findings and resulting policy decisions to educate and empower the public to make better informed decisions for health.</li> <li>• <b>To bridge the gap in the infrastructure</b> which inhibits health research in the Medical Colleges by assisting them to establish multidisciplinary research facilities with a view to improve the health research and health services.</li> <li>• <b>To support studies on the issues pertaining to technology access</b> particularly in the context of Gender &amp; Child health care and under privileged.</li> <li>• <b>Translation of leads into products &amp; processes</b> for adoption in public health systems.</li> <li>• <b>Development of collaborative health research projects</b> involving different Science &amp; Technology departments/organizations.</li> <li>• <b>Undertaking research for identification of emerging and newer genetically active/modified agents.</b></li> </ul> | <ul style="list-style-type: none"> <li>• DHR-ICMR Advanced Molecular Oncology Diagnostic Services (DIAMOnDS)</li> <li>• <b>HTAI (Health technology Assessment in India)</b></li> <li>• Establishment of Multi-Disciplinary Research Units (MRU) in Government Medical colleges - Research Institutions</li> <li>• Grant-in-aid (GIA) Scheme for Inter - Sectoral Convergence &amp; Coordination for Promotion and Guidance on Health Research</li> <li>• Establishment of a network of Laboratories for managing epidemics and Natural Calamities (VRDL)</li> </ul> |

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| Key Lens | Department's efforts and purpose in this key lens | Schemes focusing on this key lens |
|----------|---|-----------------------------------|
|          |   |                                   |

Under Digital India program, Department of Health Research has taken various initiatives towards e-governance for delivering information and services online to its stakeholders. The following are the current technologies that are being used in Department of Health Research

| Technology used  | Description   |
|--|---|
| e-Governance   | <ul style="list-style-type: none"> <li>Government e-Marketplace (GeM) is a paperless, cashless and system driven e- market place that enables procurement of common use goods and services with minimal human interface.</li> <li>Using the latest e-Office version, designed, and developed by the National Informatics Centre, for online processing of receipts and files.</li> <li>e-Hastakshar offers an online platform to citizens for instant signing of their documents securely in a legally acceptable form (digital portal of National Ethics committee registry for Biomedical and Health Research (NAITIK portal))</li> <li>Aadhar based Biometric Attendance System is being used in the Department.</li> <li>Official e-mail id of all staff members has been created under the Government of India e-mail services and are used for all official communication.</li> <li>VPN facility has been provided to the officers/officials of DHR to facilitate work from home.</li> <li>During COVID pandemic, meetings and conferences are arranged on virtual basis.</li> <li>An inventory status module was integrated in the COVID-19 India portal of MoHFW to collect COVID-19 inventory status of all States/Union Territories.</li> </ul> |
| Technology that affects the stakeholders of the department | <ul style="list-style-type: none"> <li>Drone based delivery of COVID 19 vaccine</li> <li>Applications under the GIA and HRD schemes can be submitted online in an easy and transparent mode</li> <li>The National Apex Committee for Stem Cell Research and Therapy (NAC-SCRT) was upgraded to a completely online portal to receive and process application submissions from institutional committee for stem cell research (IC-SCR) across the country</li> <li>ICMR developed provisions for easy access and download of COVID-19 testing reports for citizens through the ICMR COVID-19 report portal securely through registered mobile number</li> </ul>  |

## 4.7.4. Sectoral Trends<sup>8</sup>

This section focuses on the trends in the health sector

| Trends in Sector        | Description   |
|-------------------------|---|
| Telehealth <sup>9</sup> | <ul style="list-style-type: none"> <li>• Telehealth is extremely efficient in saving the time and stress of both the physician and the patients.</li> <li>• Doctors can follow up with the patients virtually, which reduces the strain of last-minute appointments.</li> <li>• Telehealth is expected to rise from \$79.79 billion in 2020 to \$396.76 billion in 2027, according to forecasts. This number is 38 times larger than it was before the COVID 19.</li> </ul>   |
| IoT & wearables         | <ul style="list-style-type: none"> <li>• Digital health is gradually occupying a significant position in daily lives, making it a worthy tool in medical device trends for 2022.</li> <li>• Wearables and smart devices can keep track of patients' every movement such as the sleep pattern, heart rate, calorie intake, or period of exercise.</li> <li>• This can help caregivers to get a clear picture of the patient's status and modify them accordingly.</li> <li>• From 2021 to 2028, the global wearable sensors market is estimated to grow at a CAGR of 29.3%, from USD 660.89 million in 2020 to USD 5,208.05 million in 2028.</li> </ul>  |
| Precision Medicine      | <ul style="list-style-type: none"> <li>• Precision medicine comes from the idea of treating each patient as a unique individual. Advancements in Omics and data analysis are providing new insights into how the human body responds to drugs.</li> <li>• Drug exposure models determine the pharmacokinetic and pharmacodynamic properties of drugs for arriving at the right dosage for drugs based on age, sex, comorbidities, and other clinical parameters.</li> <li>• Start-ups make use of population pharmacokinetics, as well as scientific literature data, for real-time prediction of efficacy and drug interaction, on everyone</li> <li>• Doctors can administer the right therapy to the right patient at the right time</li> <li>• Medical experts try to incorporate genetics into the process of creating targeted therapies and personalized treatments</li> </ul> |

<sup>8</sup> It's a non-exhaustive list

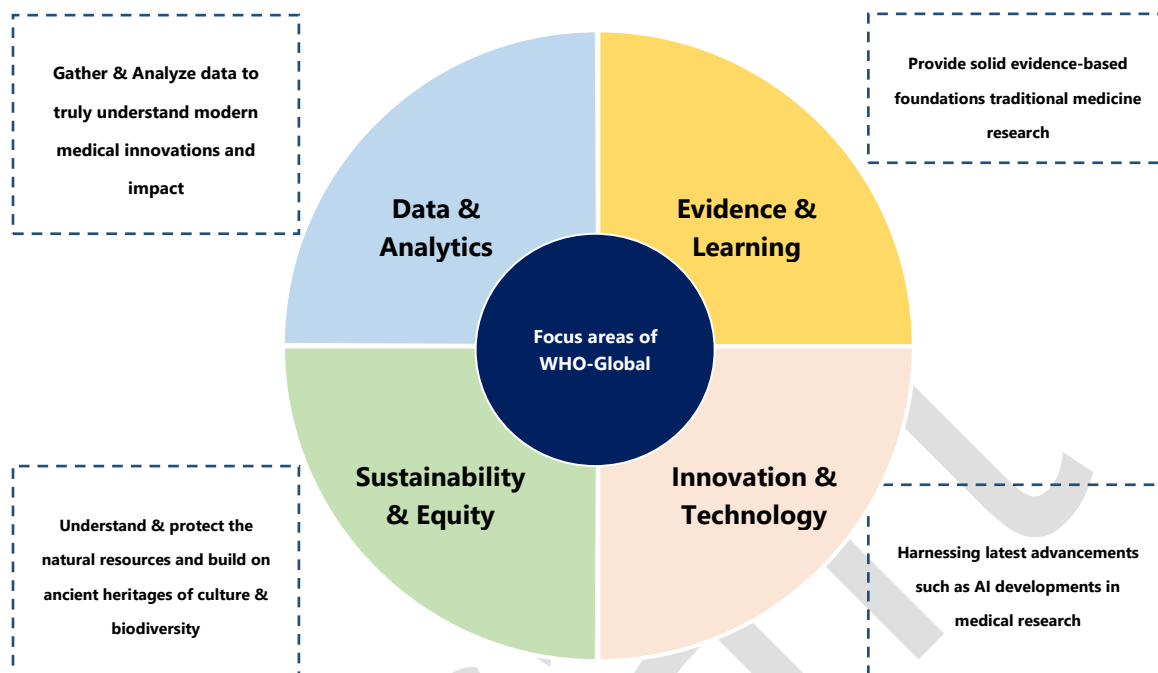
<sup>9</sup> From the articles: <https://www.cognihab.com/blog/healthcare-technology-trends/>  
<https://explodingtopics.com/blog/healthcare-trends>  
<https://mobidev.biz/blog/technology-trends-healthcare-digital-transformation>



| Trends in Sector         | Description  |
|--------------------------|--|
|                          | <ul style="list-style-type: none"> <li>The problem for manufacturers is that a smaller quantity of medication is produced, which means there is more than one treatment variation. Notably, the production of precision medicine requires facilities that are specialized and smaller than most factories</li> </ul>   |
| Artificial Intelligence  | <ul style="list-style-type: none"> <li>Use of AI in               <ul style="list-style-type: none"> <li>By improved information processing and decision making, AI is widely being used in Diagnosis &amp; Drug Improvement</li> <li>AI is being used to study the use of social media on mental health, mental illness caused by chemical changes in the brain, to analyse human speech and identify the mental health before hand</li> <li>AI is being increasing used for cancer diagnostics</li> </ul> </li> </ul>  |
| More advancements in R&D | <ul style="list-style-type: none"> <li>Effort to achieve greater effectiveness and efficiency in meeting the needs of patients while also protecting the bottom line</li> <li>To identify medications that can improve patients' experience and quality of life in a more meaningful way</li> <li>To move up the value chain, the pharma industry needs to focus on innovation</li> <li>Pharma companies are also expected to put more focus on the usage of technology, biological sciences, and cell and gene therapy, as part of the trend</li> <li>Gene and cell therapies, for example, are proving successful in the treatment of cancers and hereditary conditions</li> </ul> |



## 4.8. International Best Practices



| Country             | Institution                                | International Best Practices in Annual Capacity Building  | Best Practices in Medical Research   |
|---------------------|--|---|--|
| China <sup>10</sup> | Traditional Chinese Medicine (TCM) Program | <ul style="list-style-type: none"> <li>Explore integrative healthcare approaches by combining TCM with modern medicine for holistic patient care. g</li> <li>Foster partnerships with TCM experts and institutions to transfer knowledge and support research projects on TCM efficacy and safety.</li> <li>Conduct workshops promoting preventive healthcare practices based on TCM principles.</li> </ul> | <ul style="list-style-type: none"> <li>Efficacy and safety of Traditional Chinese Medicine interventions. Integrative medicine approaches for chronic disease management.</li> <li>Herbal medicine and natural products research.</li> <li>Acupuncture and traditional therapies for pain management. Traditional medical interventions for mental health and well-being.</li> </ul> |

<sup>10</sup> [National Administration of Traditional Chinese Medicine \(NATCM\)](#)

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| Country              | Institution                                   | International Best Practices in Annual Capacity Building   | Best Practices in Medical Research  |
|----------------------|---|--|---|
| France <sup>11</sup> | Agence Nationale de la Recherche (ANR)        | <ul style="list-style-type: none"> <li>Foster research capacity in healthcare professionals through funding opportunities.</li> <li>Leverage ANR's expertise for evidence-based healthcare training and innovative service delivery and medical research. Offer workshops on research design, grant writing, and scientific communication to strengthen research capabilities.</li> </ul>  | <ul style="list-style-type: none"> <li>Biomedical research for personalized medicine and targeted therapies.</li> <li>Health technology assessment and evaluation of medical devices.</li> <li>Public health research on infectious diseases and prevention strategies.</li> <li>Innovative clinical trial methodologies and evidence synthesis techniques.</li> <li>Research on health disparities and healthcare equity.</li> </ul> |
| Global               | World Health Organization (WHO) <sup>12</sup> | <ul style="list-style-type: none"> <li>Align capacity building initiatives with global health standards.</li> <li>Address specific healthcare challenges through international projects.</li> <li>Provide disaster preparedness training and participate in WHO-led webinars for sharing knowledge with the global health community.</li> <li>Facilitate research projects and encourage contributions to international medical research efforts.</li> </ul> | <ul style="list-style-type: none"> <li>Global epidemiological studies and disease surveillance research.</li> <li>Research on emerging infectious diseases and pandemic preparedness.</li> <li>Health systems strengthening and universal health coverage. Maternal and child health research for improved outcomes.</li> <li>Non-communicable disease prevention and control strategies.</li> </ul>                                  |
| United Kingdom       | National Health Service (NHS) <sup>13</sup>   | <ul style="list-style-type: none"> <li>Focus on evidence-based medical training and education for healthcare professionals' skill improvement.</li> <li>Emphasize continuous professional development and</li> </ul>   | <ul style="list-style-type: none"> <li>Clinical trials and research on innovative medical treatments and interventions.</li> </ul>  |

<sup>11</sup> [Official website of Agence Nationale de la Recherche \(ANR\)](#)

<sup>12</sup> [Official website of the World Health Organization \(WHO\)](#)

<sup>13</sup> [National Health Service \(NHS\)](#)

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| Country               | Institution  | International Best Practices in Annual Capacity Building  | Best Practices in Medical Research   |
|-----------------------|--|---|--|
|                       |  | <ul style="list-style-type: none"> <li>collaboration with international experts for knowledge exchange.</li> <li>Integrate research methodology and critical appraisal training to foster evidence-based practice and medical research.</li> <li>Prioritize capacity building for primary care providers, specialists, and healthcare administrators.</li> </ul>  | <ul style="list-style-type: none"> <li>Healthcare quality improvement and patient safety research.</li> <li>Mental health research and strategies for mental well-being.</li> <li>Health informatics and digital health research for improved healthcare delivery.</li> <li>Research on preventive medicine and public health interventions.</li> </ul>  |
| <b>United Kingdom</b> | National Institute for Health and Care Excellence (NICE) <sup>14</sup> | <ul style="list-style-type: none"> <li>Tailor evidence-based training for healthcare professionals and organizations.</li> <li>Incorporate health technology assessment training to support efficient resource allocation in healthcare.</li> <li>Foster partnerships with NICE for insights into healthcare quality improvement and patient safety best practices.</li> <li>Integrated NICE's quality standards into capacity building efforts for excellence in healthcare service delivery.</li> </ul> | <ul style="list-style-type: none"> <li>Health economics and cost-effectiveness research for healthcare interventions.</li> <li>Health technology assessment and evaluation of medical innovations.</li> <li>Clinical guideline development and evidence synthesis in various medical specialties.</li> <li>Health policy research and impact evaluation of healthcare programs.</li> <li>Research on patient-centred care and shared decision-making.</li> </ul> |
| <b>United Kingdom</b> | National Institute for Health Research (NIHR) <sup>15</sup>            | <ul style="list-style-type: none"> <li>Strengthen research capacity in the healthcare workforce through collaboration and funding opportunities.</li> <li>Incorporated NIHR-funded research findings into training</li> </ul>   | <ul style="list-style-type: none"> <li>Clinical and translational research in various medical disciplines.</li> <li>Health services research and health system improvement studies.</li> </ul>   |

<sup>14</sup> [National Institute for Health and Care Excellence \(NICE\)](#)

<sup>15</sup> [Official website of the National Institute for Health Research \(NIHR\)](#)

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| Country              | Institution   | International Best Practices in Annual Capacity Building   | Best Practices in Medical Research   |
|----------------------|---|--|--|
|                      |   | <p>modules for evidence-based practice.</p> <ul style="list-style-type: none"> <li>Engage with NIHR's research networks to facilitate knowledge exchange and interdisciplinary learning.</li> <li>Promote a research culture within the organization and emphasize research dissemination and knowledge translation skills.</li> </ul>   | <ul style="list-style-type: none"> <li>Research on innovative medical technologies and interventions.</li> <li>Research on rare diseases and orphan drug development.</li> <li>Evidence synthesis and meta-analysis in medical research.</li> </ul>  |
| <b>United States</b> | Centre for Disease Control and Prevention (CDC) <sup>16</sup> | <ul style="list-style-type: none"> <li>Conduct workshops and training sessions on disease prevention and control measures.</li> <li>Enhance public health officials' ability to respond to health emergencies through capacity building.</li> <li>Provide guidance on surveillance and data analysis to improve preparedness and response to disease outbreaks.</li> <li>Collaborate with global health organizations for expertise exchange and strengthen medical research capabilities in public health professionals.</li> </ul> | <ul style="list-style-type: none"> <li>Epidemiological research and surveillance on infectious diseases.</li> <li>Public health interventions for disease prevention and control. Research on vaccine development and immunization strategies.</li> <li>Environmental health research and exposure assessment studies.</li> <li>Emerging pathogens and zoonotic disease research.</li> </ul> |

<sup>16</sup> [Centers for Disease Control and Prevention \(CDC\)](https://www.cdc.gov/)

## 4.9. Future Roadmap of the Department under lenses of National Priorities, Technology, Citizen Centricity

The below table mentions the future road map of ICMR for the vision 2030.

| Phase          | Objective  | Outcome  | Lens               |
|----------------|--|--|--------------------|
| <b>Phase 1</b> | <ul style="list-style-type: none"> <li>ICMR Academy producing 100 Ph.Ds. per year</li> <li>ICMR Regional Hubs/Training Centres training 5000 health personnel per year</li> <li>ICMR is involved in at least 10 action-oriented research</li> <li>ICMR is guiding to produce at least 300-500 A star Scientists in the area of health research in the country</li> </ul> | 30% Increase in national health research output in terms of publications compared to 2016 baseline (Scopus Index). | National Priority  |
| <b>Phase 2</b> | <ul style="list-style-type: none"> <li>ICMR Data Policy is being implemented effectively in intramural and extramural research</li> <li>ICMR carrying out 7-10 big data analytics</li> <li>ICMR Data Repositories/Data Warehouse helping to analyze the ICMR data and recommending policy formulation for at least 4-5 diseases.</li> </ul>                              | Health data analytics being used to change policies.   | Technology         |
| <b>Phase 3</b> | <ul style="list-style-type: none"> <li>At least one new drug lead from traditional medicine successfully evaluated</li> <li>Establishment of research collaboration with key AYUSH stakeholders</li> <li>Development of policy, guidelines, compendium, monographs, quality standards, partnerships in the area of traditional medicine</li> </ul>                       | Validation and global acceptance of at least 10 AYUSH products   | Citizen Centricity |

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| Phase          | Objective   | Outcome   | Lens              |
|----------------|---|---|-------------------|
| <b>Phase 4</b> | <ul style="list-style-type: none"> <li>ICMR Evidence to Policy Unit submitting at least 5 policy briefs per year for policy uptake</li> <li>All ICMR Institutes and approximately 500 professionals trained in conducting of systematic reviews and economic analyses.</li> <li>MTAB- Validating and recommending 10-20 new health technologies per year</li> </ul>   | Health programs and policies in India are based on evidence/technology assessment | Technology        |
| <b>Phase 5</b> | <ul style="list-style-type: none"> <li>ICMR Policy with Public Private Partnership is in place</li> <li>ICMR permanent centers are being established in 10 medical colleges for collaborative research At least five successful innovations/intervention models disseminated to other parts of the country</li> <li>Five Mission Mode Mega Projects guiding national program for diseases identified for elimination</li> </ul> | Achieve SDGs by implementing evidenced based policies.                            | National Priority |

## 4.10. Current Training Management System of the Department/ ICMR

The following tables depicts the existing Capacity Building Programs in the department:

|   |  |
|---|--|
| Legacy Capacity Building Programs                 | <p>ICMR institutions provide trainings to non-ICMR institutions</p> <p>Some of the largest institutes in ICMR are:</p> <ol style="list-style-type: none"> <li>1. NIV Pune (425 regular staff + 400 project staff)</li> <li>2. NIRT Chennai</li> <li>3. NII Hyderabad</li> <li>4. NICED Kolkata</li> <li>5. NIE Chennai (offers a number of online certificate courses on Health Research fundamentals, Biomedical Research)</li> </ol> <p>Trainings are given to specific scientists based on their specializations and most of the cases the director nominates them</p> <p>Induction program provided by ICMR to their staff:</p> <ol style="list-style-type: none"> <li>1. 2-weeks trainings by Gol</li> <li>2. 1-week training on the lab work</li> <li>3. 1-week training on the field work</li> </ol> <p>In case, certain roles don't involve field work, for them 2-weeks of training is provided on lab work</p> <p>Training conducted by ISTM needs to be mandatorily attended by the staff on elevation from one role to another.</p> <ol style="list-style-type: none"> <li>1. ASO level - Foundation training course (conducted 3 months prior to posting)</li> <li>2. SO (level B training) - 5 weeks training</li> <li>3. US (level D training) - 4 weeks training</li> <li>4. DS (level E training) - 4 weeks training</li> <li>5. Dir (level F training) - 3 weeks training</li> </ol> |
| Existing Capacity Building Programs <sup>17</sup> | <ul style="list-style-type: none"> <li>• Data Mining Centre (ICMR-National Institute of Epidemiology, Chennai): <ul style="list-style-type: none"> <li>○ No. of training conducted in the year 2021 (Jan 2021 to Dec 2021): 2</li> <li>○ Total No. of Person trained in the 2021 (Jan 2021 to Dec 2021): 244</li> <li>○ No. of VRDLs have started reporting to Data Mining Centre at National Institute of Epidemiology (NIE):105</li> </ul> </li> <li>• Resource Centre VDL (ICMR-NIV, Pune): <ul style="list-style-type: none"> <li>○ No. of training conducted in the year 2021 (Jan 2021 to Dec 2021): 6</li> <li>○ Total No. of Person trained in the 2021 (Jan 2021 to Dec 2021): 396</li> <li>○ Zika virus - In order to strengthen the capacity of Zika Virus diagnosis across the country, 4 VRDLs with 20 participants were trained</li> </ul> </li> </ul>   |

<sup>17</sup> Non exhaustive list, taken from DHR Annual Report FY2021-22

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>○ KFD virus – In order to strengthen the capacity for Viral Haemorrhagic Fever (VHF) diagnosis two virtual trainings were conducted</li> <li>• On-site Hands-on Trainings: <ul style="list-style-type: none"> <li>○ A six days “Orientation and Hands-on Training on Illumina NGS platform” was organized</li> <li>○ A six-day hands-on training program on Cell culture and isolation was conducted</li> </ul> </li> <li>• Scrub typhus – A virtual training for 35 VRDLs was organized by KGM Lucknow</li> <li>• Mahidol University- 2 ICMR staff</li> <li>• Introduction To Economic Analysis for Health Technology Assessment</li> <li>• Workshop On Systematic Review and Meta-Analysis</li> <li>• Proposal Development Workshop for HTAIn technical partners</li> <li>• 2nd National Conference on Health Technology Assessment</li> <li>• Introduction to Economic Evaluation in Health Technology Assessment (HTA)</li> <li>• 2nd National Workshop on ‘Costing of Health Services’</li> <li>• Introduction to Economic Evaluation in Health Technology Assessment (HTA) Advanced Training</li> <li>• Orientation workshop with National Health Mission, Tamil-Nadu</li> <li>• Introduction to Economic Evaluation in Health Technology Assessment (HTA)</li> <li>• 3rd National Workshop on ‘Costing of Health Services’ for new centres</li> <li>• 7th International Workshop on Health Technology Assessment</li> <li>• Online Advance HTA Training Webinar</li> <li>• Online Webinar for State Government Health Officials (Principal/Chief Secretary, Secretary, Mission Directors)</li> <li>• Online Webinar for State Government Health Officials (Principal/Chief Secretary, Secretary, Mission Directors)</li> <li>• Online DHR Advanced HTA Training for Resource Centres (Basic Statistics for Health Economics)</li> <li>• Online DHR Advanced HTA Training for Resource Centres (Systematic Review Methods)</li> <li>• Online DHR Advanced HTA Training for Resource Centres. (Costing Health Services)</li> <li>• Online DHR Advanced HTA Training for Resource Centres. (Outcome Measurement)</li> </ul> |
|--|--|



## 4.11. Conclusion

In the first iteration of the capacity building exercise carried out for Department of Health Research and ICMR, many critical, long-term and futuristic competency topics were identified that needed attention and intervention. Although these competency topics cover domain, functional and behavioral competencies, the macro picture analysis shows that the institutes and divisions were more aligned towards Functional competencies. Functional competencies such as Scientific writing and publishing, Persuasive Grant writing, Leadership, management & mentorship in research, effective collaboration in research, Data analysis, planning & preparing, Develop plan an experimental design process & skills, Effective teamwork with cross-functional, multi-disciplinary research teams, Scientific communication skills, Interdisciplinary research and survey techniques for the Scientists whereas for administration and staff competencies such as General Financial Rules (GFR), e-Procurement, GeM, Cabinet Note preparation, E-Office, Delegation of Financial Powers Rules (DFPR), FR / SR, RTI, PFMS, Preparation of EFC & SFC notes, Legal & Parliamentary matters, Noting & Drafting, Microsoft applications (Word, Excel, PowerPoint), Data Analysis etc. were few of the many intervention areas identified for the short term. These functional competency training are arranged in such a manner for the employees to interact with their colleagues from other ministries / departments.

Futuristic competency topics have also been identified from the sectoral trends and international best practices in Health Sector such as population pharmacokinetics, as well as scientific literature data, for real-time prediction of efficacy and drug interaction, role of genetics into the process of creating targeted therapies and personalized treatments, AI-ML for diagnosis and drug improvement, usage of technology, biological sciences, and cell and gene therapy, traditional medicines and its role in treating chronic diseases, evidence-based healthcare training and innovative service delivery and medical research, Emerging pathogens and zoonotic disease research, Epidemiological research and surveillance on infectious diseases etc. Accordingly, the ACBP for the DHR is prepared based on the requirements of domain, functional and behavioral competencies on an individual level as well and institutional and technological requirements at an organizational level, meeting the overall objectives of the Organisation.

## 5. Competency Framework and Capacity Needs Analysis

### 5.1. Current Competency Structure of the Department

| Designation (s) Group   | Division / Organizational Business Unit                            | Core Competencies  |
|---|--|--|
| Joint Secretary & Deputy Secretary                              | General Administration   | Strategic – Organizational alignment, strategic thinking, developing talent, strategic networking                              |
| Joint Secretary, Director, Under Secretary, Assistant Director, | Parliament & Coordination  | Interpersonal – Building Relationships   |
| Joint Secretary & Director                                      | Health Technology Assessment in India (HTAIN)                      | Delivery related – Achieving results, Knowledge & understanding of Sector  |
| Joint Secretary & Director                                      | National List of Essential Medicines India (NLEM)                  | Delivery related – Achieving results, organizational knowledge, understanding of schemes and functions                         |
| Joint Secretary, Director & Under Secretary                     | Indian Council of Medical Research (ICMR)                          | Strategic – Organizational alignment, strategic thinking, developing talent, strategic networking                              |
| Joint Secretary, Director & Under Secretary                     | Human Resource Department (HRD)                                    | Delivery related – Achieving results, Achievement focus, analytical thinking, managing resources, Teamwork and Team Leadership |
| Joint Secretary, & Director                                     | Virus Research & Diagnostic Laboratory (VRDL)                      | Delivery related – Achieving results   |
| Joint Secretary & Director                                      | Centralized Public Grievance Redress & Monitoring System (CPGRAMS) | Interpersonal – Building Relationships, Organizational knowledge   |
| Joint Secretary & Director                                      | Center for Guidelines  | Interpersonal – Building Relationships, Organizational knowledge   |

## 5.2. Department of Health Research Capacity Needs Analysis

The most common Domain, Functional and Behavioral competencies across divisions of DHR & ICMR that were requested by respondents are provided below.

The FGDs for designation wise competency needs had discussions on Key focus areas, activities and functions of each division/cell/department, initiatives being undertaken to meet the short- and medium-term goals, and targets/ milestones, if any and Key skills gap & competency challenges faced by the division/cell/department in executing the objectives.

| Designation  | Organization | Competency Gaps                    |      |
|--|--------------|------------------------------------|------|
|  |              | Area/Label                         | Type |
| <b>Scientists B to F</b>                                     | ICMR – NIMR  | Conducting research studies        | F    |
|  |              | Analysis and synthesis             | F    |
|  |              | GeM                                | F    |
|  |              | Desire for life-long learning      | B    |
|  |              | Taking ownership                   | B    |
| <b>Technical Officers &amp; Lab assistants</b>               | ICMR – NIMR  | Basic Computer Use                 | F    |
|  |              | Training on formal system behavior | B    |
|  |              | GeM                                | F    |
|  |              | GST                                | F    |
|  |              | Digitization of records            | F    |
|  |              | GIS                                | F    |
|  |              | Data Management and Analysis       | F    |
|  |              | Ethics                             | B    |
| <b>Administrative Officers, Finance Officers, DEOs, etc.</b> | ICMR – NIMR  | Training on Field Work             | D    |
|  |              | Knowledge on Entomology            | D    |
|  |              | Keeping Files                      | F    |
|  |              | Noting & Drafting                  | F    |

| Designation      | Organization | Competency Gaps                  |      |
|------------------|--------------|----------------------------------|------|
|                  |              | Area/Label                       | Type |
|                  |              | DAK Management                   | F    |
|                  |              | Email communication              | F    |
|                  |              | E-office                         | F    |
|                  |              | Vacancy monitoring & Recruitment | F    |
|                  |              | 80c related                      | F    |
|                  |              | Office Maintenance               | F    |
|                  |              | Advertisement                    | F    |
|                  |              | Noting & Drafting                | F    |
|                  |              | Science Communication            | F    |
|                  |              | Science diplomacy                | F    |
| Divisional Heads | ICMR         | International Collaboration      | F    |
|                  |              | Intellectual Property            | F    |
|                  |              | Disaster Management              | F    |
|                  |              | Time Management                  | B    |
|                  |              | Stress Management                | B    |
|                  |              | Empathy                          | B    |
|                  |              | Motivation                       | B    |
|                  |              | Delegation                       | B    |

## 5.2.1. CNA – DHR

| DHR Division          | Designation               | Type   | Level   | Competency  |
|-----------------------|---------------------------|--------|---------|---|
| <b>Budget Section</b> | Assistant Section Officer | Domain | Advance | Understanding the requirements and functioning of Department of Health Research website         |
|                       |                           | Domain |         | Understanding of Health Research Policy   |
|                       |                           | Domain |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                             |
|                       |                           | Domain |         | Understanding of the functions of Indian Council of Medical Research (ICMR)                     |
|                       |                           | Domain |         | Understanding of Surrogacy Act  |
|                       |                           | Domain |         | Knowledge of Human Resource Development (HRD) Scheme  |
|                       |                           | Domain |         | Knowledge of Grants in Aid (GIA) Scheme   |
|                       |                           | Domain |         | Knowledge of alternative systems of medicine  |
|                       |                           | Domain |         | Knowledge of National List of Essential Medicine (NLEM)   |
|                       |                           | Domain |         | Knowledge of schemes related to Northeastern Region   |
|                       |                           | Domain | Basic   | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                   |
|                       |                           | Domain |         | Knowledge of ART Bill   |
|                       |                           | Domain |         | Understanding of Health Technology Assessment in India (HTAI)                                   |
|                       |                           | Domain |         | Understanding of Standard Treatment Workflows (STW)   |
|                       |                           | Domain |         | Knowledge of TB resistance consortium   |
|                       |                           | Domain |         | Knowledge of Anti-microbial resistance consortium   |
|                       |                           | Domain |         | Knowledge of Malaria resistance consortium  |
|                       |                           | Domain |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECBHR) |
|                       |                           | Domain |         | Understanding the international health  |
|                       |                           | Domain |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                      |

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| DHR Division            | Designation               | Type       | Level   | Competency  |
|-------------------------|---------------------------|------------|---------|---|
|                         |                           | Domain     |         | Knowledge of rare diseases  |
|                         |                           | Functional | Advance | Understanding of General Financial Rules, 2017  |
|                         |                           | Functional |         | Trainings on cabinet note, EFC, or office order preparation                             |
|                         |                           | Functional |         | Grant Administration & Grant Writing  |
|                         |                           | Functional |         | Budgeting & Accounting skills   |
|                         |                           | Functional |         | Purchase forecasting  |
|                         |                           | Functional |         | Gender Budgeting  |
|                         |                           | Functional |         | Drafting proposals  |
|                         |                           | Functional | Basic   | Knowledge of Public Financial Management System   |
|                         |                           | Functional |         | Knowledge of IFD Framework  |
|                         |                           | Functional |         | Financial Management  |
|                         |                           | Functional |         | Report Writing  |
|                         |                           | Behavioral | Advance | Organizational Awareness  |
|                         |                           | Behavioral |         | Time Management   |
|                         |                           | Behavioral |         | Work-Life Balance   |
|                         |                           | Behavioral |         | Self-Awareness, Management & Control  |
|                         |                           | Behavioral |         | Problem Solving   |
|                         |                           | Behavioral |         | Communication Skills  |
|                         |                           | Behavioral |         | Active Listening Skills   |
| <b>DHR-ICMR Section</b> | Assistant Section Officer | Domain     | Advance | Understanding the requirements and functioning of Department of Health Research website |
|                         |                           | Domain     |         | Understanding of Health Research Policy   |
|                         |                           | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                     |

# Capacity Building Commission, Government of India

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| DHR Division | Designation | Type       | Level   | Competency   |
|--------------|-------------|------------|---------|--|
|              |             | Domain     |         | Understanding of the functions of Indian Council of Medical Research (ICMR)                      |
|              |             | Domain     |         | Understanding of Surrogacy Act   |
|              |             | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme   |
|              |             | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme  |
|              |             | Domain     |         | Knowledge of alternative systems of medicine   |
|              |             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)  |
|              |             | Domain     |         | Knowledge of schemes related to Northeastern Region  |
|              |             | Domain     | Basic   | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|              |             | Domain     |         | Knowledge of ART Bill  |
|              |             | Domain     |         | Understanding of Health Technology Assessment in India (HTAI)                                    |
|              |             | Domain     |         | Understanding of Standard Treatment Workflows (STW)  |
|              |             | Domain     |         | Knowledge of TB resistance consortium  |
|              |             | Domain     |         | Knowledge of Anti-microbial resistance consortium  |
|              |             | Domain     |         | Knowledge of Malaria resistance consortium   |
|              |             | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|              |             | Domain     |         | Understanding the international health   |
|              |             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|              |             | Domain     |         | Knowledge of rare diseases   |
|              |             | Functional | Advance | Understanding of General Financial Rules, 2017   |
|              |             | Functional |         | Knowledge on RTI resolutions   |
|              |             | Functional |         | Working with MS Office   |
|              |             | Functional |         | Trainings on cabinet note, EFC, or office order preparation                                      |

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| DHR Division | Designation | Type       | Level | Competency  |
|--------------|-------------|------------|-------|---|
|              |             | Functional |       | Grant Administration & Grant Writing  |
|              |             | Functional |       | Budgeting & Accounting skills   |
|              |             | Functional |       | Purchase forecasting  |
|              |             | Functional |       | Gender Budgeting  |
|              |             | Functional |       | Drafting proposals  |
|              |             | Functional |       | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs |
|              |             | Functional | Basic | Understanding of GeM Marketplace  |
|              |             | Functional |       | Knowledge of Public Financial Management System                                     |
|              |             | Functional |       | Functioning of NIC applications- email, messenger, cloud storage and others         |
|              |             | Functional |       | Knowledge of IFD Framework  |
|              |             | Functional |       | Vendor Management   |
|              |             | Functional |       | Procurement & Tender Writing  |
|              |             | Functional |       | Promoting via social media  |
|              |             | Functional |       | Understanding of Office Protocols   |
|              |             | Functional |       | Overview of Organogram  |
|              |             | Functional |       | National Anthem, Flag code of India and State Emblem of India                       |
|              |             | Functional |       | Knowledge on Central Civil Conduct Code   |
|              |             | Functional |       | Knowledge on Raj Bhasha   |
|              |             | Functional |       | Project Marketing   |
|              |             | Functional |       | Project Management  |
|              |             | Functional |       | Technical Writing   |
|              |             | Functional |       | Knowledge Management  |



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| DHR Division | Designation | Type       | Level   | Competency   |
|--------------|-------------|------------|---------|--|
|              |             | Functional |         | Coaching & Mentoring   |
|              |             | Functional |         | Continuous Process Improvement   |
|              |             | Functional |         | Benchmarking   |
|              |             | Functional |         | Policy drafting  |
|              |             | Functional |         | Understanding of recruitment process & vacancy monitoring                      |
|              |             | Functional |         | Data analysis  |
|              |             | Functional |         | Financial Management   |
|              |             | Functional |         | Pension Administration   |
|              |             | Functional |         | Supplier relationship management   |
|              |             | Functional |         | Organizational skills  |
|              |             | Functional |         | Inventory planning   |
|              |             | Functional |         | Cash Flow Management   |
|              |             | Functional |         | Spending Assessment  |
|              |             | Functional |         | Report Writing   |
|              |             | Functional |         | Preparation of Annual Reports  |
|              |             | Functional |         | Filing Vigilance returns   |
|              |             | Functional |         | Maintaining Websites   |
|              |             | Functional |         | Knowledge on matters related to Information, Education and Communication (IEC) |
|              |             | Functional |         | Knowledge of National Data Sharing and Accessibility Policy (NDSAP)            |
|              |             | Functional |         | Knowledge of taxation of products, GST, and customs duty                       |
|              |             | Behavioral | Advance | Organizational Awareness   |
|              |             | Behavioral |         | Time Management  |

| DHR Division | Designation | Type       | Level | Competency                           |
|--------------|-------------|------------|-------|--------------------------------------|
|              |             | Behavioral |       | Work-Life Balance                    |
|              |             | Behavioral |       | Self-Awareness, Management & Control |
|              |             | Behavioral |       | Integrity                            |
|              |             | Behavioral |       | Problem Solving                      |
|              |             | Behavioral |       | Communication Skills                 |
|              |             | Behavioral |       | Active Listening Skills              |
|              |             | Behavioral |       | Self Confidence                      |
|              |             | Behavioral |       | Gender Awareness                     |
|              |             | Behavioral | Basic | Negotiation Skills                   |
|              |             | Behavioral |       | Conflict Solving Strategies          |
|              |             | Behavioral |       | Seeking Information                  |
|              |             | Behavioral |       | Assertiveness                        |
|              |             | Behavioral |       | Strategic thinking                   |
|              |             | Behavioral |       | Conceptual Thinking                  |
|              |             | Behavioral |       | Networking skills                    |
|              |             | Behavioral |       | Result Orientation                   |
|              |             | Behavioral |       | Accountability                       |
|              |             | Behavioral |       | Consultation & Consensus Building    |
|              |             | Behavioral |       | Giving Feedback                      |
|              |             | Behavioral |       | Decision Making                      |
|              |             | Behavioral |       | Delegation                           |
|              |             | Behavioral |       | Customer Centric                     |
|              |             | Behavioral |       | Empathy                              |

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| DHR Division           | Designation               | Type       | Level   | Competency  |
|------------------------|---------------------------|------------|---------|---|
|                        |                           | Behavioral |         | Stakeholder Analysis & Management   |
|                        |                           | Behavioral |         | Leading Others  |
|                        |                           | Behavioral |         | Team-Working  |
|                        |                           | Behavioral |         | Developing Others   |
|                        |                           | Behavioral |         | Planning & Coordination   |
|                        |                           | Behavioral |         | Initiative & Drive  |
|                        |                           | Behavioral |         | Attention to Detail   |
|                        |                           | Behavioral |         | Motivation  |
|                        |                           | Behavioral |         | Innovative Thinking   |
|                        |                           | Behavioral |         | Leadership  |
|                        |                           | Behavioral |         | Taking Ownership  |
| <b>HR-ICMR Section</b> | Assistant Section Officer | Domain     | Advance | Understanding the requirements and functioning of Department of Health Research website |
|                        |                           | Domain     |         | Understanding of Health Research Policy   |
|                        |                           | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                     |
|                        |                           | Domain     |         | Understanding of the functions of Indian Council of Medical Research (ICMR)             |
|                        |                           | Domain     |         | Understanding of Surrogacy Act  |
|                        |                           | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme                                    |
|                        |                           | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme   |
|                        |                           | Domain     |         | Knowledge of alternative systems of medicine  |
|                        |                           | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)                                 |
|                        |                           | Domain     |         | Knowledge of schemes related to Northeastern Region                                     |
|                        |                           | Domain     | Basic   | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                           |

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| DHR Division | Designation | Type       | Level   | Competency   |
|--------------|-------------|------------|---------|--|
|              |             | Domain     |         | Knowledge of ART Bill  |
|              |             | Domain     |         | Understanding of Health Technology Assessment in India (HTAI)                                    |
|              |             | Domain     |         | Understanding of Standard Treatment Workflows (STW)  |
|              |             | Domain     |         | Knowledge of TB resistance consortium  |
|              |             | Domain     |         | Knowledge of Anti-microbial resistance consortium  |
|              |             | Domain     |         | Knowledge of Malaria resistance consortium   |
|              |             | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|              |             | Domain     |         | Understanding the international health   |
|              |             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|              |             | Domain     |         | Knowledge of rare diseases   |
|              |             | Functional | Advance | Knowledge on RTI resolutions   |
|              |             | Functional |         | Working with MS Office   |
|              |             | Functional |         | Trainings on cabinet note, EFC, or office order preparation                                      |
|              |             | Functional |         | Budgeting & Accounting skills  |
|              |             | Functional |         | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs              |
|              |             | Functional | Basic   | Functioning of NIC applications- email, messenger, cloud storage and others                      |
|              |             | Behavioral | Advance | Organizational Awareness   |
|              |             | Behavioral |         | Time Management  |
|              |             | Behavioral |         | Work-Life Balance  |
|              |             | Behavioral |         | Integrity  |
|              |             | Behavioral |         | Active Listening Skills  |

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| DHR Division        | Designation | Type       | Level   | Competency   |
|---------------------|-------------|------------|---------|--|
|                     |             | Behavioral | Basic   | Planning & Coordination  |
|                     |             | Behavioral |         | Attention to Detail  |
| ICMR Administration | Director    | Domain     | Advance | Understanding the requirements and functioning of Department of Health Research website          |
|                     |             | Domain     |         | Understanding of Health Research Policy  |
|                     |             | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                              |
|                     |             | Domain     |         | Understanding of the functions of Indian Council of Medical Research (ICMR)                      |
|                     |             | Domain     |         | Understanding of Surrogacy Act   |
|                     |             | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme   |
|                     |             | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme  |
|                     |             | Domain     |         | Knowledge of alternative systems of medicine   |
|                     |             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)  |
|                     |             | Domain     |         | Knowledge of schemes related to Northeastern Region  |
|                     |             | Domain     | Basic   | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|                     |             | Domain     |         | Knowledge of ART Bill  |
|                     |             | Domain     |         | Understanding of Health Technology Assessment in India (HTAI)                                    |
|                     |             | Domain     |         | Understanding of Standard Treatment Workflows (STW)  |
|                     |             | Domain     |         | Knowledge of TB resistance consortium  |
|                     |             | Domain     |         | Knowledge of Anti-microbial resistance consortium  |
|                     |             | Domain     |         | Knowledge of Malaria resistance consortium   |
|                     |             | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|                     |             | Domain     |         | Understanding the international health   |

