Capacity Building Commission

Draft Annual Capacity Building Plan

Department of Justice

July 2023
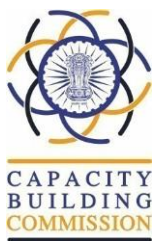
Executive Summary

Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on the philosophy of creating an ecosystem of "competency driven training and human resource management" by transitioning from a 'rule-based' system to a 'role-based' system". Under this Programme, Capacity Building Commission (CBC) has been set up to ensure effective training and development of civil servants to enhance their skills and capabilities and is currently working extensively on developing Annual Capacity Building Plans (ACBPs) for the MDOs that includes the Department of Justice (DoJ).

Annual Capacity Building Plan (ACBP)

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

As part of its mandate, CBC is facilitating the preparation of Annual Capacity Building Plan (ACBP) for participating Ministries / Departments / Organizations (MDOs). The plan entails specific, measurable, attainable, realistic and time-bound capacity building interventions of the Department. The MDOs were oriented about the framework of ACBP, the process for creation of the plan and guidelines for monitoring implementation of the ACBPs through a workshop chaired by Hon'ble Cabinet Secretary in December 2022.

ACBP for Department of Justice

The ACBP preparation process of Department of Justice (hereby referred to as "the Department") began in month of December 2022 with a kick-off meeting held on 8th December under the leadership of the Secretary, DoJ and Member-HR, CBC. Interactions with the leadership of the Department were conducted to understand the organizational structure of the Department, key functions of the divisions within the Department, past capacity building interventions and key priorities of the Department. Following this, in order to analyse the competency needs across designations in the Department a competency needs analysis form was circulated in December 2022 for all employees to perform self-assessment of required competencies at individual level. Once a significant response rate was achieved across the Department, competency needs were analyzed across domain, functional and behavioural areas. Following that, departmental FGDs were conducted to validate the competency needs emanating from the analysis.

As a next step, annual capacity building plan for the Department has been drafted. The plan consists of both training & non-training interventions. At an individual level, based on competency requirements identified for each unique role training interventions have been recommended across behavioural & functional areas. Non-training interventions for enhancing organizational capacity like institutionalizing induction training for all new joiners in the Department, leveraging AI & ML for data analysis related to delivery of justice, knowledge management system, rewards and recognition, etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Department, certain training programs for which courses are available on the iGOT platform were identified. To initiate the implementation of the capacity building plan, courses on digital fluency, communication, stress management, etc. were decided in discussion with CBU to be undertaken by all employees of the Department.

Snapshot of the Competency Need Analysis (CNA) Exercise

For finalization of the Annual Capacity Building Plan training courses have been mapped to the competency requirement of the Department as summarized in the table below:

Category	Summary of identified competencies	
Domain	• Knowledge of Acts, rules, and regulations handled by DoJ • Knowledge about Appointment & transfer and removal processes of the Judges • Knowledge on various schemes, projects handled by DoJ • Familiarity with significant judgments concerning the appointment of Judges to Constitutional Courts, such as the First, Second, and Third Judges Cases and National Judicial Appointment Commission judgment 2015	• Knowledge on Salaries-Services Conditions • Knowledge of Court procedures/ proceedings • Knowledge of concepts of All India Judicial Service • Knowledge on Administrative & vigilance matters • Knowledge of the procedure for setting up Supreme Court and High Court Benches • Knowledge of compliances under DGQI • Knowledge of FTSCs (Fast Track Special Courts), POCSO (Protection of Children from Sexual Offences Act), and other special court
Functional	• Digital Fluency {Digital Tools (MS office, Excel & PPT)} • Handling RTI Matters • Cabinet Note Preparation • Monitoring and Evaluation • Financial Management (Budget/ PFMS) • Grievance Redressal/ management	• Handling Parliamentary Matters • Office Procedure, Noting & Drafting • GFR - Public Procurement Framework (GeM Portal, DFPR, etc) • Knowledge on General administration and establishment matters • Project Management
Behavioural	• Communication • Result Orientation • Stress Management	• Decision Making • Team Management & Development • Visionary Leadership

Conclusion

Every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DoJ was constituted on 16th December 2022 under the leadership of the Special Secretary, DoJ to lead the exercise within the Department. The Department's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.