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| DHR Division | Designation | Type       | Level   | Competency  |
|--------------|-------------|------------|---------|---|
|              |             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre          |
|              |             | Domain     |         | Knowledge of rare diseases  |
|              |             | Functional | Advance | Understanding of General Financial Rules, 2017                                      |
|              |             | Functional |         | Grant Administration & Grant Writing  |
|              |             | Functional |         | Purchase forecasting  |
|              |             | Functional |         | Gender Budgeting  |
|              |             | Functional |         | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs |
|              |             | Functional | Basic   | Understanding of GeM Marketplace  |
|              |             | Functional |         | Vendor Management   |
|              |             | Functional |         | Procurement & Tender Writing  |
|              |             | Functional |         | Project Management  |
|              |             | Functional |         | Knowledge Management  |
|              |             | Functional |         | Policy drafting   |
|              |             | Functional |         | Inventory planning  |
|              |             | Behavioral | Advance | Organizational Awareness  |
|              |             | Behavioral |         | Time Management   |
|              |             | Behavioral |         | Work-Life Balance   |
|              |             | Behavioral |         | Self-Awareness, Management & Control  |
|              |             | Behavioral |         | Integrity   |
|              |             | Behavioral |         | Problem Solving   |
|              |             | Behavioral |         | Communication Skills  |
|              |             | Behavioral |         | Self Confidence   |

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| DHR Division | Designation     | Type       | Level   | Competency  |
|--------------|-----------------|------------|---------|---|
|              |                 | Behavioral |         | Gender Awareness  |
|              |                 | Behavioral | Basic   | Strategic thinking  |
|              |                 | Behavioral |         | Result Orientation  |
|              |                 | Behavioral |         | Decision Making   |
|              |                 | Behavioral |         | Delegation  |
|              |                 | Behavioral |         | Team-Working  |
|              |                 | Behavioral |         | Motivation  |
|              |                 | Behavioral |         | Innovative Thinking   |
|              |                 | Behavioral |         | Leadership  |
|              |                 | Behavioral |         | Taking Ownership  |
| <b>VRDL</b>  | Section Officer | Domain     | Advance | Understanding the requirements and functioning of Department of Health Research website |
|              |                 | Domain     |         | Understanding of Health Research Policy   |
|              |                 | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                     |
|              |                 | Domain     |         | Understanding of the functions of Indian Council of Medical Research (ICMR)             |
|              |                 | Domain     |         | Understanding of Surrogacy Act  |
|              |                 | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme                                    |
|              |                 | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme   |
|              |                 | Domain     |         | Knowledge of alternative systems of medicine  |
|              |                 | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)                                 |
|              |                 | Domain     |         | Knowledge of schemes related to Northeastern Region                                     |
|              |                 | Domain     | Basic   | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                           |
|              |                 | Domain     |         | Knowledge of ART Bill   |

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| DHR Division | Designation | Type       | Level   | Competency   |
|--------------|-------------|------------|---------|--|
|              |             | Domain     |         | Understanding of Health Technology Assessment in India (HTAI)                                    |
|              |             | Domain     |         | Understanding of Standard Treatment Workflows (STW)  |
|              |             | Domain     |         | Knowledge of TB resistance consortium  |
|              |             | Domain     |         | Knowledge of Anti-microbial resistance consortium  |
|              |             | Domain     |         | Knowledge of Malaria resistance consortium   |
|              |             | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|              |             | Domain     |         | Understanding the international health   |
|              |             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|              |             | Domain     |         | Knowledge of rare diseases   |
|              |             | Functional | Advance | Understanding of General Financial Rules, 2017   |
|              |             | Functional |         | Knowledge on RTI resolutions   |
|              |             | Functional |         | Working with MS Office   |
|              |             | Functional |         | Trainings on cabinet note, EFC, or office order preparation                                      |
|              |             | Functional |         | Grant Administration & Grant Writing   |
|              |             | Functional |         | Budgeting & Accounting skills  |
|              |             | Functional |         | Purchase forecasting   |
|              |             | Functional |         | Gender Budgeting   |
|              |             | Functional |         | Drafting proposals   |
|              |             | Functional |         | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs              |
|              |             | Functional | Basic   | Understanding of GeM Marketplace   |
|              |             | Functional |         | Knowledge of Public Financial Management System  |



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| DHR Division | Designation | Type       | Level | Competency  |
|--------------|-------------|------------|-------|---|
|              |             | Functional |       | Functioning of NIC applications- email, messenger, cloud storage and others |
|              |             | Functional |       | Knowledge of IFD Framework  |
|              |             | Functional |       | Vendor Management   |
|              |             | Functional |       | Procurement & Tender Writing  |
|              |             | Functional |       | Promoting via social media  |
|              |             | Functional |       | Understanding of Office Protocols   |
|              |             | Functional |       | Overview of Organogram  |
|              |             | Functional |       | National Anthem, Flag code of India and State Emblem of India               |
|              |             | Functional |       | Knowledge on Central Civil Conduct Code                                     |
|              |             | Functional |       | Knowledge on Raj Bhasha   |
|              |             | Functional |       | Project Marketing   |
|              |             | Functional |       | Project Management  |
|              |             | Functional |       | Technical Writing   |
|              |             | Functional |       | Knowledge Management  |
|              |             | Functional |       | Coaching & Mentoring  |
|              |             | Functional |       | Continuous Process Improvement  |
|              |             | Functional |       | Benchmarking  |
|              |             | Functional |       | Policy drafting   |
|              |             | Functional |       | Understanding of recruitment process & vacancy monitoring                   |
|              |             | Functional |       | Data analysis   |
|              |             | Functional |       | Financial Management  |
|              |             | Functional |       | Pension Administration  |

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| DHR Division | Designation | Type       | Level   | Competency   |
|--------------|-------------|------------|---------|--|
|              |             | Functional |         | Supplier relationship management   |
|              |             | Functional |         | Organizational skills  |
|              |             | Functional |         | Inventory planning   |
|              |             | Functional |         | Cash Flow Management   |
|              |             | Functional |         | Spending Assessment  |
|              |             | Functional |         | Report Writing   |
|              |             | Functional |         | Preparation of Annual Reports  |
|              |             | Functional |         | Filing Vigilance returns   |
|              |             | Functional |         | Maintaining Websites   |
|              |             | Functional |         | Knowledge on matters related to Information, Education and Communication (IEC) |
|              |             | Functional |         | Knowledge of National Data Sharing and Accessibility Policy (NDSAP)            |
|              |             | Functional |         | Knowledge of taxation of products, GST, and customs duty                       |
|              |             | Behavioral | Advance | Organizational Awareness   |
|              |             | Behavioral |         | Time Management  |
|              |             | Behavioral |         | Work-Life Balance  |
|              |             | Behavioral |         | Self-Awareness, Management & Control   |
|              |             | Behavioral |         | Integrity  |
|              |             | Behavioral |         | Problem Solving  |
|              |             | Behavioral |         | Communication Skills   |
|              |             | Behavioral |         | Active Listening Skills  |
|              |             | Behavioral |         | Self Confidence  |
|              |             | Behavioral |         | Gender Awareness   |

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| DHR Division | Designation | Type       | Level | Competency                        |
|--------------|-------------|------------|-------|-----------------------------------|
|              |             | Behavioral | Basic | Negotiation Skills                |
|              |             | Behavioral |       | Conflict Solving Strategies       |
|              |             | Behavioral |       | Seeking Information               |
|              |             | Behavioral |       | Assertiveness                     |
|              |             | Behavioral |       | Strategic thinking                |
|              |             | Behavioral |       | Conceptual Thinking               |
|              |             | Behavioral |       | Networking skills                 |
|              |             | Behavioral |       | Result Orientation                |
|              |             | Behavioral |       | Accountability                    |
|              |             | Behavioral |       | Consultation & Consensus Building |
|              |             | Behavioral |       | Giving Feedback                   |
|              |             | Behavioral |       | Decision Making                   |
|              |             | Behavioral |       | Delegation                        |
|              |             | Behavioral |       | Customer Centric                  |
|              |             | Behavioral |       | Empathy                           |
|              |             | Behavioral |       | Stakeholder Analysis & Management |
|              |             | Behavioral |       | Leading Others                    |
|              |             | Behavioral |       | Team-Working                      |
|              |             | Behavioral |       | Developing Others                 |
|              |             | Behavioral |       | Planning & Coordination           |
|              |             | Behavioral |       | Initiative & Drive                |
|              |             | Behavioral |       | Attention to Detail               |
|              |             | Behavioral |       | Motivation                        |

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| DHR Division | Designation | Type       | Level | Competency          |
|--------------|-------------|------------|-------|---------------------|
|              |             | Behavioral |       | Innovative Thinking |
|              |             | Behavioral |       | Leadership          |
|              |             | Behavioral |       | Taking Ownership    |

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## 5.3. CNA – ICMR HQ Delhi

### 5.3.1.1. ICMR HQ Scientist

| Designation        | Type   | Level   | Competency   |
|--------------------|--------|---------|--|
| <b>Scientist B</b> | Domain | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)                      |
|                    | Domain |         | Understanding of Non-Communicable Diseases   |
|                    | Domain |         | Understanding of Basic Medical Sciences  |
|                    | Domain |         | Knowledge of Grants in Aid (GIA) Scheme  |
|                    | Domain |         | Understanding of Socio-behavioral, Health systems and Implementation Research                    |
|                    | Domain |         | Understanding of Clinical Studies Trial and Projection   |
|                    | Domain |         | Understanding of Reproductive, Child Health & Nutrition  |
|                    | Domain |         | Understanding of Policy & Communication  |
|                    | Domain |         | Understanding of Health Research Policy  |
|                    | Domain |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|                    | Domain | Basic   | Understanding of International Health & Human Resource Development                               |
|                    | Domain |         | Understanding of Bio-Medical Informatics   |
|                    | Domain |         | Knowledge on the functions of Indian Journal of Medical Research                                 |
|                    | Domain |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|                    | Domain |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|                    | Domain |         | Understanding of Surrogacy Act   |
|                    | Domain |         | Knowledge of ART Bill  |
|                    | Domain |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                              |
|                    | Domain |         | Knowledge of Human Resource Development (HRD) Scheme   |
|                    | Domain |         | Understanding of Health Technology Assessment in India (HTAIn)                                   |
|                    | Domain |         | Understanding of Standard Treatment Workflows (STW)  |
|                    | Domain |         | Knowledge of alternative systems of medicine   |

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| Designation | Type    | Level | Competency  |
|-------------|---------|-------|---|
|             | Domain  |       | Knowledge of National List of Essential Medicine (NLEM)                                 |
|             | Domain  |       | Knowledge of TB resistance consortium   |
|             | Domain  |       | Knowledge of Anti-microbial resistance consortium                                       |
|             | Domain  |       | Knowledge of Malaria resistance consortium  |
|             | Domain  |       | Knowledge of schemes related to Northeastern Region                                     |
|             | Domain  |       | Understanding the international health  |
|             | Domain  |       | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain  |       | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain  |       | Knowledge of rare diseases  |
| Functional  | Advance |       | Scientific writing and publishing   |
| Functional  |         |       | Persuasive Grant writing  |
| Functional  |         |       | Leadership, management & mentorship in research   |
| Functional  |         |       | Effective collaboration in research   |
| Functional  |         |       | Data analysis, planning & preparing   |
| Functional  |         |       | Develop, plan and experimental design process & skills                                  |
| Functional  |         |       | Effective teamwork with cross-functional, multi-disciplinary research teams             |
| Functional  |         |       | Scientific communication skills - narrative tools                                       |
| Functional  |         |       | Interdisciplinary research  |
| Functional  |         |       | Survey techniques, data collection, measure study variables                             |
| Functional  | Basic   |       | Laboratory research skills  |
| Functional  |         |       | Selection and refinement of area of interest  |
| Functional  |         |       | Interpreting scientific results   |
| Functional  |         |       | Managing research tools & data  |
| Functional  |         |       | Innovation, global developments, emerging trends & perspectives                         |

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| Designation | Type       | Level   | Competency   |
|-------------|------------|---------|--|
|             | Functional |         | Scientific Project Management  |
|             | Functional |         | Investigative approach to product development                            |
|             | Functional |         | Professional guidelines, code of ethics & ethical research               |
|             | Functional |         | Oversight skillset for principal investigator                            |
|             | Functional |         | Safeguarding of information – IPRs                                       |
|             | Behavioral | Advance | Networking skills – lab/industry/academia                                |
|             | Behavioral |         | Planning and Coordination  |
|             | Behavioral |         | Conceptual Thinking  |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how              |
|             | Behavioral |         | Decision Making  |
|             | Behavioral |         | Innovative Thinking  |
|             | Behavioral |         | Strategic Thinking   |
|             | Behavioral |         | Problem Solving of higher degree   |
|             | Behavioral |         | Communication skills   |
|             | Behavioral |         | Conflict solving strategies  |
|             | Behavioral | Basic   | Giving feedback  |
|             | Behavioral |         | Running effective meetings   |
|             | Behavioral |         | Empathy  |
|             | Behavioral |         | Self-Awareness and Self-Control  |
|             | Behavioral |         | Stakeholder Analysis & Management  |
|             | Behavioral |         | Commitment to the Organization- research aligned to organization's goals |
|             | Behavioral |         | Desire for Knowledge   |
|             | Behavioral |         | Professional Integrity – peer review & benchmark                         |
|             | Behavioral |         | Negotiation skills   |
|             | Behavioral |         | Attention to detail  |

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| Designation        | Type       | Level   | Competency  |
|--------------------|------------|---------|---|
|                    | Behavioral |         | Delegation  |
|                    | Behavioral |         | Sharing knowledge & mentorship  |
|                    | Behavioral |         | Ethics  |
|                    | Behavioral |         | Assertiveness   |
|                    | Behavioral |         | Consultation and Consensus Building   |
|                    | Behavioral |         | Organizational Awareness – Multidisciplinary approach                         |
|                    | Behavioral |         | Citizen Centricity First  |
|                    | Behavioral |         | Seeking Information   |
|                    | Behavioral |         | Recruitment   |
|                    | Behavioral |         | Taking Accountability   |
|                    | Behavioral |         | Self-Management   |
|                    | Behavioral |         | Result Orientation  |
|                    | Behavioral |         | Self-Confidence   |
|                    | Behavioral |         | Self-motivated  |
|                    | Behavioral |         | Team-Working  |
|                    | Behavioral |         | Equity  |
|                    | Behavioral |         | Leading Others  |
| <b>Scientist C</b> | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)   |
|                    | Domain     |         | Understanding of Non-Communicable Diseases                                    |
|                    | Domain     |         | Understanding of Basic Medical Sciences                                       |
|                    | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme                                       |
|                    | Domain     |         | Understanding of Socio-behavioral, Health systems and Implementation Research |
|                    | Domain     |         | Understanding of Clinical Studies Trial and Projection                        |
|                    | Domain     |         | Understanding of Reproductive, Child Health & Nutrition                       |



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| Designation | Type   | Level | Competency   |
|-------------|--------|-------|--|
|             | Domain |       | Understanding of Policy & Communication  |
|             | Domain |       | Understanding of Health Research Policy  |
|             | Domain |       | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain | Basic | Understanding of International Health & Human Resource Development                               |
|             | Domain |       | Understanding of Bio-Medical Informatics   |
|             | Domain |       | Knowledge on the functions of Indian Journal of Medical Research                                 |
|             | Domain |       | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|             | Domain |       | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|             | Domain |       | Understanding of Surrogacy Act   |
|             | Domain |       | Knowledge of ART Bill  |
|             | Domain |       | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                              |
|             | Domain |       | Knowledge of Human Resource Development (HRD) Scheme   |
|             | Domain |       | Understanding of Health Technology Assessment in India (HTAIIn)                                  |
|             | Domain |       | Understanding of Standard Treatment Workflows (STW)  |
|             | Domain |       | Knowledge of alternative systems of medicine   |
|             | Domain |       | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain |       | Knowledge of TB resistance consortium  |
|             | Domain |       | Knowledge of Anti-microbial resistance consortium  |
|             | Domain |       | Knowledge of Malaria resistance consortium   |
|             | Domain |       | Knowledge of schemes related to Northeastern Region  |
|             | Domain |       | Understanding the international health   |
|             | Domain |       | Understanding the requirements and functioning of Department of Health Research website          |
|             | Domain |       | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|             | Domain |       | Knowledge of rare diseases   |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research                             |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |
|             | Functional |         | Develop, plan and experimental design process & skills                      |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams |
|             | Functional |         | Scientific communication skills - narrative tools                           |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                 |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Selection and refinement of area of interest                                |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives             |
|             | Functional |         | Scientific Project Management   |
|             | Functional |         | Investigative approach to product development                               |
|             | Functional |         | Professional guidelines, code of ethics & ethical research                  |
|             | Functional |         | Oversight skillset for principal investigator                               |
|             | Functional |         | Safeguarding of information - IPRs  |
|             | Behavioral | Advance | Networking skills - lab/industry/academia                                   |
|             | Behavioral |         | Planning and Coordination   |
|             | Behavioral |         | Conceptual Thinking   |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how                 |
|             | Behavioral |         | Decision Making   |

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| Designation | Type       | Level | Competency   |
|-------------|------------|-------|--|
|             | Behavioral |       | Innovative Thinking  |
|             | Behavioral |       | Strategic Thinking   |
|             | Behavioral |       | Problem Solving of higher degree   |
|             | Behavioral |       | Communication skills   |
|             | Behavioral |       | Conflict solving strategies  |
|             | Behavioral | Basic | Giving feedback  |
|             | Behavioral |       | Running effective meetings   |
|             | Behavioral |       | Empathy  |
|             | Behavioral |       | Self-Awareness and Self-Control  |
|             | Behavioral |       | Stakeholder Analysis & Management  |
|             | Behavioral |       | Commitment to the Organization- research aligned to organization's goals |
|             | Behavioral |       | Desire for Knowledge   |
|             | Behavioral |       | Professional Integrity - peer review & benchmark                         |
|             | Behavioral |       | Negotiation skills   |
|             | Behavioral |       | Attention to detail  |
|             | Behavioral |       | Delegation   |
|             | Behavioral |       | Sharing knowledge & mentorship   |
|             | Behavioral |       | Ethics   |
|             | Behavioral |       | Assertiveness  |
|             | Behavioral |       | Consultation and Consensus Building                                      |
|             | Behavioral |       | Organizational Awareness - Multidisciplinary approach                    |
|             | Behavioral |       | Citizen Centricity First   |
|             | Behavioral |       | Seeking Information  |
|             | Behavioral |       | Recruitment  |
|             | Behavioral |       | Taking Accountability  |

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| Designation        | Type       | Level   | Competency   |
|--------------------|------------|---------|--|
|                    | Behavioral |         | Self-Management  |
|                    | Behavioral |         | Result Orientation   |
|                    | Behavioral |         | Self-Confidence  |
|                    | Behavioral |         | Self-motivated   |
|                    | Behavioral |         | Team-Working   |
|                    | Behavioral |         | Equity   |
|                    | Behavioral |         | Leading Others   |
| <b>Scientist D</b> | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)                      |
|                    | Domain     |         | Understanding of Non-Communicable Diseases   |
|                    | Domain     |         | Understanding of Basic Medical Sciences  |
|                    | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme  |
|                    | Domain     |         | Understanding of Socio-behavioral, Health systems and Implementation Research                    |
|                    | Domain     |         | Understanding of Clinical Studies Trial and Projection   |
|                    | Domain     |         | Understanding of Reproductive, Child Health & Nutrition  |
|                    | Domain     |         | Understanding of Policy & Communication  |
|                    | Domain     |         | Understanding of Health Research Policy  |
|                    | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|                    | Domain     | Basic   | Understanding of International Health & Human Resource Development                               |
|                    | Domain     |         | Understanding of Bio-Medical Informatics   |
|                    | Domain     |         | Knowledge on the functions of Indian Journal of Medical Research                                 |
|                    | Domain     |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|                    | Domain     |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|                    | Domain     |         | Understanding of Surrogacy Act   |
|                    | Domain     |         | Knowledge of ART Bill  |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                     |
|             | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme                                    |
|             | Domain     |         | Understanding of Health Technology Assessment in India (HTAIIn)                         |
|             | Domain     |         | Understanding of Standard Treatment Workflows (STW)                                     |
|             | Domain     |         | Knowledge of alternative systems of medicine  |
|             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)                                 |
|             | Domain     |         | Knowledge of TB resistance consortium   |
|             | Domain     |         | Knowledge of Anti-microbial resistance consortium                                       |
|             | Domain     |         | Knowledge of Malaria resistance consortium  |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region                                     |
|             | Domain     |         | Understanding the international health  |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain     |         | Knowledge of rare diseases  |
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research   |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |
|             | Functional |         | Develop, plan and experimental design process & skills                                  |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams             |
|             | Functional |         | Scientific communication skills - narrative tools                                       |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                             |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Functional | Basic   | Laboratory research skills                                      |
|             | Functional |         | Selection and refinement of area of interest                    |
|             | Functional |         | Interpreting scientific results                                 |
|             | Functional |         | Managing research tools & data                                  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives |
|             | Functional |         | Scientific Project Management                                   |
|             | Functional |         | Investigative approach to product development                   |
|             | Functional |         | Professional guidelines, code of ethics & ethical research      |
|             | Functional |         | Oversight skillset for principal investigator                   |
|             | Functional |         | Safeguarding of information - IPRs                              |
|             | Behavioral | Advance | Networking skills - lab/industry/academia                       |
|             | Behavioral |         | Planning and Coordination                                       |
|             | Behavioral |         | Conceptual Thinking   |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how     |
|             | Behavioral |         | Decision Making   |
|             | Behavioral |         | Innovative Thinking   |
|             | Behavioral |         | Strategic Thinking  |
|             | Behavioral |         | Problem Solving of higher degree                                |
|             | Behavioral |         | Communication skills  |
|             | Behavioral |         | Conflict solving strategies                                     |
|             | Behavioral | Basic   | Giving feedback   |
|             | Behavioral |         | Running effective meetings                                      |
|             | Behavioral |         | Empathy   |
|             | Behavioral |         | Self-Awareness and Self-Control                                 |
|             | Behavioral |         | Stakeholder Analysis & Management                               |

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| Designation        | Type       | Level   | Competency  |
|--------------------|------------|---------|---|
|                    | Behavioral |         | Commitment to the Organization- research aligned to organization's goals    |
|                    | Behavioral |         | Desire for Knowledge  |
|                    | Behavioral |         | Professional Integrity - peer review & benchmark                            |
|                    | Behavioral |         | Negotiation skills  |
|                    | Behavioral |         | Attention to detail   |
|                    | Behavioral |         | Delegation  |
|                    | Behavioral |         | Sharing knowledge & mentorship  |
|                    | Behavioral |         | Ethics  |
|                    | Behavioral |         | Assertiveness   |
|                    | Behavioral |         | Consultation and Consensus Building   |
|                    | Behavioral |         | Organizational Awareness – Multidisciplinary approach                       |
|                    | Behavioral |         | Citizen Centricity First  |
|                    | Behavioral |         | Seeking Information   |
|                    | Behavioral |         | Recruitment   |
|                    | Behavioral |         | Taking Accountability   |
|                    | Behavioral |         | Self-Management   |
|                    | Behavioral |         | Result Orientation  |
|                    | Behavioral |         | Self-Confidence   |
|                    | Behavioral |         | Self-motivated  |
|                    | Behavioral |         | Team-Working  |
|                    | Behavioral |         | Equity  |
|                    | Behavioral |         | Leading Others  |
| <b>Scientist E</b> | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR) |
|                    | Domain     |         | Understanding of Non-Communicable Diseases                                  |
|                    | Domain     |         | Understanding of Basic Medical Sciences                                     |

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| Designation | Type   | Level | Competency   |
|-------------|--------|-------|--|
|             | Domain |       | Knowledge of Grants in Aid (GIA) Scheme  |
|             | Domain |       | Understanding of Socio-behavioral, Health systems and Implementation Research                    |
|             | Domain |       | Understanding of Clinical Studies Trial and Projection   |
|             | Domain |       | Understanding of Reproductive, Child Health & Nutrition  |
|             | Domain |       | Understanding of Policy & Communication  |
|             | Domain |       | Understanding of Health Research Policy  |
|             | Domain |       | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain | Basic | Understanding of International Health & Human Resource Development                               |
|             | Domain |       | Understanding of Bio-Medical Informatics   |
|             | Domain |       | Knowledge on the functions of Indian Journal of Medical Research                                 |
|             | Domain |       | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|             | Domain |       | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|             | Domain |       | Understanding of Surrogacy Act   |
|             | Domain |       | Knowledge of ART Bill  |
|             | Domain |       | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                              |
|             | Domain |       | Knowledge of Human Resource Development (HRD) Scheme   |
|             | Domain |       | Understanding of Health Technology Assessment in India (HTAI)                                    |
|             | Domain |       | Understanding of Standard Treatment Workflows (STW)  |
|             | Domain |       | Knowledge of alternative systems of medicine   |
|             | Domain |       | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain |       | Knowledge of TB resistance consortium  |
|             | Domain |       | Knowledge of Anti-microbial resistance consortium  |
|             | Domain |       | Knowledge of Malaria resistance consortium   |
|             | Domain |       | Knowledge of schemes related to Northeastern Region  |



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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Domain     |         | Understanding the international health  |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain     |         | Knowledge of rare diseases  |
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research   |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |
|             | Functional |         | Develop, plan and experimental design process & skills                                  |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams             |
|             | Functional |         | Scientific communication skills - narrative tools                                       |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                             |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Selection and refinement of area of interest  |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives                         |
|             | Functional |         | Scientific Project Management   |
|             | Functional |         | Investigative approach to product development   |
|             | Functional |         | Professional guidelines, code of ethics & ethical research                              |
|             | Functional |         | Oversight skillset for principal investigator   |
|             | Functional |         | Safeguarding of information - IPRs  |

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| Designation        | Type       | Level   | Competency  |
|--------------------|------------|---------|---|
|                    | Behavioral | Advance | Networking skills - lab/industry/academia                                   |
|                    | Behavioral |         | Planning and Coordination   |
|                    | Behavioral |         | Conceptual Thinking   |
|                    | Behavioral |         | Scientific Temper: scientific know-why & technical know-how                 |
|                    | Behavioral |         | Decision Making   |
|                    | Behavioral |         | Innovative Thinking   |
|                    | Behavioral |         | Strategic Thinking  |
|                    | Behavioral |         | Problem Solving of higher degree  |
|                    | Behavioral |         | Conflict solving strategies   |
|                    | Behavioral | Basic   | Giving feedback   |
|                    | Behavioral |         | Running effective meetings  |
|                    | Behavioral |         | Self-Awareness and Self-Control   |
|                    | Behavioral |         | Stakeholder Analysis & Management   |
|                    | Behavioral |         | Commitment to the Organization- research aligned to organization's goals    |
|                    | Behavioral |         | Professional Integrity - peer review & benchmark                            |
|                    | Behavioral |         | Negotiation skills  |
|                    | Behavioral |         | Attention to detail   |
|                    | Behavioral |         | Ethics  |
|                    | Behavioral |         | Assertiveness   |
|                    | Behavioral |         | Consultation and Consensus Building   |
|                    | Behavioral |         | Organizational Awareness - Multidisciplinary approach                       |
|                    | Behavioral |         | Result Orientation  |
|                    | Behavioral |         | Team-Working  |
|                    | Behavioral |         | Leading Others  |
| <b>Scientist F</b> | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR) |

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| Designation | Type   | Level | Competency   |
|-------------|--------|-------|--|
|             | Domain |       | Understanding of Non-Communicable Diseases   |
|             | Domain |       | Understanding of Basic Medical Sciences  |
|             | Domain |       | Knowledge of Grants in Aid (GIA) Scheme  |
|             | Domain |       | Understanding of Socio-behavioral, Health systems and Implementation Research                    |
|             | Domain |       | Understanding of Clinical Studies Trial and Projection   |
|             | Domain |       | Understanding of Reproductive, Child Health & Nutrition  |
|             | Domain |       | Understanding of Policy & Communication  |
|             | Domain |       | Understanding of Health Research Policy  |
|             | Domain |       | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain | Basic | Understanding of International Health & Human Resource Development                               |
|             | Domain |       | Understanding of Bio-Medical Informatics   |
|             | Domain |       | Knowledge on the functions of Indian Journal of Medical Research                                 |
|             | Domain |       | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|             | Domain |       | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|             | Domain |       | Understanding of Surrogacy Act   |
|             | Domain |       | Knowledge of ART Bill  |
|             | Domain |       | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                              |
|             | Domain |       | Knowledge of Human Resource Development (HRD) Scheme   |
|             | Domain |       | Understanding of Health Technology Assessment in India (HTAIIn)                                  |
|             | Domain |       | Understanding of Standard Treatment Workflows (STW)  |
|             | Domain |       | Knowledge of alternative systems of medicine   |
|             | Domain |       | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain |       | Knowledge of TB resistance consortium  |
|             | Domain |       | Knowledge of Anti-microbial resistance consortium  |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Domain     |         | Knowledge of Malaria resistance consortium  |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region                                     |
|             | Domain     |         | Understanding the international health  |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain     |         | Knowledge of rare diseases  |
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research   |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |
|             | Functional |         | Develop, plan and experimental design process & skills                                  |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams             |
|             | Functional |         | Scientific communication skills - narrative tools                                       |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                             |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Selection and refinement of area of interest  |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives                         |
|             | Functional |         | Scientific Project Management   |
|             | Functional |         | Investigative approach to product development   |
|             | Functional |         | Professional guidelines, code of ethics & ethical research                              |

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| Designation        | Type       | Level   | Competency  |
|--------------------|------------|---------|---|
|                    | Functional |         | Oversight skillset for principal investigator                                 |
|                    | Functional |         | Safeguarding of information – IPRs  |
|                    | Behavioral | Advance | Networking skills – lab/industry/academia                                     |
|                    | Behavioral |         | Decision Making   |
|                    | Behavioral |         | Strategic Thinking  |
|                    | Behavioral |         | Problem Solving of higher degree  |
|                    | Behavioral |         | Conflict solving strategies   |
|                    | Behavioral | Basic   | Empathy   |
|                    | Behavioral |         | Negotiation skills  |
|                    | Behavioral |         | Delegation  |
|                    | Behavioral |         | Ethics  |
|                    | Behavioral |         | Assertiveness   |
|                    | Behavioral |         | Consultation and Consensus Building   |
|                    | Behavioral |         | Self-Confidence   |
|                    | Behavioral |         | Team-Working  |
|                    | Behavioral |         | Equity  |
|                    | Behavioral |         | Leading Others  |
| <b>Scientist G</b> | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)   |
|                    | Domain     |         | Understanding of Non-Communicable Diseases                                    |
|                    | Domain     |         | Understanding of Basic Medical Sciences                                       |
|                    | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme                                       |
|                    | Domain     |         | Understanding of Socio-behavioral, Health systems and Implementation Research |
|                    | Domain     |         | Understanding of Clinical Studies Trial and Projection                        |
|                    | Domain     |         | Understanding of Reproductive, Child Health & Nutrition                       |

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| Designation | Type   | Level | Competency   |
|-------------|--------|-------|--|
|             | Domain |       | Understanding of Policy & Communication  |
|             | Domain |       | Understanding of Health Research Policy  |
|             | Domain |       | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain | Basic | Understanding of International Health & Human Resource Development                               |
|             | Domain |       | Understanding of Bio-Medical Informatics   |
|             | Domain |       | Knowledge on the functions of Indian Journal of Medical Research                                 |
|             | Domain |       | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|             | Domain |       | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|             | Domain |       | Understanding of Surrogacy Act   |
|             | Domain |       | Knowledge of ART Bill  |
|             | Domain |       | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                              |
|             | Domain |       | Knowledge of Human Resource Development (HRD) Scheme   |
|             | Domain |       | Understanding of Health Technology Assessment in India (HTAIIn)                                  |
|             | Domain |       | Understanding of Standard Treatment Workflows (STW)  |
|             | Domain |       | Knowledge of alternative systems of medicine   |
|             | Domain |       | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain |       | Knowledge of TB resistance consortium  |
|             | Domain |       | Knowledge of Anti-microbial resistance consortium  |
|             | Domain |       | Knowledge of Malaria resistance consortium   |
|             | Domain |       | Knowledge of schemes related to Northeastern Region  |
|             | Domain |       | Understanding the international health   |
|             | Domain |       | Understanding the requirements and functioning of Department of Health Research website          |
|             | Domain |       | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|             | Domain |       | Knowledge of rare diseases   |

# Capacity Building Commission, Government of India

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research                             |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |
|             | Functional |         | Develop, plan and experimental design process & skills                      |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams |
|             | Functional |         | Scientific communication skills - narrative tools                           |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                 |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Selection and refinement of area of interest                                |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives             |
|             | Functional |         | Scientific Project Management   |
|             | Functional |         | Investigative approach to product development                               |
|             | Functional |         | Professional guidelines, code of ethics & ethical research                  |
|             | Functional |         | Oversight skillset for principal investigator                               |
|             | Functional |         | Safeguarding of information - IPRs  |
|             | Behavioral | Advance | Networking skills - lab/industry/academia                                   |
|             | Behavioral |         | Planning and Coordination   |
|             | Behavioral |         | Conceptual Thinking   |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how                 |
|             | Behavioral |         | Decision Making   |

# Capacity Building Commission, Government of India

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| Designation | Type       | Level | Competency   |
|-------------|------------|-------|--|
|             | Behavioral |       | Innovative Thinking  |
|             | Behavioral |       | Strategic Thinking   |
|             | Behavioral |       | Problem Solving of higher degree   |
|             | Behavioral |       | Communication skills   |
|             | Behavioral |       | Conflict solving strategies  |
|             | Behavioral | Basic | Giving feedback  |
|             | Behavioral |       | Running effective meetings   |
|             | Behavioral |       | Empathy  |
|             | Behavioral |       | Self-Awareness and Self-Control  |
|             | Behavioral |       | Stakeholder Analysis & Management  |
|             | Behavioral |       | Commitment to the Organization- research aligned to organization's goals |
|             | Behavioral |       | Desire for Knowledge   |
|             | Behavioral |       | Professional Integrity - peer review & benchmark                         |
|             | Behavioral |       | Negotiation skills   |
|             | Behavioral |       | Attention to detail  |
|             | Behavioral |       | Delegation   |
|             | Behavioral |       | Sharing knowledge & mentorship   |
|             | Behavioral |       | Ethics   |
|             | Behavioral |       | Assertiveness  |
|             | Behavioral |       | Consultation and Consensus Building                                      |
|             | Behavioral |       | Organizational Awareness - Multidisciplinary approach                    |
|             | Behavioral |       | Citizen Centricity First   |
|             | Behavioral |       | Seeking Information  |
|             | Behavioral |       | Recruitment  |
|             | Behavioral |       | Taking Accountability  |



# Capacity Building Commission, Government of India

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| Designation | Type       | Level | Competency         |
|-------------|------------|-------|--------------------|
|             | Behavioral |       | Self-Management    |
|             | Behavioral |       | Result Orientation |
|             | Behavioral |       | Self-Confidence    |
|             | Behavioral |       | Self-motivated     |
|             | Behavioral |       | Team-Working       |
|             | Behavioral |       | Equity             |
|             | Behavioral |       | Leading Others     |

## 5.3.1.2. ICMR HQ Other than Scientists

| Designation                                     | Type   | Level   | Competency  |
|---|--------|---------|---|
| <b>Deputy Director General (Administration)</b> | Domain | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)   |
|   | Domain |         | Understanding of Non-Communicable Diseases                                    |
|   | Domain |         | Understanding of Basic Medical Sciences                                       |
|   | Domain |         | Knowledge on the functions of Indian Journal of Medical Research              |
|   | Domain |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme           |
|   | Domain |         | Understanding of Socio-behavioral, Health systems and Implementation Research |
|   | Domain |         | Understanding of Reproductive, Child Health & Nutrition                       |
|   | Domain |         | Understanding of Bio-Medical Informatics                                      |
|   | Domain |         | Knowledge of rare diseases  |
|   | Domain |         | Understanding of International Health & Human Resource Development            |
|   | Domain | Basic   | Understanding of Policy & Communication                                       |
|   | Domain |         | Understanding of Clinical Studies Trial and Projection                        |
|   | Domain |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                   |
|   | Domain |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                 |
|   | Domain |         | Understanding of Surrogacy Act  |
|   | Domain |         | Knowledge of ART Bill   |
|   | Domain |         | Understanding of Health Research Policy                                       |
|   | Domain |         | Knowledge of Human Resource Development (HRD) Scheme                          |
|   | Domain |         | Knowledge of Grants in Aid (GIA) Scheme                                       |
|   | Domain |         | Understanding of Health Technology Assessment in India (HTAIIn)               |
|   | Domain |         | Understanding of Standard Treatment Workflows (STW)                           |

# Capacity Building Commission, Government of India

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| Designation | Type       | Level   | Competency   |
|-------------|------------|---------|--|
|             | Domain     |         | Knowledge of alternative systems of medicine   |
|             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain     |         | Knowledge of TB resistance consortium  |
|             | Domain     |         | Knowledge of Anti-microbial resistance consortium  |
|             | Domain     |         | Knowledge of Malaria resistance consortium   |
|             | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region  |
|             | Domain     |         | Understanding the international health   |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website          |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|             | Functional | Advance | Working with MS Office   |
|             | Functional |         | Understanding of GeM Marketplace   |
|             | Functional |         | Technical Writing  |
|             | Functional |         | Data analysis  |
|             | Functional |         | Report Writing   |
|             | Functional |         | Knowledge on RTI resolutions   |
|             | Functional |         | Functioning of NIC applications- email, messenger, cloud storage and others                      |
|             | Functional |         | Understanding of Office Protocols  |
|             | Functional |         | Knowledge on Central Civil Conduct Code  |
|             | Functional |         | Understanding of General Financial Rules, 2017   |
|             | Functional | Basic   | Knowledge of Public Financial Management System  |
|             | Functional |         | Knowledge of IFD Framework   |

# Capacity Building Commission, Government of India

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| Designation | Type       | Level | Competency  |
|-------------|------------|-------|---|
|             | Functional |       | Trainings on cabinet note, EFC, or office order preparation   |
|             | Functional |       | Vendor Management   |
|             | Functional |       | Procurement & Tender Writing                                  |
|             | Functional |       | Promoting via social media                                    |
|             | Functional |       | Overview of Organogram  |
|             | Functional |       | National Anthem, Flag code of India and State Emblem of India |
|             | Functional |       | Knowledge on Raj Bhasha                                       |
|             | Functional |       | Project Marketing   |
|             | Functional |       | Project Management  |
|             | Functional |       | Knowledge Management  |
|             | Functional |       | Coaching & Mentoring  |
|             | Functional |       | Continuous Process Improvement                                |
|             | Functional |       | Benchmarking  |
|             | Functional |       | Policy drafting   |
|             | Functional |       | Grant Administration & Grant Writing                          |
|             | Functional |       | Understanding of recruitment process & vacancy monitoring     |
|             | Functional |       | Budgeting & Accounting skills                                 |
|             | Functional |       | Financial Management  |
|             | Functional |       | Pension Administration  |
|             | Functional |       | Purchase forecasting  |
|             | Functional |       | Supplier relationship management                              |
|             | Functional |       | Organizational skills   |
|             | Functional |       | Inventory planning  |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Functional |         | Cash Flow Management  |
|             | Functional |         | Spending Assessment   |
|             | Functional |         | Gender Budgeting  |
|             | Functional |         | Preparation of Annual Reports   |
|             | Functional |         | Drafting proposals  |
|             | Functional |         | Filing Vigilance returns  |
|             | Functional |         | Maintaining Websites  |
|             | Functional |         | Knowledge on matters related to Information, Education and Communication (IEC)      |
|             | Functional |         | Knowledge of National Data Sharing and Accessibility Policy (NDSAP)                 |
|             | Functional |         | Knowledge of taxation of products, GST, and customs duty                            |
|             | Functional |         | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs |
|             | Behavioral | Advance | Self Confidence   |
|             | Behavioral |         | Communication Skills  |
|             | Behavioral |         | Decision Making   |
|             | Behavioral |         | Self-Awareness, Management & Control  |
|             | Behavioral |         | Problem Solving   |
|             | Behavioral |         | Organizational Awareness  |
|             | Behavioral |         | Team-Working  |
|             | Behavioral |         | Planning & Coordination   |
|             | Behavioral |         | Work-Life Balance   |
|             | Behavioral |         | Time Management   |
|             | Behavioral | Basic   | Negotiation Skills  |

# Capacity Building Commission, Government of India

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| Designation | Type       | Level | Competency                        |
|-------------|------------|-------|-----------------------------------|
|             | Behavioral |       | Conflict Solving Strategies       |
|             | Behavioral |       | Seeking Information               |
|             | Behavioral |       | Assertiveness                     |
|             | Behavioral |       | Strategic thinking                |
|             | Behavioral |       | Conceptual Thinking               |
|             | Behavioral |       | Networking skills                 |
|             | Behavioral |       | Result Orientation                |
|             | Behavioral |       | Accountability                    |
|             | Behavioral |       | Gender Awareness                  |
|             | Behavioral |       | Consultation & Consensus Building |
|             | Behavioral |       | Giving Feedback                   |
|             | Behavioral |       | Delegation                        |
|             | Behavioral |       | Customer Centric                  |
|             | Behavioral |       | Empathy                           |
|             | Behavioral |       | Stakeholder Analysis & Management |
|             | Behavioral |       | Leading Others                    |
|             | Behavioral |       | Integrity                         |
|             | Behavioral |       | Developing Others                 |
|             | Behavioral |       | Initiative & Drive                |
|             | Behavioral |       | Attention to Detail               |
|             | Behavioral |       | Motivation                        |
|             | Behavioral |       | Innovative Thinking               |
|             | Behavioral |       | Leadership                        |

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| Designation                 | Type       | Level   | Competency  |
|-----------------------------|------------|---------|---|
| <b>Upper Division Clerk</b> | Behavioral |         | Taking Ownership  |
|                             | Behavioral |         | Active Listening Skills   |
|                             | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)   |
|                             | Domain     |         | Understanding of Non-Communicable Diseases                                    |
|                             | Domain     |         | Understanding of Basic Medical Sciences                                       |
|                             | Domain     |         | Knowledge on the functions of Indian Journal of Medical Research              |
|                             | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme           |
|                             | Domain     |         | Understanding of Socio-behavioral, Health systems and Implementation Research |
|                             | Domain     |         | Understanding of Reproductive, Child Health & Nutrition                       |
|                             | Domain     |         | Understanding of Bio-Medical Informatics                                      |
|                             | Domain     |         | Knowledge of rare diseases  |
|                             | Domain     |         | Understanding of International Health & Human Resource Development            |
|                             | Domain     | Basic   | Understanding of Policy & Communication                                       |
|                             | Domain     |         | Understanding of Clinical Studies Trial and Projection                        |
|                             | Domain     |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                   |
|                             | Domain     |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                 |
|                             | Domain     |         | Understanding of Surrogacy Act  |
|                             | Domain     |         | Knowledge of ART Bill   |
|                             | Domain     |         | Understanding of Health Research Policy                                       |
|                             | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme                          |
|                             | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme                                       |
|                             | Domain     |         | Understanding of Health Technology Assessment in India (HTAIn)                |

# Capacity Building Commission, Government of India

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| Designation | Type       | Level   | Competency   |
|-------------|------------|---------|--|
|             | Domain     |         | Understanding of Standard Treatment Workflows (STW)  |
|             | Domain     |         | Knowledge of alternative systems of medicine   |
|             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain     |         | Knowledge of TB resistance consortium  |
|             | Domain     |         | Knowledge of Anti-microbial resistance consortium  |
|             | Domain     |         | Knowledge of Malaria resistance consortium   |
|             | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region  |
|             | Domain     |         | Understanding the international health   |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website          |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|             | Functional | Advance | Knowledge on RTI resolutions   |
|             | Functional |         | Understanding of Office Protocols  |
|             | Functional |         | Knowledge on Central Civil Conduct Code  |
|             | Functional | Basic   | Knowledge of Public Financial Management System  |
|             | Functional |         | Understanding of recruitment process & vacancy monitoring  |
|             | Functional |         | Budgeting & Accounting skills  |
|             | Behavioral | Advance | Communication Skills   |
|             | Behavioral |         | Problem Solving  |
|             | Behavioral |         | Work-Life Balance  |
|             | Behavioral | Basic   | Seeking Information  |
|             | Behavioral |         | Networking skills  |



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| Designation | Type       | Level | Competency     |
|-------------|------------|-------|----------------|
|             | Behavioral |       | Accountability |

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## 5.3.2. CNA – ICMR Labs – NIMR

### 5.3.2.1. Scientist – NIMR

| Designation        | Type   | Level   | Competency   |
|--------------------|--------|---------|--|
| <b>Scientist B</b> | Domain | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)                      |
|                    | Domain |         | Understanding of Non-Communicable Diseases   |
|                    | Domain |         | Understanding of Basic Medical Sciences  |
|                    | Domain |         | Knowledge of Grants in Aid (GIA) Scheme  |
|                    | Domain |         | Understanding of Socio-behavioral, Health systems and Implementation Research                    |
|                    | Domain |         | Understanding of Clinical Studies Trial and Projection   |
|                    | Domain |         | Understanding of Reproductive, Child Health & Nutrition  |
|                    | Domain |         | Understanding of Policy & Communication  |
|                    | Domain |         | Understanding of Health Research Policy  |
|                    | Domain |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|                    | Domain | Basic   | Understanding of International Health & Human Resource Development                               |
|                    | Domain |         | Understanding of Bio-Medical Informatics   |
|                    | Domain |         | Knowledge on the functions of Indian Journal of Medical Research                                 |
|                    | Domain |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|                    | Domain |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|                    | Domain |         | Understanding of Surrogacy Act   |
|                    | Domain |         | Knowledge of ART Bill  |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                     |
|             | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme                                    |
|             | Domain     |         | Understanding of Health Technology Assessment in India (HTAIIn)                         |
|             | Domain     |         | Understanding of Standard Treatment Workflows (STW)                                     |
|             | Domain     |         | Knowledge of alternative systems of medicine  |
|             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)                                 |
|             | Domain     |         | Knowledge of TB resistance consortium   |
|             | Domain     |         | Knowledge of Anti-microbial resistance consortium                                       |
|             | Domain     |         | Knowledge of Malaria resistance consortium  |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region                                     |
|             | Domain     |         | Understanding the international health  |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain     |         | Knowledge of rare diseases  |
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research   |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Functional |         | Develop, plan and experimental design process & skills                      |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams |
|             | Functional |         | Scientific communication skills - narrative tools                           |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                 |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Selection and refinement of area of interest                                |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives             |
|             | Functional |         | Scientific Project Management   |
|             | Functional |         | Investigative approach to product development                               |
|             | Functional |         | Professional guidelines, code of ethics & ethical research                  |
|             | Functional |         | Oversight skillset for principal investigator                               |
|             | Functional |         | Safeguarding of information - IPRs  |
|             | Behavioral | Advance | Networking skills - lab/industry/academia                                   |
|             | Behavioral |         | Planning and Coordination   |
|             | Behavioral |         | Conceptual Thinking   |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how                 |
|             | Behavioral |         | Decision Making   |

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| Designation | Type       | Level | Competency   |
|-------------|------------|-------|--|
|             | Behavioral |       | Innovative Thinking  |
|             | Behavioral |       | Strategic Thinking   |
|             | Behavioral |       | Problem Solving of higher degree   |
|             | Behavioral |       | Communication skills   |
|             | Behavioral |       | Conflict solving strategies  |
|             | Behavioral | Basic | Giving feedback  |
|             | Behavioral |       | Running effective meetings   |
|             | Behavioral |       | Empathy  |
|             | Behavioral |       | Self-Awareness and Self Control  |
|             | Behavioral |       | Stakeholder Analysis & Management  |
|             | Behavioral |       | Commitment to the Organization- research aligned to organization's goals |
|             | Behavioral |       | Desire for Knowledge   |
|             | Behavioral |       | Professional Integrity - peer review & benchmark                         |
|             | Behavioral |       | Negotiation skills   |
|             | Behavioral |       | Attention to detail  |
|             | Behavioral |       | Delegation   |
|             | Behavioral |       | Sharing knowledge & mentorship   |
|             | Behavioral |       | Ethics   |
|             | Behavioral |       | Assertiveness  |
|             | Behavioral |       | Consultation and Consensus Building                                      |
|             | Behavioral |       | Organizational Awareness - Multidisciplinary approach                    |

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| Designation        | Type       | Level   | Competency  |
|--------------------|------------|---------|---|
|                    | Behavioral |         | Citizen Centricity First  |
|                    | Behavioral |         | Seeking Information   |
|                    | Behavioral |         | Recruitment   |
|                    | Behavioral |         | Taking Accountability   |
|                    | Behavioral |         | Self-Management   |
|                    | Behavioral |         | Result Orientation  |
|                    | Behavioral |         | Self-Confidence   |
|                    | Behavioral |         | Self-motivated  |
|                    | Behavioral |         | Team-Working  |
|                    | Behavioral |         | Equity  |
|                    | Behavioral |         | Leading Others  |
| <b>Scientist C</b> | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)   |
|                    | Domain     |         | Understanding of Non-Communicable Diseases                                    |
|                    | Domain     |         | Understanding of Basic Medical Sciences                                       |
|                    | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme                                       |
|                    | Domain     |         | Understanding of Socio-behavioral, Health systems and Implementation Research |
|                    | Domain     |         | Understanding of Clinical Studies Trial and Projection                        |
|                    | Domain     |         | Understanding of Reproductive, Child Health & Nutrition                       |
|                    | Domain     |         | Understanding of Policy & Communication                                       |
|                    | Domain     |         | Understanding of Health Research Policy                                       |

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| Designation | Type   | Level | Competency   |
|-------------|--------|-------|--|
|             | Domain |       | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain | Basic | Understanding of International Health & Human Resource Development                               |
|             | Domain |       | Understanding of Bio-Medical Informatics   |
|             | Domain |       | Knowledge on the functions of Indian Journal of Medical Research                                 |
|             | Domain |       | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|             | Domain |       | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|             | Domain |       | Understanding of Surrogacy Act   |
|             | Domain |       | Knowledge of ART Bill  |
|             | Domain |       | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                              |
|             | Domain |       | Knowledge of Human Resource Development (HRD) Scheme   |
|             | Domain |       | Understanding of Health Technology Assessment in India (HTAI)                                    |
|             | Domain |       | Understanding of Standard Treatment Workflows (STW)  |
|             | Domain |       | Knowledge of alternative systems of medicine   |
|             | Domain |       | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain |       | Knowledge of TB resistance consortium  |
|             | Domain |       | Knowledge of Anti-microbial resistance consortium  |
|             | Domain |       | Knowledge of Malaria resistance consortium   |
|             | Domain |       | Knowledge of schemes related to Northeastern Region  |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Domain     |         | Understanding the international health  |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain     |         | Knowledge of rare diseases  |
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research   |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |
|             | Functional |         | Develop, plan and experimental design process & skills                                  |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams             |
|             | Functional |         | Scientific communication skills - narrative tools                                       |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                             |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Selection and refinement of area of interest  |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives                         |



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| Designation | Type       | Level   | Competency   |
|-------------|------------|---------|--|
|             | Functional |         | Scientific Project Management  |
|             | Functional |         | Investigative approach to product development                            |
|             | Functional |         | Professional guidelines, code of ethics & ethical research               |
|             | Functional |         | Oversight skillset for principal investigator                            |
|             | Functional |         | Safeguarding of information - IPRs                                       |
|             | Behavioral | Advance | Networking skills - lab/industry/academia                                |
|             | Behavioral |         | Planning and Coordination  |
|             | Behavioral |         | Conceptual Thinking  |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how              |
|             | Behavioral |         | Decision Making  |
|             | Behavioral |         | Innovative Thinking  |
|             | Behavioral |         | Strategic Thinking   |
|             | Behavioral |         | Problem Solving of higher degree   |
|             | Behavioral |         | Communication skills   |
|             | Behavioral |         | Conflict solving strategies  |
|             | Behavioral | Basic   | Giving feedback  |
|             | Behavioral |         | Running effective meetings   |
|             | Behavioral |         | Empathy  |
|             | Behavioral |         | Self-Awareness and Self Control  |
|             | Behavioral |         | Stakeholder Analysis & Management  |
|             | Behavioral |         | Commitment to the Organization- research aligned to organization's goals |

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| Designation | Type       | Level | Competency  |
|-------------|------------|-------|---|
|             | Behavioral |       | Desire for Knowledge                                  |
|             | Behavioral |       | Professional Integrity - peer review & benchmark      |
|             | Behavioral |       | Negotiation skills                                    |
|             | Behavioral |       | Attention to detail                                   |
|             | Behavioral |       | Delegation  |
|             | Behavioral |       | Sharing knowledge & mentorship                        |
|             | Behavioral |       | Ethics  |
|             | Behavioral |       | Assertiveness   |
|             | Behavioral |       | Consultation and Consensus Building                   |
|             | Behavioral |       | Organizational Awareness - Multidisciplinary approach |
|             | Behavioral |       | Citizen Centricity First                              |
|             | Behavioral |       | Seeking Information                                   |
|             | Behavioral |       | Recruitment   |
|             | Behavioral |       | Taking Accountability                                 |
|             | Behavioral |       | Self-Management                                       |
|             | Behavioral |       | Result Orientation                                    |
|             | Behavioral |       | Self-Confidence                                       |
|             | Behavioral |       | Self-motivated  |
|             | Behavioral |       | Team-Working  |
|             | Behavioral |       | Equity  |
|             | Behavioral |       | Leading Others  |

| Designation        | Type   | Level   | Competency   |
|--------------------|--------|---------|--|
| <b>Scientist D</b> | Domain | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)                      |
|                    | Domain |         | Understanding of Non-Communicable Diseases   |
|                    | Domain |         | Understanding of Basic Medical Sciences  |
|                    | Domain |         | Knowledge of Grants in Aid (GIA) Scheme  |
|                    | Domain |         | Understanding of Socio-behavioral, Health systems and Implementation Research                    |
|                    | Domain |         | Understanding of Clinical Studies Trial and Projection   |
|                    | Domain |         | Understanding of Reproductive, Child Health & Nutrition  |
|                    | Domain |         | Understanding of Policy & Communication  |
|                    | Domain |         | Understanding of Health Research Policy  |
|                    | Domain |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|                    | Domain | Basic   | Understanding of International Health & Human Resource Development                               |
|                    | Domain |         | Understanding of Bio-Medical Informatics   |
|                    | Domain |         | Knowledge on the functions of Indian Journal of Medical Research                                 |
|                    | Domain |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|                    | Domain |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|                    | Domain |         | Understanding of Surrogacy Act   |
|                    | Domain |         | Knowledge of ART Bill  |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                     |
|             | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme                                    |
|             | Domain     |         | Understanding of Health Technology Assessment in India (HTAIIn)                         |
|             | Domain     |         | Understanding of Standard Treatment Workflows (STW)                                     |
|             | Domain     |         | Knowledge of alternative systems of medicine  |
|             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)                                 |
|             | Domain     |         | Knowledge of TB resistance consortium   |
|             | Domain     |         | Knowledge of Anti-microbial resistance consortium                                       |
|             | Domain     |         | Knowledge of Malaria resistance consortium  |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region                                     |
|             | Domain     |         | Understanding the international health  |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain     |         | Knowledge of rare diseases  |
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research   |
|             | Functional |         | Effective collaboration in research   |
|             | Functional |         | Data analysis, planning & preparing   |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Functional |         | Develop, plan and experimental design process & skills                      |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams |
|             | Functional |         | Scientific communication skills - narrative tools                           |
|             | Functional |         | Interdisciplinary research  |
|             | Functional |         | Survey techniques, data collection, measure study variables                 |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Selection and refinement of area of interest                                |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives             |
|             | Functional |         | Scientific Project Management   |
|             | Functional |         | Investigative approach to product development                               |
|             | Functional |         | Professional guidelines, code of ethics & ethical research                  |
|             | Functional |         | Oversight skillset for principal investigator                               |
|             | Functional |         | Safeguarding of information - IPRs  |
|             | Behavioral | Advance | Networking skills - lab/industry/academia                                   |
|             | Behavioral |         | Planning and Coordination   |
|             | Behavioral |         | Conceptual Thinking   |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how                 |
|             | Behavioral |         | Decision Making   |

| Designation | Type       | Level | Competency  |
|-------------|------------|-------|---|
|             | Behavioral |       | Innovative Thinking                                   |
|             | Behavioral |       | Strategic Thinking                                    |
|             | Behavioral |       | Problem Solving of higher degree                      |
|             | Behavioral |       | Communication skills                                  |
|             | Behavioral |       | Conflict solving strategies                           |
|             | Behavioral | Basic | Giving feedback                                       |
|             | Behavioral |       | Running effective meetings                            |
|             | Behavioral |       | Self-Awareness and Self Control                       |
|             | Behavioral |       | Stakeholder Analysis & Management                     |
|             | Behavioral |       | Professional Integrity - peer review & benchmark      |
|             | Behavioral |       | Attention to detail                                   |
|             | Behavioral |       | Delegation  |
|             | Behavioral |       | Sharing knowledge & mentorship                        |
|             | Behavioral |       | Ethics  |
|             | Behavioral |       | Organizational Awareness - Multidisciplinary approach |
|             | Behavioral |       | Recruitment   |
|             | Behavioral |       | Taking Accountability                                 |
|             | Behavioral |       | Self-Management                                       |
|             | Behavioral |       | Result Orientation                                    |
|             | Behavioral |       | Self-Confidence                                       |
|             | Behavioral |       | Self-motivated  |

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| Designation        | Type       | Level   | Competency   |
|--------------------|------------|---------|--|
|                    | Behavioral |         | Team-Working   |
|                    | Behavioral |         | Leading Others   |
| <b>Scientist E</b> | Domain     | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)                      |
|                    | Domain     |         | Understanding of Non-Communicable Diseases   |
|                    | Domain     |         | Understanding of Basic Medical Sciences  |
|                    | Domain     |         | Knowledge of Grants in Aid (GIA) Scheme  |
|                    | Domain     |         | Understanding of Socio-behavioral, Health systems and Implementation Research                    |
|                    | Domain     |         | Understanding of Clinical Studies Trial and Projection   |
|                    | Domain     |         | Understanding of Reproductive, Child Health & Nutrition  |
|                    | Domain     |         | Understanding of Policy & Communication  |
|                    | Domain     |         | Understanding of Health Research Policy  |
|                    | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|                    | Domain     | Basic   | Understanding of International Health & Human Resource Development                               |
|                    | Domain     |         | Understanding of Bio-Medical Informatics   |
|                    | Domain     |         | Knowledge on the functions of Indian Journal of Medical Research                                 |
|                    | Domain     |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                                      |
|                    | Domain     |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                                    |
|                    | Domain     |         | Understanding of Surrogacy Act   |

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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Domain     |         | Knowledge of ART Bill   |
|             | Domain     |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme                     |
|             | Domain     |         | Knowledge of Human Resource Development (HRD) Scheme                                    |
|             | Domain     |         | Understanding of Health Technology Assessment in India (HTAI)                           |
|             | Domain     |         | Understanding of Standard Treatment Workflows (STW)                                     |
|             | Domain     |         | Knowledge of alternative systems of medicine  |
|             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)                                 |
|             | Domain     |         | Knowledge of TB resistance consortium   |
|             | Domain     |         | Knowledge of Anti-microbial resistance consortium                                       |
|             | Domain     |         | Knowledge of Malaria resistance consortium  |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region                                     |
|             | Domain     |         | Understanding the international health  |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre              |
|             | Domain     |         | Knowledge of rare diseases  |
|             | Functional | Advance | Scientific writing and publishing   |
|             | Functional |         | Persuasive Grant writing  |
|             | Functional |         | Leadership, management & mentorship in research   |
|             | Functional |         | Effective collaboration in research   |



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| Designation | Type       | Level   | Competency  |
|-------------|------------|---------|---|
|             | Functional |         | Data analysis, planning & preparing   |
|             | Functional |         | Develop, plan and experimental design process & skills                      |
|             | Functional |         | Effective teamwork with cross-functional, multi-disciplinary research teams |
|             | Functional |         | Scientific communication skills - narrative tools                           |
|             | Functional |         | Interdisciplinary research  |
|             | Functional | Basic   | Laboratory research skills  |
|             | Functional |         | Interpreting scientific results   |
|             | Functional |         | Managing research tools & data  |
|             | Functional |         | Innovation, global developments, emerging trends & perspectives             |
|             | Functional |         | Scientific Project Management   |
|             | Functional |         | Safeguarding of information - IPRs  |
|             | Behavioral | Advance | Networking skills - lab/industry/academia                                   |
|             | Behavioral |         | Planning and Coordination   |
|             | Behavioral |         | Conceptual Thinking   |
|             | Behavioral |         | Scientific Temper: scientific know-why & technical know-how                 |
|             | Behavioral |         | Decision Making   |
|             | Behavioral |         | Innovative Thinking   |
|             | Behavioral |         | Problem Solving of higher degree  |
|             | Behavioral |         | Communication skills  |
|             | Behavioral |         | Conflict solving strategies   |

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| Designation | Type       | Level | Competency   |
|-------------|------------|-------|--|
|             | Behavioral | Basic | Stakeholder Analysis & Management  |
|             | Behavioral |       | Commitment to the Organization- research aligned to organization's goals |
|             | Behavioral |       | Professional Integrity - peer review & benchmark                         |
|             | Behavioral |       | Negotiation skills   |
|             | Behavioral |       | Sharing knowledge & mentorship   |
|             | Behavioral |       | Ethics   |
|             | Behavioral |       | Organizational Awareness - Multidisciplinary approach                    |
|             | Behavioral |       | Seeking Information  |
|             | Behavioral |       | Self-Management  |

## 5.3.2.2. Other than Scientist - NIMR

| Designation              | Type   | Level   | Competency  |
|--------------------------|--------|---------|---|
| <b>Technical Officer</b> | Domain | Advance | Understanding of the functions of Indian Council of Medical Research (ICMR)   |
|                          | Domain |         | Understanding of Non-Communicable Diseases                                    |
|                          | Domain |         | Understanding of Basic Medical Sciences                                       |
|                          | Domain |         | Knowledge on the functions of Indian Journal of Medical Research              |
|                          | Domain |         | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme           |
|                          | Domain |         | Understanding of Socio-behavioral, Health systems and Implementation Research |
|                          | Domain |         | Understanding of Reproductive, Child Health & Nutrition                       |
|                          | Domain |         | Understanding of Bio-Medical Informatics                                      |
|                          | Domain |         | Knowledge of rare diseases  |
|                          | Domain |         | Understanding of International Health & Human Resource Development            |
|                          | Domain | Basic   | Understanding of Policy & Communication                                       |
|                          | Domain |         | Understanding of Clinical Studies Trial and Projection                        |
|                          | Domain |         | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme                   |
|                          | Domain |         | Knowledge of Model Rural Health Research Units (MRHRU) Scheme                 |
|                          | Domain |         | Understanding of Surrogacy Act  |
|                          | Domain |         | Knowledge of ART Bill   |
|                          | Domain |         | Understanding of Health Research Policy                                       |
|                          | Domain |         | Knowledge of Human Resource Development (HRD) Scheme                          |
|                          | Domain |         | Knowledge of Grants in Aid (GIA) Scheme                                       |
|                          | Domain |         | Understanding of Health Technology Assessment in India (HTAI)                 |
|                          | Domain |         | Understanding of Standard Treatment Workflows (STW)                           |
|                          | Domain |         | Knowledge of alternative systems of medicine                                  |

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| Designation | Type       | Level   | Competency   |
|-------------|------------|---------|--|
|             | Domain     |         | Knowledge of National List of Essential Medicine (NLEM)  |
|             | Domain     |         | Knowledge of TB resistance consortium  |
|             | Domain     |         | Knowledge of Anti-microbial resistance consortium  |
|             | Domain     |         | Knowledge of Malaria resistance consortium   |
|             | Domain     |         | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) |
|             | Domain     |         | Knowledge of schemes related to Northeastern Region  |
|             | Domain     |         | Understanding the international health   |
|             | Domain     |         | Understanding the requirements and functioning of Department of Health Research website          |
|             | Domain     |         | Understanding of functioning of Bhopal Memorial Hospital & Research Centre                       |
|             | Functional | Advance | Working with MS Office   |
|             | Functional |         | Understanding of GeM Marketplace   |
|             | Functional |         | Understanding of Office Protocols  |
|             | Functional | Basic   | Vendor Management  |
|             | Functional |         | National Anthem, Flag code of India and State Emblem of India                                    |
|             | Functional |         | Financial Management   |
|             | Functional |         | Inventory planning   |
|             | Behavioral | Advance | Self Confidence  |
|             | Behavioral |         | Communication Skills   |
|             | Behavioral |         | Decision Making  |
|             | Behavioral |         | Problem Solving  |
|             | Behavioral |         | Team-Working   |
|             | Behavioral |         | Planning & Coordination  |

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| Designation | Type       | Level | Competency          |
|-------------|------------|-------|---------------------|
|             | Behavioral | Basic | Motivation          |
|             | Behavioral |       | Innovative Thinking |

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## 6. Capacity Building Plan

### 6.1. Prioritized Competencies

In the first meeting of the Capacity Building Unit (CBU) held on 27 June 2023 at DHR HQ, the Chairman CBU post the validation of required competencies, decided that trainings that are an immediate priority for ICMR and DHR staff are as follows:

- Patent
- Science Communications
- Government e-Marketplace
- Expenditure Finance Committee & Standing Finance Committee
- Budget preparation and handling the budget
- Noting & Drafting
- E-Office
- General Financial Rules (GFR) and Procurement
- Ethics
- Research Data Management
- Phygital trainings including residential training courses

### 6.2. Immediate Priority Training Initiatives

In the project kick-off meeting chaired by the Secretary Department of Health Research (DHR) in February 2023, it was decided that all the staff of both DHR and ICMR shall undertake trainings on the following competencies:

- Prevention of Sexual Harassment of Women at Workplace (POSH) and
- General Financial Rules (GFR)

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

The role wise training competencies specific training suggestions for the scientific, technical and administration staff of DHR, ICMR HQ and ICMR Institutes is covered in the Section 7.2 of this report.

### 6.4. Organizational Competency Suggestions

- To cater to the training needs of the large pool of staff in ICMR & DHR, it is critical to have **partnership with select public training institutes** that impart training on scientific, technical and administrative competencies
- There is a need to create an ecosystem for '**Ease of Doing Research**', since it takes significant time for a research centre/ institution to seek funds for a project and there are multiple number of formalities as a process. The process for undertaking research in a new area, its approval and funding needs to be simplified
- **Silo-free functioning**, more collaboration amongst different divisions of the organization. A **mentorship programme** needs to be introduced in the organization and promote the culture of one entity.

- Establishment of **Multi-disciplinary research units (MDRUs)** in Research Institutions to encourage and strengthen an environment of research

## 6.5. Capacity Building for National Priorities, Technology and Citizen Centricity

### 6.6. Non-Training Interventions

To gauge capacity needs at the organizational level, each wing/division/section of the MDO will need to be assessed based on aspects, including but not limited to:

- **Technology and Data:** - This dimension deals with the technological tools the MDO has used to enhance its performance. Among these are PQSoft for managing parliamentary questions for the MDO and software that offers a quicker turnaround time on repeated work. Other examples include digital solutions that improve productivity or enable quicker pain-point resolution.
- **Systems and Processes:** - This dimension covers all of the MDO's developed methods and procedures for carrying out daily operations. Examples include learning management systems, standard operating procedures, and monitoring mechanisms for programmes.
- **Resources and Assets:** - This covers the MDO's assets and resources, including the hard and soft infrastructure needed for day-to-day operations. For instance, the actual location, financial resources, etc.
- **Partnerships and Relationships:** - All external relationships, such as those with other ministries or departments, international organizations, and citizen groups, are included in this dimension.
- **Personnel Management:** - This covers all activities related to managing the MDO's human resources, including performance reviews, learning and development, performance management, succession planning, etc.

| Wing/<br>Division/<br>Section | Capacity<br>Required   | Dimensi<br>on                   | Intervention  | Logistics to bridge the gap                        |   |                       |                                      |
|-------------------------------|--|---------------------------------|---|--|---|-----------------------|--------------------------------------|
|                               |  |                                 |   | Prerequi<br>sites (if<br>any)                      | HR<br>require<br>-ments   | Estima<br>ted<br>Cost | Estimated<br>Timeline                |
| <b>All<br/>divisions</b>      | This is part of lifelong learning and to gain better understanding of concepts | Personne<br>l<br>Manage<br>ment | <b>Learning Hour</b> <ul style="list-style-type: none"> <li>• One hour a week is declared as learning hour.</li> <li>• A topic can be chosen the participation is voluntary, officials who</li> </ul> | Conferen<br>ce Hall &<br>Video<br>conferen<br>cing | Internal<br>(a senior<br>officer in<br>the area)<br>or<br>external<br>expert<br>on the<br>topic<br>chosen | Nil                   | Can be<br>implemented<br>immediately |

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| Wing/<br>Division/<br>Section                    | Capacity<br>Required  | Dimensi<br>on  | Intervention  | Logistics to bridge the gap   |  |                       |   |
|--|---|--|---|---|--|-----------------------|---|
|  |   |  |   | Prerequi<br>sites (if<br>any)   | HR<br>require<br>-ments  | Estima<br>ted<br>Cost | Estimated<br>Timeline   |
|  | outside<br>the area<br>of<br>expertise  |  | require that<br>knowledge<br>will join it.  |   |  |                       |   |
| <b>All<br/>divisions</b>                         | Know the<br>functions<br>of various<br>divisions<br>with the<br>ministry<br>for better<br>coordinati<br>on with<br>them | Personne<br>l<br>Manage<br>ment  | <b>Induction<br/>Manual:</b> <ul style="list-style-type: none"> <li>Consists of introduction to all the divisions in the ministry, their work allocation and nodal officer of that division</li> <li>Consists of Dos and Don'ts of all the divisions</li> </ul> | Work<br>allocation<br>documen<br>t  | One<br>resource<br>from<br>each<br>division  | Nil                   | 1 month <ul style="list-style-type: none"> <li>2 weeks for gathering data</li> <li>2 weeks for documentation</li> </ul> |
| <b>Nominat<br/>ed by the<br/>departme<br/>nt</b> | To gain a<br>better<br>understan<br>ding of<br>the<br>industry,<br>research<br>organizati<br>ons and<br>other<br>MDOs   | Partners<br>hips &<br>Relations<br>hips<br><br>Personne<br>l<br>Manage<br>ment | <b>Immersion<br/>Program</b><br><br>Regular visits to be planned to the industry, institutes, hospitals and research organizations to understand their functioning, their challenges, etc. better.  | Immersio<br>n<br>Program<br>draft to<br>be<br>confirme<br>d by the<br>relevant<br>stakehold<br>er | Nodal<br>officer to<br>look<br>after the<br>immersi<br>on<br>program<br>and act<br>as a<br>Single<br>Point Of<br>Contact<br>(SPOC) |                       | Can be<br>implemented<br>immediately  |



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| Wing/<br>Division/<br>Section | Capacity<br>Required  | Dimensi<br>on                               | Intervention  | Logistics to bridge the gap   |   |                       |  |
|-------------------------------|---|---|---|---|---|-----------------------|--|
|                               |   |   |   | Prerequi<br>sites (if<br>any)   | HR<br>require<br>-ments   | Estima<br>ted<br>Cost | Estimated<br>Timeline  |
|                               |   |   |   |   | for the<br>industry   |                       |  |
| <b>All<br/>divisions</b>      | To clear queries/doubts on some of the operations / technology/ systems/ processes of the Department              | Personnel Management                        | <b>Virtual Kiosks:</b> <ul style="list-style-type: none"> <li>Will have a basic introduction to the process and how to use them</li> <li>Then a doubt clearing session, where most of the doubts to be addressed by the experts in the process</li> </ul> | Conference Room or Virtual video conferencing   | Experts on the process/ technology/ systems within the Department | Nil                   | Can be implemented immediately   |
| <b>All<br/>divisions</b>      | A resource to have all the details, reports, publications, etc. of the ministry, attached offices, and institutes | Resources & Assets<br><br>Technology & data | <b>Library (either physical or on cloud)</b><br><br>One place for all resources and documents relevant to the department  | Office space (in case of physical library) or Cloud based infrastructure (in case of cloud-based library) | Librarian or Technical Officers                                   |                       | 2 months <ul style="list-style-type: none"> <li>1 month to get the library ready</li> <li>1 month to populate it with the documentation available</li> </ul> |

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| Wing/<br>Division/<br>Section                                    | Capacity<br>Required  | Dimensi<br>on                           | Intervention   | Logistics to bridge the gap   |   |                       |  |
|--|---|---|--|---|---|-----------------------|--|
|  |   |   |  | Prerequi<br>sites (if<br>any)   | HR<br>require<br>-ments   | Estima<br>ted<br>Cost | Estimated<br>Timeline  |
| <b>All<br/>divisions</b>   | To take of most use of the capacity building of the officials at the department | Partners<br>hips &<br>Relations<br>hips | <b>Partnership with a training institute:</b> <ul style="list-style-type: none"> <li>To institutionalize the capacity building program</li> <li>To provide with the training programs that's customized for the department</li> </ul>                                | -   | One nodal officer to coordinate with the institute  |                       | 3 months <ul style="list-style-type: none"> <li>1 month to find the best institute for the role</li> <li>1 month for all the formalities</li> </ul> 1 month to onboard the institute |
| <b>All divisions, research institutes &amp; attached offices</b> | To clear very small quick questions related to the Department                   | Technolo<br>gy &<br>data                | <b>'ICMR Assist' chatbot:</b> <ul style="list-style-type: none"> <li>One place for all basic queries and doubts related to Department of Science &amp; Technology</li> <li>Can be deployed not only in the department but also Autonomous Institutes, and</li> </ul> | ICMR related content, division, their functions, technologies being used, MoUs, schemes, etc. | A dedicated team of 5-7 people to train the bot on the ICMR and content related Health Research functions or operations |                       | 7 months <ul style="list-style-type: none"> <li>2 month for approval</li> <li>3 months to make a chatbot</li> <li>2 months to train it</li> <li>1 month to test it</li> </ul>        |

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| Wing/<br>Division/<br>Section | Capacity<br>Required  | Dimensi<br>on   | Intervention  | Logistics to bridge the gap                                 |  |                       |  |
|-------------------------------|---|---|---|---|--|-----------------------|--|
|                               |   |   |   | Prerequi<br>sites (if<br>any)                               | HR<br>require<br>-ments                                    | Estima<br>ted<br>Cost | Estimated<br>Timeline  |
|                               |   |   | related<br>organization   |   |  |                       |  |
| <b>All<br/>divisions</b>      | To make<br>all the<br>induction<br>courses,<br>regular<br>courses<br>and<br>manuals<br>online | Systems<br>&<br>processe<br>s<br><br>Technolo<br>gy &<br>data | <b>LMS (iGOT)</b> <ul style="list-style-type: none"> <li>The induction courses can be uploaded to iGOT, so that these courses can be mandated for new joiners</li> <li>Refresher courses can be iGOT so that everyone can go through them anytime and anywhere</li> <li>Mandatory courses can be identified on iGOT and mapped to officers of Department</li> </ul> | Induction manual, and relevant materials to prepare courses | One officer dedicate d to coordina te with iGOT Karmayo gi |                       | Can be implemented immediately   |
| <b>All<br/>divisions</b>      | To make a seamless portal for reimbursin g of any expenses                                    | Systems<br>&<br>processe<br>s                                 | <b>Expense Reimbursement Portal:</b> <ul style="list-style-type: none"> <li>One place to reimburse TA/DA, Medical Bills</li> </ul>  | -   | A team of 2 IT officers to maintain the portal             |                       | 6 months: <ul style="list-style-type: none"> <li>3 months for making the portal</li> </ul> |

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| Wing/<br>Division/<br>Section | Capacity<br>Required  | Dimensi<br>on                            | Intervention   | Logistics to bridge the gap   |  |                       |   |
|-------------------------------|---|--|--|-------------------------------|--|-----------------------|---|
|                               |   |  |  | Prerequi<br>sites (if<br>any) | HR<br>require<br>-ments  | Estima<br>ted<br>Cost | Estimated<br>Timeline   |
|                               |   |  | or training expenses where the application can be tracked in all the stages of the reimbursement approval  |                               |  |                       | <ul style="list-style-type: none"> <li>3 months for testing it</li> <li>Or NIC could be requested for assistance</li> </ul>                                     |
| <b>All divisions</b>          | To recognize the staff putting their efforts and to motivate others to put more efforts | Personnel Management Systems & processes | <b>Rewards &amp; Recognition</b><br><br>The individuals who are giving their best are recognized and are rewarded with some award and gift coupons or some monetary compensation (decision of MDO) | HRMS                          | 2 – 3 Technical officers to add the recognitions into their HRMS |                       | 4 months <ul style="list-style-type: none"> <li>2 months for getting all the required approvals</li> <li>2 months for incorporating it into the HRMS</li> </ul> |
| <b>All divisions</b>          | To make it easy for a new joiner to understand the working & culture in the             | Personnel Management                     | <b>Mentorship program</b> <ul style="list-style-type: none"> <li>Aligning one mentor to one new joiner.</li> <li>The mentor would help the new joiner easy to get accustomed</li> </ul>            | -                             | Ministry's officials since they will become mentors              |                       | This can be implemented immediately   |

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| Wing/<br>Division/<br>Section          | Capacity<br>Required                                    | Dimensi<br>on                   | Intervention   | Logistics to bridge the gap   |  |                       |  |
|--|---|---------------------------------|--|-------------------------------|--|-----------------------|--|
|  |   |                                 |  | Prerequi<br>sites (if<br>any) | HR<br>require<br>-ments                    | Estima<br>ted<br>Cost | Estimated<br>Timeline  |
|  | Departme<br>nt  |                                 | to the culture<br>of the<br>Department   |                               |  |                       |  |
| <b>Establish<br/>ment<br/>Division</b> | To cater<br>the HR<br>needs of<br>the<br>Departme<br>nt | Personne<br>l<br>Manage<br>ment | <b>HR desk</b><br><br>To have a<br>dedicated person<br>or team to cater<br>the HR needs and<br>HR functions of<br>the Department | -                             | 1 - 2<br>dedicate<br>d HR<br>personn<br>el |                       | 2 months <ul style="list-style-type: none"> <li>1 month for getting all the required approvals</li> <li>1 month for recruitment</li> <li>OR<br/>aligning someone in the Department to this task would decrease the time to 1 month (10 days to find someone and 20 days for training)</li> </ul> |

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| Wing/<br>Division/<br>Section | Capacity<br>Required   | Dimensi<br>on                                | Intervention   | Logistics to bridge the gap                        |  |                       |  |
|-------------------------------|--|--|--|--|--|-----------------------|--|
|                               |  |  |  | Prerequi<br>sites (if<br>any)                      | HR<br>require<br>-ments                        | Estima<br>ted<br>Cost | Estimated<br>Timeline  |
| <b>All<br/>divisions</b>      | To improve transparency regarding the policies in the Department | Systems & processes<br><br>Technology & Data | <b>Policy Hub:</b><br><br>To provide access to the policy documents to all the employees in the Department   | List of policy documents                           | A team of 2 IT officers to maintain the portal |                       | 6 months:<br><ul style="list-style-type: none"> <li>3 months for making the portal</li> <li>3 months for testing it</li> <li>Or NIC could be requested for assistance</li> </ul> |
| <b>All<br/>divisions</b>      | To communicate the efforts of ACBP to stakeholders               | Partnerships & Relationships                 | <b>ACBP Section in Annual Report</b><br><br>Adding an ACBP section in the annual report of Department of Science of Technology will showcase the efforts put into the process and also the effective outputs generated out of it | Record of all the ACBP activities and achievements | One officer dedicated to performing the tasks  |                       | Can be implemented immediately   |
| <b>All<br/>divisions</b>      | To showcase the achievements                                     | Technology and Data                          | <b>Displaying achievements of projects</b>   | Content on the achievements of                     | One Person to fulfil the                       |                       | 1 month<br><ul style="list-style-type: none"> <li>3 weeks to make the</li> </ul>   |

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| Wing/<br>Division/<br>Section | Capacity<br>Required   | Dimensi<br>on   | Intervention  | Logistics to bridge the gap   |   |                       |   |
|-------------------------------|--|---|---|---|---|-----------------------|---|
|                               |  |   |   | Prerequi<br>sites (if<br>any)   | HR<br>require<br>-ments   | Estima<br>ted<br>Cost | Estimated<br>Timeline   |
|                               | nts of the<br>departme<br>nt to<br>public  |   | Showcasing the<br>achievements of<br>projects under<br>each scheme on<br>department's<br>website  | the<br>projects<br>undertak<br>en by the<br>departme<br>nt and<br>mapping<br>them to<br>schemes | prerequi<br>sites   |                       | content<br>and map<br>them<br><br>• 1 week<br>to make<br>the<br>content<br>available<br>on the<br>website                                 |
| <b>All<br/>divisions</b>      | To have a<br>seamless<br>interaction<br>with the<br>stakehold<br>ers<br>(Industry,<br>Autonomo<br>us<br>Institutes<br>and other<br>MDOs) | Technolo<br>gy &<br>data<br><br>Systems<br>&<br>Processe<br>s | <b>Stakeholder/Co<br/>mmunity<br/>interaction<br/>Forum:</b><br><br>• An online<br>forum with<br>access to only<br>the relevant<br>stakeholders<br><br>• Questions/req<br>uests from the<br>industry can<br>be asked and<br>upvoted<br><br>• Department<br>can address<br>the most<br>voted<br>questions/req<br>uests<br><br>• Forum to<br>connect with<br>Autonomous | -   | One<br>Nodal<br>officer to<br>take<br>complet<br>e<br>ownershi<br>p of the<br>forum |                       | 2 months<br><br>• 1 month<br>to create<br>the<br>forum<br><br>• 1 month<br>to get<br>the<br>relevant<br>stakehol<br>ders<br>onboard<br>ed |

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| Wing/<br>Division/<br>Section | Capacity<br>Required | Dimensi<br>on | Intervention                 | Logistics to bridge the gap   |                         |                       |                       |
|-------------------------------|----------------------|---------------|------------------------------|-------------------------------|-------------------------|-----------------------|-----------------------|
|                               |                      |               |                              | Prerequi<br>sites (if<br>any) | HR<br>require<br>-ments | Estima<br>ted<br>Cost | Estimated<br>Timeline |
|                               |                      |               | Institutes and<br>other MDOs |                               |                         |                       |                       |



## 7. Operational Plan

### 7.1. ACBP Roll-out Plan

Capacity Building Units (CBUs) shall be responsible for implementing Annual Capacity Building Plans (ACBPs) and ensuring that they align with the institutional vision and needs. Before the process of capacity building is started, it is suggested that the CBU members fully acquaint themselves with the process and learn it by understanding the approach paper and the operational manual designed by CBC.