List of Abbreviations

ACBP	Annual Capacity Building Plan
AI	Artificial Intelligence
ANZSOG	The Australia New Zealand School of Government
APAR	Annual Performance Appraisal Report
AR	Administrative Reforms
ARC	Administrative Reforms Commission
ASCI	Administrative Staff College of India
BSNL	Bharat Sanchar Nigam Limited
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CJI	Chief Justice of India
CNA	Competency Needs Assessment
CPGRAMS	Centralised Public Grievance Redress and Monitoring System
CRAC	Consignee Receipt and Acceptance Certificate
CSCS	Central Secretariat Clerical Service
CSMOP	Central Secretariat Manual of Office Procedure
CSS	Central Secretariat Service
CSSS	Central Secretariat Stenographers Service
D&D	Documentation and Dissemination
DAKSHTA	Development of Attitude, Knowledge and Skills for Holistic Transformation of Administration
DFPR	Delegation of Financial Power Rules
DGQI	Data Governance Quality Index
DISHA	Designing innovative solutions for Holistic Access
DMEO	Development Monitoring and Evaluation Office
DoPT	Department of Personnel Training
DoJ	Department of Justice
EFC	Expenditure Finance Committee
e-Gov	E-Governance
FCI	Food Corporation of India
FGD	Focused Group Discussion
FTC	Fast Track Courts
FTSC	Fast Track Special Courts
GeM	Government e Marketplace
GFR	General Financial Rules
GoI	Government of India
GRAAM	Grassroots Research and Advocacy Movement
GSITI	Geological Survey of India Training Institute
I4C	Indian Cybercrime Coordination Centre
ICAI	Institute Of Chartered Accountants of India
IDAS	Indian Defense Accounts Service
IE&C	International Exchange & Cooperation
IFD	Integrated Finance Division

iGOT	Integrated Government Online training
IIM-A	Indian Institute of Management Ahmedabad
IIM-B	Indian Institute of Management Bangalore
IIPA	Indian Institute of Public Administration
IOFS	Indian Ordinance Factory Services
IPOS	Indian Postal Service
IPS	Indian Police Service
IRPS	Indian Railway Personnel Service
ISTM	Institute of Secretarial Training and Management
KMS	Knowledge Management System
LAP	Legal Aid to Poor
LBSNAA	The Lal Bahadur Shastri National Academy of Administration
LIMBS	Legal Information Management & Briefing System
LTC	Leave Travel Concession
MDO	Ministry Department & Organization
MDNIY	Morarji Desai National Institute of Yoga
MEA	Ministry of External Affairs
MHA	Ministry of Home Affairs
ML	Machine Learning
MLA	Member of Legislative Assembly
MoP	Memorandum of Procedure
MoU	Memorandum of Understanding
MP	Member of Parliament
NALSA	National Legal Services Authority
NCGG	National Centre for Good Governance
NIC	National Informatics Centre
NITI	National Institution for Transforming India
NMJR	National Mission and Judicial Reforms
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Organization & Methods
OOMF	Output Outcome Monitoring Framework
PFMS	Public Financial Management System
PG	Public Grievances
PMO	Prime Minister's Office
POCSO	Protection of Children from Sexual Offences
POSH	Prevention of Sexual Harassment
ROLI	Rule of Law Index
RTI	Right to Information Act
SCMC	Supreme Court Mediation Centre
SFC	Standing Finance Committee
SoP	Standard Operating Procedures
TA	Travel Allowance
TNA	Training Needs Assessment
WAN	Wide Area Network

WCD	Women and Child Development
WITP	Wadhwani Institute of Technology and Policy

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1. Introduction

1.1 Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions, formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively. The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred to as 'Mission Karmayogi'. The program aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology oriented.