### 7.2. Training Calendar

The table given below represents the training calendar of Department of Health Research

7.2.1. Training Calendar for select list of competencies based on TNA conducted by ICMR, inclusive with top competencies identified by CNA survey & FGD discussions

#### 7.2.1.1. Training Calendar – Administration Staff

| Designation    | Type       | Competencies               | Course Code - iGOT | When  | Course Code - Outside  |
|----------------|------------|----------------------------|--------------------|-------|------------------------|
| Administration | Functional | Big Data Analysis in Govt. | FN00016*, FN00017  | Q3-Q4 | OT0006, OT0007, OT0008 |
| Administration | Functional | Cabinet Note Preparation   | Up Coming Course   | Q4    | –                      |
| Administration | Behavioral | Communication Skills       | BH00001            | Q3-Q4 | OT0105, OT0106         |
| Administration | Behavioral | Decision Making            | BH00003            | Q3-Q4 | OT0082                 |
| Administration | Functional | Disaster Management        | To be Developed    | Q4    | –                      |
| Administration | Functional | Drafting proposals         | To be developed    | Q4    | –                      |
| Administration | Functional | E-Office                   | FN00051*           | Q3-Q4 | –                      |
| Administration | Functional | E-Procurement              | To be Developed    | Q4    | –                      |

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| Designation    | Type       | Competencies  | Course Code - iGOT   | When  | Course Code - Outside |
|----------------|------------|---|--|-------|-----------------------|
| Administration | Functional | Foundation Course   | To be Developed  | Q4    | —                     |
| Administration | Functional | Foundation Course on Cyber Security   | FN00018,<br>FN00019*,<br>FN00020,<br>FN00021   | Q3-Q4 | —                     |
| Administration | Functional | Functioning of NIC applications-<br>email, messenger, cloud storage and<br>others | To be<br>developed   | Q4    | —                     |
| Administration | Functional | GeM   | FN00043,<br>FN00044,<br>FN00045,<br>FN00046*,<br>FN00047,<br>FN00048,<br>FN00049,<br>FN00050 | Q3-Q4 | —                     |
| Administration | Behavioral | Handling of parliament matters /<br>VVIP reference                                | To be<br>Developed   | Q4    | —                     |
| Administration | Functional | Knowledge on Raj Bhasha   | FN00041*   | Q3-Q4 | —                     |
| Administration | Functional | Knowledge on RTI resolutions  | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034*  | Q3-Q4 | OT0032,<br>OT0033     |
| Administration | Behavioral | Networking skills   | To be<br>developed   | Q4    | OT0071                |
| Administration | Behavioral | Organizational Awareness  | BH00007  | Q3-Q4 | OT0070                |
| Administration | Functional | PFMS  | To be<br>Developed   | Q4    | —                     |
| Administration | Behavioral | Planning & Coordination   | To be<br>developed   | Q4    | OT0096                |
| Administration | Functional | Preparation of EFC / SFC<br>Documentation   | To be<br>Developed   | Q4    | —                     |

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| Designation    | Type       | Competencies                           | Course Code - iGOT   | When  | Course Code - Outside |
|----------------|------------|--|--|-------|-----------------------|
| Administration | Functional | Preventive Vigilance                   | To be Developed  | Q4    | –                     |
| Administration | Behavioral | Problem Solving                        | BH00003  | Q3-Q4 | OT0103, OT0104        |
| Administration | Functional | Project Management                     | FN00075  | Q3-Q4 | –                     |
| Administration | Functional | Public Grievance Handling / RTI        | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034*,   | Q3-Q4 | –                     |
| Administration | Functional | Report Writing                         | To be developed  | Q4    | –                     |
| Administration | Functional | Role of Liaison Officer in Reservation | To be Developed  | Q4    | –                     |
| Administration | Behavioral | Self-Awareness, Management & Control   | BH00004,<br>BH00009*   | Q3-Q4 | –                     |
| Administration | Behavioral | Strategic thinking                     | To be developed  | Q4    | OT0076, OT0077        |
| Administration | Behavioral | Team-Working                           | BH00012,<br>BH00013  | Q3-Q4 | –                     |
| Administration | Functional | Technical Writing                      | To be developed  | Q4    | OT0060                |
| Administration | Functional | Understanding of GeM Marketplace       | FN00007*,<br>FN00008,<br>FN00009,<br>FN00043,<br>FN00044,<br>FN00045,<br>FN00046*,<br>FN00047,<br>FN00048,<br>FN00049,<br>FN00050,<br>FN00002* | Q3-Q4 | OT0063, OT0064        |

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| Designation    | Type       | Competencies                                   | Course Code - iGOT   | When  | Course Code - Outside |
|----------------|------------|--|--|-------|-----------------------|
| Administration | Functional | Understanding of General Financial Rules, 2017 | To be developed  | Q4    | OT0065, OT0066        |
| Administration | Functional | Working with MS Office                         | FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058 | Q3-Q4 | —                     |
| Administration | Behavioral | Work-Life Balance                              | BH00010*   | Q3-Q4 | —                     |

## 7.2.1.2. Training Calendar – Scientific Staff

| Designation | Type       | Competencies   | Course Code - iGOT                  | When  | Course Code - Outside  |
|-------------|------------|--|-------------------------------------|-------|------------------------|
| Scientific  | Functional | Big Data Analysis in Govt.   | FN00016*, FN00017                   | Q3-Q4 | OT0006, OT0007, OT0008 |
| Scientific  | Functional | Cabinet Note Preparation   | Up Coming Course                    | Q4    | –                      |
| Scientific  | Behavioral | Commitment to the Organization- research aligned to organization's goals     | To be developed                     | Q4    | –                      |
| Scientific  | Behavioral | Conceptual Thinking  | BH00001                             | Q3-Q4 | OT0078                 |
| Scientific  | Behavioral | Conflict solving strategies  | To be developed                     | Q4    | OT0073                 |
| Scientific  | Behavioral | Decision Making  | BH00003                             | Q3-Q4 | OT0082                 |
| Scientific  | Functional | Develop, plan and experimental design process & skills                       | To be developed                     | Q4    | –                      |
| Scientific  | Functional | Disaster Management  | To be Developed                     | Q4    | –                      |
| Scientific  | Functional | Effective collaboration in research  | To be developed                     | Q4    |                        |
| Scientific  | Functional | Effective team work with cross-functional, multi-disciplinary research teams | To be developed                     | Q4    | –                      |
| Scientific  | Functional | E-Office   | FN00051*                            | Q3-Q4 | –                      |
| Scientific  | Functional | E-Procurement  | To be Developed                     | Q4    | –                      |
| Scientific  | Functional | Foundation Course  | To be Developed                     | Q4    | –                      |
| Scientific  | Functional | Foundation Course on Cyber Security  | FN00018, FN00019*, FN00020, FN00021 | Q3-Q4 | –                      |

| Designation | Type       | Competencies                                    | Course Code - iGOT   | When  | Course Code - Outside                   |
|-------------|------------|---|--|-------|---|
| Scientific  | Functional | GeM   | FN00043,<br>FN00044,<br>FN00045,<br>FN00046*,<br>FN00047,<br>FN00048,<br>FN00049,<br>FN00050 | Q3-Q4 | –                                       |
| Scientific  | Behavioral | Handling of parliament matters / VVIP reference | To be Developed  | Q4    | –                                       |
| Scientific  | Behavioral | Innovative Thinking                             | FN00024*   | Q3-Q4 | OT0099,<br>OT0100,<br>OT0101,<br>OT0102 |
| Scientific  | Functional | Laboratory research skills                      | To be developed  | Q4    | –                                       |
| Scientific  | Functional | Leadership, management & mentorship in research | BH00022  | Q3-Q4 | –                                       |
| Scientific  | Behavioral | Networking skills - lab/industry/academia       | To be developed  | Q4    | OT0071                                  |
| Scientific  | Functional | Persuasive Grant writing                        | To be developed  | Q4    | OT0041                                  |
| Scientific  | Functional | PFMS  | To be Developed  | Q4    | –                                       |
| Scientific  | Behavioral | Planning and Coordination                       | To be developed  | Q4    | OT0096                                  |
| Scientific  | Functional | Preparation of EFC / SFC Documentation          | To be Developed  | Q4    | –                                       |
| Scientific  | Functional | Preventive Vigilance                            | To be Developed  | Q4    | –                                       |
| Scientific  | Functional | Project Management                              | FN00075  | Q3-Q4 | –                                       |
| Scientific  | Functional | Public Grievance Handling / RTI                 | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034*,   | Q3-Q4 | –                                       |

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| Designation | Type       | Competencies  | Course Code - iGOT | When  | Course Code - Outside |
|-------------|------------|---|--------------------|-------|-----------------------|
| Scientific  | Functional | Role of Liaison Officer in Reservation                      | To be Developed    | Q4    | –                     |
| Scientific  | Behavioral | Running effective meetings                                  | To be developed    | Q4    | –                     |
| Scientific  | Functional | Scientific communication skills - narrative tools           | FN00042            | Q3-Q4 | –                     |
| Scientific  | Behavioral | Scientific Temper: scientific know-why & technical know-how | To be developed    | Q4    | OT0115                |
| Scientific  | Functional | Scientific writing and publishing                           | To be developed    | Q4    | OT0060                |
| Scientific  | Behavioral | Sharing knowledge & mentorship                              | BH00022            | Q3-Q4 | –                     |
| Scientific  | Functional | Survey techniques, data collection, measure study variables | To be developed    | Q4    | –                     |

## 7.2.1.3. Training Calendar – Technical Staff

| Designation | Type       | Competencies   | Course Code - iGOT  | When  | Course Code - Outside  |
|-------------|------------|--|---|-------|------------------------|
| Technical   | Functional | <b>Big Data Analysis in Govt.</b>                      | FN00016*, FN00017   | Q3-Q4 | OT0006, OT0007, OT0008 |
| Technical   | Functional | <b>Cabinet Note Preparation</b>                        | Up Coming Course  | Q4    | –                      |
| Technical   | Functional | <b>Disaster Management</b>                             | To be Developed   | Q4    | –                      |
| Technical   | Functional | <b>E-Office</b>  | FN00051*  | Q3-Q4 | –                      |
| Technical   | Functional | <b>E-Procurement</b>                                   | To be Developed   | Q4    | –                      |
| Technical   | Functional | <b>Foundation Course</b>                               | To be Developed   | Q4    | –                      |
| Technical   | Functional | <b>Foundation Course on Cyber Security</b>             | FN00018, FN00019*, FN00020, FN00021                                     | Q3-Q4 | –                      |
| Technical   | Functional | <b>GeM</b>   | FN00043, FN00044, FN00045, FN00046*, FN00047, FN00048, FN00049, FN00050 | Q3-Q4 | –                      |
| Technical   | Behavioral | <b>Handling of parliament matters / VVIP reference</b> | To be Developed   | Q4    | –                      |
| Technical   | Functional | <b>PFMS</b>  | To be Developed   | Q4    | –                      |
| Technical   | Functional | <b>Preparation of EFC / SFC</b>                        | To be Developed   | Q4    | –                      |



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| Designation | Type              | Competencies                                  | Course Code - iGOT                               | When  | Course Code - Outside |
|-------------|-------------------|---|--|-------|-----------------------|
|             |                   | <b>Documentation</b>                          |  |       |                       |
| Technical   | <b>Functional</b> | <b>Preventive Vigilance</b>                   | To be Developed                                  | Q4    | –                     |
| Technical   | <b>Functional</b> | <b>Project Management</b>                     | FN00075  | Q3-Q4 | –                     |
| Technical   | <b>Functional</b> | <b>Public Grievance Handling / RTI</b>        | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034*, | Q3-Q4 | –                     |
| Technical   | <b>Functional</b> | <b>Role of Liaison Officer in Reservation</b> | To be Developed                                  | Q4    | –                     |

\*Points to note:

- Only the courses from iGOT have been mentioned in the calendar and for rest of them external trainings other than iGOT are available.
- CBC will onboard new courses for the competencies marked as “Upcoming Courses” and these will be available in the next 6–12 months.
- The “To be developed” courses are currently not available on iGOT; these may need to be developed by the Department in consultation with CBC

## 7.2.2. DHR – Training Calendar – Designation wise

| Designation               | Competency                    | Type       | Level   | Course Code - iGOT         | When  | Outside Courses |
|---------------------------|-------------------------------|------------|---------|----------------------------|-------|-----------------|
| Assistant Section Officer | Accountability                | Behavioral | Basic   | To be Developed            | Q4    | OT0080          |
| Assistant Section Officer | Active Listening Skills       | Behavioral | Advance | To be Developed            | Q4    | OT0114          |
| Assistant Section Officer | Active Listening Skills       | Behavioral | Advance | To be Developed            | Q4    | OT0114          |
| Assistant Section Officer | Active Listening Skills       | Behavioral | Advance | To be Developed            | Q4    | OT0114          |
| Assistant Section Officer | Assertiveness                 | Behavioral | Basic   | To be Developed            | Q4    | –               |
| Assistant Section Officer | Attention to Detail           | Behavioral | Basic   | To be Developed            | Q4    | OT0098          |
| Assistant Section Officer | Attention to Detail           | Behavioral | Basic   | To be Developed            | Q4    | OT0098          |
| Assistant Section Officer | Benchmarking                  | Functional | Basic   | To be Developed            | Q4    | OT0001          |
| Assistant Section Officer | Budgeting & Accounting skills | Functional | Advance | FN00011*, FN00012, FN00013 | Q3-Q4 | OT0002          |
| Assistant Section Officer | Budgeting & Accounting skills | Functional | Advance | To be Developed            | Q4    | OT0002          |
| Assistant Section Officer | Budgeting & Accounting skills | Functional | Advance | FN00011*, FN00012, FN00013 | Q3-Q4 | OT0002          |

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| Designation               | Competency                        | Type       | Level   | Course Code - iGOT | When  | Outside Courses                |
|---------------------------|-----------------------------------|------------|---------|--------------------|-------|--------------------------------|
| Assistant Section Officer | Cash Flow Management              | Functional | Basic   | To be Developed    | Q4    | OT0003                         |
| Assistant Section Officer | Coaching & Mentoring              | Functional | Basic   | BH00022            | Q3-Q4 | —                              |
| Assistant Section Officer | Communication Skills              | Behavioral | Advance | To be Developed    | Q4    | OT0105, OT0106                 |
| Assistant Section Officer | Communication Skills              | Behavioral | Advance | BH00001            | Q3-Q4 | OT0105, OT0106                 |
| Assistant Section Officer | Conceptual Thinking               | Behavioral | Basic   | BH00003            | Q3-Q4 | OT0078                         |
| Assistant Section Officer | Conflict Solving Strategies       | Behavioral | Basic   | BH00002            | Q3-Q4 | OT0073                         |
| Assistant Section Officer | Consultation & Consensus Building | Behavioral | Basic   | To be Developed    | Q4    | OT0081                         |
| Assistant Section Officer | Continuous Process Improvement    | Functional | Basic   | FN00001, FN00074   | Q3-Q4 | OT0044, OT0045, OT0046, OT0047 |
| Assistant Section Officer | Customer Centric                  | Behavioral | Basic   | To be Developed    | Q4    | OT0084                         |
| Assistant Section Officer | Data analysis                     | Functional | Basic   | FN00016*, FN00017  | Q3-Q4 | OT0006, OT0007, OT0008         |
| Assistant Section Officer | Decision Making                   | Behavioral | Basic   | BH00003            | Q3-Q4 | OT0082                         |

| Designation               | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|---------------------------|---|------------|---------|--------------------|-------|-----------------|
| Assistant Section Officer | Delegation  | Behavioral | Basic   | BH00016            | Q3-Q4 | OT0083          |
| Assistant Section Officer | Developing Others   | Behavioral | Basic   | BH00022            | Q3-Q4 | OT0095          |
| Assistant Section Officer | Drafting proposals  | Functional | Advance | To be Developed    | Q4    | OT0011          |
| Assistant Section Officer | Drafting proposals  | Functional | Advance | To be Developed    | Q4    | OT0011          |
| Assistant Section Officer | Empathy   | Behavioral | Basic   | BH00004            | Q3-Q4 | OT0086          |
| Assistant Section Officer | Filing Vigilance returns  | Functional | Basic   | To be Developed    | Q4    | —               |
| Assistant Section Officer | Financial Management  | Functional | Basic   | To be Developed    | Q4    | —               |
| Assistant Section Officer | Financial Management  | Functional | Basic   | To be Developed    | Q4    | —               |
| Assistant Section Officer | Functioning of NIC applications- email, messenger, cloud storage and others | Functional | Basic   | To be Developed    | Q4    | —               |
| Assistant Section Officer | Functioning of NIC applications- email, messenger, cloud storage and others | Functional | Basic   | To be Developed    | Q4    | —               |
| Assistant Section Officer | Gender Awareness  | Behavioral | Advance | BH00005            | Q3-Q4 | —               |

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| Designation               | Competency                           | Type       | Level   | Course Code - iGOT | When  | Outside Courses                |
|---------------------------|--------------------------------------|------------|---------|--------------------|-------|--------------------------------|
| Assistant Section Officer | Gender Budgeting                     | Functional | Advance | To be Developed    | Q4    | –                              |
| Assistant Section Officer | Gender Budgeting                     | Functional | Advance | To be Developed    | Q4    | OT0014                         |
| Assistant Section Officer | Giving Feedback                      | Behavioral | Basic   | To be Developed    | Q4    | –                              |
| Assistant Section Officer | Grant Administration & Grant Writing | Functional | Advance | To be Developed    | Q4    | OT0015, OT0016, OT0017, OT0018 |
| Assistant Section Officer | Grant Administration & Grant Writing | Functional | Advance | To be Developed    | Q4    | OT0015, OT0016, OT0017, OT0018 |
| Assistant Section Officer | Initiative & Drive                   | Behavioral | Basic   | To be Developed    | Q4    | OT0097                         |
| Assistant Section Officer | Innovative Thinking                  | Behavioral | Basic   | FN00024*           | Q3-Q4 | OT0099, OT0100, OT0101, OT0102 |
| Assistant Section Officer | Integrity                            | Behavioral | Advance | To be Developed    | Q4    | OT0094                         |
| Assistant Section Officer | Integrity                            | Behavioral | Advance | To be Developed    | Q4    | OT0094                         |
| Assistant Section Officer | Inventory planning                   | Functional | Basic   | To be Developed    | Q4    | OT0021                         |

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| Designation               | Competency   | Type       | Level | Course Code - iGOT | When  | Outside Courses  |
|---------------------------|--|------------|-------|--------------------|-------|--|
| Assistant Section Officer | Knowledge Management   | Functional | Basic | To be Developed    | Q4    | OT0022   |
| Assistant Section Officer | Knowledge of IFD Framework   | Functional | Basic | FN00002*           | Q3-Q4 | –  |
| Assistant Section Officer | Knowledge of IFD Framework   | Functional | Basic | FN00002*           | Q3-Q4 | –  |
| Assistant Section Officer | Knowledge of National Data Sharing and Accessibility Policy (NDSAP)            | Functional | Basic | To be Developed    | Q4    | OT0023   |
| Assistant Section Officer | Knowledge of Public Financial Management System                                | Functional | Basic | To be Developed    | Q4    | OT0024   |
| Assistant Section Officer | Knowledge of Public Financial Management System                                | Functional | Basic | To be Developed    | Q4    | OT0024   |
| Assistant Section Officer | Knowledge of taxation of products, GST and customs duty                        | Functional | Basic | FN00027, FN00028   | Q3-Q4 | OT0025, OT0026, OT0027, OT0028, OT0029, OT0030, OT0031 |
| Assistant Section Officer | Knowledge on Central Civil Conduct Code  | Functional | Basic | FN00029*, FN00030* | Q3-Q4 | –  |
| Assistant Section Officer | Knowledge on matters related to Information, Education and Communication (IEC) | Functional | Basic | To be Developed    | Q4    | –  |

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| Designation               | Competency  | Type       | Level   | Course Code - iGOT                              | When  | Outside Courses                         |
|---------------------------|---|------------|---------|---|-------|---|
| Assistant Section Officer | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs | Functional | Advance | To be Developed                                 | Q4    | –                                       |
| Assistant Section Officer | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs | Functional | Advance | To be Developed                                 | Q4    | –                                       |
| Assistant Section Officer | Knowledge on Raj Bhasha   | Functional | Basic   | FN00041*  | Q3-Q4 | –                                       |
| Assistant Section Officer | Knowledge on RTI resolutions  | Functional | Advance | To be Developed                                 | Q4    | –                                       |
| Assistant Section Officer | Knowledge on RTI resolutions  | Functional | Advance | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034* | Q3-Q4 | OT0032,<br>OT0033                       |
| Assistant Section Officer | Leadership  | Behavioral | Basic   | BH00006,<br>BH00023                             | Q3-Q4 | OT0109,<br>OT0110,<br>OT0111            |
| Assistant Section Officer | Leading Others  | Behavioral | Basic   | BH00006,<br>BH00023                             | Q3-Q4 | OT0087,<br>OT0088,<br>OT0089,<br>OT0090 |
| Assistant Section Officer | Maintaining Websites  | Functional | Basic   | To be Developed                                 | Q4    | OT0034                                  |
| Assistant Section Officer | Motivation  | Behavioral | Basic   | BH00008,<br>BH00027                             | Q3-Q4 |   |
| Assistant Section Officer | National Anthem, Flag code of India and State Emblem of India                       | Functional | Basic   | To be Developed                                 | Q4    | OT0037,<br>OT0038,<br>OT0039            |

| Designation               | Competency               | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|---------------------------|--------------------------|------------|---------|--------------------|-------|-----------------|
| Assistant Section Officer | Negotiation Skills       | Behavioral | Basic   | BH00001, BH00002   | Q3-Q4 | OT0071          |
| Assistant Section Officer | Networking skills        | Behavioral | Basic   | BH00001, BH00002   | Q3-Q4 |                 |
| Assistant Section Officer | Organizational Awareness | Behavioral | Advance | To be Developed    | Q4    | OT0070          |
| Assistant Section Officer | Organizational Awareness | Behavioral | Advance | To be Developed    | Q4    | OT0070          |
| Assistant Section Officer | Organizational Awareness | Behavioral | Advance | To be Developed    | Q4    | OT0070          |
| Assistant Section Officer | Organizational skills    | Functional | Basic   | BH00007            | Q3-Q4 | OT0070          |
| Assistant Section Officer | Overview of Organogram   | Functional | Basic   | To be Developed    | Q4    | OT0070          |
| Assistant Section Officer | Pension Administration   | Functional | Basic   | To be Developed    | Q4    | –               |
| Assistant Section Officer | Planning & Coordination  | Behavioral | Basic   | To be Developed    | Q4    | OT0096          |
| Assistant Section Officer | Planning & Coordination  | Behavioral | Basic   | To be Developed    | Q4    | OT0096          |
| Assistant Section Officer | Policy drafting          | Functional | Basic   | FN00037, FN00038   | Q3-Q4 | OT0042, OT0043  |



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| Designation               | Competency                    | Type       | Level   | Course Code - iGOT                 | When  | Outside Courses |
|---------------------------|-------------------------------|------------|---------|------------------------------------|-------|-----------------|
| Assistant Section Officer | Preparation of Annual Reports | Functional | Basic   | To be Developed                    | Q4    | –               |
| Assistant Section Officer | Problem Solving               | Behavioral | Advance | To be Developed                    | Q4    | OT0103, OT0104  |
| Assistant Section Officer | Problem Solving               | Behavioral | Advance | BH00003                            | Q3-Q4 | OT0103, OT0104  |
| Assistant Section Officer | Procurement & Tender Writing  | Functional | Basic   | FN00008                            | Q3-Q4 | –               |
| Assistant Section Officer | Project Management            | Functional | Basic   | FN00004, FN00005, FN00006, FN00075 | Q3-Q4 | OT0048, OT0049  |
| Assistant Section Officer | Project Marketing             | Functional | Basic   | To be Developed                    | Q4    | OT0050          |
| Assistant Section Officer | Promoting via Social Media    | Functional | Basic   | To be Developed                    | Q4    | –               |
| Assistant Section Officer | Purchase forecasting          | Functional | Advance | To be Developed                    | Q4    | OT0051          |
| Assistant Section Officer | Purchase forecasting          | Functional | Advance | To be Developed                    | Q4    | OT0051          |
| Assistant Section Officer | Report Writing                | Functional | Basic   | To be Developed                    | Q4    | –               |
| Assistant Section Officer | Report Writing                | Functional | Basic   | To be Developed                    | Q4    | –               |

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| Designation               | Competency                           | Type       | Level   | Course Code - iGOT | When  | Outside Courses        |
|---------------------------|--------------------------------------|------------|---------|--------------------|-------|------------------------|
| Assistant Section Officer | Result Orientation                   | Behavioral | Basic   | BH00028            | Q3-Q4 | OT0079                 |
| Assistant Section Officer | Seeking Information                  | Behavioral | Basic   | To be Developed    | Q4    | OT0075                 |
| Assistant Section Officer | Self-Awareness, Management & Control | Behavioral | Advance | To be Developed    | Q4    | OT0107                 |
| Assistant Section Officer | Self-Awareness, Management & Control | Behavioral | Advance | BH00004, BH00009*  | Q3-Q4 | OT0107                 |
| Assistant Section Officer | Self Confidence                      | Behavioral | Advance | BH00009*           | Q3-Q4 | OT0074                 |
| Assistant Section Officer | Spending Assessment                  | Functional | Basic   | To be Developed    | Q4    | –                      |
| Assistant Section Officer | Stakeholder Analysis & Management    | Behavioral | Basic   | BH00029*           | Q3-Q4 | –                      |
| Assistant Section Officer | Strategic thinking                   | Behavioral | Basic   | To be Developed    | Q4    | OT0076, OT0077         |
| Assistant Section Officer | Supplier relationship management     | Functional | Basic   | To be Developed    | Q4    |                        |
| Assistant Section Officer | Taking Ownership                     | Behavioral | Basic   | BH00012, BH00013   | Q3-Q4 | OT0112, OT0113         |
| Assistant Section Officer | Team-Working                         | Behavioral | Basic   | BH00012, BH00013   | Q3-Q4 | OT0091, OT0092, OT0093 |

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| Designation               | Competency   | Type       | Level   | Course Code - iGOT  | When  | Outside Courses   |
|---------------------------|--|------------|---------|---|-------|-------------------|
| Assistant Section Officer | Technical Writing  | Functional | Basic   | To be Developed   | Q4    | OT0060            |
| Assistant Section Officer | Time Management  | Behavioral | Advance | To be Developed   | Q4    | –                 |
| Assistant Section Officer | Time Management  | Behavioral | Advance | BH00014   | Q3-Q4 | –                 |
| Assistant Section Officer | Time Management  | Behavioral | Advance | BH00014   | Q3-Q4 | –                 |
| Assistant Section Officer | Trainings on cabinet note, EFC or office order preparation | Functional | Advance | To be Developed   | Q4    | –                 |
| Assistant Section Officer | Trainings on cabinet note, EFC or office order preparation | Functional | Advance | To be Developed   | Q4    | –                 |
| Assistant Section Officer | Trainings on cabinet note, EFC or office order preparation | Functional | Advance | To be Developed   | Q4    | –                 |
| Assistant Section Officer | Understanding of GeM Marketplace                           | Functional | Basic   | FN00007*,<br>FN00008,<br>FN00009,<br>FN00043,<br>FN00044,<br>FN00045,<br>FN00046*,<br>FN00047,<br>FN00048,<br>FN00049<br>FN00050,<br>FN00002* | Q3-Q4 | OT0063,<br>OT0064 |

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| Designation               | Competency  | Type       | Level   | Course Code - iGOT   | When  | Outside Courses |
|---------------------------|---|------------|---------|--|-------|-----------------|
| Assistant Section Officer | Understanding of General Financial Rules, 2017            | Functional | Advance | To be Developed  | Q4    | OT0065, OT0066  |
| Assistant Section Officer | Understanding of General Financial Rules, 2017            | Functional | Advance | To be Developed  | Q4    | OT0065, OT0066  |
| Assistant Section Officer | Understanding of Office Protocols                         | Functional | Basic   | FN00051*   | Q3-Q4 | —               |
| Assistant Section Officer | Understanding of recruitment process & vacancy monitoring | Functional | Basic   | To be Developed  | Q4    | —               |
| Assistant Section Officer | Vendor Management   | Functional | Basic   | FN00007*, FN00009  | Q3-Q4 | —               |
| Assistant Section Officer | Working with MS Office                                    | Functional | Advance | FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058 | Q3-Q4 | —               |
| Assistant Section Officer | Working with MS Office                                    | Functional | Advance | FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058 | Q3-Q4 | —               |
| Assistant Section Officer | Work-Life Balance   | Behavioral | Advance | To be Developed  | Q4    | —               |
| Assistant Section Officer | Work-Life Balance   | Behavioral | Advance | BH00010*, BH00011*   | Q3-Q4 | —               |

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| Designation               | Competency   | Type       | Level   | Course Code - iGOT    | When  | Outside Courses                         |
|---------------------------|--|------------|---------|-----------------------|-------|---|
| Assistant Section Officer | Work-Life Balance  | Behavioral | Advance | BH00010*,<br>BH00011* | Q3-Q4 | —                                       |
| Director                  | Communication Skills   | Behavioral | Advance | BH00001               | Q3-Q4 | OT0105,<br>OT0106                       |
| Director                  | Decision Making  | Behavioral | Basic   | BH00003               | Q3-Q4 | OT0082                                  |
| Director                  | Delegation   | Behavioral | Basic   | BH00016               | Q3-Q4 | OT0083                                  |
| Director                  | Gender Awareness   | Behavioral | Advance | BH00005               | Q3-Q4 |   |
| Director                  | Gender Budgeting   | Functional | Advance | To be Developed       | Q4    | OT0014                                  |
| Director                  | Grant Administration & Grant Writing   | Functional | Advance | To be Developed       | Q4    | OT0015,<br>OT0016,<br>OT0017,<br>OT0018 |
| Director                  | Innovative Thinking  | Behavioral | Basic   | FN00024*              | Q3-Q4 | OT0099,<br>OT0100,<br>OT0101,<br>OT0102 |
| Director                  | Integrity  | Behavioral | Advance | To be Developed       | Q4    | OT0094                                  |
| Director                  | Inventory planning   | Functional | Basic   | To be Developed       | Q4    | OT0021                                  |
| Director                  | Knowledge Management   | Functional | Basic   | To be Developed       | Q4    | OT0022                                  |
| Director                  | Knowledge on matters related to international cooperation involving MoUs, JWGs, FTAs | Functional | Advance | To be Developed       | Q4    | —                                       |
| Director                  | Leadership   | Behavioral | Basic   | BH00006,<br>BH00023   | Q3-Q4 | OT0109,<br>OT0110,<br>OT0111            |
| Director                  | Motivation   | Behavioral | Basic   | BH00008,<br>BH00027   | Q3-Q4 | —                                       |

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| Designation | Competency                           | Type       | Level   | Course Code - iGOT                 | When  | Outside Courses        |
|-------------|--------------------------------------|------------|---------|------------------------------------|-------|------------------------|
| Director    | Organizational Awareness             | Behavioral | Advance | To be Developed                    | Q4    | OT0070                 |
| Director    | Policy drafting                      | Functional | Basic   | FN00037, FN00038                   | Q3-Q4 | OT0042, OT0043         |
| Director    | Problem Solving                      | Behavioral | Advance | BH00003                            | Q3-Q4 | OT0103, OT0104         |
| Director    | Procurement & Tender Writing         | Functional | Basic   | FN00008                            | Q3-Q4 | —                      |
| Director    | Project Management                   | Functional | Basic   | FN00004, FN00005, FN00006, FN00075 | Q3-Q4 | OT0048, OT0049         |
| Director    | Purchase forecasting                 | Functional | Advance | To be Developed                    | Q4    | OT0051                 |
| Director    | Result Orientation                   | Behavioral | Basic   | BH00028                            | Q3-Q4 | OT0079                 |
| Director    | Self-Awareness, Management & Control | Behavioral | Advance | BH00004, BH00009*                  | Q3-Q4 | OT0107                 |
| Director    | Self Confidence                      | Behavioral | Advance | BH00009*                           | Q3-Q4 | OT0074                 |
| Director    | Strategic thinking                   | Behavioral | Basic   | To be Developed                    | Q4    | OT0076, OT0077         |
| Director    | Taking Ownership                     | Behavioral | Basic   | BH00012, BH00013                   | Q3-Q4 | OT0112, OT0113         |
| Director    | Team-Working                         | Behavioral | Basic   | BH00012, BH00013                   | Q3-Q4 | OT0091, OT0092, OT0093 |
| Director    | Time Management                      | Behavioral | Advance | BH00014                            | Q3-Q4 |                        |

| Designation     | Competency                                     | Type       | Level   | Course Code - iGOT  | When  | Outside Courses   |
|-----------------|--|------------|---------|---|-------|-------------------|
| Director        | Understanding of GeM Marketplace               | Functional | Basic   | FN00007*,<br>FN00008,<br>FN00009,<br>FN00043,<br>FN00044,<br>FN00045,<br>FN00046*,<br>FN00047,<br>FN00048,<br>FN00049<br>FN00050,<br>FN00002* | Q3-Q4 | OT0063,<br>OT0064 |
| Director        | Understanding of General Financial Rules, 2017 | Functional | Advance | To be Developed   | Q4    | OT0065,<br>OT0066 |
| Director        | Vendor Management                              | Functional | Basic   | FN00007*,<br>FN00009  | Q3-Q4 | –                 |
| Director        | Work-Life Balance                              | Behavioral | Advance | BH00010*,<br>BH00011*   | Q3-Q4 | –                 |
| Section Officer | Accountability                                 | Behavioral | Basic   | To be Developed   | Q4    | OT0080            |
| Section Officer | Active Listening Skills                        | Behavioral | Advance | To be Developed   | Q4    | OT0114            |
| Section Officer | Assertiveness                                  | Behavioral | Basic   | To be Developed   | Q4    |                   |
| Section Officer | Attention to Detail                            | Behavioral | Basic   | To be Developed   | Q4    | OT0098            |
| Section Officer | Benchmarking                                   | Functional | Basic   | To be Developed   | Q4    | OT0001            |
| Section Officer | Budgeting & Accounting skills                  | Functional | Advance | FN00011*,<br>FN00012,<br>FN00013  | Q3-Q4 | OT0002            |
| Section Officer | Cash Flow Management                           | Functional | Basic   | To be Developed   | Q4    | OT0003            |

| Designation     | Competency                        | Type       | Level   | Course Code - iGOT | When  | Outside Courses                |
|-----------------|-----------------------------------|------------|---------|--------------------|-------|--------------------------------|
| Section Officer | Coaching & Mentoring              | Functional | Basic   | BH00022            | Q3-Q4 | –                              |
| Section Officer | Communication Skills              | Behavioral | Advance | BH00001            | Q3-Q4 | OT0105, OT0106                 |
| Section Officer | Conceptual Thinking               | Behavioral | Basic   | BH00003            | Q3-Q4 | OT0078                         |
| Section Officer | Conflict Solving Strategies       | Behavioral | Basic   | BH00002            | Q3-Q4 | OT0073                         |
| Section Officer | Consultation & Consensus Building | Behavioral | Basic   | To be Developed    | Q4    | OT0081                         |
| Section Officer | Continuous Process Improvement    | Functional | Basic   | FN00001, FN00074   | Q3-Q4 | OT0044, OT0045, OT0046, OT0047 |
| Section Officer | Customer Centric                  | Behavioral | Basic   | To be Developed    | Q4    | OT0084                         |
| Section Officer | Data analysis                     | Functional | Basic   | FN00016*, FN00017  | Q3-Q4 | OT0006, OT0007, OT0008         |
| Section Officer | Decision Making                   | Behavioral | Basic   | BH00003            | Q3-Q4 | OT0082                         |
| Section Officer | Delegation                        | Behavioral | Basic   | BH00016            | Q3-Q4 | OT0083                         |
| Section Officer | Developing Others                 | Behavioral | Basic   | BH00022            | Q3-Q4 | OT0095                         |
| Section Officer | Drafting proposals                | Functional | Advance | To be Developed    | Q4    | OT0011                         |
| Section Officer | Empathy                           | Behavioral | Basic   | BH00004            | Q3-Q4 | OT0086                         |
| Section Officer | Filing Vigilance returns          | Functional | Basic   | To be Developed    | Q4    | –                              |
| Section Officer | Financial Management              | Functional | Basic   | To be Developed    | Q4    | –                              |



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| Designation     | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside Courses                |
|-----------------|---|------------|---------|--------------------|-------|--------------------------------|
| Section Officer | Functioning of NIC applications- email, messenger, cloud storage and others | Functional | Basic   | To be Developed    | Q4    | –                              |
| Section Officer | Gender Awareness  | Behavioral | Advance | BH00005            | Q3-Q4 | –                              |
| Section Officer | Gender Budgeting  | Functional | Advance | To be Developed    | Q4    | OT0014                         |
| Section Officer | Giving Feedback   | Behavioral | Basic   | To be Developed    | Q4    | –                              |
| Section Officer | Grant Administration & Grant Writing  | Functional | Advance | To be Developed    | Q4    | OT0015, OT0016, OT0017, OT0018 |
| Section Officer | Initiative & Drive  | Behavioral | Basic   | To be Developed    | Q4    | OT0097                         |
| Section Officer | Innovative Thinking   | Behavioral | Basic   | FN00024*           | Q3-Q4 | OT0099, OT0100, OT0101, OT0102 |
| Section Officer | Integrity   | Behavioral | Advance | To be Developed    | Q4    | OT0094                         |
| Section Officer | Inventory planning  | Functional | Basic   | To be Developed    | Q4    | OT0021                         |
| Section Officer | Knowledge Management  | Functional | Basic   | To be Developed    | Q4    | OT0022                         |
| Section Officer | Knowledge of IFD Framework  | Functional | Basic   | FN00002*           | Q3-Q4 | –                              |
| Section Officer | Knowledge of National Data Sharing and Accessibility Policy (NDSAP)         | Functional | Basic   | To be Developed    | Q4    | OT0023                         |

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| Designation     | Competency  | Type       | Level   | Course Code - iGOT                     | When  | Outside Courses  |
|-----------------|---|------------|---------|--|-------|--|
| Section Officer | Knowledge of Public Financial Management System                                     | Functional | Basic   | To be Developed                        | Q4    | OT0024   |
| Section Officer | Knowledge of taxation of products, GST and customs duty                             | Functional | Basic   | FN00027, FN00028                       | Q3-Q4 | OT0025, OT0026, OT0027, OT0028, OT0029, OT0030, OT0031 |
| Section Officer | Knowledge on Central Civil Conduct Code   | Functional | Basic   | FN00029*, FN00030*                     | Q3-Q4 |  |
| Section Officer | Knowledge on matters related to Information, Education and Communication (IEC)      | Functional | Basic   | To be Developed                        | Q4    | —  |
| Section Officer | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs | Functional | Advance | To be Developed                        | Q4    | —  |
| Section Officer | Knowledge on Raj Bhasha   | Functional | Basic   | FN00041*                               | Q3-Q4 | —  |
| Section Officer | Knowledge on RTI resolutions  | Functional | Advance | FN00031*, FN00032*, FN00033*, FN00034* | Q3-Q4 | OT0032, OT0033   |
| Section Officer | Leadership  | Behavioral | Basic   | BH00006, BH00023                       | Q3-Q4 | OT0109, OT0110, OT0111                                 |
| Section Officer | Leading Others  | Behavioral | Basic   | BH00006, BH00023                       | Q3-Q4 | OT0087, OT0088, OT0089, OT0090                         |
| Section Officer | Maintaining Websites  | Functional | Basic   | To be Developed                        | Q4    | OT0034   |

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| Designation     | Competency  | Type       | Level   | Course Code - iGOT                 | When  | Outside Courses        |
|-----------------|---|------------|---------|------------------------------------|-------|------------------------|
| Section Officer | Motivation  | Behavioral | Basic   | BH00008, BH00027                   | Q3-Q4 | –                      |
| Section Officer | National Anthem, Flag code of India and State Emblem of India | Functional | Basic   | To be Developed                    | Q4    | OT0037, OT0038, OT0039 |
| Section Officer | Negotiation Skills  | Behavioral | Basic   | BH00001, BH00002                   | Q3-Q4 | OT0071                 |
| Section Officer | Networking skills   | Behavioral | Basic   | BH00001, BH00002                   | Q3-Q4 | –                      |
| Section Officer | Organizational Awareness                                      | Behavioral | Advance | To be Developed                    | Q4    | OT0070                 |
| Section Officer | Organizational skills   | Functional | Basic   | BH00007                            | Q3-Q4 | OT0070                 |
| Section Officer | Overview of Organogram  | Functional | Basic   | To be Developed                    | Q4    | OT0070                 |
| Section Officer | Pension Administration  | Functional | Basic   | To be Developed                    | Q4    | –                      |
| Section Officer | Planning & Coordination                                       | Behavioral | Basic   | To be Developed                    | Q4    | OT0096                 |
| Section Officer | Policy drafting   | Functional | Basic   | FN00037, FN00038                   | Q3-Q4 | OT0042, OT0043         |
| Section Officer | Preparation of Annual Reports                                 | Functional | Basic   | To be Developed                    | Q4    | –                      |
| Section Officer | Problem Solving   | Behavioral | Advance | BH00003                            | Q3-Q4 | OT0103, OT0104         |
| Section Officer | Procurement & Tender Writing                                  | Functional | Basic   | FN00008                            | Q3-Q4 | –                      |
| Section Officer | Project Management  | Functional | Basic   | FN00004, FN00005, FN00006, FN00075 | Q3-Q4 | OT0048, OT0049         |
| Section Officer | Project Marketing   | Functional | Basic   | To be Developed                    | Q4    | OT0050                 |

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| Designation     | Competency                           | Type       | Level   | Course Code - iGOT | When  | Outside Courses        |
|-----------------|--------------------------------------|------------|---------|--------------------|-------|------------------------|
| Section Officer | Promoting via Social Media           | Functional | Basic   | To be Developed    | Q4    | –                      |
| Section Officer | Purchase forecasting                 | Functional | Advance | To be Developed    | Q4    | OT0051                 |
| Section Officer | Report Writing                       | Functional | Basic   | To be Developed    | Q4    | –                      |
| Section Officer | Result Orientation                   | Behavioral | Basic   | BH00028            | Q3-Q4 | OT0079                 |
| Section Officer | Seeking Information                  | Behavioral | Basic   | To be Developed    | Q4    | OT0075                 |
| Section Officer | Self-Awareness, Management & Control | Behavioral | Advance | BH00004, BH00009*  | Q3-Q4 | OT0107                 |
| Section Officer | Self Confidence                      | Behavioral | Advance | BH00009*           | Q3-Q4 | OT0074                 |
| Section Officer | Spending Assessment                  | Functional | Basic   | To be Developed    | Q4    | –                      |
| Section Officer | Stakeholder Analysis & Management    | Behavioral | Basic   | BH00029*           | Q3-Q4 | –                      |
| Section Officer | Strategic thinking                   | Behavioral | Basic   | To be Developed    | Q4    | OT0076, OT0077         |
| Section Officer | Supplier relationship management     | Functional | Basic   | To be Developed    | Q4    | –                      |
| Section Officer | Taking Ownership                     | Behavioral | Basic   | BH00012, BH00013   | Q3-Q4 | OT0112, OT0113         |
| Section Officer | Team-Working                         | Behavioral | Basic   | BH00012, BH00013   | Q3-Q4 | OT0091, OT0092, OT0093 |
| Section Officer | Technical Writing                    | Functional | Basic   | To be Developed    | Q4    | OT0060                 |
| Section Officer | Time Management                      | Behavioral | Advance | BH00014            | Q3-Q4 | –                      |

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| Designation     | Competency   | Type       | Level   | Course Code - iGOT  | When  | Outside Courses   |
|-----------------|--|------------|---------|---|-------|-------------------|
| Section Officer | Trainings on cabinet note, EFC or office order preparation | Functional | Advance | To be Developed   | Q4    | —                 |
| Section Officer | Understanding of GeM Marketplace                           | Functional | Basic   | FN00007*,<br>FN00008,<br>FN00009,<br>FN00043,<br>FN00044,<br>FN00045,<br>FN00046*,<br>FN00047,<br>FN00048,<br>FN00049<br>FN00050,<br>FN00002* | Q3-Q4 | OT0063,<br>OT0064 |
| Section Officer | Understanding of General Financial Rules, 2017             | Functional | Advance | To be Developed   | Q4    | OT0065,<br>OT0066 |
| Section Officer | Understanding of Office Protocols                          | Functional | Basic   | FN00051*  | Q3-Q4 | —                 |
| Section Officer | Understanding of recruitment process & vacancy monitoring  | Functional | Basic   | To be Developed   | Q4    | —                 |
| Section Officer | Vendor Management  | Functional | Basic   | FN00007*,<br>FN00009  | Q3-Q4 | —                 |
| Section Officer | Working with MS Office                                     | Functional | Advance | FN00052,<br>FN00053,<br>FN00054,<br>FN00055*,<br>FN00056,<br>FN00057,<br>FN00058  | Q3-Q4 | —                 |
| Section Officer | Work-Life Balance  | Behavioral | Advance | BH00010*,<br>BH00011*   | Q3-Q4 | —                 |

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## 7.2.3. ICMR HQ – Training Calendar

### 7.2.3.1. Snapshot of Training Calendar for Scientist B & G at ICMR HQ

| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses   |
|-------------|--|------------|---------|--------------------|-------|------------------------|
| Scientist B | Assertiveness  | Behavioral | Basic   | To be developed    | Q4    | –                      |
| Scientist B | Attention to detail  | Behavioral | Basic   | To be developed    | Q4    | OT0098                 |
| Scientist B | Citizen Centricity First   | Behavioral | Basic   | To be developed    | Q4    | –                      |
| Scientist B | Commitment to the Organization- research aligned to organization's goals | Behavioral | Basic   | To be developed    | Q4    | –                      |
| Scientist B | Communication skills   | Behavioral | Advance | BH00001            | Q3-Q4 | OT0105, OT0106         |
| Scientist B | Conceptual Thinking  | Behavioral | Advance | To be developed    | Q4    | OT0078                 |
| Scientist B | Conflict solving strategies  | Behavioral | Advance | To be developed    | Q4    | OT0073                 |
| Scientist B | Consultation and Consensus Building                                      | Behavioral | Basic   | To be developed    | Q4    | OT0081                 |
| Scientist B | Data analysis, planning & preparing                                      | Functional | Advance | FN00017            | Q3-Q4 | OT0006, OT0007, OT0008 |
| Scientist B | Decision Making  | Behavioral | Advance | To be developed    | Q4    | OT0082                 |
| Scientist B | Delegation   | Behavioral | Basic   | BH00016            | Q3-Q4 | OT0083                 |
| Scientist B | Desire for Knowledge   | Behavioral | Basic   | To be developed    | Q4    | –                      |
| Scientist B | Develop, plan and experimental design process & skills                   | Functional | Advance | To be developed    | Q4    | –                      |

| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses           |
|-------------|--|------------|---------|--------------------|-------|--------------------------------|
| Scientist B | Effective collaboration in research  | Functional | Advance | To be developed    | Q4    | –                              |
| Scientist B | Effective team work with cross-functional, multi-disciplinary research teams | Functional | Advance | To be developed    | Q4    | –                              |
| Scientist B | Empathy  | Behavioral | Basic   | BH00004            | Q3-Q4 | OT0086                         |
| Scientist B | Equity   | Behavioral | Basic   | BH00005, BH00006   | Q3-Q4 |                                |
| Scientist B | Ethics   | Behavioral | Basic   | BH00017, BH00018*  | Q3-Q4 | –                              |
| Scientist B | Giving feedback  | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Innovation, global developments, emerging trends & perspectives              | Functional | Basic   | FN00024*           | Q3-Q4 | –                              |
| Scientist B | Innovative Thinking  | Behavioral | Advance | To be developed    | Q4    | OT0099, OT0100, OT0101, OT0102 |
| Scientist B | Interdisciplinary research   | Functional | Advance | To be developed    | Q4    | –                              |
| Scientist B | Interpreting scientific results  | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Investigative approach to product development                                | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Laboratory research skills   | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Leadership, management & mentorship in research                              | Functional | Advance | To be developed    | Q4    | OT0109, OT0110, OT0111         |



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| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses           |
|-------------|--|------------|---------|--------------------|-------|--------------------------------|
| Scientist B | Leading Others   | Behavioral | Basic   | BH00006, BH00023   | Q3-Q4 | OT0087, OT0088, OT0089, OT0090 |
| Scientist B | Managing research tools & data                             | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Negotiation skills   | Behavioral | Basic   | BH00001, BH00002   | Q3-Q4 | OT0071                         |
| Scientist B | Networking skills - lab/industry/academia                  | Behavioral | Advance | To be developed    | Q4    | –                              |
| Scientist B | Organisational Awareness - Multidisciplinary approach      | Behavioral | Basic   | BH00007            | Q3-Q4 | OT0070                         |
| Scientist B | Oversight skillset for principal investigator              | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Persuasive Grant writing                                   | Functional | Advance | To be developed    | Q4    | OT0015, OT0016, OT0017, OT0018 |
| Scientist B | Planning and Coordination                                  | Behavioral | Advance | To be developed    | Q4    | OT0096                         |
| Scientist B | Problem Solving of higher degree                           | Behavioral | Advance | To be developed    | Q4    | –                              |
| Scientist B | Professional guidelines, code of ethics & ethical research | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Professional Integrity - peer review & benchmark           | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Recruitment  | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Scientist B | Result Orientation   | Behavioral | Basic   | BH00028            | Q3-Q4 | OT0079                         |
| Scientist B | Running effective meetings                                 | Behavioral | Basic   | To be developed    | Q4    | –                              |

| Designation | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses |
|-------------|---|------------|---------|--------------------|-------|----------------------|
| Scientist B | Safeguarding of information - IPRs                          | Functional | Basic   | FN00025            | Q3-Q4 | OT0019               |
| Scientist B | Scientific communication skills - narrative tools           | Functional | Advance | To be developed    | Q4    | –                    |
| Scientist B | Scientific Project Management                               | Functional | Basic   | To be developed    | Q4    | –                    |
| Scientist B | Scientific Temper: scientific know-why & technical know-how | Behavioral | Advance | To be developed    | Q4    | –                    |
| Scientist B | Scientific writing and publishing                           | Functional | Advance | To be developed    | Q4    | –                    |
| Scientist B | Seeking Information   | Behavioral | Basic   | To be developed    | Q4    | OT0075               |
| Scientist B | Selection and refinement of area of interest                | Functional | Basic   | To be developed    | Q4    | –                    |
| Scientist B | Self-motivated  | Behavioral | Basic   | BH00008            | Q3-Q4 | –                    |
| Scientist B | Self-Awareness and Self Control                             | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | OT0107               |
| Scientist B | Self-Confidence   | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | OT0074               |
| Scientist B | Self-Management   | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | –                    |
| Scientist B | Sharing knowledge & mentorship                              | Behavioral | Basic   | BH00022            | Q3-Q4 | OT0116               |
| Scientist B | Stakeholder Analysis & Management                           | Behavioral | Basic   | BH00029*           | Q3-Q4 | –                    |
| Scientist B | Strategic Thinking  | Behavioral | Advance | To be developed    | Q4    | –                    |
| Scientist B | Survey techniques, data collection, measure study variables | Functional | Advance | To be developed    | Q4    | –                    |

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| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses   |
|-------------|--|------------|---------|--------------------|-------|------------------------|
| Scientist B | Taking Accountability  | Behavioral | Basic   | To be developed    | Q4    | OT0080                 |
| Scientist B | Team-Working   | Behavioral | Basic   | BH00012, BH00013   | Q3-Q4 | OT0091, OT0092, OT0093 |
| Scientist G | Assertiveness  | Behavioral | Basic   | To be developed    | Q4    | –                      |
| Scientist G | Attention to detail  | Behavioral | Basic   | To be developed    | Q4    | OT0098                 |
| Scientist G | Citizen Centricity First   | Behavioral | Basic   | To be developed    | Q4    |                        |
| Scientist G | Commitment to the Organisation- research aligned to organization's goals | Behavioral | Basic   | To be developed    | Q4    | –                      |
| Scientist G | Communication skills   | Behavioral | Advance | BH00001            | Q3-Q4 | OT0105, OT0106         |
| Scientist G | Conceptual Thinking  | Behavioral | Advance | To be developed    | Q4    | OT0078                 |
| Scientist G | Conflict solving strategies  | Behavioral | Advance | To be developed    | Q4    | OT0073                 |
| Scientist G | Consultation and Consensus Building                                      | Behavioral | Basic   | To be developed    | Q4    | OT0081                 |
| Scientist G | Data analysis, planning & preparing                                      | Functional | Advance | FN00017            | Q3-Q4 | OT0006, OT0007, OT0008 |
| Scientist G | Decision Making  | Behavioral | Advance | To be developed    | Q4    | OT0082                 |
| Scientist G | Delegation   | Behavioral | Basic   | BH00016            | Q3-Q4 | OT0083                 |
| Scientist G | Desire for Knowledge   | Behavioral | Basic   | To be developed    | Q4    | –                      |

| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses           |
|-------------|--|------------|---------|--------------------|-------|--------------------------------|
| Scientist G | Develop, plan and experimental design process & skills                       | Functional | Advance | To be developed    | Q4    | –                              |
| Scientist G | Effective collaboration in research  | Functional | Advance | To be developed    | Q4    | –                              |
| Scientist G | Effective team work with cross-functional, multi-disciplinary research teams | Functional | Advance | To be developed    | Q4    | –                              |
| Scientist G | Empathy  | Behavioral | Basic   | BH00004            | Q3-Q4 | OT0086                         |
| Scientist G | Equity   | Behavioral | Basic   | BH00005, BH00006   | Q3-Q4 | –                              |
| Scientist G | Ethics   | Behavioral | Basic   | BH00017, BH00018*  | Q3-Q4 | –                              |
| Scientist G | Giving feedback  | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Innovation, global developments, emerging trends & perspectives              | Functional | Basic   | FN00024*           | Q3-Q4 | –                              |
| Scientist G | Innovative Thinking  | Behavioral | Advance | To be developed    | Q4    | OT0099, OT0100, OT0101, OT0102 |
| Scientist G | Interdisciplinary research   | Functional | Advance | To be developed    | Q4    | –                              |
| Scientist G | Interpreting scientific results  | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Investigative approach to product development                                | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Laboratory research skills   | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Leadership, management & mentorship in research                              | Functional | Advance | To be developed    | Q4    | OT0109, OT0110, OT0111         |

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| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses           |
|-------------|--|------------|---------|--------------------|-------|--------------------------------|
| Scientist G | Leading Others   | Behavioral | Basic   | BH00006, BH00023   | Q3-Q4 | OT0087, OT0088, OT0089, OT0090 |
| Scientist G | Managing research tools & data                             | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Negotiation skills   | Behavioral | Basic   | BH00001, BH00002   | Q3-Q4 | OT0071                         |
| Scientist G | Networking skills - lab/industry/academia                  | Behavioral | Advance | To be developed    | Q4    | –                              |
| Scientist G | Organisational Awareness - Multidisciplinary approach      | Behavioral | Basic   | BH00007            | Q3-Q4 | OT0070                         |
| Scientist G | Oversight skillset for principal investigator              | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Persuasive Grant writing                                   | Functional | Advance | To be developed    | Q4    | OT0015, OT0016, OT0017, OT0018 |
| Scientist G | Planning and Coordination                                  | Behavioral | Advance | To be developed    | Q4    | OT0096                         |
| Scientist G | Problem Solving of higher degree                           | Behavioral | Advance | To be developed    | Q4    | –                              |
| Scientist G | Professional guidelines, code of ethics & ethical research | Functional | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Professional Integrity - peer review & benchmark           | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Recruitment  | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Scientist G | Result Orientation   | Behavioral | Basic   | BH00028            | Q3-Q4 | OT0079                         |
| Scientist G | Running effective meetings                                 | Behavioral | Basic   | To be developed    | Q4    | –                              |

| Designation | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses |
|-------------|---|------------|---------|--------------------|-------|----------------------|
| Scientist G | Safeguarding of information - IPRs                          | Functional | Basic   | FN00025            | Q3-Q4 | OT0019               |
| Scientist G | Scientific communication skills - narrative tools           | Functional | Advance | To be developed    | Q4    | –                    |
| Scientist G | Scientific Project Management                               | Functional | Basic   | To be developed    | Q4    | OT0053               |
| Scientist G | Scientific Temper: scientific know-why & technical know-how | Behavioral | Advance | To be developed    | Q4    | –                    |
| Scientist G | Scientific writing and publishing                           | Functional | Advance | To be developed    | Q4    | –                    |
| Scientist G | Seeking Information   | Behavioral | Basic   | To be developed    | Q4    | OT0075               |
| Scientist G | Selection and refinement of area of interest                | Functional | Basic   | To be developed    | Q4    |                      |
| Scientist G | Self-motivated  | Behavioral | Basic   | BH00008            | Q3-Q4 | –                    |
| Scientist G | Self-Awareness and Self Control                             | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | OT0107               |
| Scientist G | Self-Confidence   | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | OT0074               |
| Scientist G | Self-Management   | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | –                    |
| Scientist G | Sharing knowledge & mentorship                              | Behavioral | Basic   | BH00022            | Q3-Q4 | OT0116               |
| Scientist G | Stakeholder Analysis & Management                           | Behavioral | Basic   | BH00029*           | Q3-Q4 | –                    |
| Scientist G | Strategic Thinking  | Behavioral | Advance | To be developed    | Q4    | OT0076<br>OT0077     |
| Scientist G | Survey techniques, data collection, measure study variables | Functional | Advance | To be developed    | Q4    | –                    |

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| Designation | Competency            | Type       | Level | Course Code - iGOT  | When  | Outside iGOT Courses         |
|-------------|-----------------------|------------|-------|---------------------|-------|------------------------------|
| Scientist G | Taking Accountability | Behavioral | Basic | To be developed     | Q4    | OT0080                       |
| Scientist G | Team-Working          | Behavioral | Basic | BH00012,<br>BH00013 | Q3-Q4 | OT0091,<br>OT0092,<br>OT0093 |

## 7.2.3.2. Snapshot of Training Calendar for Deputy Director General (Administration) & Upper Division Clerk in ICMR HQ

| Designation                              | Competency                    | Type       | Level   | Course Code - iGOT         | When  | Outside iGOT Courses |
|--|-------------------------------|------------|---------|----------------------------|-------|----------------------|
| Deputy Director General (Administration) | Accountability                | Behavioral | Basic   | To be developed            | Q4    | OT0080               |
| Upper Division Clerk                     | Accountability                | Behavioral | Basic   | To be developed            | Q4    | OT0080               |
| Deputy Director General (Administration) | Active Listening Skills       | Behavioral | Basic   | To be developed            | Q4    | OT0114               |
| Deputy Director General (Administration) | Assertiveness                 | Behavioral | Basic   | To be developed            | Q4    | –                    |
| Deputy Director General (Administration) | Attention to Detail           | Behavioral | Basic   | To be developed            | Q4    | OT0098               |
| Deputy Director General (Administration) | Benchmarking                  | Functional | Basic   | To be developed            | Q4    | OT0001               |
| Deputy Director General (Administration) | Budgeting & Accounting skills | Functional | Basic   | FN00011*, FN00012, FN00013 | Q3-Q4 | OT0002               |
| Upper Division Clerk                     | Budgeting & Accounting skills | Functional | Basic   | FN00011*, FN00012, FN00013 | Q3-Q4 | OT0002               |
| Deputy Director General (Administration) | Cash Flow Management          | Functional | Basic   | To be developed            | Q4    | OT0003               |
| Deputy Director General (Administration) | Coaching & Mentoring          | Functional | Basic   | BH00022                    | Q3-Q4 | –                    |
| Deputy Director General (Administration) | Communication Skills          | Behavioral | Advance | To be developed            | Q4    | OT0105, OT0106       |



| Designation                              | Competency                        | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses   |
|--|-----------------------------------|------------|---------|--------------------|-------|------------------------|
| Upper Division Clerk                     | Communication Skills              | Behavioral | Advance | To be developed    | Q4    | OT0105, OT0106         |
| Deputy Director General (Administration) | Conceptual Thinking               | Behavioral | Basic   | BH00003            | Q3-Q4 | OT0078                 |
| Deputy Director General (Administration) | Conflict Solving Strategies       | Behavioral | Basic   | BH00002            | Q3-Q4 | OT0073                 |
| Deputy Director General (Administration) | Consultation & Consensus Building | Behavioral | Basic   | To be developed    | Q4    | OT0081                 |
| Deputy Director General (Administration) | Continuous Process Improvement    | Functional | Basic   | To be developed    | Q4    | —                      |
| Deputy Director General (Administration) | Customer Centric                  | Behavioral | Basic   | To be developed    | Q4    | OT0084                 |
| Deputy Director General (Administration) | Data analysis                     | Functional | Advance | To be developed    | Q4    | OT0006, OT0007, OT0008 |
| Deputy Director General (Administration) | Decision Making                   | Behavioral | Advance | To be developed    | Q4    | OT0082                 |
| Deputy Director General (Administration) | Delegation                        | Behavioral | Basic   | BH00016            | Q3-Q4 | OT0082                 |
| Deputy Director General (Administration) | Developing Others                 | Behavioral | Basic   | BH00006            | Q3-Q4 | OT0095                 |
| Deputy Director General (Administration) | Drafting proposals                | Functional | Basic   | To be developed    | Q4    | OT0011                 |

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| Designation                              | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses           |
|--|---|------------|---------|--------------------|-------|--------------------------------|
| Deputy Director General (Administration) | Empathy   | Behavioral | Basic   | BH00004            | Q3-Q4 | OT0086                         |
| Deputy Director General (Administration) | Filing Vigilance returns  | Functional | Basic   | To be developed    | Q4    | –                              |
| Deputy Director General (Administration) | Financial Management  | Functional | Basic   | To be developed    | Q4    | OT0012, OT0013                 |
| Deputy Director General (Administration) | Functioning of NIC applications- email, messenger, cloud storage and others | Functional | Advance |                    | Q3-Q4 | –                              |
| Deputy Director General (Administration) | Gender Awareness  | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Deputy Director General (Administration) | Gender Budgeting  | Functional | Basic   | To be developed    | Q4    | OT0014                         |
| Deputy Director General (Administration) | Giving Feedback   | Behavioral | Basic   | To be developed    | Q4    | –                              |
| Deputy Director General (Administration) | Grant Administration & Grant Writing  | Functional | Basic   | To be developed    | Q4    | OT0015, OT0016, OT0017, OT0018 |
| Deputy Director General (Administration) | Initiative & Drive  | Behavioral | Basic   | To be developed    | Q4    | OT0097                         |
| Deputy Director General (Administration) | Innovative Thinking   | Behavioral | Basic   | To be developed    | Q4    | OT0099, OT0100, OT0101, OT0102 |

| Designation                              | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses                                   |
|--|---|------------|---------|--------------------|-------|--|
| Deputy Director General (Administration) | Integrity   | Behavioral | Basic   | To be developed    | Q4    | OT0094   |
| Deputy Director General (Administration) | Inventory planning  | Functional | Basic   | To be developed    | Q4    | OT0021   |
| Deputy Director General (Administration) | Knowledge Management  | Functional | Basic   | BH00022            | Q3-Q4 | OT0022   |
| Deputy Director General (Administration) | Knowledge of IFD Framework  | Functional | Basic   | FN00002*           | Q3-Q4 | —  |
| Deputy Director General (Administration) | Knowledge of National Data Sharing and Accessibility Policy (NDSAP) | Functional | Basic   | To be developed    | Q4    | OT0023   |
| Deputy Director General (Administration) | Knowledge of Public Financial Management System                     | Functional | Basic   | To be developed    | Q4    | OT0024   |
| Upper Division Clerk                     | Knowledge of Public Financial Management System                     | Functional | Basic   | To be developed    | Q4    | OT0024   |
| Deputy Director General (Administration) | Knowledge of taxation of products, GST and customs duty             | Functional | Basic   | FN00027, FN00028   | Q3-Q4 | OT0025, OT0026, OT0027, OT0028, OT0029, OT0030, OT0031 |
| Deputy Director General (Administration) | Knowledge on Central Civil Conduct Code                             | Functional | Advance |                    | Q3-Q4 | —  |
| Upper Division Clerk                     | Knowledge on Central Civil Conduct Code                             | Functional | Advance |                    | Q3-Q4 | —  |

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| Designation                              | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses           |
|--|---|------------|---------|--------------------|-------|--------------------------------|
| Deputy Director General (Administration) | Knowledge on matters related to Information, Education and Communication (IEC)      | Functional | Basic   | To be developed    | Q4    | –                              |
| Deputy Director General (Administration) | Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs | Functional | Basic   | To be developed    | Q4    | –                              |
| Deputy Director General (Administration) | Knowledge on Raj Bhasha   | Functional | Basic   | FN00041*           | Q3-Q4 | –                              |
| Deputy Director General (Administration) | Knowledge on RTI resolutions  | Functional | Advance |                    | Q3-Q4 | OT0032, OT0033                 |
| Upper Division Clerk                     | Knowledge on RTI resolutions  | Functional | Advance |                    | Q3-Q4 | OT0032, OT0033                 |
| Deputy Director General (Administration) | Leadership  | Behavioral | Basic   | BH00006, BH00023   | Q3-Q4 | OT0109, OT0110, OT0111         |
| Deputy Director General (Administration) | Leading Others  | Behavioral | Basic   | BH00006, BH00023   | Q3-Q4 | OT0087, OT0088, OT0089, OT0090 |
| Deputy Director General (Administration) | Maintaining Websites  | Functional | Basic   | To be developed    | Q4    | OT0034                         |
| Deputy Director General (Administration) | Motivation  | Behavioral | Basic   | BH00008            | Q3-Q4 | –                              |
| Deputy Director General (Administration) | National Anthem, Flag code of India and State Emblem of India                       | Functional | Basic   | To be developed    | Q4    | OT0037, OT0038, OT0039         |

| Designation                              | Competency                    | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses |
|--|-------------------------------|------------|---------|--------------------|-------|----------------------|
| Deputy Director General (Administration) | Negotiation Skills            | Behavioral | Basic   | BH00001, BH00002   | Q3-Q4 | OT0071               |
| Deputy Director General (Administration) | Networking skills             | Behavioral | Basic   | To be developed    | Q4    | –                    |
| Upper Division Clerk                     | Networking skills             | Behavioral | Basic   | To be developed    | Q4    | –                    |
| Deputy Director General (Administration) | Organizational Awareness      | Behavioral | Advance | To be developed    | Q4    | OT0070               |
| Deputy Director General (Administration) | Organizational skills         | Functional | Basic   | BH00007            | Q3-Q4 | OT0070               |
| Deputy Director General (Administration) | Overview of Organogram        | Functional | Basic   | To be developed    | Q4    | OT0070               |
| Deputy Director General (Administration) | Pension Administration        | Functional | Basic   | To be developed    | Q4    | –                    |
| Deputy Director General (Administration) | Planning & Coordination       | Behavioral | Advance | To be developed    | Q4    | OT0096               |
| Deputy Director General (Administration) | Policy drafting               | Functional | Basic   | To be developed    | Q4    | OT0042, OT0043       |
| Deputy Director General (Administration) | Preparation of Annual Reports | Functional | Basic   | To be developed    | Q4    | –                    |
| Deputy Director General (Administration) | Problem Solving               | Behavioral | Advance | To be developed    | Q4    | OT0103, OT0104       |
| Upper Division Clerk                     | Problem Solving               | Behavioral | Advance | To be developed    | Q4    | OT0103, OT0104       |

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22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

| Designation                              | Competency                           | Type       | Level   | Course Code - iGOT                 | When  | Outside iGOT Courses |
|--|--------------------------------------|------------|---------|------------------------------------|-------|----------------------|
| Deputy Director General (Administration) | Procurement & Tender Writing         | Functional | Basic   | To be developed                    | Q4    | –                    |
| Deputy Director General (Administration) | Project Management                   | Functional | Basic   | FN00004, FN00005, FN00006, FN00075 | Q3-Q4 | OT0048, OT0049       |
| Deputy Director General (Administration) | Project Marketing                    | Functional | Basic   | To be developed                    | Q4    | OT0050               |
| Deputy Director General (Administration) | Promoting via Social Media           | Functional | Basic   | To be developed                    | Q4    | –                    |
| Deputy Director General (Administration) | Purchase forecasting                 | Functional | Basic   | To be developed                    | Q4    | OT0051               |
| Deputy Director General (Administration) | Report Writing                       | Functional | Advance | To be developed                    | Q4    | –                    |
| Deputy Director General (Administration) | Result Orientation                   | Behavioral | Basic   | BH00028                            | Q3-Q4 | OT0079               |
| Deputy Director General (Administration) | Seeking Information                  | Behavioral | Basic   | To be developed                    | Q4    | OT0075               |
| Upper Division Clerk                     | Seeking Information                  | Behavioral | Basic   | To be developed                    | Q4    | OT0075               |
| Deputy Director General (Administration) | Self-Awareness, Management & Control | Behavioral | Advance | To be developed                    | Q4    | OT0107               |
| Deputy Director General (Administration) | Self Confidence                      | Behavioral | Advance | To be developed                    | Q4    | OT0074               |

| Designation                              | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses   |
|--|--|------------|---------|--------------------|-------|------------------------|
| Deputy Director General (Administration) | Spending Assessment  | Functional | Basic   | To be developed    | Q4    | –                      |
| Deputy Director General (Administration) | Stakeholder Analysis & Management                          | Behavioral | Basic   | BH00029*           | Q3-Q4 | –                      |
| Deputy Director General (Administration) | Strategic thinking   | Behavioral | Basic   | To be developed    | Q4    | OT0076, OT0077         |
| Deputy Director General (Administration) | Supplier relationship management                           | Functional | Basic   | To be developed    | Q4    | –                      |
| Deputy Director General (Administration) | Taking Ownership   | Behavioral | Basic   | To be developed    | Q4    | OT0112, OT0113         |
| Deputy Director General (Administration) | Team-Working   | Behavioral | Advance | To be developed    | Q4    | OT0091, OT0092, OT0093 |
| Deputy Director General (Administration) | Technical Writing  | Functional | Advance | To be developed    | Q4    | –                      |
| Deputy Director General (Administration) | Time Management  | Behavioral | Advance | To be developed    | Q4    | –                      |
| Deputy Director General (Administration) | Trainings on cabinet note, EFC or office order preparation | Functional | Basic   | To be developed    | Q4    | –                      |
| Deputy Director General (Administration) | Understanding of GeM Marketplace                           | Functional | Advance | To be developed    | Q4    | OT0063, OT0064         |
| Deputy Director General (Administration) | Understanding of General Financial Rules, 2017             | Functional | Advance | To be developed    | Q4    | OT0065, OT0066         |

# Capacity Building Commission, Government of India

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| Designation                              | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside iGOT Courses |
|--|---|------------|---------|--------------------|-------|----------------------|
| Deputy Director General (Administration) | Understanding of Office Protocols                         | Functional | Advance | To be developed    | Q4    | –                    |
| Upper Division Clerk                     | Understanding of Office Protocols                         | Functional | Advance | To be developed    | Q4    | –                    |
| Deputy Director General (Administration) | Understanding of recruitment process & vacancy monitoring | Functional | Basic   | To be developed    | Q4    | –                    |
| Upper Division Clerk                     | Understanding of recruitment process & vacancy monitoring | Functional | Basic   | To be developed    | Q4    | –                    |
| Deputy Director General (Administration) | Vendor Management   | Functional | Basic   | FN00007*, FN00009  | Q3-Q4 | –                    |
| Deputy Director General (Administration) | Working with MS Office                                    | Functional | Advance | To be developed    | Q4    | –                    |
| Deputy Director General (Administration) | Work-Life Balance   | Behavioral | Advance | To be developed    | Q4    | –                    |
| Upper Division Clerk                     | Work-Life Balance   | Behavioral | Advance | To be developed    | Q4    | –                    |



## 7.3. ICMR Research Institute - Training Calendar for ICMR National Institute of Malaria Research

### 7.3.1.1. NIMR TC for Scientific Cadre

| Designation | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside Courses                |
|-------------|---|------------|---------|--------------------|-------|--------------------------------|
| Scientist B | Communication skills  | Behavioral | Advance | BH00001            | Q3-Q4 | OT0105, OT0106                 |
| Scientist B | Conceptual Thinking   | Behavioral | Advance | BH00001            | Q3-Q4 | OT0078                         |
| Scientist B | Data analysis, planning & preparing                             | Functional | Advance | FN00016*, FN00017  | Q3-Q4 | OT0006, OT0007, OT0008         |
| Scientist B | Decision Making   | Behavioral | Advance | BH00003            | Q3-Q4 | OT0082                         |
| Scientist B | Delegation  | Behavioral | Basic   | BH00016            | Q3-Q4 | —                              |
| Scientist B | Empathy   | Behavioral | Basic   | BH00004            | Q3-Q4 | —                              |
| Scientist B | Equity  | Behavioral | Basic   | BH00005, BH00006   | Q3-Q4 | —                              |
| Scientist B | Ethics  | Behavioral | Basic   | BH00017, BH00018*  | Q3-Q4 | —                              |
| Scientist B | Innovation, global developments, emerging trends & perspectives | Functional | Basic   | FN00024*           | Q3-Q4 | —                              |
| Scientist B | Innovative Thinking   | Behavioral | Advance | FN00024*           | Q3-Q4 | OT0099, OT0100, OT0101, OT0102 |
| Scientist B | Knowledge of Grants in Aid (GIA) Scheme                         | Domain     | Advance |                    | —     | —                              |
| Scientist B | Knowledge of alternative systems of medicine                    | Domain     | Basic   |                    | —     | —                              |

| Designation | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|-------------|---|------------|---------|--------------------|-------|-----------------|
| Scientist B | Knowledge of Anti-microbial resistance consortium                   | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of ART Bill   | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of Human Resource Development (HRD) Scheme                | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of Malaria resistance consortium                          | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of Model Rural Health Research Units (MRHRU) Scheme       | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme         | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of National List of Essential Medicine (NLEM)             | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of rare diseases  | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of schemes related to North Eastern Region                | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of TB resistance consortium                               | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme | Domain     | Basic   |                    | –     | –               |
| Scientist B | Knowledge on the functions of Indian Journal of Medical Research    | Domain     | Basic   |                    | –     | –               |
| Scientist B | Leadership, management & mentorship in research                     | Functional | Advance | BH00022            | Q3-Q4 | –               |

| Designation | Competency  | Type       | Level   | Course Code - iGOT                 | When  | Outside Courses |
|-------------|---|------------|---------|------------------------------------|-------|-----------------|
| Scientist B | Leading Others                                    | Behavioral | Basic   | BH00006, BH00023                   | Q3-Q4 | –               |
| Scientist B | Negotiation skills                                | Behavioral | Basic   | BH00001, BH00002                   | Q3-Q4 | –               |
| Scientist B | Problem Solving of higher degree                  | Behavioral | Advance | BH00003                            | Q3-Q4 | OT0103, OT0104  |
| Scientist B | Result Orientation                                | Behavioral | Basic   | BH00028                            | Q3-Q4 | –               |
| Scientist B | Safeguarding of information - IPRs                | Functional | Basic   | FN00025                            | Q3-Q4 | –               |
| Scientist B | Scientific communication skills - narrative tools | Functional | Advance | FN00042                            | Q3-Q4 | –               |
| Scientist B | Scientific Project Management                     | Functional | Basic   | FN00004, FN00005, FN00006, FN00075 | Q3-Q4 | –               |
| Scientist B | Self-motivated                                    | Behavioral | Basic   | BH00008                            | Q3-Q4 | –               |
| Scientist B | Self-Awareness and Self Control                   | Behavioral | Basic   | BH00004, BH00009*                  | Q3-Q4 | –               |
| Scientist B | Self-Confidence                                   | Behavioral | Basic   | BH00004, BH00009*                  | Q3-Q4 | –               |
| Scientist B | Self-Management                                   | Behavioral | Basic   | BH00004, BH00009*                  | Q3-Q4 | –               |
| Scientist B | Sharing knowledge & mentorship                    | Behavioral | Basic   | BH00022                            | Q3-Q4 | –               |
| Scientist B | Stakeholder Analysis & Management                 | Behavioral | Basic   | BH00029*                           | Q3-Q4 | –               |
| Scientist B | Team-Working                                      | Behavioral | Basic   | BH00012, BH00013                   | Q3-Q4 | –               |

| Designation | Competency  | Type   | Level   | Course Code<br>- iGOT | When | Outside<br>Courses |
|-------------|---|--------|---------|-----------------------|------|--------------------|
| Scientist B | Understanding of Basic Medical Sciences                                       | Domain | Advance |                       | –    | –                  |
| Scientist B | Understanding of Bio-Medical Informatics                                      | Domain | Basic   |                       | –    | –                  |
| Scientist B | Understanding of Clinical Studies Trial and Projection                        | Domain | Advance |                       | –    | –                  |
| Scientist B | Understanding of functioning of Bhopal Memorial Hospital & Research Centre    | Domain | Basic   |                       | –    | –                  |
| Scientist B | Understanding of Health Research Policy                                       | Domain | Advance |                       | –    | –                  |
| Scientist B | Understanding of Health Technology Assessment in India (HTAIIn)               | Domain | Basic   |                       | –    | –                  |
| Scientist B | Understanding of International Health & Human Resource Development            | Domain | Basic   |                       | –    | –                  |
| Scientist B | Understanding of Non-Communicable Diseases                                    | Domain | Advance |                       | –    | –                  |
| Scientist B | Understanding of Policy & Communication                                       | Domain | Advance |                       | –    | –                  |
| Scientist B | Understanding of Reproductive, Child Health & Nutrition                       | Domain | Advance |                       | –    | –                  |
| Scientist B | Understanding of Socio-behavioral, Health systems and Implementation Research | Domain | Advance |                       | –    | –                  |
| Scientist B | Understanding of Standard Treatment Workflows (STW)                           | Domain | Basic   |                       | –    | –                  |

| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|-------------|--|------------|---------|--------------------|-------|-----------------|
| Scientist B | Understanding of Surrogacy Act   | Domain     | Basic   |                    | –     | –               |
| Scientist B | Understanding of the functions of Indian Council of Medical Research (ICMR)                      | Domain     | Advance |                    | –     | –               |
| Scientist B | Understanding the international health   | Domain     | Basic   |                    | –     | –               |
| Scientist B | Understanding the requirements and functioning of Department of Health Research website          | Domain     | Basic   |                    | –     | –               |
| Scientist B | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) | Domain     | Advance |                    | –     | –               |
| Scientist C | Communication skills   | Behavioral | Advance | BH00001            | Q3-Q4 | –               |
| Scientist C | Conceptual Thinking  | Behavioral | Advance | BH00001            | Q3-Q4 | –               |
| Scientist C | Data analysis, planning & preparing  | Functional | Advance | FN00016*, FN00017  | Q3-Q4 | –               |
| Scientist C | Decision Making  | Behavioral | Advance | BH00003            | Q3-Q4 | –               |
| Scientist C | Delegation   | Behavioral | Basic   | BH00016            | Q3-Q4 | –               |
| Scientist C | Empathy  | Behavioral | Basic   | BH00004            | Q3-Q4 | –               |
| Scientist C | Equity   | Behavioral | Basic   | BH00005, BH00006   | Q3-Q4 | –               |
| Scientist C | Ethics   | Behavioral | Basic   | BH00017, BH00018*  | Q3-Q4 | –               |

| Designation | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|-------------|---|------------|---------|--------------------|-------|-----------------|
| Scientist C | Innovation, global developments, emerging trends & perspectives | Functional | Basic   | FN00024*           | Q3-Q4 | —               |
| Scientist C | Innovative Thinking   | Behavioral | Advance | FN00024*           | Q3-Q4 | —               |
| Scientist C | Knowledge of Grants in Aid (GIA) Scheme                         | Domain     | Advance |                    | —     | —               |
| Scientist C | Knowledge of alternative systems of medicine                    | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of Anti-microbial resistance consortium               | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of ART Bill   | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of Human Resource Development (HRD) Scheme            | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of Malaria resistance consortium                      | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of Model Rural Health Research Units (MRHRU) Scheme   | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme     | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of National List of Essential Medicine (NLEM)         | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of rare diseases                                      | Domain     | Basic   |                    | —     | —               |
| Scientist C | Knowledge of schemes related to Northeastern Region             | Domain     | Basic   |                    | —     | —               |

| Designation | Competency  | Type       | Level   | Course Code - iGOT                 | When  | Outside Courses |
|-------------|---|------------|---------|------------------------------------|-------|-----------------|
| Scientist C | Knowledge of TB resistance consortium                               | Domain     | Basic   |                                    | –     | –               |
| Scientist C | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme | Domain     | Basic   |                                    | –     | –               |
| Scientist C | Knowledge on the functions of Indian Journal of Medical Research    | Domain     | Basic   |                                    | –     | –               |
| Scientist C | Leadership, management & mentorship in research                     | Functional | Advance | BH00022                            | Q3-Q4 | –               |
| Scientist C | Leading Others  | Behavioral | Basic   | BH00006, BH00023                   | Q3-Q4 | –               |
| Scientist C | Negotiation skills  | Behavioral | Basic   | BH00001, BH00002                   | Q3-Q4 | –               |
| Scientist C | Problem Solving of higher degree                                    | Behavioral | Advance | BH00003                            | Q3-Q4 | OT0103, OT0104  |
| Scientist C | Result Orientation  | Behavioral | Basic   | BH00028                            | Q3-Q4 | –               |
| Scientist C | Safeguarding of information - IPRs                                  | Functional | Basic   | FN00025                            | Q3-Q4 | –               |
| Scientist C | Scientific communication skills - narrative tools                   | Functional | Advance | FN00042                            | Q3-Q4 | –               |
| Scientist C | Scientific Project Management                                       | Functional | Basic   | FN00004, FN00005, FN00006, FN00075 | Q3-Q4 | –               |
| Scientist C | Self-motivated  | Behavioral | Basic   | BH00008                            | Q3-Q4 | –               |
| Scientist C | Self-Awareness and Self Control                                     | Behavioral | Basic   | BH00004, BH00009*                  | Q3-Q4 | –               |

| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|-------------|--|------------|---------|--------------------|-------|-----------------|
| Scientist C | Self-Confidence  | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | —               |
| Scientist C | Self-Management  | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | —               |
| Scientist C | Sharing knowledge & mentorship   | Behavioral | Basic   | BH00022            | Q3-Q4 | —               |
| Scientist C | Stakeholder Analysis & Management  | Behavioral | Basic   | BH00029*           | Q3-Q4 | —               |
| Scientist C | Team-Working   | Behavioral | Basic   | BH00012, BH00013   | Q3-Q4 | —               |
| Scientist C | Understanding of Basic Medical Sciences                                    | Domain     | Advance |                    | —     | —               |
| Scientist C | Understanding of Bio-Medical Informatics                                   | Domain     | Basic   |                    | —     | —               |
| Scientist C | Understanding of Clinical Studies Trial and Projection                     | Domain     | Advance |                    | —     | —               |
| Scientist C | Understanding of functioning of Bhopal Memorial Hospital & Research Centre | Domain     | Basic   |                    | —     | —               |
| Scientist C | Understanding of Health Research Policy                                    | Domain     | Advance |                    | —     | —               |
| Scientist C | Understanding of Health Technology Assessment in India (HTAI)              | Domain     | Basic   |                    | —     | —               |
| Scientist C | Understanding of International Health & Human Resource Development         | Domain     | Basic   |                    | —     | —               |
| Scientist C | Understanding of Non-Communicable Diseases                                 | Domain     | Advance |                    | —     | —               |