Its primary objective is improvement of governance through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills, and knowledge, aligned to the national vision. 'Mission Karmayogi' envisages a paradigm shift from a rule-based to a role-based approach, recognizing that 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme.

The following institutions have been created to operationalize the Mission:

- **Prime Minister's Human Resource Council (PMHRC):** Apex body that provides strategic direction to the Mission
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and oversee all capacity building interventions
- **Capacity Building Commission:** Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forward recommendations on standardization of training and capacity building
- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall own and operate the digital asset - iGOT Karmayogi platform - created for implementation of NPCSCB

Governance | Performance | Accountability

Prime Minister's HR Council (Apex Body)

Cabinet Secretariat Coordination Unit (Monitoring and Oversight)

Capacity Building Commission (CBC)
(Training standards, share resources & supervise central training institutions)

Karmayogi Bharat (Not for Profit – SPV)
(100% Govt. owned online learning platform- iGOT Karmayogi)

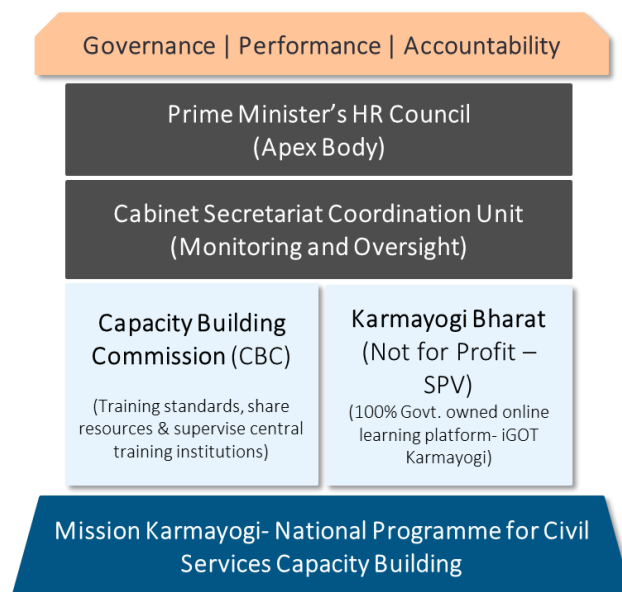Mission Karmayogi- National Programme for Civil Services Capacity Building

Figure 1: Framework for implementation and monitoring

1.2   Capacity Building Commission (CBC)

The Capacity Building Commission (CBC) was constituted in April 2021 to act as the custodian of the civil services capacity building ecosystem. The core purpose of the Commission is to build a learning culture in the whole of Government and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs). The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

1.3   Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) is facilitating the preparation of ACBPs for participating MDOs.

The Annual Capacity Building Plan (ACBP) details out Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions for the Department. It defines training & non-training interventions at the individual and organizational level that would enhance the capacity of the Department.

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

Domain Competencies

Knowledge areas that a role holder needs to carry out activities of specific domain such as: Policies, Acts & Provisions, Department specific SOPs, Global & Industry trends

Functional Competencies

Administrative competencies which translate to application of knowledge or skills required to perform effectively in a specific role or group of jobs, For e.g., Financial Management, Office Management, Noting & Drafting etc.

Behavioural Competencies

Key behavioural traits/ attributes that help a Ministry/ Department/ Organization/ Official perform effectively in a range of jobs

Figure 2: Definition of competencies

At the Organizational 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.

An orientation workshop for all participating MDOs was conducted on 1st December 2022 chaired by Hon'ble Cabinet Secretary for explaining the conceptual framework of ACBP, key steps for developing ACBPs and guidelines for monitoring implementation of the ACBPs.

This document details out the Annual Capacity Building Plan for the Department of Justice.