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| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside Courses        |
|-------------|--|------------|---------|--------------------|-------|------------------------|
| Scientist C | Understanding of Policy & Communication  | Domain     | Advance |                    | –     | –                      |
| Scientist C | Understanding of Reproductive, Child Health & Nutrition  | Domain     | Advance |                    | –     | –                      |
| Scientist C | Understanding of Socio-behavioral, Health systems and Implementation Research                    | Domain     | Advance |                    | –     | –                      |
| Scientist C | Understanding of Standard Treatment Workflows (STW)  | Domain     | Basic   |                    | –     | –                      |
| Scientist C | Understanding of Surrogacy Act   | Domain     | Basic   |                    | –     | –                      |
| Scientist C | Understanding of the functions of Indian Council of Medical Research (ICMR)                      | Domain     | Advance |                    | –     | –                      |
| Scientist C | Understanding the international health   | Domain     | Basic   |                    | –     | –                      |
| Scientist C | Understanding the requirements and functioning of Department of Health Research website          | Domain     | Basic   |                    | –     | –                      |
| Scientist C | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) | Domain     | Advance |                    | –     | –                      |
| Scientist D | Communication skills   | Behavioral | Advance | BH00001            | Q3-Q4 | OT0105, OT0106         |
| Scientist D | Conceptual Thinking  | Behavioral | Advance | BH00001            | Q3-Q4 | OT0078                 |
| Scientist D | Data analysis, planning & preparing  | Functional | Advance | FN00016*, FN00017  | Q3-Q4 | OT0006, OT0007, OT0008 |

| Designation | Competency  | Type       | Level   | Course Code - iGOT   | When  | Outside Courses                         |
|-------------|---|------------|---------|----------------------|-------|---|
| Scientist D | Decision Making   | Behavioral | Advance | BH00003              | Q3-Q4 | OT0082                                  |
| Scientist D | Delegation  | Behavioral | Basic   | BH00016              | Q3-Q4 | —                                       |
| Scientist D | Ethics  | Behavioral | Basic   | BH00017,<br>BH00018* | Q3-Q4 | —                                       |
| Scientist D | Innovation, global developments, emerging trends & perspectives | Functional | Basic   | FN00024*             | Q3-Q4 | —                                       |
| Scientist D | Innovative Thinking   | Behavioral | Advance | FN00024*             | Q3-Q4 | OT0099,<br>OT0100,<br>OT0101,<br>OT0102 |
| Scientist D | Knowledge of Grants in Aid (GIA) Scheme                         | Domain     | Advance |                      | —     | —                                       |
| Scientist D | Knowledge of alternative systems of medicine                    | Domain     | Basic   |                      | —     | —                                       |
| Scientist D | Knowledge of Anti-microbial resistance consortium               | Domain     | Basic   |                      | —     | —                                       |
| Scientist D | Knowledge of ART Bill   | Domain     | Basic   |                      | —     | —                                       |
| Scientist D | Knowledge of Human Resource Development (HRD) Scheme            | Domain     | Basic   |                      | —     | —                                       |
| Scientist D | Knowledge of Malaria resistance consortium                      | Domain     | Basic   |                      | —     | —                                       |
| Scientist D | Knowledge of Model Rural Health Research Units (MRHRU) Scheme   | Domain     | Basic   |                      | —     | —                                       |
| Scientist D | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme     | Domain     | Basic   |                      | —     | —                                       |

| Designation | Competency  | Type       | Level   | Course Code - iGOT                 | When  | Outside Courses |
|-------------|---|------------|---------|------------------------------------|-------|-----------------|
| Scientist D | Knowledge of National List of Essential Medicine (NLEM)             | Domain     | Basic   |                                    | –     | –               |
| Scientist D | Knowledge of rare diseases  | Domain     | Basic   |                                    | –     | –               |
| Scientist D | Knowledge of schemes related to Northeastern Region                 | Domain     | Basic   |                                    | –     | –               |
| Scientist D | Knowledge of TB resistance consortium                               | Domain     | Basic   |                                    | –     | –               |
| Scientist D | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme | Domain     | Basic   |                                    | –     | –               |
| Scientist D | Knowledge on the functions of Indian Journal of Medical Research    | Domain     | Basic   |                                    | –     | –               |
| Scientist D | Leadership, management & mentorship in research                     | Functional | Advance | BH00022                            | Q3-Q4 | –               |
| Scientist D | Leading Others  | Behavioral | Basic   | BH00006, BH00023                   | Q3-Q4 | –               |
| Scientist D | Problem Solving of higher degree                                    | Behavioral | Advance | BH00003                            | Q3-Q4 | OT0103, OT0104  |
| Scientist D | Result Orientation  | Behavioral | Basic   | BH00028                            | Q3-Q4 | –               |
| Scientist D | Safeguarding of information - IPRs                                  | Functional | Basic   | FN00025                            | Q3-Q4 | –               |
| Scientist D | Scientific communication skills - narrative tools                   | Functional | Advance | FN00042                            | Q3-Q4 | –               |
| Scientist D | Scientific Project Management                                       | Functional | Basic   | FN00004, FN00005, FN00006, FN00075 | Q3-Q4 | –               |

| Designation | Competency   | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|-------------|--|------------|---------|--------------------|-------|-----------------|
| Scientist D | Self-motivated   | Behavioral | Basic   | BH00008            | Q3-Q4 | —               |
| Scientist D | Self-Awareness and Self Control  | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | —               |
| Scientist D | Self-Confidence  | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | —               |
| Scientist D | Self-Management  | Behavioral | Basic   | BH00004, BH00009*  | Q3-Q4 | —               |
| Scientist D | Sharing knowledge & mentorship   | Behavioral | Basic   | BH00022            | Q3-Q4 | —               |
| Scientist D | Stakeholder Analysis & Management  | Behavioral | Basic   | BH00029*           | Q3-Q4 | —               |
| Scientist D | Team-Working   | Behavioral | Basic   | BH00012, BH00013   | Q3-Q4 | —               |
| Scientist D | Understanding of Basic Medical Sciences                                    | Domain     | Advance |                    | —     | —               |
| Scientist D | Understanding of Bio-Medical Informatics                                   | Domain     | Basic   |                    | —     | —               |
| Scientist D | Understanding of Clinical Studies Trial and Projection                     | Domain     | Advance |                    | —     | —               |
| Scientist D | Understanding of functioning of Bhopal Memorial Hospital & Research Centre | Domain     | Basic   |                    | —     | —               |
| Scientist D | Understanding of Health Research Policy                                    | Domain     | Advance |                    | —     | —               |
| Scientist D | Understanding of Health Technology Assessment in India (HTAI)              | Domain     | Basic   |                    | —     | —               |

| Designation | Competency  | Type   | Level   | Course Code<br>- iGOT | When | Outside<br>Courses |
|-------------|---|--------|---------|-----------------------|------|--------------------|
| Scientist D | Understanding of International Health & Human Resource Development                              | Domain | Basic   |                       | –    | –                  |
| Scientist D | Understanding of Non-Communicable Diseases  | Domain | Advance |                       | –    | –                  |
| Scientist D | Understanding of Policy & Communication   | Domain | Advance |                       | –    | –                  |
| Scientist D | Understanding of Reproductive, Child Health & Nutrition   | Domain | Advance |                       | –    | –                  |
| Scientist D | Understanding of Socio-behavioral, Health systems and Implementation Research                   | Domain | Advance |                       | –    | –                  |
| Scientist D | Understanding of Standard Treatment Workflows (STW)   | Domain | Basic   |                       | –    | –                  |
| Scientist D | Understanding of Surrogacy Act  | Domain | Basic   |                       | –    | –                  |
| Scientist D | Understanding of the functions of Indian Council of Medical Research (ICMR)                     | Domain | Advance |                       | –    | –                  |
| Scientist D | Understanding the international health  | Domain | Basic   |                       | –    | –                  |
| Scientist D | Understanding the requirements and functioning of Department of Health Research website         | Domain | Basic   |                       | –    | –                  |
| Scientist D | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECBHR) | Domain | Advance |                       | –    | –                  |

| Designation | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside Courses                |
|-------------|---|------------|---------|--------------------|-------|--------------------------------|
| Scientist E | Communication skills  | Behavioral | Advance | BH00001            | Q3-Q4 | OT0105, OT0106                 |
| Scientist E | Conceptual Thinking   | Behavioral | Advance | BH00001            | Q3-Q4 | OT0078                         |
| Scientist E | Data analysis, planning & preparing                             | Functional | Advance | FN00016*, FN00017  | Q3-Q4 | OT0006, OT0007, OT0008         |
| Scientist E | Decision Making   | Behavioral | Advance | BH00003            | Q3-Q4 | OT0082                         |
| Scientist E | Ethics  | Behavioral | Basic   | BH00017, BH00018*  | Q3-Q4 | –                              |
| Scientist E | Innovation, global developments, emerging trends & perspectives | Functional | Basic   | FN00024*           | Q3-Q4 | –                              |
| Scientist E | Innovative Thinking   | Behavioral | Advance | FN00024*           | Q3-Q4 | OT0099, OT0100, OT0101, OT0102 |
| Scientist E | Knowledge of Grants in Aid (GIA) Scheme                         | Domain     | Advance |                    | –     | –                              |
| Scientist E | Knowledge of alternative systems of medicine                    | Domain     | Basic   |                    | –     | –                              |
| Scientist E | Knowledge of Anti-microbial resistance consortium               | Domain     | Basic   |                    | –     | –                              |
| Scientist E | Knowledge of ART Bill   | Domain     | Basic   |                    | –     | –                              |
| Scientist E | Knowledge of Human Resource Development (HRD) Scheme            | Domain     | Basic   |                    | –     | –                              |
| Scientist E | Knowledge of Malaria resistance consortium                      | Domain     | Basic   |                    | –     | –                              |

| Designation | Competency  | Type       | Level   | Course Code - iGOT | When  | Outside Courses |
|-------------|---|------------|---------|--------------------|-------|-----------------|
| Scientist E | Knowledge of Model Rural Health Research Units (MRHRU) Scheme       | Domain     | Basic   |                    | –     | –               |
| Scientist E | Knowledge of Multi-Disciplinary Research Units (MRU) Scheme         | Domain     | Basic   |                    | –     | –               |
| Scientist E | Knowledge of National List of Essential Medicine (NLEM)             | Domain     | Basic   |                    | –     | –               |
| Scientist E | Knowledge of rare diseases  | Domain     | Basic   |                    | –     | –               |
| Scientist E | Knowledge of schemes related to Northeastern Region                 | Domain     | Basic   |                    | –     | –               |
| Scientist E | Knowledge of TB resistance consortium                               | Domain     | Basic   |                    | –     | –               |
| Scientist E | Knowledge of Viral Research & Diagnostic Laboratories (VRDL) Scheme | Domain     | Basic   |                    | –     | –               |
| Scientist E | Knowledge on the functions of Indian Journal of Medical Research    | Domain     | Basic   |                    | –     | –               |
| Scientist E | Leadership, management & mentorship in research                     | Functional | Advance | BH00022            | Q3-Q4 | –               |
| Scientist E | Negotiation skills  | Behavioral | Basic   | BH00001, BH00002   | Q3-Q4 | –               |
| Scientist E | Problem Solving of higher degree                                    | Behavioral | Advance | BH00003            | Q3-Q4 | OT0103, OT0104  |
| Scientist E | Safeguarding of information - IPRs                                  | Functional | Basic   | FN00025            | Q3-Q4 | –               |
| Scientist E | Scientific communication skills - narrative tools                   | Functional | Advance | FN00042            | Q3-Q4 | –               |

| Designation | Competency   | Type       | Level   | Course Code - iGOT                          | When  | Outside Courses |
|-------------|--|------------|---------|---|-------|-----------------|
| Scientist E | Scientific Project Management  | Functional | Basic   | FN00004,<br>FN00005,<br>FN00006,<br>FN00075 | Q3-Q4 | —               |
| Scientist E | Self-Management  | Behavioral | Basic   | BH00004,<br>BH00009*                        | Q3-Q4 | —               |
| Scientist E | Sharing knowledge & mentorship   | Behavioral | Basic   | BH00022                                     | Q3-Q4 | —               |
| Scientist E | Stakeholder Analysis & Management  | Behavioral | Basic   | BH00029*                                    | Q3-Q4 | —               |
| Scientist E | Understanding of Basic Medical Sciences                                    | Domain     | Advance |   | —     | —               |
| Scientist E | Understanding of Bio-Medical Informatics                                   | Domain     | Basic   |   | —     | —               |
| Scientist E | Understanding of Clinical Studies Trial and Projection                     | Domain     | Advance |   | —     | —               |
| Scientist E | Understanding of functioning of Bhopal Memorial Hospital & Research Centre | Domain     | Basic   |   | —     | —               |
| Scientist E | Understanding of Health Research Policy                                    | Domain     | Advance |   | —     | —               |
| Scientist E | Understanding of Health Technology Assessment in India (HTAIIn)            | Domain     | Basic   |   | —     | —               |
| Scientist E | Understanding of International Health & Human Resource Development         | Domain     | Basic   |   | —     | —               |
| Scientist E | Understanding of Non-Communicable Diseases                                 | Domain     | Advance |   | —     | —               |



| Designation | Competency   | Type   | Level   | Course Code<br>- iGOT | When | Outside<br>Courses |
|-------------|--|--------|---------|-----------------------|------|--------------------|
| Scientist E | Understanding of Policy & Communication  | Domain | Advance |                       | –    | –                  |
| Scientist E | Understanding of Reproductive, Child Health & Nutrition  | Domain | Advance |                       | –    | –                  |
| Scientist E | Understanding of Socio-behavioral, Health systems and Implementation Research                    | Domain | Advance |                       | –    | –                  |
| Scientist E | Understanding of Standard Treatment Workflows (STW)  | Domain | Basic   |                       | –    | –                  |
| Scientist E | Understanding of Surrogacy Act   | Domain | Basic   |                       | –    | –                  |
| Scientist E | Understanding of the functions of Indian Council of Medical Research (ICMR)                      | Domain | Advance |                       | –    | –                  |
| Scientist E | Understanding the international health   | Domain | Basic   |                       | –    | –                  |
| Scientist E | Understanding the requirements and functioning of Department of Health Research website          | Domain | Basic   |                       | –    | –                  |
| Scientist E | Understanding of National Ethics Committee Registry for Biomedical and Health Research (NECRBHR) | Domain | Advance |                       | –    | –                  |

## 7.3.1.2. NIMR TC for Other than Scientist staff

Based on Survey Responses

| Designation       | Competency                   | Type       | Level   | Course Code<br>- iGOT                           | When  | Outside<br>Courses |
|-------------------|------------------------------|------------|---------|---|-------|--------------------|
| Lab Attendant     | Knowledge on RTI resolutions | Functional | Advance | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034* | Q3-Q4 | OT0032,<br>OT0033  |
| Technical Officer | Knowledge on RTI resolutions | Functional | Advance | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034* | Q3-Q4 | OT0032,<br>OT0033  |

## 8. Transition Strategy

Understanding Roles & Responsibilities of CBU

Goovenance of CBC & CBU

Implementation Strategy for Annnual Capacity Building Plan

Hand holding for 20% implementation by Consultants for Implementation as Quick Wins documentation

Monitoring & Evaluation

A Capacity Building Unit (CBU) is a permanent and integral part of every Ministry, Department, and Organization (MDO). The CBU serves as the key driver and implementer for capacity building initiatives within the organization. The unit is the owner of the Annual Capacity Building Plan and is responsible for the management and implementation of the capacity-building interventions. The CBU plays a crucial role in building the capacity of officials and the organization.

In the first phase of implementation of the capacity building interventions, the CBU shall be assisted by the technical consultant. After the implementation/ facilitation of (quick win) interventions by the technical consultant to address the capacity gaps in the MDO.

A team of individuals within the CBU shall be identified and allocated responsibility to carry out the capacity building (training/ organizational) related activities in a continuous manner and standardize and institutionalize the training management processes in the ministry/ department. One such example of conducting the survey for ICMR National Institute of Malaria Research is covered in Section 5.3.2 respectively that captures the capacity needs of the officials at unique level i.e., both for Scientific staff and staff other than scientific staff. In addition to the competency needs captured at NIMR, the training calendar also maps the training courses that need to be undertaken by the staff at that specific level. Likewise, the CBU may conduct similar workshops with the other ICMR Research Institutes to capture and map the competency needs assessment and training courses thereof from the list of iGOT and outside iGOT courses that can be undertaken by the staff at ICMR Institutes.

## 8.1. Roles and Responsibility Allocation of Capacity Building Units in implementing ACBPs

Here are the key roles and responsibilities of CBUs for ACBP implementation:

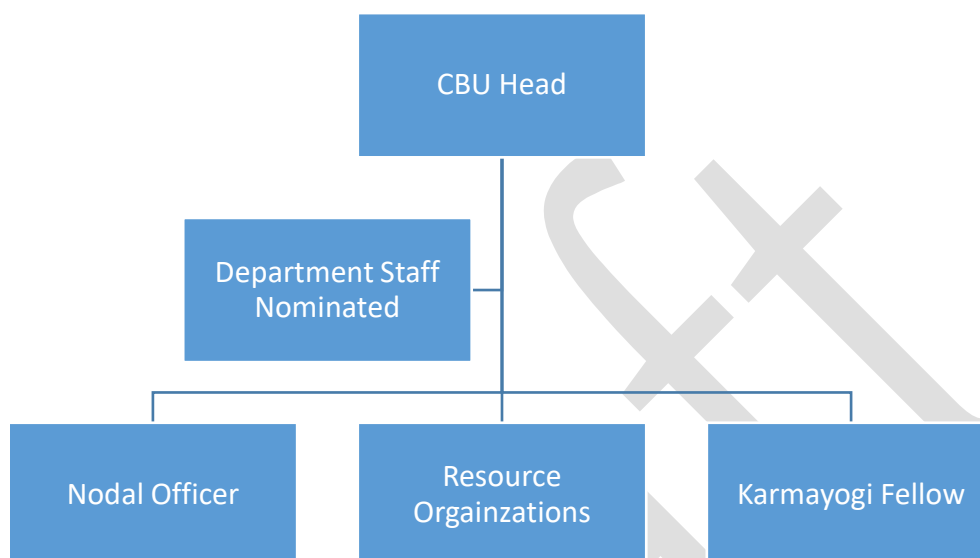
1. **Kickstart the ACBP Process:** The capacity-building initiative under the Mission Karmayogi must be initiated by the CBU of the Department. Based on the need for building the capacities (both at the individual and organizational levels) the CBU must start the process.
2. **Updating of Annual Capacity Building Plan:** CBUs must update their capacity building plan that meets their institutional vision and needs, obtain approval from the competent authority for the annual training calendar, and ensure that the ACBP rollout is facilitated across the department. The CBU will lead all the processes required to build capacity within the MDO, including the creation of ACBP in close association with the CBC in the first year.
3. **Capacity Building Calendar:** The next step after the creation of ACBP is to create a Capacity Building Calendar that lists the training and organizational interventions that need to be implemented on priority to address the capacity gaps identified at the individual and organizational levels of the MDO. The CBU will develop this calendar in a phase-wise manner and ensure that all divisions of the MDO follow it. Some interventions, particularly training interventions, will recur multiple times in one year based on certain conditions.
  - CBU should issue Office Memorandum (O/M) signed by the Secretary to ensure implementation of identified interventions in the training calendar.
  - Ensure officials are onboarded on IGOT
  - Mandate 50 hours of training
  - Ensure quarterly completion of the targets and have review mechanism in place
4. **Competency Mapping and Capacity Needs Analysis (CNA):** CBUs are responsible for updating and identifying individual competencies needs and tracking individual progress in acquiring competencies specific to their roles periodically. They should integrate and streamline the competency needs analysis with any new or redundant activities and evaluate the impact of training on individual competency development.
5. **Implementation of Annual Capacity Building Plan:** The CBU is accountable for comprehensively understanding the department's training calendar and identifying feasible interventions. They will be responsible for the implementation of mandatory training and non-training interventions, holding regular meetings to structure the plan for each month. Additionally, the CBU will establish Quarterly Key Performance Indicators (KPIs) to ensure the department's compliance with the training calendar which will include completion rates, attendance rates, and milestones.
6. **Monitoring and Evaluation:** CBUs would facilitate the monitoring and evaluation of Annual Capacity Building Plans, sharing quarterly reports and relevant data in accordance with the measurement framework established by the Capacity Building Commission (CBC). Additionally, the Mission Karmayogi dashboard enables continuous performance analysis, data-driven goal

setting, and real-time monitoring of capacity building interventions. The attached template can serve as a reference for reporting purposes.

7. **Course/Module Design and Delivery:** CBUs should manage course/module design with the support of Central Training Institutes, nodal training institutes attached to the Department, regularly update induction program and refresher training across levels, and roll out capacity building programs. CBUs will explore potential partners for implementing new training and non-training interventions and identify appropriate training delivery models, including web-based e-learning, in-person, or blended learning. In cases where assistance is needed, the CBU may seek guidance from the CBC for course development
8. **Communication:** CBUs should ensure a regular flow of information to CBC (email: cbmu@ttcglocal.com; cbc-dopt@gov.in) They should share the progress made towards the ACBP's implementation.
9. **Task List for CBUs: June – December'23**
  1. Ensure registration of all officials on the iGOT platform.
  2. Facilitate completion of the DAKSHTA course by all SOs and ASOs, encompassing Phase I (online on iGOT) and Phase II (in-person at ISTM) by December'23.
  3. Identify mandatory trainings aligned to the training calendar and ensure timely completion of the same.
  4. Establish quarterly Key Performance Indicators (KPIs) to ensure the implementation of the training calendar prepared in collaboration with CBC.
  5. Identify potential partners for domain-specific capacity building interventions to enhance targeted expertise.
  6. Maintain comprehensive records of all training and non-training capacity building interventions conducted as part of the Annual Capacity Building Plan (ACBP), including participant attendance, training materials, and feedback and their participation on iGOT
  7. Share quarterly updates with Capacity Building Commission (CBC) on the status of ACBP Implementation.

## 8.2. Governance

The CBU Head along with the nominated department staff shall be further assisted by the following roles:



**CBU Head:** An officer of the seniority of Additional Secretary, Joint Secretary, or equivalent will head the CBU. The CBU Head will lead the CBU and manage its operations and will be key for strategic guidance and monitoring. In the event of the current CBU Head's transfer, the responsibility of leading the CBU will be assigned to the incoming officer.

**Department Staff as nominated:** The CBU head will nominate personnel they deem suitable, based on the size and requirements of the MDO, to become CBU members. The CBU must include at least one Under Secretary and one Section Officer of the department, with preference given to those in the Training, HR, or Admin sections. The CBU can also include the Director (Training) or the equivalent of the MDO's nodal training institutes.

**Nodal officer:** The nodal officer will be responsible for ensuring seamless communication and collaboration within the CBU and coordinating with the CBC for effective implementation of training programs.

**Resource Organizations:** A representative of the departments own/ empaneled training institutes who will facilitate the design, course facilitation, logistics for the training to support the CBU head in the establishment, implementation & monitoring of all the functions of the CBU.

**Karmayogi Fellow:** shall be appointed by the CBC/MDO for a span of 2 years who act as Capacity Building Coordinator to support the CBU head in the establishment, implementation & monitoring of all the functions of the CBU.

## 8.3. Understanding ACBP Implementation Strategy

### Understanding the CBC Planning:

1. The Capacity Building Plan is the key driver of Mission Karmayogi in your department.
2. The plan is now ready and should be taken forward by the Capacity Building Unit (CBU), under the direction of the Secretary.
3. A note on the role of CBU is shared with you, read it and understand it clearly for ensuring the implementation of your plan

### Identification of Key training needs & training calendar:

1. The training and non-training calendar will have quarter-wise action items which are critical for the implementation of the plan.
2. The courses/training should be identified and notified by the CBU to the Department officials. Some ways to make it simple is as follows
  - a. Every member should be onboarded on iGOT
  - b. Every member should take 10 hours of relevant training within the 45 days allotted
  - c. Training calendar for each level of SO/ ASO/ US/ DS/ Director etc. to be shared so that everyone knows what courses have to be taken
3. The MDOs may examine the possibility of releasing additional budgetary support for training requirements.
4. Also following the government's mandate, each MDO may allocate 2.5% of its budget for training. (Refer to DoPT OM No. T-16017/21/2022-TFA, dated 7<sup>th</sup> March 2023)
5. A nodal officer to be entrusted with the responsibility of pushing the plan under the guidance of the CBU head
6. An official Memorandum can be issued for ensuring the training and non-training targets are met, especially for courses on IGOT.

## **Collaborations & Needful engagements for successful implementation of Capacity Building Plan:**

1. Collaboration with specialized institutions for domain-specific courses is crucial, and for which there's a need for proper budgeting to ensure their successful execution.
2. Collaboration with the CTIs associated with the Ministries
3. Peer Learning and Communities of Practice: Post-completion of training modules, officers can share experiences, exchange best practices, and learn from one another, fostering a culture of continuous learning and improvement.
4. Collaboration with External Experts: Collaborate with external experts, academia, and research institutions to design and deliver specialized training programs. Use CBC's network of Knowledge experts.

## **Implementation Strategy for inclusive Capacity Building Plan:**

1. Clarify what needs to be implemented including the top 5-6 things that the Secretary can mandate
2. Start implementation of your action items finalized in the plan.
3. Ensure that CBU Heads implement monthly reviews to assess the training interventions carried out by their ministry.
4. Communicate to the entire ministry
5. Conduct meetings and workshops in the department to implement your plan.
6. Plan and coordinate with identified industries for immersion programmes.  
Connect with spokes in industries and schedule an immersion programme for the officials to understand on-ground realities.
7. Finish the courses identified on iGOT on priority; complete the iGOT orientation of all officials of your department.

## **Scheduled monitoring & Evaluation Report Preparation:**

1. Monitoring and Evaluation: Regularly collect feedback from department officials, track their progress, and measure the impact of the training programs.
2. Fill the tracker on implementation status to ensure the training is happening and monitored successfully.
3. Integrate the CBC Tracker in your Department's monitoring activity to ensure seamless integration.
  - [https://cloud.uibakery.io/cbc\\_admin/wSFkvtEoP5/dashboard](https://cloud.uibakery.io/cbc_admin/wSFkvtEoP5/dashboard)
  - Log onto the dashboard with the login credentials shared by the CBC team for your M/D/O.
4. Report back to CBC with the status and for any other support in this process.



## 8.4. Monitoring-Evaluation Matrix & Key Progress Indicators

**Objective:** To monitor and evaluate the effective implementation of ACBP

### a. Levels of M&E

Monitoring and evaluation of the ACBP can be carried out at two levels by the CBU:

1. **At Institutional Level, & At the department level**, the monitoring and evaluation can be carried out on three KPIs

- Number of courses completed by department officials on iGOT
- Number of courses completed by department officials from institutions other than iGOT
- Number of Non-Training Interventions implemented

2. **At the unique role level**

- Number of courses completed by the officer in the unique role. Reporting Officer/CBU SPOC may refer to the Training Calendar in access this KPI

b. **Monitoring of Activities for training Interventions:** Further, the two activities of undertaking iGOT and the other hybrid/offline courses may be monitored and evaluated based on the below framework. These will give us the unique role level data, which maybe collated to arrive at Department level data

| Activities | Indicator | Definition | Means of verification | Unit | Targets |     | Reporting Frequency | Partners involved |
|------------|-----------|------------|-----------------------|------|---------|-----|---------------------|-------------------|
|            |           |            |                       |      | Y 1     | Y 2 |                     |                   |

#### Activity 1

|   |                            |  |   |   |   |                              |                              |           |                                    |
|---|----------------------------|--|---|---|---|------------------------------|------------------------------|-----------|------------------------------------|
| 1 | Under take courses on iGOT | Percentage of staff who have completed the recommended courses on iGOT | Courses based on the designation wise competency needs of the department would be recommended | <ul style="list-style-type: none"> <li>Course completion certificates</li> <li>Data available on iGOT platform</li> </ul> | % | Targets                      |                              | Quarterly | CBC, Department of Health Research |
|   |                            |  |   |   |   | Completion of courses by 20% | Completion of courses by 40% |           |                                    |

#### Activity 2

|   |  |  |   |                                |   |                              |                              |           |                                    |
|---|--|--|---|--------------------------------|---|------------------------------|------------------------------|-----------|------------------------------------|
| 2 | Attending the Offline / Hybrid courses | Percentage of staff who have attended the recommended courses physically | Courses based on the designation wise competency needs of the department would be recommended | Course completion certificates | % | Targets                      |                              | Quarterly | CBC, Department of Health Research |
|   |  |  |   |                                |   | Completion of courses by 20% | Completion of courses by 40% |           |                                    |

c. **Monitoring of organizational level capacity building interventions**

| S. No. | Intervention                                | KPI's   |
|--------|---|---|
| 1      | <b>Learning Hour</b>                        | <ul style="list-style-type: none"> <li>In the first quarter, 20% of the staff to be covered in learning hour</li> <li>Within one year 50% of the staff to be covered</li> </ul>   |
| 2      | <b>Mentorship Program</b>                   | <ul style="list-style-type: none"> <li>In the first six months, 20% of the new joiners to be mapped to mentors</li> <li>Within subsequent 6 months, 50% of new joiners may be mapped</li> </ul>                               |
| 3      | <b>Recognition and Rewards</b>              | <ul style="list-style-type: none"> <li>3-5 staff members from each centre to be recognized / rewarded per month</li> </ul>  |
| 4      | <b>Virtual Kiosk</b>                        | <ul style="list-style-type: none"> <li>At least 1 virtual kiosk per month</li> </ul>  |
| 5      | <b>Immersion Programs</b>                   | At least, 1 resource per division in a quarter to be nominated for the immersion programs   |
| 6      | <b>Induction Manual</b>                     | Induction manual for all the divisions to be formulated within the next 6 months.   |
| 7      | <b>x-MDO scientific staff collaboration</b> | <ul style="list-style-type: none"> <li>At least 1 knowledge sharing session focused on a particular sector, for relevant MDOs in the first 6 months</li> <li>Subsequently, 1 knowledge sharing session per quarter</li> </ul> |
| 8      | <b>Science Leadership</b>                   | <ul style="list-style-type: none"> <li>Launch of programme over the next 6 months</li> </ul>  |
| 9      | <b>Policy Hub</b>                           | Implement the Policy Hub in the current financial year  |
| 10     | <b>Regular feedback programme</b>           | <ul style="list-style-type: none"> <li>In the first 6 months, 20% of the staff to be covered</li> <li>Within subsequent 6 months, 50% to be covered</li> </ul>  |

d. **Evaluation**

- The MDO administrator, through his / her admin account on iGOT, can access the IGOT dashboard which includes all the data pertaining to user enrolment, consumption report including the progress & rate of completion of a course, number of courses completed by each individual on iGOT, average time to completion, attendance rates and so on. This information may be used for evaluating progress across set targets as derived from the capacity building activities planned by the MDOs and as documented in the capacity building calendar.
- The training calendar consists of all the courses that each unique role in the department needs to complete. This may be used to evaluate achievement of individual and organisational interventions & targets.

## 9. Annexures

### 9.1. List of Courses Identified - iGOT

The following table represents the courses identified and their encoding. Course codes are used for ease of reference to a course from the Training Calendar which is represented in the 2.2 sub section.

Here is the Legend to read the following table:

- Course codes marked in Green: These are the courses suggested by CBC after checking their quality and relevance to the competency
- Course Codes marked with an asterisk (\*): These are the top 50 courses taken on iGOT by officials across various MDOs

| Course code | Competency             | Course Title  | Course Details   | Course Duration | Course Provider              | Course Link          | Level | Where |
|-------------|------------------------|---|--|-----------------|------------------------------|----------------------|-------|-------|
| FN00010     | Balance Sheet Reading  | Understanding Financial Position of an organization | Understand how financial transactions occur in any organization. Understanding the balance sheet, Double-entry accounting system, and profit and loss (P&L) statement is a financial statement | 43m 19s         | iGOT                         | <a href="#">Link</a> | L1    | iGOT  |
| FN00011*    | Budgeting & Accounting | Budget  | Basics of Budgeting and its importance, principles of Indian budgetary system, Constitutional mandates   | 50 min          | ISTM                         | <a href="#">Link</a> | L1    | iGOT  |
| FN00012     | Budgeting & Accounting | Budgetary System in Government                      | Budgetary Control, Demand for Grants MoD, Financial Control, Re-appropriation, Role of   | 32m 37s         | Defense Accounts Departments | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency               | Course Title                                     | Course Details  | Course Duration | Course Provider            | Course Link          | Level | Where |
|-------------|--------------------------|--|---|-----------------|----------------------------|----------------------|-------|-------|
|             |                          |  | Audit, Role of Finance  |                 |                            |                      |       |       |
| FN00013     | Budgeting & Accounting   | Finance and Accounts                             | Define budget and explain the budgetary process, Explain the key features of financial regulation, define audit, its purpose, and objectives                            | 41m             | DoPT                       | <a href="#">Link</a> | L1    | iGOT  |
| BH00015     | Citizen Centricity First | Citizen Centric Communication                    | Importance of Proper Communication, importance of Listening, Active Listening Behavior, being assertive in citizen-centric communication, citizen-centric communication | 50m             | ISTM                       | <a href="#">Link</a> | L1    | iGOT  |
| FN00062     | Climate Change           | BASICS OF CLIMATE CHANGE: Science Behind Stories | Learn Climate Change and associated science.  | 2h 11m          | Dr. Shyamli Singh, ISPA    | <a href="#">Link</a> | L1    | iGOT  |
| FN00063     | Climate Change           | Economics of Climate-Resilient Development       | The course is based upon the principles of multiple stakeholder inputs and includes ideas on how different expertise and views are found                                | 1h 21m          | World Bank Content Creator | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                  | Course Title                                 | Course Details   | Course Duration | Course Provider            | Course Link          | Level | Where |
|-------------|-----------------------------|--|--|-----------------|----------------------------|----------------------|-------|-------|
|             |                             |  | and incorporated   |                 |                            |                      |       |       |
| FN00064*    | Climate Change              | Low Carbon Development: Planning & Modelling | This short overview module provides a high-level introduction to climate change, low carbon development planning and the use of the EFFECT model | 7h 53m          | World Bank Content Creator | <a href="#">Link</a> | L1    | iGOT  |
| FN00014     | Coaching & Mentoring        | Coaching & Mentoring                         | Performance assessment, time management, coaching, teamwork  | 52 min          | BSNL                       | <a href="#">Link</a> | L1    | iGOT  |
| BH00001     | Communication Skills        | Effective Communication                      | Understand the need of communication and the effectiveness of communication  | 7h 19m          | IIMB                       | <a href="#">Link</a> | L2    | iGOT  |
| BH00002     | Conflict Solving Strategies | Conflict Management & Negotiation            | Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win-Win situation   | 1h 30m          | DoPT                       | <a href="#">Link</a> | L1    | iGOT  |
| FN00015     | Content Writing             | Art of Effective Writing in Geosciences      | Characteristics of Good Writing and examine the three principles of Effective Writing,   | 1h 31m          | Ministry of Mines          | <a href="#">Link</a> | L1    | iGOT  |
| BH00003     | Critical thinking           | Problem Solving and Decision Making          | Need for problem solving, analyzing  | 1h 40m          | iGOT                       | <a href="#">Link</a> | L1    | iGOT  |

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| Course code | Competency    | Course Title | Course Details   | Course Duration | Course Provider                     | Course Link          | Level | Where           |
|-------------|---------------|--------------|--|-----------------|-------------------------------------|----------------------|-------|-----------------|
|             |               |              | the problem, divergent thinking, decision making   |                 |                                     |                      |       |                 |
| MY00004     | DAKSTHA       | DAKSTHA      | Noting & Drafting, Office Management, Handling Parliamentary Proceedings, Integrated Finance Division, Public Procurement through Government e-Market Place (GeM), Conduct & Behavior Management, Project Administration | 16h 54m         | ISTM                                | <a href="#">Link</a> | L2    | iGOT            |
| MY00005     | DAKSTHA       | DAKSTHA      | Noting & Drafting, Office Procedure, RTI, GFR, Interpersonal Skills, Tender Documents, GeM, Case Studies, Managing Stress, Gender Sensitization, Computer Hands on, Record Management, e-Office, Cabinet notes, etc.     | 5 days          | ISTM                                | -                    | L4    | ISTM (Physical) |
| FN00016*    | Data analysis | BIG DATA ONE | Data Management Functional Data Analytics  | 3 min           | National E-Governance Division NeGD | <a href="#">Link</a> | L1    | iGOT            |

| Course code | Competency    | Course Title                                  | Course Details   | Course Duration | Course Provider                           | Course Link          | Level | Where |
|-------------|---------------|---|--|-----------------|---|----------------------|-------|-------|
|             |               |   | System Design  |                 |   |                      |       |       |
| FN00017     | Data analysis | Data Driven Decision Making for Government    | Data Analysis, Common tools for Visualization , Process Model through case study, Filter Pages Dashboard, Analytics Maturity Model   | 2h 30m          | CBC                                       | <a href="#">Link</a> | L2    | iGOT  |
| FN00018     | Data Security | Basics of Critical Information Infrastructure | Awareness about such critical infrastructure among government officials is very important as they are responsible for policy making, issuing guidance, allocating budgets, setting priorities etc. which are crucial for protection of such infrastructure assets. | 56m 57s         | NTIPRIT                                   | <a href="#">Link</a> | L1    | iGOT  |
| FN00019*    | Data Security | Cyber Security and Strategy                   | Cyber security strives to ensure the attainment and maintenance of the security properties of the organization and user's  | 2h 11m          | Indian Institute of Public Administration | <a href="#">Link</a> | L2    | iGOT  |

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| Course code | Competency      | Course Title                      | Course Details  | Course Duration | Course Provider                           | Course Link          | Level | Where |
|-------------|-----------------|-----------------------------------|---|-----------------|---|----------------------|-------|-------|
|             |                 |                                   | assets against relevant security risks in the cyber environment .   |                 |   |                      |       |       |
| FN00020     | Data Security   | Information Security Basics       | Everyday Government officials generate, process, store, retrieve and communicate lots of data in digital form for discharge of assigned duties by using IT networks. Information depends on data, and hence the data needs to be secured while at rest, in transit as well as when in use or process. | 1h 54m          | Indian Institute of Public Administration | <a href="#">Link</a> | L1    | iGOT  |
| FN00021     | Data Security   | Data, Cyber Security and Strategy | To build this critical infrastructure, exploring ways to stronger public service delivery, develop, and utilize the data and analytic tools that drive data-based decision-making   | 2h 30m          | Capacity Building Commission              | <a href="#">Link</a> | L2    | iGOT  |
| BH00003     | Decision Making | Problem Solving and               | Need for problem  | 1h 40m          | DoPT                                      | <a href="#">Link</a> | L1    | iGOT  |



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| Course code | Competency                    | Course Title   | Course Details   | Course Duration | Course Provider                   | Course Link          | Level | Where           |
|-------------|-------------------------------|--|--|-----------------|-----------------------------------|----------------------|-------|-----------------|
|             |                               | Decision Making  | solving, analyzing the problem, divergent thinking, decision making                            |                 |                                   |                      |       |                 |
| BH00016     | Delegation                    | Delegation   | Basics of Delegation   | 45 Min          | BSNL                              | <a href="#">Link</a> | L1    | iGOT            |
| FN00059     | Drafting proposals            | Request for Proposals                                      | Request for Proposals  | 9m 43s          | Defense Accounts Department (DAD) | <a href="#">Link</a> | L1    | iGOT            |
| FN00060     | Drafting proposals            | Proposal Acceptance and Withdrawal and Signing of Contract | Proposal Acceptance and Withdrawal and Signing of Contract                                     | 5m 14s          | Defense Accounts Department (DAD) | <a href="#">Link</a> | L1    | iGOT            |
| FN00061     | Drafting proposals            | Approval and Processing of Proposals                       | Approval and Processing of Proposals   | 3m 57s          | Defense Accounts Department (DAD) | <a href="#">Link</a> | L1    | iGOT            |
| MY00002*    | Emerging Technologies Level 1 | Introduction to Emerging Technologies                      | Basics of Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, NLP etc. | 2h 30m          | CBC                               | <a href="#">Link</a> | L1    | iGOT            |
| MY00003     | Emerging Technologies Level 2 | Emerging Technologies Level 2                              | -  | 2 days          | CDAC                              | -                    | L3    | CDAC (Physical) |
| BH00004     | Empathy                       | Increasing your Emotional Quotient                         | Stress Management<br>Self Control<br>Mindfulness<br>Stress & Resilience                        | 1h              | Art of Living                     | <a href="#">Link</a> | L1    | iGOT            |
| FN00051*    | E-Office                      |  |  | 2h 17m          |                                   | -                    | L2    | iGOT            |
| BH00005     | Equity                        | Gender Equality and Development – Overview                 | Gender Equality and Development  | 1h 45m          | iGOT                              | <a href="#">Link</a> | L1    | iGOT            |
| BH00006     | Equity                        | Leadership   | Define Leadership,   | 1h 30m          | DoPT                              | <a href="#">Link</a> | L1    | iGOT            |

| Course code | Competency                                | Course Title                                 | Course Details  | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|---|--|---|-----------------|-----------------|----------------------|-------|-------|
|             |   |  | Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself |                 |                 |                      |       |       |
| FN00003     | Establishment & Human Resource Management | Pensionary Benefits                          | The various retirement and death benefits admissible to a government servant/ family.   | 55m             | ISTM            | <a href="#">Link</a> | L1    | iGOT  |
| FN00065*    | Establishment & Human Resource Management | Annual Performance Appraisal Report (APAR)   | Annual Performance Appraisal Report (APAR)  | 34m             | ISTM            | <a href="#">Link</a> | L1    | iGOT  |
| FN00066     | Establishment & Human Resource Management | Leave Rules                                  | Leave Rules   | 55m             | ISTM            | <a href="#">Link</a> | L1    | iGOT  |
| FN00067*    | Establishment & Human Resource Management | Pay Fixation                                 | Pay Fixation  | 1h 26m          | ISTM            | <a href="#">Link</a> | L1    | iGOT  |
| FN00068     | Establishment & Human Resource Management | Consultation with UPSC in disciplinary cases | Consultation with UPSC in disciplinary cases  | 44m             | ISTM            | <a href="#">Link</a> | L1    | iGOT  |
| FN00069     | Establishment & Human Resource Management | Consolidated Instructions on Suspension      | Take this course to learn about consolidated instructions on suspension   | 1h 2m           | ISTM            | <a href="#">Link</a> | L1    | iGOT  |
| FN00070*    | Establishment & Human Resource Management | Central Government                           | <ul style="list-style-type: none"> <li>Understand</li> </ul>  | 12m             | ISTM            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                                | Course Title   | Course Details   | Course Duration | Course Provider                 | Course Link          | Level | Where |
|-------------|---|--|--|-----------------|---------------------------------|----------------------|-------|-------|
|             | Resource Management                       | Employees Group Insurance Scheme (CGEGIS)                              | the scheme of CGEGIS <ul style="list-style-type: none"> <li>• Explain how CGEGIS works in a calendar year</li> <li>• List the subscription fees</li> <li>• Identify the promotion and death benefits associated with the scheme</li> </ul> |                 |                                 |                      |       |       |
| FN00071     | Establishment & Human Resource Management | Constitutional Provisions Relating to Disciplinary Proceedings - Hindi | Constitutional Provisions Relating to Disciplinary Proceedings - Hindi   | 1h 3m           | ISTM                            | <a href="#">Link</a> | L1    | iGOT  |
| BH00017     | Ethics                                    | Ethics and Values  | Ethics and Values in Administration, Professional Ethics, and Integrity, Ethical Decision Making and Ethical Dilemma   | 50 min          | Border Roads Organization (BRO) | <a href="#">Link</a> | L1    | iGOT  |
| BH00018*    | Ethics                                    | Code of Conduct for Government Employees                               | This course covers details about Code of Conduct for government of India officials, describe the conduct that is not allowed/expected from government employees  | 35m             | ISTM                            | <a href="#">Link</a> | L1    | iGOT  |
| BH00007     | Ethics and Values                         | Personal and Organizational values                                     | The course on 'Personal and  | 55 min          | Department of Personnel         | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency | Course Title | Course Details   | Course Duration | Course Provider   | Course Link | Level | Where |
|-------------|------------|--------------|--|-----------------|-------------------|-------------|-------|-------|
|             |            |              | <p>Organizational values' explains that we imbibe values from our surroundings and these values are set of guiding principles that help an individual decide and choose a path. Some common personal values are cleanliness, commitment, equality, fairness, generosity, loyalty, honesty, humility, kindness, punctuality, respectfulness, and tolerance. Just as personal values govern our actions, organizational values also govern what we can do and cannot do in an organizational context. The values expressed in the Preamble of our Constitution are Sovereignty, socialism, secularism,</p> |                 | and Training DoPT |             |       |       |

| Course code | Competency                      | Course Title  | Course Details   | Course Duration | Course Provider     | Course Link          | Level | Where |
|-------------|---------------------------------|---|--|-----------------|---------------------|----------------------|-------|-------|
|             |                                 |   | democracy, republican character, justice, liberty, fraternity, equality.   |                 |                     |                      |       |       |
| FN00022     | Filing Vigilance returns        | Preventive Vigilance                                  | Importance of preventative Vigilance, Tools, and case studies on the topic   | 1h 30m          | Ministry of Steel   | <a href="#">Link</a> | L1    | iGOT  |
| BH00005     | Gender Awareness/ Sensitization | Gender Equality and Development – Overview            | Gender Equality and Development  | 1h 45m          | iGOT                | <a href="#">Link</a> | L1    | iGOT  |
| BH00019     | Gender Awareness/ Sensitization | Gender Sensitivity                                    | Gender Sensitivity: Understanding Gender Bias; Gender Sensitization : Understanding Gender Stereotypes; Gender Sensitization : What can Organization do? | 50m             | Ministry of Power   | <a href="#">Link</a> | L1    | iGOT  |
| BH00020*    | Gender Awareness/ Sensitization | Prevention of Sexual Harassment of Women at Workplace | Human Resource Policies and Legislation Framework Management   | 1h 51m          | ISTM                | <a href="#">Link</a> | L1    | iGOT  |
| FN00072     | GIS Applications                | Geographical Information System                       | Geographical information system (GIS) uses space and ground-based technologies to organize our physical world by representing spatial data, that is,     | 10h 15m         | Department of Space | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency | Course Title | Course Details  | Course Duration | Course Provider | Course Link | Level | Where |
|-------------|------------|--------------|---|-----------------|-----------------|-------------|-------|-------|
|             |            |              | location and attribute data with digital map overlays. Through a simple visual representation, GIS reveals deeper insights into multi-sector data, helping users with better analysis and smarter decisions. This basic course on GIS will help you leverage the location component in your data sources to implement location-based analytics and create user friendly decision support systems, to usher in maximum governance with minimum government. The course contents include GIS data creation, spatial data formats, concepts of map projections, spatial analysis, and map composition |                 |                 |             |       |       |

| Course code | Competency  | Course Title                          | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|---|---------------------------------------|--|-----------------|-----------------|----------------------|-------|-------|
| FN00073*    | Governance  | Stakeholders in Governance            | Stakeholders in Governance   | 1h 43m          | ISTM            | <a href="#">Link</a> | L1    | iGOT  |
| FN00023     | Grammar training for cabinet note, EFC, or office order         | Preparation of Cabinet Notes          | Objectives of the course: - Explains the context of preparation of Cabinet Notes, Describe the GOI rules, 1961 and GOI, Describe the Preparation & Procedure of the Cabinet Notes  | 5h 10m          | ISTM            | <a href="#">Link</a> | L2    | iGOT  |
| BH00002     | Influencing & Negotiation                                       | Conflict Management & Negotiation     | Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win-Win situation   | 1h 30m          | DoPT            | <a href="#">Link</a> | L1    | iGOT  |
| FN00024*    | Innovation, global developments, emerging trends & perspectives | Introduction to Emerging Technologies | Understand how AI-powered and other Emerging Technologies are critical for good governance<br><ul style="list-style-type: none"> <li>Identify the applications of different Emerging Technologies across sectors and government</li> <li>Identify work problems where the</li> </ul> | 2.5 hours       | WITP            | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency                                  | Course Title   | Course Details  | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|---|--|---|-----------------|-----------------|----------------------|-------|-------|
|             |   |  | <p>use of selected AI-driven and other Emerging Technologies can provide a solution</p> <ul style="list-style-type: none"> <li>• Appreciate the limitation of Emerging Technologies and in which areas it may not be prudent to use these technologies</li> </ul> |                 |                 |                      |       |       |
| FN00025     | Intellectual Property Rights                | Special Acts   | This course is designed to help you understand the Special Acts in Law. including IPR, etc.   | 2h 6m           | iGOT            | <a href="#">Link</a> | L2    | iGOT  |
| BH00021     | Interpersonal skills                        | Level-III CSSS Course to Develop Behavior Competencies | Level-III CSSS Course to Develop Behavior Competencies  | 2h 18m          | iGOT            | <a href="#">Link</a> | L2    | iGOT  |
| FN00001     | Knowledge of e-governance and Digital India | Basics of e-Governance & Digital India                 | This module explains basic constructs of e-governance – the strategy of employing digital technologies in accelerating the processes of governance and the related concepts associated with it. It  | 1h 35m          | iGOT            | <a href="#">Link</a> | L1    | iGOT  |



| Course code | Competency                       | Course Title                        | Course Details  | Course Duration   | Course Provider                                  | Course Link          | Level | Where |
|-------------|----------------------------------|-------------------------------------|---|-------------------|--|----------------------|-------|-------|
|             |                                  |                                     | also describes in an easy-to-understand manner the flagship Digital India program of the Government of India.   |                   |  |                      |       |       |
| FN00002*    | Knowledge of IFD Framework       | Public Procurement Framework of GOI | integrated finance division (IFD) procurement services, integrated finance division (IFD), general system of financial management, general financial rules (GFR)  | 1h 55m            | Department of Expenditure                        | <a href="#">Link</a> | L1    | iGOT  |
| FN00026     | Knowledge of Parliament/ cabinet | Parliament at work                  | Explain the Legislative procedure followed, while considering a bill to be made into an Act<br>Explain the Parliamentary Committees and their roles<br>Explain the role and functions of the Financial Committees<br>Describe the Question hour proceedings<br>Illustrate how Parliamentary questions | 5 hour 36 minutes | Institute of Secretariat Training and Management | <a href="#">Link</a> | L2    | iGOT  |

# Capacity Building Commission, Government of India

22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

| Course code | Competency   | Course Title                                       | Course Details   | Course Duration | Course Provider                             | Course Link          | Level | Where |
|-------------|--|--|--|-----------------|---|----------------------|-------|-------|
|             |  |  | are handled in the Ministries/ Departments/ Organizations Define and delineate the government assurances   |                 |   |                      |       |       |
| FN00027     | Knowledge of taxation of products, GST, and customs duty | A COURSE ON TDS UNDER GST ACT                      | OVERVIEW CONTENT DISCUSSION Summary PROVISIONS OF TAX DEDUCTION AT SOURCE UNDER GST ACT.   | 54m 44s         | NICF  | <a href="#">Link</a> | L1    | iGOT  |
| FN00028     | Knowledge of taxation of products, GST, and customs duty | GST APPLICABILITY ON GOVERNMENT RELATED ACTIVITIES | THIS COURSE GIVES ALL INFORMATION ABOUT GOODS AND SERVICES TAX APPLICABILITY ON GOVERNMENT SERVICES.GOVERNMENT SERVICES ARE CLASSIFIED UNDER 3 CATEGORIES -EXEMPT, TAXABLE, TAXABLE UNDER REVERSE CHARGE MECHANISM . | 40m             | National Institute of Communication Finance | <a href="#">Link</a> | L1    | iGOT  |
| FN00029*    | Knowledge on Central Civil Conduct Code                  | Code of Conduct for Government Employees           | This course covers details about Code of Conduct for government  | 35m             | ISTM  | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                              | Course Title   | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|---|--|--|-----------------|-----------------|----------------------|-------|-------|
|             |   |  | of India officials, describe the conduct that is not allowed/expected from government employees  |                 |                 |                      |       |       |
| FN00030*    | Knowledge on Central Civil Conduct Code | Code of Conduct Rules for Scientists and Technologists | This is an interactive self-paced flipbook on the Central Civil Services (Conduct) Rules, 1964. The flipbook explains the objectives of CSS Rules and explains the dos and don'ts for government employees using examples. Cases and examples have been included throughout the flipbook to keep the learners interested. Interactive scenarios reflection quizzing and graded assessments have been added to check understanding of learners. | 2 h             | CBC             | <a href="#">Link</a> | L1    | iGOT  |
| FN00031*    | Knowledge on RTI resolutions            | Right to Information Act - Part 1                      | Overview of the Right to Information (RTI) Act • RTI act's major   | 55m             | ISTM            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                   | Course Title                      | Course Details   | Course Duration | Course Provider              | Course Link          | Level | Where |
|-------------|------------------------------|-----------------------------------|--|-----------------|------------------------------|----------------------|-------|-------|
|             |                              |                                   | features and implications<br>Responsibilities of public authorities, RTI cells, and duties of Central and Assistant Public Information Officers • Purpose and definitions of RTI, and the process of seeking and providing information |                 |                              |                      |       |       |
| FN00032*    | Knowledge on RTI resolutions | Right to Information Act - Part 2 | Exemptions from disclosure, • Partial disclosure and rejection processes • Complaint and appeal procedures • Citizen's rights and responsibilities in implementing the RTI Act   | 41m             | ISTM                         | <a href="#">Link</a> | L1    | iGOT  |
| FN00033*    | Knowledge on RTI resolutions | Right to Information Act 2005     | Right to Information Act 2005 and One case study   | 48m 30s         | Defense Accounts Departments | <a href="#">Link</a> | L1    | iGOT  |
| FN00034*    | Knowledge on RTI resolutions | Right To Information Act, 2005    | This is a domain-specific module. The objective of this module is to make the trainees aware of the provisions of the Act as their assistance  | 47m             | DoPT                         | <a href="#">Link</a> | L1    | iGOT  |

# Capacity Building Commission, Government of India

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| Course code | Competency                     | Course Title                                | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|--------------------------------|---|--|-----------------|-----------------|----------------------|-------|-------|
|             |                                |   | may be required in handling of RTI applications received by PIOs   |                 |                 |                      |       |       |
| BH00022     | Knowledge sharing & mentorship | Coaching module of BSNL Mission Karmayogi   | Coaching module of BSNL Mission Karmayogi  | 52m             | BSNL            | <a href="#">Link</a> | L1    | iGOT  |
| BH00006     | Leadership                     | Leadership                                  | Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself | 1h 30m          | DoPT            | <a href="#">Link</a> | L1    | iGOT  |
| BH00023     | Leadership                     | Leadership module of BSNL Mission Karmayogi | Basics of Leadership and Team Development  | 1h 16m          | BSNL            | <a href="#">Link</a> | L1    | iGOT  |
| BH00006     | Leading Others                 | Leadership                                  | Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself | 1h 30m          | DoPT            | <a href="#">Link</a> | L1    | iGOT  |
| BH00004     | Maintaining mental health      | Increasing your Emotional Quotient          | Stress Management<br>Self Control  | 1h              | Art of Living   | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                  | Course Title                       | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|-----------------------------|------------------------------------|--|-----------------|-----------------|----------------------|-------|-------|
|             |                             |                                    | Mindfulness Stress & Resilience  |                 |                 |                      |       |       |
| BH00024     | Maintaining mental health   | Managing Personal Relations        | Self-Management<br>Self Confidence<br>Emotional Quotient & Intelligence<br>Art of Living   | 40m             | iGOT            | <a href="#">Link</a> | L1    | iGOT  |
| BH00025     | Maintaining physical health | Y-Break 5-minute Yoga at Workplace | The course offers quick and simple yoga routines that can be done during work breaks or at the workplace. The routines consist of various poses, stretches, rotations, and breathing exercises that can help release tension and promote relaxation. Whether you prefer standing, sitting, or bending positions, these videos offer a range of options that can be easily incorporated into your daily routine. With clear instructions and a focus on | 23m             | DoPT            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                  | Course Title             | Course Details   | Course Duration                           | Course Provider | Course Link          | Level | Where |
|-------------|-----------------------------|--------------------------|--|---|-----------------|----------------------|-------|-------|
|             |                             |                          | mindfulness and meditation, these yoga breaks provide a great way to recharge and rejuvenate during a busy day. Give them a try and experience the benefits for yourself!  |   |                 |                      |       |       |
| BH00026*    | Maintaining physical health | Yoga for Excellence      | The techniques shown in the course when practiced regular increases resilience, willpower, and overall health.   | 1h 10m<br>(Total time for COMMIT: 20h 5m) | Art of Living   | <a href="#">Link</a> | L1    | iGOT  |
| BH00008     | Motivation                  | Motivation               | Motivation drives performance, Maslow's hierarchy of needs, motivating self, self-motivation action plan   | 1h  | DoPT            | <a href="#">Link</a> | L1    | iGOT  |
| BH00027     | Motivation                  | Understanding Motivation | By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions | 1 hour 35 minutes                         | LBSNAA          | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency            | Course Title                       | Course Details   | Course Duration | Course Provider                                  | Course Link          | Level | Where |
|-------------|-----------------------|------------------------------------|--|-----------------|--|----------------------|-------|-------|
|             |                       |                                    | like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation. |                 |  |                      |       |       |
| BH00001     | Negotiation skills    | Effective Communication            | Understand the need of communication and the effectiveness of communication  | 7h 19m          | IIMB   | <a href="#">Link</a> | L2    | iGOT  |
| BH00002     | Negotiation skills    | Conflict Management & Negotiation  | Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win Win situation   | 1h 30m          | DoPT   | <a href="#">Link</a> | L1    | iGOT  |
| FN00035*    | Noting and drafting   | Noting and drafting                | This course will guide you about noting and drafting in a secretariat set up.  | 2 hours         | Institute of Secretariat Training and Management | <a href="#">Link</a> | L1    | iGOT  |
| BH00007     | Organizational Skills | Personal and Organizational values | The course on 'Personal and Organizational values' explains that we imbibe values from our surroundings and these values are set of guiding                    | 55m             | DoPT   | <a href="#">Link</a> | L1    | iGOT  |



| Course code | Competency              | Course Title             | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|-------------------------|--------------------------|--|-----------------|-----------------|----------------------|-------|-------|
|             |                         |                          | principles that help an individual decide and choose a path. Some common personal values are cleanliness, commitment, equality, fairness, generosity, loyalty, honesty, humility, kindness, punctuality, respectfulness, and tolerance. Just as personal values govern our actions, organizational values also govern what we can do and cannot do in an organizational context. The values expressed in the Preamble of our Constitution are Sovereignty, socialism, secularism, democracy, republican character, justice, liberty, fraternity, equality. |                 |                 |                      |       |       |
| FN00036*    | Parliamentary Questions | Parliamentary Procedures | Includes information on  | 2 hours         | ISTM            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                        | Course Title                     | Course Details  | Course Duration | Course Provider                                  | Course Link          | Level | Where |
|-------------|-----------------------------------|----------------------------------|---|-----------------|--|----------------------|-------|-------|
|             |                                   |                                  | parliamentary procedures and questions  |                 |  |                      |       |       |
| FN00003     | Pension Administration/Processing | Pensionary Benefits              | This course describes the various retirement and death benefits admissible to a government servant/family. • It also covers factors governing Pensionary benefits and its key features. • This course will enable learners to calculate pension and other pensionary benefits and explain the seven-step procedure for processing pension papers. | 55m             | ISTM   | <a href="#">Link</a> | L1    | iGOT  |
| FN00037     | Policy making/drafting            | Basics of Public Policy Research | Research process<br>Reporting Rules<br>Research Strategies<br>Research Process  | 2 hours         | NACIN  | <a href="#">Link</a> | L1    | iGOT  |
| FN00038     | Policy making/drafting            | Formulation of Public Policies   | Meaning and scope, Frameworks, Different Stages, evidence based public policy formulation, Role of civil  | 1 Hour 5 min    | Institute of Secretariat Training and Management | <a href="#">Link</a> | L1    | iGOT  |

# Capacity Building Commission, Government of India

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| Course code | Competency                                     | Course Title  | Course Details  | Course Duration | Course Provider                                  | Course Link          | Level | Where |
|-------------|--|---|---|-----------------|--|----------------------|-------|-------|
|             |  |   | servant in policy formulation   |                 |  |                      |       |       |
| MY00001*    | POSH   | Prevention of Sexual Harassment of Women at Workplace | Human Resource Policies and Legislation Framework Management  | 1h 51m          | ISTM   | <a href="#">Link</a> | L1    | iGOT  |
| FN00039     | Preparation of Vigilance/investigation Reports | Evaluation of Evidence and Course Assessment          | Evaluation of Evidence  | 46 min          | Institute of Secretariat Training and Management | <a href="#">Link</a> | L1    | iGOT  |
| FN00040     | Presentation Skills                            | Ways of Enhancing Presentation Skills                 | Module 1: Manage Anxiety while Presenting<br><br>Module 2: Ground Rules for Presenting Better<br><br>Module 3: Perfect the Planned Presentation | 1 hr. 25 min    | Ministry of Mines                                | <a href="#">Link</a> | L1    | iGOT  |
| BH00003     | Problem Solving                                | Problem Solving and Decision Making                   | Need for problem solving, analyzing the problem, divergent thinking, decision making  | 1h 40m          | DoPT   | <a href="#">Link</a> | L1    | iGOT  |
| FN00001     | Process improvement                            | Basics of e-Governance & Digital India                | This module explains basic constructs of e-governance – the strategy of employing digital technologies in accelerating                          | 1h 35m          | iGOT   | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                     | Course Title                   | Course Details  | Course Duration | Course Provider                 | Course Link          | Level | Where |
|-------------|--------------------------------|--------------------------------|---|-----------------|---------------------------------|----------------------|-------|-------|
|             |                                |                                | the processes of governance and the related concepts associated with it. It also describes in an easy-to-understand manner the flagship Digital India program of the Government of India. |                 |                                 |                      |       |       |
| FN00074     | Process improvement            | Total Quality Management (TQM) | This course gives information about basic concepts, processes, and all aspects of Total Quality Management.   | 48m 12s         | NICF                            | <a href="#">Link</a> | L1    | iGOT  |
| FN00008     | Procurement and tender writing | Procurement Process            | This module contains all procurement processes available on the GeM Portal.   | 2h 49m          | Government e Market Place (GeM) | <a href="#">Link</a> | L2    | iGOT  |
| FN00004     | Project Management             | Project management             | Introduction to Project Management, Project Management Plans, Scheduling and its definitions, Types of Schedules  | 46m             | Ministry of Railways            | <a href="#">Link</a> | L1    | iGOT  |
| FN00005     | Project Management             | Project management             | Project Management, Return on Investment, Social Return on  | 2h 1m           | IIPA                            | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency         | Course Title                                 | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|--------------------|--|--|-----------------|-----------------|----------------------|-------|-------|
|             |                    |  | Investment, Randomized Controlled Trial (RCT)  |                 |                 |                      |       |       |
| FN00006     | Project Management | Project Management                           | The course provides a basic understanding of project management. After going through the course, you will be able to: Identify steps in project management, Augment where focus to be given for smart project management, Assess the key issues in investment by taking up analytical exercises, know how social value is created through investment, and Apply Randomized Controlled Trial (RCT) in project evaluation. | 1h 59m          | IGOT            | <a href="#">Link</a> | L1    | iGOT  |
| FN00075     | Project Management | Preparation of Detailed Project Report (DPR) | This course provides detailed knowledge about following subjects, namely: DPR preparation for PMGSY roads. The above Course  | 8h 30m          | IGOT            | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency  | Course Title                             | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|---|--|--|-----------------|-----------------|----------------------|-------|-------|
|             |   |  | includes topics like Topographic al Surveys, Geometric Design and Bill of Quantities & Surveys and Investigations (Soils, Materials & Geo technical). All these topics are comprehensively covered with insight and is also presented with field experience of engineers working on ground. The expected outcome of the course is to make the concerned officers (like AE, JE, AEE and DPR consultant) familiarize with DPR preparation for PMGSY roads. |                 |                 |                      |       |       |
| FN00041*    | Rajbhasha   | Rajbhasha Hindi                          | Rajbhasha Hindi basics   | 13 min          | FCI             | <a href="#">Link</a> | L1    | iGOT  |
| BH00028     | Result Orientation                                | Result Orientation and Planning          | Result Orientation and Planning  | 80 Min          | BSNL            | <a href="#">Link</a> | L1    | iGOT  |
| FN00042     | Scientific communication skills - narrative tools | An Introduction to Science Communication | give early-career scientists a quick introduction to science communication as part of their common   | 2 Hours         | CBC             | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency      | Course Title    | Course Details   | Course Duration | Course Provider   | Course Link          | Level | Where |
|-------------|-----------------|-----------------|--|-----------------|-------------------|----------------------|-------|-------|
|             |                 |                 | induction curriculum. The course provides a brief overview of the fundamentals of science communication, as well as quizzes, assignments, and case studies, to help learners develop an awareness and knowledge of communicating science to non-scientific audiences                               |                 |                   |                      |       |       |
| BH00009*    | Self Confidence | Self-Leadership | This course has many insightful videos on self-leadership by Gurudeva Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego, and Self. When these 7 levels are in harmony, our performance and productivity is better, and we can be more effective leaders. The | 1h 16m          | The Art of Living | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency      | Course Title                       | Course Details   | Course Duration | Course Provider   | Course Link          | Level | Where |
|-------------|-----------------|------------------------------------|--|-----------------|-------------------|----------------------|-------|-------|
|             |                 |                                    | more we know about the various aspects of ourselves, the better we can manage ourselves. Self-awareness, Self-control, and Self-confidence all increase with Self-knowledge  |                 |                   |                      |       |       |
| BH00004     | Self-Management | Increasing your Emotional Quotient | How to handle negative emotions is not taught as part of our educational curriculum. In this course we learn very important aspects of managing emotions and learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudeva Sri Sri Ravi Shankar. | 1h              | The Art of Living | <a href="#">Link</a> | L2    | iGOT  |
| BH00009*    | Self-Management | Self-Leadership                    | This course has many insightful videos on self-leadership by Gurudeva Sri Sri Ravi Shankar. We   | 1h 16m          | The Art of Living | <a href="#">Link</a> | L1    | iGOT  |



| Course code | Competency      | Course Title | Course Details  | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|-----------------|--------------|---|-----------------|-----------------|----------------------|-------|-------|
|             |                 |              | exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego, and Self. When these 7 levels are in harmony, our performance and productivity is better, and we can be more effective leaders. The more we know about the various aspects of ourselves, the better we can manage ourselves. Self-awareness, Self-control, and Self-confidence all increase with Self-knowledge |                 |                 |                      |       |       |
| BH00008     | Self-Motivation | Motivation   | This is a five-step approach to create an action-plan for self-motivation: my needs, the demotivating factors at work, demotivating factors outside work hours, motivating factors at   | 1h 8m           | DoPT            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                      | Course Title                       | Course Details   | Course Duration | Course Provider   | Course Link          | Level | Where |
|-------------|---------------------------------|------------------------------------|--|-----------------|-------------------|----------------------|-------|-------|
|             |                                 |                                    | work, motivating factors outside work hours.   |                 |                   |                      |       |       |
| BH00004     | Self-Awareness and Self-Control | Increasing your Emotional Quotient | How to handle negative emotions is not taught as part of our educational curriculum. In this course we learn very important aspects of managing emotions and learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudeva Sri Sri Ravi Shankar. | 1h              | Art of Living     | <a href="#">Link</a> | L1    | iGOT  |
| BH00009*    | Self-Awareness and Self-Control | Self-Leadership                    | This course has many insightful videos on self-leadership by Gurudeva Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego, and Self. When these 7 levels are in harmony, our   | 1h 16m          | The Art of Living | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                        | Course Title               | Course Details   | Course Duration | Course Provider                                  | Course Link          | Level | Where |
|-------------|-----------------------------------|----------------------------|--|-----------------|--|----------------------|-------|-------|
|             |                                   |                            | performance and productivity is better, and we can be more effective leaders. The more we know about the various aspects of ourselves, the better we can manage ourselves. Self-awareness, Self-control, and Self-confidence all increase with Self-knowledge                    |                 |  |                      |       |       |
| BH00029*    | Stakeholder Analysis & Management | Stakeholders in Governance | Stakeholder Analysis   | 53 min          | Institute of Secretariat Training and Management | <a href="#">Link</a> | L1    | iGOT  |
| BH00010*    | Stress Management                 | Stress Management          | The course aims to provide the learners a potpourri of stress management tips and strategies to tackle the root cause of stress. As you go through the course you will be able to apply the learning and develop insight into meaning of stress, its impact, symptoms, causes as | 2h 17m          | IIPA   | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency        | Course Title      | Course Details  | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|-------------------|-------------------|---|-----------------|-----------------|----------------------|-------|-------|
|             |                   |                   | well as practical interventions which can help busting the stress level.  |                 |                 |                      |       |       |
| BH00011*    | Stress Management | Stress Management | The course on 'Stress Management' helps in evaluating our stress levels. Physical and mental fitness, relaxation, worry for job, sleep quality, planning, concern for others, workload, separating professional and personal life are few factors that impact our stress levels. The course defines the different kinds of stress for different government employees. Environmental, family-related, workplace-connected, or physical stressors affect people at workplace. As a result, stress causes physical and mental pressure on body and | 1h 15m          | DoPT            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                             | Course Title    | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|--|-----------------|--|-----------------|-----------------|----------------------|-------|-------|
|             |  |                 | mind. The course then gives the learners some tips and tricks to reduce stress. Work-life balance, breathing exercise, visual imagery, physical activity, entertainment, socializing is some of the methods to reduce stress |                 |                 |                      |       |       |
| BH00012     | Team Management & Development          | Team Building   | High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the team, Cooperation amongst team members  | 1h 20m          | DoPT            | <a href="#">Link</a> | L1    | iGOT  |
| BH00013     | Team management, sensitiveness to team | Team Engagement | Basics of Engaging Teams   | 20 Min          | BSNL            | <a href="#">Link</a> | L1    | iGOT  |
| BH00012     | Team-Working                           | Team Building   | High Performance Team, Commitment from the entire team, Team Member's Contribution   | 1h 20m          | DoPT            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency                       | Course Title        | Course Details   | Course Duration | Course Provider                | Course Link          | Level | Where |
|-------------|----------------------------------|---------------------|--|-----------------|--------------------------------|----------------------|-------|-------|
|             |                                  |                     | Communicating with the team, Cooperation amongst team members  |                 |                                |                      |       |       |
| BH00013     | Team-Working                     | Team Engagement     | High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the team, Cooperation amongst team members  | 20 Min          | BSNL                           | <a href="#">Link</a> | L1    | iGOT  |
| BH00014     | Time Management                  | Time Management     | The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to priorities time and explains the need for focusing on bigger aspect | 1h 15m          | DoPT                           | <a href="#">Link</a> | L1    | iGOT  |
| FN00007*    | Understanding of GeM Marketplace | GeM marketplace     | A Course on Government Marketplace (GeM).  | 1h 9m           | ISTM                           | <a href="#">Link</a> | L1    | iGOT  |
| FN00008     | Understanding of GeM Marketplace | Procurement Process | This module contains all procurement   | 2h 49m          | Government e Marketplace (GeM) | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency                       | Course Title                               | Course Details  | Course Duration | Course Provider                 | Course Link          | Level | Where |
|-------------|----------------------------------|--|---|-----------------|---------------------------------|----------------------|-------|-------|
|             |                                  |  | t processes available on the GeM Portal.  |                 |                                 |                      |       |       |
| FN00009     | Understanding of GeM Marketplace | Vendor Registration                        | Complete registration process for vendors   | 20m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00043     | Understanding of GeM Marketplace | Bid Participation                          | Complete seller bid participation details   | 21m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00044     | Understanding of GeM Marketplace | Buyer Dashboard                            | Different Buyer Dashboards available on GeM for Buyers to use.  | 15m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00045     | Understanding of GeM Marketplace | Catalogue Management                       | These modules cover the details of the complete catalogue updating process for Sellers and Service Providers on the gem portal. | 42m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00046*    | Understanding of GeM Marketplace | Introduction to GeM for Buyers             | Videos, PDF & Questionnaires about GeM overview and Buyer Functionality   | 10m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00047     | Understanding of GeM Marketplace | Introduction to Sellers & Service Provider | This module contains videos showing Government e-Marketplace and Introduction to Seller & Service Provider Functionality        | 5m              | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |

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| Course code | Competency                                     | Course Title                        | Course Details   | Course Duration | Course Provider                 | Course Link          | Level | Where |
|-------------|--|-------------------------------------|--|-----------------|---------------------------------|----------------------|-------|-------|
| FN00048     | Understanding of GeM Marketplace               | Invoicing and payment Process       | This module contains the details of the steps required for complete invoicing and payment process from the end of the Seller                                     | 17m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00049     | Understanding of GeM Marketplace               | Payment process for Buyers          | All payment process options available to Buyers on GeM Portal  | 33m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00050     | Understanding of GeM Marketplace               | Registration of Buyers              | Complete registration process for Primary and Secondary Users. Also, deactivation and transfer of users for Buyer Departments.                                   | 14m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00002*    | Understanding of General Financial Rules, 2017 | Public Procurement Framework of GOI | integrated finance division (IFD) procurement services, integrated finance division (IFD), general system of financial management, general financial rules (GFR) | 1h 55m          | Department of Expenditure       | <a href="#">Link</a> | L1    | iGOT  |
| FN00051*    | Understanding of Office Protocols              | Office Procedure                    | This course will guide about office procedures. It gives an overview about • File  | 2h 17m          | ISTM                            | <a href="#">Link</a> | L2    | iGOT  |



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| Course code | Competency             | Course Title                  | Course Details  | Course Duration | Course Provider                 | Course Link          | Level | Where |
|-------------|------------------------|-------------------------------|---|-----------------|---------------------------------|----------------------|-------|-------|
|             |                        |                               | management system •<br>Management of DAK •<br>Decision making in government •<br>Record management  |                 |                                 |                      |       |       |
| FN00007*    | Vendor Management      | GeM marketplace               | A Course on Government e Marketplace (GeM).   | 1h 9m           | ISTM                            | <a href="#">Link</a> | L1    | iGOT  |
| FN00009     | Vendor Management      | Vendor Registration           | Complete registration process for vendors   | 20m             | Government e Market Place (GeM) | <a href="#">Link</a> | L1    | iGOT  |
| FN00052     | Working with MS Office | Excel advanced                | This training program will digitally empower officials to provide efficient and effective citizen-centric services to the vulnerable and underprivileged sections of society. It will enable them to deliver last-mile social welfare services. | 3h 44m          | Microsoft                       | <a href="#">Link</a> | L2    | iGOT  |
| FN00053     | Working with MS Office | Microsoft Excel for Beginners | In this course we will learn how to Enter and edit Excel data, Format numbers, fonts, and alignment make simple pivot tables  | 6h 56m          | Microsoft                       | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency             | Course Title                   | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|------------------------|--------------------------------|--|-----------------|-----------------|----------------------|-------|-------|
|             |                        |                                | and charts, create simple Excel formulas, filters, formatting. Learn common Excel functions used in any Office.  |                 |                 |                      |       |       |
| FN00054     | Working with MS Office | Microsoft PowerPoint Beginners | a beginner's guide to Microsoft PowerPoint, taking you by hand and showing you step by step how to make some amazing and mesmerizing PowerPoint slideshow presentations.   | 2h 41m          | Microsoft       | <a href="#">Link</a> | L1    | iGOT  |
| FN00055*    | Working with MS Office | Microsoft Word Beginners       | Welcome to the course that offers a beginner's guide to Microsoft Word. This course enables you to learn Word in simple and easy steps with a focus on making the learners understand and create tasks using Ribbon Menu, Rulers, Navigation Pane, Go to Command, Proof Reading, | 2h 56m          | Microsoft       | <a href="#">Link</a> | L1    | iGOT  |

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| Course code | Competency             | Course Title           | Course Details  | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|------------------------|------------------------|---|-----------------|-----------------|----------------------|-------|-------|
|             |                        |                        | Views, edit pictures, Indenting, Track Changes, layout, and more.   |                 |                 |                      |       |       |
| FN00056     | Working with MS Office | PowerPoint advanced    | Advance course to Microsoft PowerPoint, taking you by hand and showing you step by step how to make some amazing and mesmerizing PowerPoint transitions and animation. We dive into PowerPoint Slide Design, Smart Art, and PowerPoint Animation. | 2h 19m          | Microsoft       | <a href="#">Link</a> | L2    | iGOT  |
| FN00057     | Working with MS Office | Programme on IT Skills | Microsoft Word for Beginners, Microsoft Word for Advanced, Microsoft PowerPoint Beginners, Microsoft PowerPoint Advanced, Microsoft Excel for Beginners, and Advanced   | 21h 25 m        | ISTM            | <a href="#">Link</a> | L2    | iGOT  |
| FN00058     | Working with MS Office | Word advanced          | This course enables you to learn advanced concepts of MS Word in simple and easy steps.   | 2h 49m          | Microsoft       | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency        | Course Title      | Course Details  | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|-------------------|-------------------|---|-----------------|-----------------|----------------------|-------|-------|
|             |                   |                   | In this course, the learners will understand and create tasks using Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, Inserting audio, video, online videos and more.   |                 |                 |                      |       |       |
| BH00010*    | Work-Life Balance | Stress Management | The course aims to provide the learners a potpourri of stress management tips and strategies to tackle the root cause of stress. As you go through the course you will be able to apply the learning and develop insight into meaning of stress, its impact, symptoms, causes as well as practical interventions which can help busting | 2h 17m          | IIPA            | <a href="#">Link</a> | L2    | iGOT  |

| Course code | Competency        | Course Title      | Course Details   | Course Duration | Course Provider | Course Link          | Level | Where |
|-------------|-------------------|-------------------|--|-----------------|-----------------|----------------------|-------|-------|
|             |                   |                   | the stress level.  |                 |                 |                      |       |       |
| BH00011*    | Work-Life Balance | Stress Management | The course on 'Stress Management' helps in evaluating our stress levels. Physical and mental fitness, relaxation, worry for job, sleep quality, planning, concern for others, workload, separating professional and personal life are few factors that impact our stress levels. The course defines the different kinds of stress for different government employees. Environmental, family-related, workplace-connected, or physical stressors affect people at workplace. As a result, stress causes physical and mental pressure on body and mind. The course then gives the learners some tips | 1h 15m          | DoPT            | <a href="#">Link</a> | L1    | iGOT  |

| Course code | Competency | Course Title | Course Details  | Course Duration | Course Provider | Course Link | Level | Where |
|-------------|------------|--------------|---|-----------------|-----------------|-------------|-------|-------|
|             |            |              | and tricks to reduce stress. Work-life balance, breathing exercise, visual imagery, physical activity, entertainment, socializing is some of the methods to reduce stress |                 |                 |             |       |       |

## 9.2. List of Courses Identified – Outside Course than iGOT

| Course Code | Competency              | Course Title          | Type       | Course Details   | Course Duration | Course Provider | Course Link          | Level    | Where   |
|-------------|-------------------------|-----------------------|------------|--|-----------------|-----------------|----------------------|----------|---------|
| OT0080      | Accountability          | Taking Accountability | Behavioral | While it may appear that accountability begins externally, it begins within oneself. The first step is to make sure your officer is prepared to be held accountable. We want the governance to succeed, so it is critical that before we discuss accountability, we help to establish an environment in which people believe they can succeed. Officers may then take full responsibility for any action they choose to take when the time comes, and they will do their best if things don't go as planned since they have consciously decided to be accountable for their actions. Accountability is beneficial not only to those who are unable to find time for themselves, but also to those who suffer from perfectionism. | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |
| OT0114      | Active Listening Skills | Listen Actively       | Behavioral | Refer to the course link   | 41 minutes      | Harappa -       | <a href="#">Link</a> | Basic    | Online  |

| Course Code | Competency             | Course Title         | Type       | Course Details   | Course Duration | Course Provider | Course Link          | Level    | Where   |
|-------------|------------------------|----------------------|------------|--|-----------------|-----------------|----------------------|----------|---------|
|             |                        |                      |            |  |                 | Thrivarsity     |                      |          |         |
| OT0098      | Attention to Detail    | Attention to Detail  | Behavioral | Refer to the course link   |                 | IIPA            | <a href="#">Link</a> | Advanced | Offline |
| OT0001      | Benchmarking           | Benchmarking         | Functional | Recognize the five steps of the basic benchmarking method;<br>Develop a realistic plan and schedule for a benchmarking project;<br>Search and identify potential benchmarking partners by conducting secondary research;<br>Understand how to use the 7 basic Quality Improvement Tools for benchmark process comparison.;<br>Select appropriate recommendations for process improvement | 32m             | Michael Bell    | <a href="#">Link</a> | Basic    | Udemy   |
| OT0002      | Budgeting & Accounting | Financial Management | Functional | The course covers the following points: -<br>Understanding Finance and Financial Terms,<br>General Financial Rules, 2017,<br>Budgeting Process,<br>Appropriation and Re-Appropriation of funds, Tools and techniques for short term and long-term financial planning,  | -               | IIPA            | <a href="#">Link</a> | Advanced | IIPA    |



| Course Code | Competency                     | Course Title                   | Type       | Course Details  | Course Duration | Course Provider            | Course Link          | Level    | Where   |
|-------------|--------------------------------|--------------------------------|------------|---|-----------------|----------------------------|----------------------|----------|---------|
|             |                                |                                |            | understanding financial statements: Balance Sheet, Income Statement, Analysis of Financial Statements for Decision Making, Forensic Financial Statement analysis, Financial Products and Service & Regulatory Framework   |                 |                            |                      |          |         |
| OT0003      | Cash Flow Management           | Cash Flow Management Basics    | Functional | Learn about Cash Management, Profitability, and Financial Ratios, with this free online cash flow management course   | 3h              | Interpretable Alison Stats | <a href="#">Link</a> | Basic    | Online  |
| OT0072      | Commitment to the Organization | Commitment to the Organization | Behavioral | The competency of 'Commitment to the Organization' in civil services has multiple facets involving the 'organization' and the 'employee (civil servant)' coupled with 'goals of the organization' and 'commitment of the employee (civil servant)'. In the theory of management science, 'the commitment to the organization' is better | -               | IIPA                       | <a href="#">Link</a> | Advanced | Offline |

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|-------------|----------------------|--------------------------|------------|---|-----------------|---------------------|----------------------|----------|---------|
|             |                      |                          |            | understood as 'organizational commitment'.  |                 |                     |                      |          |         |
| OT0105      | Communication Skills | THE WINNING COMMUNICATOR | Behavioral | Refer to the course link  | <1.5 hours      | Harappa - Thriverty | <a href="#">Link</a> | Basic    | Online  |
| OT0106      | Communication Skills | Communication Skills     | Behavioral | Civil services are at the epicenter of all government activities and the civil service officers are responsible for policy making and are the executive hand which delivers on ground. The capacity of the Civil services plays a vital role in delivering a wide range of services, ensure implementation of welfare programs and perform core governance functions. The Government recognizing the crucial role of Capacity building of Civil Services, instituted the Mission Karmayogi which marks a signal shift in competency driven training and Human Resource (HR) management of officials by transitioning from a 'rules-based' system to the 'roles-based' system. | -               | IIPA                | <a href="#">Link</a> | Advanced | Offline |
| OT0078      | Conceptual Thinking  | Conceptual Thinking      | Behavioral | Conceptual thinking is the  | -               | IIPA                | <a href="#">Link</a> | Advanced | Offline |

| Course Code | Competency                  | Course Title                                    | Type       | Course Details  | Course Duration | Course Provider | Course Link          | Level    | Where         |
|-------------|-----------------------------|---|------------|---|-----------------|-----------------|----------------------|----------|---------------|
|             |                             |   |            | ability to understand something at the abstract level, ability to see the big picture, see behind the curtain, the why, the cause and effect without having to physically observe something with your five senses. It is the ability to understand concepts behind what is talked about that cause it to make sense or help us to understand why it is happening, how it is happening and what we could do to alter the results. It also includes analyzing hypothetical situations |                 |                 |                      |          |               |
| OT0073      | Conflict Solving Strategies | Workplace Conflict - An Opportunity for Growth# | Behavioral | Understanding conflicts and conflict dynamics<br>Learning to acknowledge emotions in conflict<br>Understanding organizational and individual benefits of integrating multiple perspectives<br>Having a difficult conversation with active listening, critical thinking, and empathy<br>Addressing   | 3 days          | IIM Bangalore   | <a href="#">Link</a> | Advanced | IIMB Campuses |

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|-------------|-----------------------------------|-----------------------------------|------------|---|-----------------|-----------------|----------------------|----------|---------|
|             |                                   |                                   |            | conflict constructively in the workplace  |                 |                 |                      |          |         |
| OT0081      | Consultation & Consensus Building | Consultation & Consensus Building | Behavioral | Consultation and Consensus Building forms the backbone of contemporary citizen centric governance necessitated by the complexities of the state's functions in relation to its citizens along with interdependent organizational, global economic and political system. Kettl (2015). It is imperative that an able public administrator has the ability to identify the stakeholders/influencers, establish trusting relationships, consult them through formal and informal channels, build consensus through dialogue, persuasion, and effect reconciliation of diverse views/interests for common good. Though similar, the terms consultation and consensus building are not synonymous. | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |

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| Course Code | Competency          | Course Title   | Type       | Course Details   | Course Duration | Course Provider | Course Link          | Level    | Where   |
|-------------|---------------------|--|------------|--|-----------------|-----------------|----------------------|----------|---------|
| OT0004      | Contract Management | Public Procurement   | Functional | Refer to the course link   | 6 days          | AJNIFM          | <a href="#">Link</a> | Advanced | AJNIFM  |
| OT0084      | Customer Centric    | People Centric   | Behavioral | People's participation in governance represents a shift in the development paradigm of the country, from citizens, as the recipients of the developments, to one that views them as active participants in the development process. Equally, it involves a shift from the "top-down" to the "bottom-up" approach of decision-making processes, which affect people's lives, their businesses, and their communities. | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |
| OT0005      | CVC Guidelines      | ADMINISTRATIVE EFFECTIVENESS, FOCUS: RTI, PREVENTIVE VIGILANCE & e-PROCUREMENT (39500/- (Non-Residential)) | Functional | Overview, Definition & Determination of Vigilance Angle · Preventive Vigilance & its measures · CVC Act 2003 – Role & Functions of CVC & Important CVC instructions · The Right to Information Act 2005 and related case laws. · Overview of RTI, definition and role of different party   | 5 days          | NPC             | <a href="#">Link</a> | Advanced | Offline |

| Course Code | Competency    | Course Title                                 | Type       | Course Details  | Course Duration | Course Provider | Course Link          | Level    | Where   |
|-------------|---------------|--|------------|---|-----------------|-----------------|----------------------|----------|---------|
|             |               |  |            | i.e., APIO, PIO, CPIO and Appellate Authority • Various orders related to the Right to Information Act 2005. • RTI various clauses including exemption clauses • GFR Rules related to contract and procurement  |                 |                 |                      |          |         |
| OT0006      | Data analysis | Big Data Management & Comprehensive Analysis | Functional | This Programme was sponsored by DST (Govt. of India) and no fee is charged from the participants. This is part of the NATIONAL PROGRAMME FOR TRAINING OF SCIENTISTS & TECHNOLOGISTS WORKING IN GOVERNMENT SECTOR  | 5 days          | C-DAC           | <a href="#">Link</a> | Advanced | Online  |
| OT0007      | Data analysis | Data Analytics for Public Administrators     | Functional | Data Aggregation for policy evaluation, Evaluation of the policy objectives, measuring impact of the policies, Data Mining Techniques/Data Classification for Designing public Policy, Handling Text Data, Understanding the behaviors of the beneficiaries | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |

| Course Code | Competency      | Course Title                   | Type       | Course Details   | Course Duration | Course Provider | Course Link          | Level    | Where   |
|-------------|-----------------|--------------------------------|------------|--|-----------------|-----------------|----------------------|----------|---------|
| OT0008      | Data analysis   | Fundamentals of Data Analytics | Functional | Basic statistical concepts with practical problem solving and interpretation by application of theoretical learnings   | -               | India AI        | <a href="#">Link</a> | Basic    | Online  |
| OT0082      | Decision Making | Decision Making                | Behavioral | The topic of Decision-making has been included under the broad heading of the competency skill of 'Equity' though the skills of decision making extend to almost all aspects of planning and implementation of any Programme of governance. Decision-making per se is an extremely vast subject with relevance in all fields of management and administration including military science, social and physical sciences including the field of medicine and health. The topic is looked upon here in relevance to components of decision making its relevance to building the core competency of decision making equitably from | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |

| Course Code | Competency           | Course Title         | Type       | Course Details   | Course Duration | Course Provider | Course Link          | Level    | Where   |
|-------------|----------------------|----------------------|------------|--|-----------------|-----------------|----------------------|----------|---------|
|             |                      |                      |            | the point of view of public governance.  |                 |                 |                      |          |         |
| OT0083      | Delegation           | Delegation           | Behavioral | All organizations are structured based on the principle of hierarchy which binds different levels and units of the organization with a continuous chain of authority. In a small scale organization, the head may be able to run the administration effectively by keeping all the powers with himself, but this may not be possible in the case of a large scale establishment like that of Indian Civil Services. The need of delegation is greatly felt with the growth of any organization. Delegation generally means conferment of authority by a superior to a subordinate for the accomplishment of an assigned mission or project | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |
| OT0108      | Desire for Knowledge | Desire for Knowledge | Behavioral | Refer to the course link   |                 | IIPA            | <a href="#">Link</a> | advanced | Online  |
| OT0095      | Developing Others    | Developing Others    | Behavioral | Refer to the course link   |                 | IIPA            | <a href="#">Link</a> | Advanced | Offline |



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|-------------|---------------------|---|------------|--|-----------------|-------------------------------|----------------------|----------|--------|
| OT0009      | Disaster Management | Disaster Management Pre- Disaster Risk Reduction            | Functional | To achieve these course objectives, this course consists of the following 4 modules: · Module 1- Preparedness · Module 2- Prevention & · Module 3- Monitoring & Assessment · Module 4- Evaluation  | Not mentioned   | National Productivity Council | <a href="#">Link</a> | Advanced | Online |
| OT0010      | Disaster Management | Disaster Management Post- Disaster Risk Reduction           | Functional | To achieve these course objectives, this course consists of the following 4 modules: Module 1- Introduction Module 2- Rescue Module 3- Relief Module 4- Rehabilitation   | Not mentioned   | National Productivity Council | <a href="#">Link</a> | Advanced | Online |
| OT0011      | Drafting proposals  | Successful Proposal Writing Training Course For All Careers | Functional | Writing winning proposals effectively and efficiently.; Develop proposals with a higher chance of winning; Learn how to differentiate your proposals from competition; Best practices, templates, guides, and tips and tricks.; Proposal strategy, planning, authoring, and improving; Thinking like a proposal evaluator, funder, buyer or investor.; | 2h 21m          | Nitin Pradhan                 | <a href="#">Link</a> | Basic    | Udemy  |