2. Approach and Methodology adopted for the ACBP exercise

Following the orientation workshop with all MDOs, a kick-off meeting was organized at DoJ on 8th December 2022 chaired by the Hon'ble Secretary to plan the process of development of the capacity building plan for the Department and introducing the team of ACBP consultants to support the exercise. The following approach & methodology was discussed and agreed for the ACBP exercise for the Department:
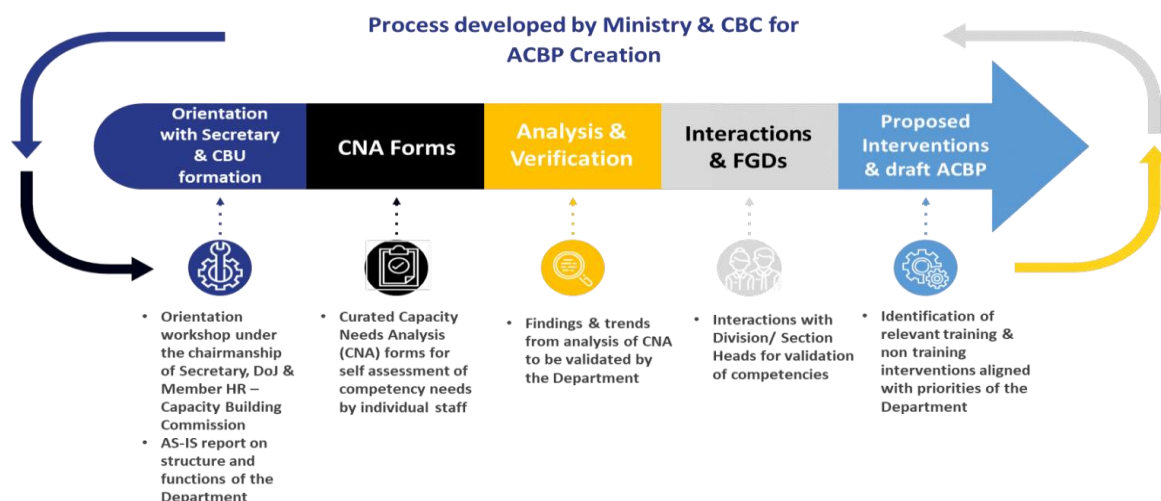
Figure 3: Steps for developing ACBP

Further the three key lenses for designing the capacity building plan were explained – contribution to national priorities, ability to assess emerging technologies impacting the future of the Department/ sector and citizen centric approach to be adopted by the MDOs to serve the nation. The key focus areas identified by the Department, under the three lenses, are summarized in the illustrative below:

National Priorities	Citizen Centricity	Emerging Technologies
Strengthening the Judiciary: Strengthening the judiciary and ensuring the timely delivery of justice by improving court infrastructure, appointing more judges to reduce pending cases, and digitizing court records	**Citizen Focused Justice Delivery:** Adopt and achieve a speedy, affordable, and technology enabled citizen centric doorstep justice delivery system	**AI-Committee:** Renewed focus on Artificial Intelligence Committee to propel use of AI application in translation of judicial documents, legal research assistance and process automation
Ensure Access to Justice: Providing equal access to justice to all citizens, regardless of their social, economic, or cultural backgrounds by setting up legal aid centres, increasing the number of judges, and reducing the backlog of pending cases	**Increase Public Awareness:** Increase public awareness about laws of the land and judicial system by conducting workshops, seminars, and public education campaigns on Fast track Courts, e-Courts, e-Filing, etc	**Use of Chat bots:** Enhancing the Case Information System & communicate with litigants through chat bots to enable early disposal of cases
Efficient Judiciary: Reducing delays and arrears in the system and enhancing accountability through structural changes, thereby setting performance standards and capacities	**Enhance Accessibility:** Enhance accessibility to its services by setting up legal aid centres in remote areas, providing mobile legal services, using technology to improve access to legal services and building an effective dispensation framework to deliver pro bono legal services	**E-Courts:** Using e-courts to digitize legal proceedings, improve efficiency and reduce the backlog of cases
		Blockchain: Use of blockchain to create a tamper-proof record of legal transactions. This can help to reduce fraud and improve transparency in legal transactions

Figure 4: Lenses of capacity building for DoJ

Also, to fulfill the mandate on facilitating development of Annual Capacity Building Plan (ACBP), every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DoJ was constituted on 16th December 2022 under the leadership of the Special Secretary, DoJ to lead the exercise within the Department.