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|-------------|------------|---------------------------------------|------------|--|-----------------|-----------------|----------------------|----------|---------|
|             |            |                                       |            | Learning to win business via grants and contracts  |                 |                 |                      |          |         |
| OT0086      | Empathy    | Empathy                               | Behavioral | Covers the following: Is sensitive to signs of overwork in others. Shows interest in the needs, hopes and dreams of other people. Is willing to help an employee with personal problems. Conveys compassion toward them when other people disclosed a personal loss  | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |
| OT0067      | Ethics     | Ethics and Value in Public Governance | Behavioral | The course on Ethics and Value in Public Governance provides an understanding of the ethical principles and values that govern public administration, as well as the skills to apply ethical decision-making frameworks to real-world scenarios, in order to promote ethical behavior and integrity in public service, with a focus on enhancing the effectiveness and legitimacy of public institutions | 3 days          | ISTM            | <a href="#">Link</a> | Advanced | Online  |

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|-------------|----------------------|-------------------------------------|------------|--|-----------------|-----------------|----------------------|----------|---------|
| OT0068      | Ethics               | Ethics and Values in Administration | Behavioral | The course on Ethics and Values in Administration provides an understanding of the ethical principles and values that govern public administration, as well as the skills to apply ethical decision-making frameworks to real-world scenarios, in order to promote ethical behavior and integrity in public service. | 3 days          | HIPA            | <a href="#">Link</a> | Advanced | HIPA    |
| OT0069      | Ethics               | Ethics in Governance                | Behavioral | The course will cover the following modules:- Ethics & Governance, Ethical aspects in Public Service, Ethical Values in Governance Components of Governance, Code of Ethics for Civil Servants, Institutional Framework for Combating Corruption, Social aspects of Ethics, Promoting Transparency in Public Service | 2 days          | ATI, Mysore     | <a href="#">Link</a> | Advanced | Offline |
| OT0012      | Financial Management | Financial Management                | Functional | Understanding Finance and Financial Terms General Financial Rules, 2017 Budgeting  | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |

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|-------------|----------------------|--|------------|--|-----------------------|--------------------------------------|----------------------|----------|---------|
|             |                      |  |            | Process Appropriation and Re-Appropriation of funds<br>Tools and techniques for short term and long-term financial planning<br>Understanding financial statements: Balance Sheet, Income Statement<br>Analysis of Financial Statements for Decision Making<br>Forensic Financial Statement analysis<br>Financial Products and Service & Regulatory Framework |                       |                                      |                      |          |         |
| OT0013      | Financial Management | Public Financial Management - a module of The Professional Training Course (PTC) | Functional | Regular Class Room Sessions<br>Presentations- Individual as well as group presentations by participants<br>Case Studies<br>Discussions<br>Assignments<br>Practical exercises, Quiz etc.<br>Field visits and attachment for practical exposure  | 26 weeks (12 modules) | AJNIFM                               | <a href="#">Link</a> | Advanced | Offline |
| OT0014      | Gender Budgeting     | Online Training Programme on Gender Responsive Budgeting                         | Functional | To discuss gender issues in Labour.; To identify gender budgeting initiatives of government of India.; To discuss concepts, tools and  | 5 days                | V. V. Girl National Labour Institute | <a href="#">Link</a> | Advanced | Online  |

| Course Code | Competency                           | Course Title   | Type       | Course Details  | Course Duration | Course Provider                          | Course Link          | Level    | Where           |
|-------------|--------------------------------------|--|------------|---|-----------------|--|----------------------|----------|-----------------|
|             |                                      |  |            | methods of gender budgeting. ; To discuss the Importance of Gender Budgeting and women empowerment .  |                 |  |                      |          |                 |
| OT0015      | Grant Administration & Grant Writing | Certificate Workshop on Fundraising & Grant Management     | Functional | Introduction to Fundraising; Understanding the Fundraising; Cycle, Approaches, and Methods for fundraising; Understanding the Best Practices for Grants and Contract Management; Managing Relations with Donors; Reaching and Retaining Donors                        | 5h 30m          | Centre for Civil Society                 | <a href="#">Link</a> | Advanced | Online          |
| OT0016      | Grant Administration & Grant Writing | Grant Management for Health and Social Science Researchers | Functional | Define and list different types of health research; Describe different types of researcher roles in grant management; Enumerate tasks for an investigator at various stages of the research cycle; List and explain basic competency requirements for an investigator | 1h              | St. John's Research Institute, Bengaluru | <a href="#">Link</a> | Basic    | Online          |
| OT0017      | Grant Administration & Grant Writing | Training on Grants Management                              | Functional | Introduction to Grants Management; Grants Lifecycle; Elements of Grants Application; Grants   | 7d/5d           | Dev Impact Institute                     | <a href="#">Link</a> | Advanced | Online /Offline |

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|-------------|--------------------------------------|--|------------|---|-----------------|-----------------|----------------------|----------|----------------|
|             |                                      |  |            | Budgeting; Grants Reporting   |                 |                 |                      |          |                |
| OT0018      | Grant Administration & Grant Writing | Workshop on Scientific Project Management              | Functional | Pre-award and post-award grant management, writing research project   | 5 days          | IISER-Pune      | <a href="#">Link</a> | Advanced | IISER-Pune     |
| OT0097      | Initiative & Drive                   | Initiative & Drive                                     | Behavioral | Refer to the course link  |                 | IIPA            | <a href="#">Link</a> | Advanced | Offline        |
| OT0099      | Innovative Thinking                  | Innovative Thinking                                    | Behavioral | Refer to the course link  |                 | IIPA            | <a href="#">Link</a> | Advanced | Offline        |
| OT0100      | Innovative Thinking                  | Innovation and Change Leadership                       | Behavioral | Prepare the current and future generation of leaders to become the change agent · Impact of innovation on the environment and help in devising strategies for organizational growth · Promote lateral thinking and innovation | 3 days          | ASCI            | <a href="#">Link</a> | Advanced | ASCI Hyderabad |
| OT0101      | Innovative Thinking                  | Innovation and Entrepreneurship                        | Behavioral | This course is focussed on building leadership competencies about innovation and intrapreneurship · The course equips the participant with information and tools of innovation  | 3 days          | ISB             | <a href="#">Link</a> | Advanced | ISB            |
| OT0102      | Innovative Thinking                  | Strategic Leadership and Innovation in the Digital Era | Behavioral | This course focuses on the fast-changing/disruptive work environment in the digital era and its implications · The course   | 3 days          | IIM B           | <a href="#">Link</a> | Advanced | IIM B          |

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|-------------|------------------------------|--|------------|--|-----------------|-----------------|----------------------|----------|---------|
|             |                              |  |            | helps participants understand innovation and entrepreneurship, the challenges to it, and the role of leadership in building on innovation and entrepreneurship. The course also aims to provide participants with a range of entrepreneurial strategies, facilitate scenario planning, and share best practices regarding leadership resilience, agility, and innovation |                 |                 |                      |          |         |
| OT0094      | Integrity                    | Integrity  | Behavioral | Refer to the course link   |                 | IIPA            | <a href="#">Link</a> | Advanced | Offline |
| OT0019      | Intellectual Property Rights | Online Training Program on Patent filing, Patent search, Patent writing, Trademark, Copyright, Design filing | Functional | Patent filing, specification writing, Patent prior art search, Design filing, copyright filing, IP commercialization   | 3 days          | RGNIIPM         | <a href="#">Link</a> | Advanced | Online  |
| OT0020      | Internal Audit               | Internal Audit   | Functional | Module I – Internal Audit– Understanding the Concept<br>Module II – Need and Process to Set Up. Module III – Tools and Strategies  |                 | NPC             | <a href="#">Link</a> |          | Online  |
| OT0021      | Inventory planning           | Master Course in Inventory Management and Inventory Control  | Functional | Basics of Materials Management and Inventory Control along with its objectives, Methods,   | 46m             | Udemy           | <a href="#">Link</a> | Basic    | Online  |

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|-------------|---|--|------------|--|-----------------|---|----------------------|----------|---|
|             |   |  |            | Merits and Demerits  |                 |   |                      |          |   |
| OT0022      | Knowledge Management  | Knowledge Management   | Functional | Understand the current theories, practices, tools and techniques in knowledge management (KM) to deal with the challenges with the organization and management of knowledge. | 8 weeks         | NPTEL   | <a href="#">Link</a> | Advanced | Online  |
| OT0023      | Knowledge of National Data Sharing and Accessibility Policy (NDSAP) | National Data Sharing and Accessibility Policy                     | Functional | Refer to the course link   | 1h              | DST   | <a href="#">Link</a> | Basic    | Online Reading  |
| OT0024      | Knowledge of Public Financial Management System                     | Workshop on PFMS   | Functional | Refer to the course link   | 2 days          | NATIONAL INSTITUTE OF COMMUNICATION FINANCE                             | Offline              |          |   |
| OT0025      | Knowledge of taxation of products, GST and customs duty             | GST Workshop-- Refund, Rebate & Drawback Claims processing thereof | Functional | Refer to the course link   | 1 day           | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) | =                    | Advanced | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) |
| OT0026      | Knowledge of taxation of products, GST and customs duty             | GST Workshop on GST Returns & updates                              | Functional | Refer to the course link   | 1 day           | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) | =                    | Advanced | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) |



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|-------------|---|---|------------|--------------------------|-----------------|---|-------------|----------|---|
|             |   |   |            |                          |                 |   |             |          | Narcotics)  |
| OT0027      | Knowledge of taxation of products, GST and customs duty | GST Audit Training – specialized (GST Audit Officers) | Functional | Refer to the course link | 1 day           | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) | =           | Advanced | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) |
| OT0028      | Knowledge of taxation of products, GST and customs duty | Webinar on GST –Latest Development & Updates          | Functional | Refer to the course link | 1 day           | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) | =           | Advanced | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) |
| OT0029      | Knowledge of taxation of products, GST and customs duty | GST Audit Refresher Course                            | Functional | Refer to the course link | 2 days          | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) | =           | Advanced | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) |
| OT0030      | Knowledge of taxation of products, GST and customs duty | Scrutiny of GST Returns                               | Functional | Refer to the course link | 1 day           | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) | =           | Advanced | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) |

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|-------------|---|--|------------|--|-----------------|---|----------------------|----------|---|
| OT0031      | Knowledge of taxation of products, GST and customs duty | GST- Audit two days' workshop                      | Functional | Refer to the course link   | 2 days          | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) | <a href="#">=</a>    | Advanced | NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics) |
| OT0032      | Knowledge on RTI resolutions                            | Record Management - Right to Information           | Functional | Provides understanding of record management principles and practices · Salient features of RTI Act & Obligation of the Public Authorities · Public Records Act & Rule with reference to RTI              | 3 days          | ISTM  | <a href="#">Link</a> | Advanced | Online  |
| OT0033      | Knowledge on RTI resolutions                            | Right to Information - Public Information Officers | Functional | Provides understanding of the Right to Information Act and related regulations · Develops skills of Public Information Officers for effective implementation of the Act                                  | 3 days          | ISTM  | <a href="#">Link</a> | Advanced | Online  |
| OT0109      | Leadership  | Leadership and Change Management                   | Behavioral | This course will be aimed at developing competencies in Civil Service leadership around · Leadership in Complex Situations · Realigning and recalibrating self with new knowledge, concepts, and tools · | 5 days          | IIM A   | <a href="#">Link</a> | Advanced | IIM A   |

| Course Code | Competency | Course Title             | Type       | Course Details   | Course Duration | Course Provider | Course Link          | Level    | Where |
|-------------|------------|--------------------------|------------|--|-----------------|-----------------|----------------------|----------|-------|
|             |            |                          |            | Managing Change in the organization · Taking Charge and Leading Strategy   |                 |                 |                      |          |       |
| OT0110      | Leadership | Enlightened Leadership   | Behavioral | This course focuses on the concepts of · Enlightened leadership and Responsible Business practices · Building competencies to lead sustainable high-performance organizations. · Creating societal value by addressing the needs and concerns of all Citizens, not just organizational performance · Emphasizing the meeting of diverse performance expectations of customers, employees, suppliers, and the larger community and society. | 5 days          | IIM B           | <a href="#">Link</a> | Advanced | IIM B |
| OT0111      | Leadership | Essentials of Leadership | Behavioral | This course focuses on building Leadership skills through self-awareness, emotional intelligence and management of stakeholders across levels · This course will enable the participant to transition from Supervisor to change agent  | 5 days          | ISB             | <a href="#">Link</a> | Advanced | ISB   |

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|-------------|----------------|----------------------------------|------------|---|-----------------|-----------------|----------------------|----------|--------|
|             |                |                                  |            | and also help develop resilience  |                 |                 |                      |          |        |
| OT0087      | Leading Others | Personality Development          | Behavioral | Self-Management<br>Positive Attitude<br>Manners and Etiquette<br>Personal Psychometric analysis<br>Time management and Goal Setting<br>Personal SWOT<br>Self - Awareness<br>Emotional Intelligence<br>Decision making and Problem Solving<br>Grooming and Personal Hygiene<br>Leadership Skills | Customizable    | L&T             | <a href="#">Link</a> | Basic    | Online |
| OT0088      | Leading Others | Leadership and Change Management | Behavioral | This course will be aimed at developing competencies in Civil Service leadership around -<br>Leadership in Complex Situations -<br>Realigning and recalibrating self with new knowledge, concepts, and tools -<br>Managing Change in the organization -<br>Taking Charge and Leading Strategy   | 5 days          | IIM A           | <a href="#">Link</a> | Advanced | IIM A  |
| OT0089      | Leading Others | Enlightened Leadership           | Behavioral | This course focuses on the concepts of -<br>Enlightened leadership and Responsible  | 5 days          | IIM B           | <a href="#">Link</a> | Advanced | IIM B  |

| Course Code | Competency                    | Course Title                 | Type       | Course Details   | Course Duration | Course Provider                 | Course Link          | Level    | Where |
|-------------|-------------------------------|------------------------------|------------|--|-----------------|---------------------------------|----------------------|----------|-------|
|             |                               |                              |            | Business practices · Building competencies to lead sustainable high-performance organizations. · Creating societal value by addressing the needs and concerns of all Citizens, not just organizational performance · Emphasizing the meeting of diverse performance expectations of customers, employees, suppliers, and the larger community and society. |                 |                                 |                      |          |       |
| OT0090      | Leading Others                | Essentials of Leadership     | Behavioral | This course focuses on building Leadership skills through self-awareness, emotional intelligence and management of stakeholders across levels · This course will enable the participant to transition from Supervisor to change agent and also help develop resilience   | 5 days          | ISB                             | <a href="#">Link</a> | Advanced | ISB   |
| OT0034      | Maintaining a computer centre | PC Maintenance For Beginners | Functional | Identify the ten tasks needed to speed up their computer and keep it running at its best performance; Learn new  | 26m             | Hannah Kramer, Malcolm McMillan | <a href="#">Link</a> | Basic    | Udemy |

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|-------------|--------------------------|--|------------|---|-----------------|--|---|----------|--|
|             |                          |  |            | computer terms; Perform each of the ten tasks to speed up their computer; Impress their friends and family with their new knowledge!  |                 |  |   |          |  |
| OT0035      | Maintaining Laboratories | Certificate Programme in Laboratory Techniques | Functional | Familiarize the learners with the basic facilities available in school and college level Biology, Chemistry and Physics laboratories; Impart knowledge of the basics of organization and management of science laboratories; Train the learners in the operation and maintenance of simple instruments used in science laboratories; Enable them to develop skills in common laboratory techniques; Train them in the procedures of procurement and storage of laboratory equipment and materials; Enable them to adopt appropriate disposal procedures and safety methods suitable for laboratories. | 6 months        | INDIRA GANDHI NATIONAL OPEN UNIVERSITY | <a href="http://www.ignou.ac.in/ignou/about/ignou/school/school/programs/detail/170/2">http://www.ignou.ac.in/ignou/about/ignou/school/school/programs/detail/170/2</a> | Advanced | INDIRA GANDHI NATIONAL OPEN UNIVERSITY |

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|-------------|---|---------------------------------------|------------|---|-----------------|--------------------------------------|----------------------|----------|------------------------------|
| OT0036      | Maintaining Library & Information Centre                      | Certificate Course in Library Science | Functional | LIBRARY AND SOCIETY;<br>LIBRARY RESOURCES:<br>ACQUISITION AND PROCESSING;<br>LIBRARY RECORDS;<br>COMPUTER APPLICATIONS IN LIBRARIES;  | -               | National Institute of Open Schooling | <a href="#">Link</a> | Advanced | Online                       |
| OT0037      | National Anthem, Flag code of India and State Emblem of India | Flag code on India (PDF)              | Functional | Refer to the course link  | NA              | Ministry of Home Affairs             | <a href="#">Link</a> | Basic    | Online Reading               |
| OT0038      | National Anthem, Flag code of India and State Emblem of India | State Emblem                          | Functional | Refer to the course link  | NA              | Know India                           | <a href="#">Link</a> | Basic    | Online Reading               |
| OT0039      | National Anthem, Flag code of India and State Emblem of India | National Anthem                       | Functional | Refer to the course link  | NA              | Know India                           | <a href="#">Link</a> | Basic    | Online Reading and Listening |
| OT0071      | Negotiation Skills  | Negotiation Skills                    | Behavioral | Understand the basics of negotiations and getting an insight into the negotiation processes<br>Understand fundamental rules of negotiation<br>Understand the difference between distributive and integrative negotiation<br>Understand the role of power in negotiation<br>Appreciate the dynamics of multi-party negotiation | 2 days          | IIM Raipur                           | <a href="#">Link</a> | Advanced | IIM Raipur                   |

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|-------------|--------------------------|--------------------------------------|------------|--|-----------------|-------------------------------|----------------------|----------|---------|
| OT0040      | Noting and Drafting      | Workshop on Noting & Drafting Skills | Functional | Know the terms "Noting" and "Drafting"<br>· Understood the noting skills and drafting skills · Apply functional approach to Noting · Draft an appropriate & effective communication in each situation  | 3h              | National Productivity Council | <a href="#">Link</a> | Basic    | Online  |
| OT0070      | Organizational Awareness | Organizational Awareness             | Behavioral | Building Liaisons/Networks, Creating an Inclusive Environment, Achieving Organizational Goals, Building an Effective Risk Culture, Addressing Poor Performance, Data Driven Decision Making, Leadership and Management Skills, Fostering Innovation and Using Modern Training Aids | -               | IIPA                          | <a href="#">Link</a> | Advanced | Offline |
| OT0085      | People First             | People Centric                       | Behavioral | People's participation in governance represents a shift in the development paradigm of the country, from citizens, as the recipients of the developments, to one that views them as active participants in the development process.  | -               | IIPA                          | <a href="#">Link</a> | Advanced | Offline |



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|-------------|--------------------------|---|------------|--|-----------------|-----------------------|--|----------|---------|
|             |                          |   |            | Equally, it involves a shift from the "top-down" to the "bottom-up" approach of decision making processes, which affect people's lives, their businesses and their communities.      |                 |                       |  |          |         |
| OT0041      | Persuasive Grant writing | Scientific Project Management             | Functional | Grant management   | 1 week          | IISER-Pune            | <a href="#">Link</a>                                 | Advanced | Offline |
| OT0096      | Planning & Coordination  | Planning & Coordination                   | Behavioral | Refer to the course link   |                 | IIPA                  | <a href="#">Link</a>                                 | Advanced | Offline |
| OT0042      | Policy making/drafting   | Public Policy for Good Governance         | Functional | Framework of public policy<br>Concept of governance<br>Values for good governance  | 3 days          | ISTM                  | <a href="#">Link</a>                                 | Advanced | Online  |
| OT0043      | Policy making/drafting   | Public Policy Research                    | Functional | Refer to the course link   | -               | IIPA                  | <a href="#">Link</a>                                 | Advanced | Offline |
| OT0117      | Presentation Skill       | Workshop on effective Presentation Skills | Behavioral | Refer to the course link   | 2 days          | ISTM                  | <a href="#">Link</a>                                 | Advanced | Online  |
| OT0103      | Problem Solving          | IDENTIFY DIFFERENT TYPES OF PROBLEMS      | Behavioral | Includes Problem Solving   | 45 minutes      | Harappa - Thriversity | <a href="#">IDENTIFY DIFFERENT TYPES OF PROBLEMS</a> | Basic    | Online  |
| OT0104      | Problem Solving          | Problem Solving                           | Behavioral | Finding solutions to problems is an important element of any civil servants' job. Thus, being a confident problem solver is critical to successful discharge of the assigned duties. | -               | IIPA                  | <a href="#">Link</a>                                 | Advanced | Offline |

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|-------------|---------------------|---|------------|--|-----------------|-------------------|----------------------|----------|----------|
|             |                     |   |            | 'Efficiency' is one of the pillars of Good Governance and Citizen Centric Administration and 'Problem Solving' is a key attribute of the 'Efficiency' pillar.  |                 |                   |                      |          |          |
| OT0044      | Process Improvement | Government Process reengineering                    | Functional | The objective of this training program is designed to provide essential skills and hands-on experience<br>Ø Realign government service delivery with the citizen focus.<br>Ø Improve transparency, accountability and trust in the government.<br>Ø Improve the citizen experience in Government transactions, reducing time, costs and administration burden for government agencies. | 3 days          | NeGD              | <a href="#">Link</a> | Advanced | Offline  |
| OT0045      | Process improvement | Kaizen – Continuous Improvement Practitioner Course | Functional | Implement Kaizen and improve processes; Identify waste from their processes; boost the efficiency and productivity of a team   | 2.5h            | Udemy (OpEx GURU) | <a href="#">Link</a> | Basic    | Udemy    |
| OT0046      | Process improvement | Lean Six Sigma Foundations                          | Functional | Principles of lean enterprise, lean  | 1h 10m          | LinkedIn          | <a href="#">Link</a> | Basic    | LinkedIn |

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|-------------|----------------------|---|------------|--|-----------------|-------------------------------------|----------------------|----------|--------------|
|             |                      |   |            | manufacturing with Six Sigma   |                 |                                     |                      |          |              |
| OT0047      | Process improvement  | Lean Process Improvement for Sustainable System, key to Good Governance | Functional | Process improvement; Good Governance   | 5 days          | National Productivity Council (NPC) | <a href="#">Link</a> | Advanced | NPC, Udaipur |
| OT0048      | Project Management   | Project Management  | Functional | Refer to the course link   | 45 m            | Project Management Institute        | <a href="#">Link</a> | Basic    | Online       |
| OT0049      | Project Management   | Training Programme on Project and Risk Management                       | Functional | Refer to the course link   | 40 h            | AJNIFM                              | <a href="#">Link</a> | Advanced | AJNIFM       |
| OT0050      | Project Marketing    | Marketing Strategies & Product Branding for SMEs                        | Functional | Design of New Products<br>Ø Determining Pricing<br>Ø Developing Promotional Strategies<br>Ø Competitive Distribution channels<br>Ø Branding Strategies, Brand Loyalty and Brand-IPR  | -               | NPC                                 | <a href="#">Link</a> | Advanced | Online       |
| OT0051      | Purchase forecasting | Supply Chain: Demand Planning (Sales Forecasting and S&OP)              | Functional | Reflect reality of market demand and then drive a balanced sales forecast.; Measure forecast accuracy & apply forecasting improvement steps; Generate rolling forecast for wider horizons for business growth & capacity planning; Apply time fence policy of forecasting to draw the line between supply & demand teams | 2h              | Yasin Bin Abdul Quader              | <a href="#">Link</a> | Basic    | Online       |

| Course Code | Competency         | Course Title        | Type       | Course Details   | Course Duration | Course Provider      | Course Link          | Level    | Where   |
|-------------|--------------------|---------------------|------------|--|-----------------|----------------------|----------------------|----------|---------|
| OT0079      | Result Orientation | Results Orientation | Behavioral | The results-oriented role for officers in the government is intended to be similar to that of profit-seeking managers in the private sector. Being result-driven is a vital quality that affects the career of a civil servant positively regardless of his profession, department, and career level. It means cultivating a culture of setting targets and accomplishing them.                | -               | IIPA                 | <a href="#">Link</a> | Advanced | Offline |
| OT0052      | Science diplomacy  | Science diplomacy   | Functional | The two-week course is designed for participants interested in issues related to, inter alia, Science, Technology and Innovation (STI), global issues in S&T governance, and South-South Cooperation. This course will familiarize them with global S&T landscape, global environmental governance, international co-operation in S&T and Innovation, and, South-South Cooperation. The course | RIS             | <a href="#">Link</a> | Offline              |          |         |

| Course Code | Competency  | Course Title   | Type       | Course Details  | Course Duration | Course Provider | Course Link          | Level    | Where   |
|-------------|---|--|------------|---|-----------------|-----------------|----------------------|----------|---------|
|             |   |  |            | includes specialized lecturers, case studies, group discussions and field (and cultural) visits. These will be complemented by background materials and texts. Course agenda will be provided before commencement of the programme.   |                 |                 |                      |          |         |
| OT0053      | Scientific Project Management                               | Scientific Project Management                              | Functional | Grant management  | 1 week          | IISER-Pune      | <a href="#">Link</a> | Advanced | Offline |
| OT0115      | Scientific Temper: scientific know-why & technical know-how | Workshop on Promotion of Scientific Temper Among the Youth | Behavioral | Refer to the course link  |                 | DBT+RG NIYD     | <a href="#">Link</a> | Basic    | Online  |
| OT0075      | Seeking Information   | Seeking Information  | Behavioral | RTI related information   | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |
| OT0074      | Self Confidence   | Self Confidence  | Behavioral | Focus on Competencies - from Rule to Role. The government recently announced the rollout of the Mission Karmayogi, a scheme aimed at preparing civil servants for the future. Mission Karmayogi emphasizes competency driven capacity building and human resource management, facilitating a shift from „rule-based“ to „role-based“ learning and | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline |

| Course Code | Competency                      | Course Title                    | Type       | Course Details  | Course Duration | Course Provider      | Course Link | Level | Where |
|-------------|---------------------------------|---------------------------------|------------|---|-----------------|----------------------|-------------|-------|-------|
|             |                                 |                                 |            | competency building system. It is the most profound shift in the outlook of HR managers and cadre managers that will help drive the understanding that a role should be performed by an individual who possesses the best competencies for that given role. The programme ensures that all civil service officials will be able to access the competency building products and build the competencies required to efficiently discharge their roles. These competencies would typically include behavioural attitudes, functional knowledge and skills, and domain expertise. |                 |                      |             |       |       |
| OT0107      | Self-Awareness and Self-Control | Self-Awareness and Self-Control | Behavioral | Identity and Self-Awareness<br>Benefits of Self-Awareness<br>Self-Acceptance,<br>Self-Control,<br>Improving Self-Control, etc.  | IIPA            | <a href="#">Link</a> | Online      |       |       |

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| Course Code | Competency                       | Course Title  | Type       | Course Details  | Course Duration      | Course Provider               | Course Link          | Level    | Where             |
|-------------|----------------------------------|---|------------|---|----------------------|-------------------------------|----------------------|----------|-------------------|
| OT0116      | Sharing Knowledge and Mentorship | Workshop on Mentoring                                 | Behavioral | Part of Trainer development Program   | 3 days in August, 23 | DOPT                          | <a href="#">Link</a> | Advanced | Offline           |
| OT0076      | Strategic thinking               | Strategic Thinking                                    | Behavioral | To think strategically means to see and understand the bigger picture of what the organization is, where it needs to go, and how it will get there. Vision, Goals and objectives, Strengths and weaknesses, Key values, Actions, Future challenges. | -                    | IIPA                          | <a href="#">Link</a> | Advanced | Offline           |
| OT0077      | Strategic thinking               | Certificate In Strategic Thinking And Decision Making | Behavioral | The role of leaders Effective decision processes Effective strategic deployment   | 3 months             | National School of Leadership | <a href="#">Link</a> | Advanced | Distance Learning |
| OT0054      | Supplier relationship management | Procurement Basics: Supplier Relationship Management  | Functional | Supplier Relationship Management, Supply Chain Management, Vendor Management, Procurement, Sourcing, Purchasing, Operations Management  | 1h                   | Udemy                         | <a href="#">Link</a> | Basic    | Online            |
| OT0112      | Taking Ownership                 | OWN WHAT YOU DO                                       | Behavioral | Refer to the course link  | <1.5 hours           | Harappa - Thriversity         | <a href="#">Link</a> | Basic    | Online            |
| OT0113      | Taking Ownership                 | Taking Accountability                                 | Behavioral | Refer to the course link  | -                    | IIPA                          | <a href="#">Link</a> | Advanced | Offline           |
| OT0055      | Team Management                  | Leadership Skills to Build High Performance Teams     | Functional | Understanding People's Potential & Group dynamics · Achieving the Results and Goals ·   | 2h                   | SBI                           | <a href="#">Link</a> | Basic    | edX               |

| Course Code | Competency      | Course Title                             | Type       | Course Details  | Course Duration | Course Provider | Course Link          | Level    | Where         |
|-------------|-----------------|--|------------|---|-----------------|-----------------|----------------------|----------|---------------|
|             |                 |  |            | Developing People's Potential for High Performance · Retaining and Sustaining High Performance · TEAM- Trust, Engagement, Access, Motivation  |                 |                 |                      |          |               |
| OT0056      | Team Management | Building and Leading Effective Teams     | Functional | Identifying ways of mitigating differences and conflicts at work place and in other social situations · Facilitation of building organizational culture conducive for teamwork · Development of creative and learning skills to enhance interpersonal relationships | 3 days          | ASCI            | <a href="#">Link</a> | Advanced | ASCI          |
| OT0057      | Team Management | Motivation, Team Building and Leadership | Functional | Motivating oneself and others · Effective individual and team decision making · Conflict management, leading teams · Team building and leadership from an Indian perspective  | 3 days          | IIM Indore      | <a href="#">Link</a> | Advanced | IIM Indore    |
| OT0058      | Team Management | Building high performing teams           | Functional | This course focuses on building high performing teams by enhancing trust, collaboration and diversity · This course helps   | 2 days          | ISB             | <a href="#">Link</a> | Advanced | ISB Hyderabad |



| Course Code | Competency      | Course Title                 | Type       | Course Details  | Course Duration | Course Provider | Course Link          | Level    | Where             |
|-------------|-----------------|------------------------------|------------|---|-----------------|-----------------|----------------------|----------|-------------------|
|             |                 |                              |            | participants to identify ways to build a culture of shared values, purpose and goals  |                 |                 |                      |          |                   |
| OT0059      | Team Management | Leadership and Team Building | Functional | The team building course focuses on developing a cohesive and effective team by enhancing communication, collaboration, and problem-solving skills among team members. • Participants will learn how to identify and utilize individual strengths and weaknesses within the team to achieve common goals, while also gaining an understanding of group dynamics and how to manage conflicts constructively. | 5 days          | IIM C           | <a href="#">Link</a> | Advanced | MDC, IIM Calcutta |
| OT0091      | Team-Working    | Team-Working                 | Behavioral | The competency of TEAM WORK holds the key to collaboration of any kind. An organization that emphasizes good teamwork is typically a healthy, high-functioning workplace. It creates an atmosphere of respect, helpfulness,   | -               | IIPA            | <a href="#">Link</a> | Advanced | Offline           |

| Course Code | Competency                               | Course Title  | Type       | Course Details  | Course Duration | Course Provider                   | Course Link          | Level    | Where  |
|-------------|--|---|------------|---|-----------------|-----------------------------------|----------------------|----------|--|
|             |  |   |            | and cooperation, builds spirit, positive relationships and a pride amongst its team members.  |                 |                                   |                      |          |  |
| OT0092      | Team-Working                             | Leadership Skills to build high performance team        | Behavioral | This course focuses on Interpersonal relationships and their importance, Role of coaching and mentoring in developing others, Leading people from potential to performance, Engaging people to build a high-performance team. | 2h              | SBI                               | <a href="#">Link</a> | Basic    | Online   |
| OT0093      | Team-Working                             | Leadership and Team effectiveness                       | Behavioral | Refer to the course link  | 12 week         | NPTEL                             | <a href="#">Link</a> | Advanced | Online   |
| OT0060      | Technical Writing                        | Workshop on Scientific Writing                          | Functional | This workshop was conducted by instructors from Wellcome Trust- DBT India Alliance that includes discussions on research ethics, manuscript and grant writing, and how to present one's science.                              | 1 day           | Wellcome Trust-DBT India Alliance | <a href="#">Link</a> | Advanced | Offline  |
| OT0061      | Understanding of functioning of E-office | Capacity Building Programme on e-Office for Users (L-1) | Functional | Refer to the course link  | 4 days          | E-Office                          | <a href="#">Link</a> | Basic    | Conference Room, 2nd Floor, NICSI, DMRC IT Park, Shastri |

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| Course Code | Competency                               | Course Title  | Type       | Course Details   | Course Duration | Course Provider | Course Link          | Level    | Where  |
|-------------|--|---|------------|--|-----------------|-----------------|----------------------|----------|--|
|             |  |   |            |  |                 |                 |                      |          | Park, Delhi  |
| OT0062      | Understanding of functioning of E-office | Capacity Building Programme on e-Office for Master Trainers (L-2) | Functional | Refer to the course link   | 4 days          | E-Office        | <a href="#">Link</a> | Advanced | Conference Room, 2nd Floor, NICSI, DMRC IT Park, Shastri Park, Delhi |
| OT0063      | Understanding of GeM Marketplace         | Government eMarketplace (GeM)                                     | Functional | Improved understanding about functioning of Government e-Marketplace   | 2 days          | ISTM            | <a href="#">Link</a> | Advanced | Online   |
| OT0064      | Understanding of GeM Marketplace         | GeM and GFR 2017  | Functional | Gain an overall understanding of the Government e-Marketplace (GeM) and General Financial Rules 2017, Understand how GeM and GFRs 2017 would impact the functioning of your organization and changes in the procurement process required for compliance, Acquire practical knowledge of the different procurement procedures required under GFRs 2017 and GeM such as Registration of Organization, Creation of User Accounts, Placement of Order for Good & | 5 days          | NPTI            | <a href="#">Link</a> | Advanced | Offline  |

| Course Code | Competency                                     | Course Title   | Type       | Course Details  | Course Duration | Course Provider               | Course Link          | Level    | Where   |
|-------------|--|--|------------|---|-----------------|-------------------------------|----------------------|----------|---------|
|             |  |  |            | services, Receipt of Goods, PRC/CRAC, Bidding and Reverse Auction.  |                 |                               |                      |          |         |
| OT0065      | Understanding of General Financial Rules, 2017 | Specialized Two Half Days Online Capacity Building on General Financial Rules 2017 | Functional | Overview and Provision of the General Financial Rules 2017 ▪ GFR – Procurement of Goods and Services (Rule 142-206) ▪ Provision of Govt Fund/ Grants and Consultancy services ▪ Rule 149 – GEM ▪ Contract Management in brief ▪ New Provision/ amendment  | 3h 50m          | National Productivity Council | <a href="#">Link</a> | Advanced | Online  |
| OT0066      | Understanding of General Financial Rules, 2017 | GeM and GFR 2017   | Functional | Gain an overall understanding of the Government e-Marketplace (GeM) and General Financial Rules 2017, Understand how GeM and GFRs 2017 would impact the functioning of your organization and changes in the procurement process required for compliance, Acquire practical knowledge of the different procurement procedures required under GFRs 2017 and GeM such as Registration of Organization, Creation of | 5 days          | NPTI                          | <a href="#">Link</a> | Advanced | Offline |

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|-------------|------------|--------------|------|---|-----------------|-----------------|-------------|-------|-------|
|             |            |              |      | User Accounts, Placement of Order for Good & services, Receipt of Goods, PRC/CRAC, Bidding and Reverse Auction. |                 |                 |             |       |       |

## 9.3. Overall Training Calendar based on Top 10 competencies based on survey response

The below table mentions the top 10 competencies as per survey response received & analysis performed for different unique roles of scientific staff and other than scientific staff across the DHR, ICMR HQ & ICMR Institutes, as per scientists & other than scientists' responses.

### Note:

1. Course codes marked in Green: These are the courses suggested by CBC after checking their quality and relevance to the competency
2. Course Codes marked with an asterisk (\*): These are the top 50 courses taken on iGOT by officials across various MDOs

| Section   | Type              | Competency   | Course Code - iGOT | When  | Course Code - Outside          |
|-----------|-------------------|--|--------------------|-------|--------------------------------|
| Scientist | <b>Behavioral</b> | Networking skills - lab/industry/academia                                | To be developed    | Q4    | OT0071                         |
| Scientist | <b>Behavioral</b> | Decision Making  | BH00003            | Q3-Q4 | OT0082                         |
| Scientist | <b>Behavioral</b> | Planning and Coordination  | To be developed    | Q4    | OT0096                         |
| Scientist | <b>Behavioral</b> | Scientific Temper: scientific know-why & technical know-how              | To be developed    | Q4    | OT0115                         |
| Scientist | <b>Behavioral</b> | Running effective meetings   | To be developed    | Q4    | —                              |
| Scientist | <b>Behavioral</b> | Innovative Thinking  | FN00024*           | Q3-Q4 | OT0099, OT0100, OT0101, OT0102 |
| Scientist | <b>Behavioral</b> | Conflict solving strategies  | To be developed    | Q4    | OT0073                         |
| Scientist | <b>Behavioral</b> | Commitment to the Organization- research aligned to organization's goals | To be developed    | Q4    | —                              |
| Scientist | <b>Behavioral</b> | Conceptual Thinking  | BH00001            | Q3-Q4 | OT0078                         |
| Scientist | <b>Behavioral</b> | Sharing knowledge & mentorship   | BH00022            | Q3-Q4 | —                              |
| Scientist | <b>Functional</b> | Scientific writing and publishing  | To be developed    | Q4    | OT0060                         |

| Section              | Type              | Competency  | Course Code - iGOT | When  | Course Code - Outside  |
|----------------------|-------------------|---|--------------------|-------|------------------------|
| Scientist            | <b>Functional</b> | Develop, plan and experimental design process & skills                      | To be developed    | Q4    | —                      |
| Scientist            | <b>Functional</b> | Data analysis, planning & preparing   | FN00016*, FN00017  | Q3-Q4 | OT0006, OT0007, OT0008 |
| Scientist            | <b>Functional</b> | Effective collaboration in research   | To be developed    | Q4    | —                      |
| Scientist            | <b>Functional</b> | Survey techniques, data collection, measure study variables                 | To be developed    | Q4    | —                      |
| Scientist            | <b>Functional</b> | Persuasive Grant writing  | To be developed    | Q4    | OT0041                 |
| Scientist            | <b>Functional</b> | Leadership, management & mentorship in research                             | BH00022            | Q3-Q4 | —                      |
| Scientist            | <b>Functional</b> | Scientific communication skills - narrative tools                           | FN00042            | Q3-Q4 | —                      |
| Scientist            | <b>Functional</b> | Laboratory research skills  | To be developed    | Q4    | —                      |
| Scientist            | <b>Functional</b> | Effective teamwork with cross-functional, multi-disciplinary research teams | To be developed    | Q4    | —                      |
| Other than Scientist | <b>Behavioral</b> | Team-Working  | BH00012, BH00013   | Q3-Q4 | —                      |
| Other than Scientist | <b>Behavioral</b> | Self-Awareness, Management & Control  | BH00004, BH00009*  | Q3-Q4 | —                      |
| Other than Scientist | <b>Behavioral</b> | Organizational Awareness  | BH00007            | Q3-Q4 | OT0070                 |
| Other than Scientist | <b>Behavioral</b> | Decision Making   | BH00003            | Q3-Q4 | OT0082                 |
| Other than Scientist | <b>Behavioral</b> | Communication Skills  | BH00001            | Q3-Q4 | OT0105, OT0106         |

| Section              | Type              | Competency                       | Course Code - iGOT   | When  | Course Code - Outside |
|----------------------|-------------------|----------------------------------|--|-------|-----------------------|
| Other than Scientist | <b>Behavioral</b> | Work-Life Balance                | BH00010*   | Q3-Q4 | —                     |
| Other than Scientist | <b>Behavioral</b> | Problem Solving                  | BH00003  | Q3-Q4 | OT0103,<br>OT0104     |
| Other than Scientist | <b>Behavioral</b> | Strategic thinking               | To be developed  | Q4    | OT0076,<br>OT0077     |
| Other than Scientist | <b>Behavioral</b> | Networking skills                | To be developed  | Q4    | OT0071                |
| Other than Scientist | <b>Behavioral</b> | Planning & Coordination          | To be developed  | Q4    | OT0096                |
| Other than Scientist | <b>Functional</b> | Working with MS Office           | FN00052,<br>FN00053,<br>FN00054,<br>FN00055*,<br>FN00056,<br>FN00057,<br>FN00058   | Q3-Q4 | —                     |
| Other than Scientist | <b>Functional</b> | Understanding of GeM Marketplace | FN00007*,<br>FN00008,<br>FN00009,<br>FN00043,<br>FN00044,<br>FN00045,<br>FN00046*,<br>FN00047,<br>FN00048,<br>FN00049,<br>FN00050,<br>FN00002* | Q3-Q4 | OT0063,<br>OT0064     |
| Other than Scientist | <b>Functional</b> | Technical Writing                | To be developed  | Q4    | OT0060                |
| Other than Scientist | <b>Functional</b> | Knowledge on RTI resolutions     | FN00031*,<br>FN00032*,<br>FN00033*,<br>FN00034*  | Q3-Q4 | OT0032,<br>OT0033     |



| Section              | Type              | Competency  | Course Code - iGOT   | When  | Course Code - Outside        |
|----------------------|-------------------|---|----------------------|-------|------------------------------|
| Other than Scientist | <b>Functional</b> | Data analysis   | FN00016*,<br>FN00017 | Q3-Q4 | OT0006,<br>OT0007,<br>OT0008 |
| Other than Scientist | <b>Functional</b> | Report Writing  | To be developed      | Q4    | —                            |
| Other than Scientist | <b>Functional</b> | Functioning of NIC applications- email, messenger, cloud storage and others | To be developed      | Q4    | —                            |
| Other than Scientist | <b>Functional</b> | Knowledge on Raj Bhasha   | FN00041*             | Q3-Q4 | —                            |
| Other than Scientist | <b>Functional</b> | Drafting proposals  | To be developed      | Q4    | —                            |
| Other than Scientist | <b>Functional</b> | Understanding of General Financial Rules, 2017                              | To be developed      | Q4    | OT0065,<br>OT0066            |