Figure 5: Kick-off meeting

3. Overview of Department Justice

3.1 Vision of the Department

The vision of DoJ is to facilitate administration of Justice by ensuring easy access and timely delivery of justice to all.

3.2 Mission of the Department

The broad mission of DoJ revolves around the following mandate:

1. Ensuring adequacy of courts and judges
2. Servicing of appointment of Judges to the higher judiciary
3. Modernization of courts and procedures
4. Formulating policies for judicial reforms
5. Providing legal aid to the poor for improved justice delivery

As part of the ACBP exercise, an As-Is assessment of the Department was conducted to gain understanding on the Department's current state. Interactions were held with the leadership of the Department (Special Secretary and Joint Secretaries) along with heads of various divisions for gaining understanding on the organizational structure, key functions of the different divisions and past capacity building interventions undertaken by the Department. The following sub-section provides a summary of the As-Is assessment.

3.3 Summary of As-is assessment of the Department

The As-Is assessment focused on documenting the organization structure of the Department along with functions of the divisions. Qualitative data regarding roles and responsibilities was captured to comprehend the mandate of each division along with job roles of unique positions within each division. Documentation provided by the Department, as well as information available on the official website were used to comprehensively understand the organizational structure, schemes, etc. of the Department, a summary of which is presented in the subsequent sections of this report. The As-Is assessment report developed based on this understanding covered the following aspects:

- Vision and mission of the Department
- Mapping of organization structure of the Department along with functions of the different divisions and wings through conducting multiple interactions (one-on-one interviews and focused group discussions) with Department officials
- Major schemes and programmes
- Inputs on past training initiatives undertaken by the Department
- Identified priorities of the Department and future path in alignment with national priorities, citizen-centric goals and emerging technologies impacting the functioning of the Department by performing secondary research (DoJ's Annual Report, DoJ's official website, Vision 2047 Note, Legislative acts of the Department etc.) and primary consultations
- Existing challenges and opportunities at organizational and institutional level and way forward

The As-is assessment report was finalized basis the inputs received from CBU and the Department.

3.3.1 Organizational structure of the Department

The DoJ is under the Ministry of Law and Justice and is headed by Secretary. Presently, the Department has one Special Secretary, three Joint Secretaries and Divisional heads (DS/Directors) for the divisions viz.

a) Appointments
b) eCourts & Justice -II
c) Administration, Coordination and National Mission for Justice Delivery & Judicial Reforms Justice I, Access to Justice & LAP
d) Access to Justice & Justice-I

The overall organogram of DoJ is shown below:

Figure 6: Organogram of DoJ

The table below summarizes the broad functions of the four divisions in the Department.

Table 1: Overview of divisions

Divisions	Description
Appointments	The Division handles appointment of Chief Justice of India and Judges of the Supreme Court. The Division also handles appointment and transfer of Chief Justices and Judges in the High Courts and related issues. This division of the Department performs administration related functions including administering the attendance of Retired Judges at sittings of High Courts, the transfer of Judges (including Chief Justice) from one High Court to another High Court and the procedure of the appointment of Judges, vacancy positions, orders of appointment and transfer.
Justice II and e-Courts	The major work in this division revolves around facilitation of Fast Track Special Courts (FTSCs) and POCSO Courts across the nation. It also handles work related to maintaining LIMB portal and ensuring compliance to DGQI (Data Governance Quality Index) and responsibilities related to the matters concerning e-Courts.
Justice I & Access to Justice and Legal Aid to Poor	This Division has Justice – I sub-division which oversees service conditions of Supreme Court and High Court Judges, manages providing grants for pensionary benefits to judges, provides inputs to MEA and other Ministries for international cooperation as well as overlooking administration of acts and the first National Judicial Pay Commission and second National Judicial Pay Commission. The Access to Justice sub-division implements the scheme of Designing Innovative Solutions for Holistic Access to Justice, plans budgets, and enables integrated delivery of legal services. The Legal Aid to Poor sub-division overlooks the functioning of the National Legal Services Authority and provides grants for implementing legal aid programs.
Administration, Coordination and National Mission for Justice Delivery and Judicial Reforms (NMJR)	The Administration Division is entrusted with the responsibility of personnel/General administration of the Department of Justice including budget, finance, audit, RTI, eOffice, training, Hindi/Rajbhasha matters, and Swachhta Action Plan in respect of Department of Justice. The Coordination branch of the Division ensures time bound action on Parliamentary Matters, convenes various consultative Meetings. The National Mission for Justice Delivery and Legal Reforms aims to reduce delays and arrears in the judicial system and enhance accountability. The mission mandate involves better infrastructure for courts, increase in strength of subordinate judiciary, policy and legislative measures, and emphasis on human resource development. The division is responsible for implementing the Centrally Sponsored Scheme for development of infrastructure facilities, promoting ease of doing business, and participating in various indices under the aegis of NITI Aayog.

3.3.2 Summary of past capacity building interventions

In order to understand existing capacity building initiatives in the Department and exposure of its employees to trainings, data was collected on the following aspects:

- Last training attended by the employees
- Nature of training
- Duration of training
- Mode of training
- Provider institute for training

A snapshot of the analysis is presented below of total **41/41 responses** received:
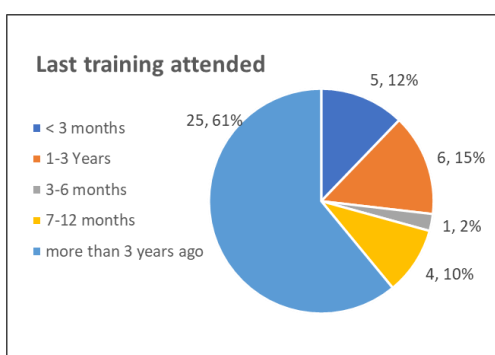
Figure 7: Last Training Attended
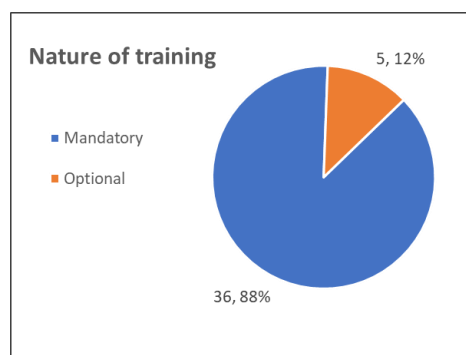
Figure 8: Nature of Training Attended
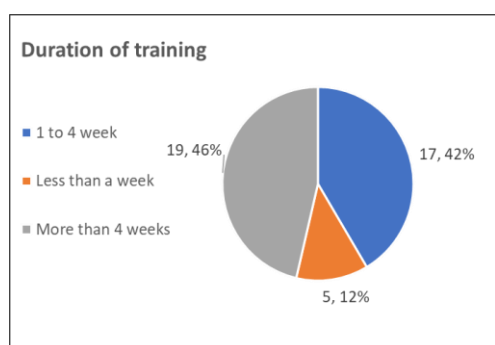
Figure 9: Duration of training
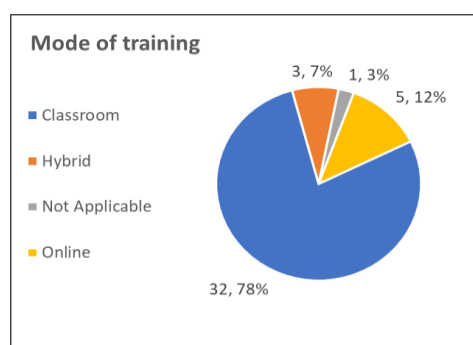
Figure 10: Mode of training

It was observed that 61% of employees have not attended any training in last one year (Fig 7) and 88% of these trainings have been mandatory in nature (Fig 8). 46% of the trainings have been long trainings involving employees for over 4 weeks and 78% of trainings were conducted through classroom programs (Fig 9 & 10).

It was also observed in the analysis that ISTM is the major training institute where the departmental employees (76%) have got trained on areas like noting, drafting and rules and regulations, RTI, e-Office, cabinet note, budgeting & financing, Conduct Rules, Leave Rules, LTC Rules, TA Rules, Parliamentary Procedures, Stress Management, Time Management etc. The themes of the trainings that respondents

attended indicates that the majority of the trainings are mandatory ISTM trainings and are related to functional aspects largely.
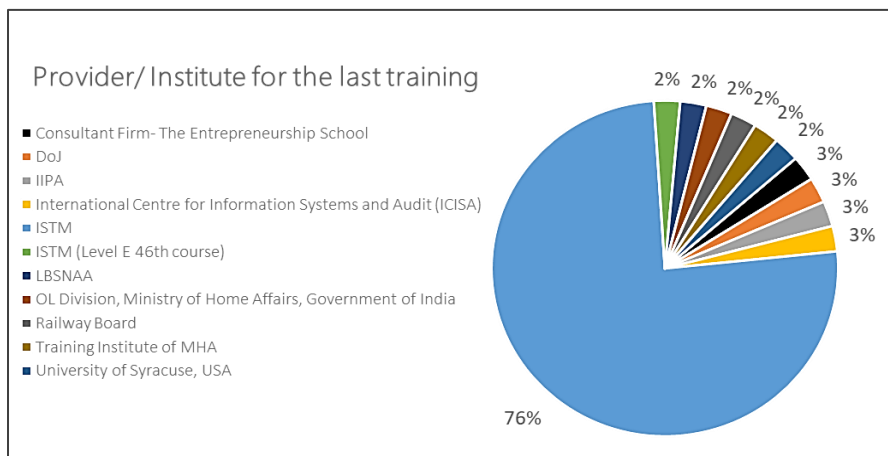
Figure 11: Provider institutes for training

Change impact of training: 95% of the employees believe trainings lead to better efficiency and a training program suited to employees' ask and role requirement would have a positive impact on employee's morale.
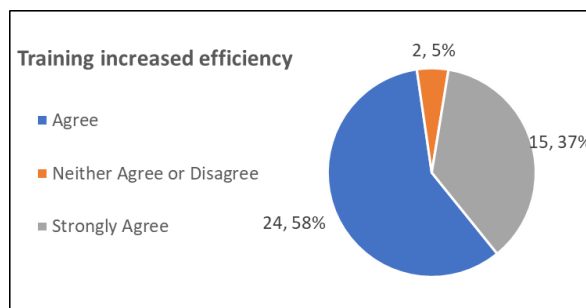
Figure 12: Change impact of trainings

There is a strong need of increasing training interventions in the Department to keep the employees abreast of the advancements in the domain and upskill them. A shift in focus from mandatory cadre-based trainings to role-based training interventions is need of hour. More byte sized learning programs needs to be developed and make learning more accessible and learner driven. Also, classroom trainings alone cannot address the growing need to upskilling employees – anyplace, anytime trainings should be accessible and available to learners at their comfort. Focus on training in domain areas along with functional and behavioural needs to be developed - a comprehensive capacity building plan including the best of training courses and institutes needs to be developed to address the employees need. In order to identify training needs across domain, functional and behavioural areas a comprehensive competency need analysis for the Department was conducted.

4. Competency Need Analysis for the Department

Based on work allocation and functions of the different divisions at DoJ, secondary research as well as primary consultations were conducted to identify the required competencies at unique role level. These individual level competencies were segregated into domain, functional and behavioural categories.

Additionally, a competency needs assessment form was also circulated within the Department to perform self-assessment of required competencies at individual level by the present incumbents.

Number of divisions	Number of unique positions
4	32

Figure 13: Coverage across the Department

4.1 Data collection for competency need analysis

A questionnaire was designed for the purpose of self-assessment of competency needs by the present incumbents in the Department. Following steps were taken to ensure a well-crafted and effective questionnaire:

- Devise comprehensive questionnaire (attached in Annexure) to capture:
  - **Profile of employee:** Basic details like designation, division, cadre, time spent in Department, etc.
  - **Roles and responsibilities** of the present incumbents
  - **Previous trainings:** Document participation of the incumbent in previous training intervention, provider institutes, last instance of training, duration of training, etc.
  - **Competency requirement at individual level:** Domain, Functional, Behavioural and Technology competency needs of the present incumbents
  - **Employee's Voice:** Suggestions from employee to improve upon service delivery of the Department to make it more citizen centric, understand organizational and institutional challenges faced by employees and seek suggestive solutions on these areas
- Inputs/feedback were taken from the Department for finalization of the questionnaire
- Finalised questionnaire was reviewed and approved by CBC and CBU
- Identify and finalize the **means of sharing questionnaire**: For circulating the survey form amongst all employees, a dedicated Gmail account [doj.acbp@gmail.com] was created for the Department, and the survey was distributed using Google Forms

A robust follow-up mechanism was set with CBU to encourage employees to fill in the forms within the stipulated time period and to achieve a statistically significant response rate.

4.1.1 Survey coverage and data validation

The google from was circulated in the Department on 28ᵗʰ December 2023 and responses were collected from the employees till 21ˢᵗ January 2023. A total of **41 responses (100%)** were received from employees across designations and divisions. The table below tabulates responses received across designations in the Department.

Table 2: CNA Response Details

Designation	CNA Questionnaire floated to	No. of Responses received	Response Rate%
Special Secretary	1	1	100%
Joint Secretary	2	2	100%
Deputy Secretary	6	6	100%
Director	2	2	100%
Under Secretary	7	7	100%
Section Officer	7	7	100%
Assistant Section Officer	11	11	100%
Principal Staff Officer	1	1	100%
Principal Private Secretary	2	2	100%
Private Secretary	1	1	100%
JSA	1	1	100%
TOTAL	**41**	**41**	**100%**

Once a significant response rate was achieved across all designations in the Department, a confirmation was sought from the Department and CBC to close the survey form to move towards the analysis stage. The following steps were taken to analyze the responses:

- Initiated competency need analysis basis the questionnaire responses by present incumbents
- Identified required domain, functional and behavioural competency at individual level for each unique role
- Identified competency requirements division wise, position wise as well as at an organizational level
- Validated the preliminary findings from the CNA through FGDs with vertical/wing head
- Deduced the most essential/must-have individual and organizational level competencies across all designations/roles by creating heatmaps
- Suggested the appropriate type of training interventions to address identified competency gaps for effective capacity building within the Department

4.2   Key insights from CNA exercise

Based on the responses received across Department and designations, the response data was analyzed to identify the competency needs arising out of the survey at individual level for unique job roles. The following sub-sections highlight key findings from the survey.

4.2.1 Respondents Analysis

An analysis of profile of the respondents was done to understand the cadre of employees working in the Department, years of experience of working in the Department, years spent on same post etc. for developing a baseline of employee profile of the Department. A snapshot of the employee profile is provided below:
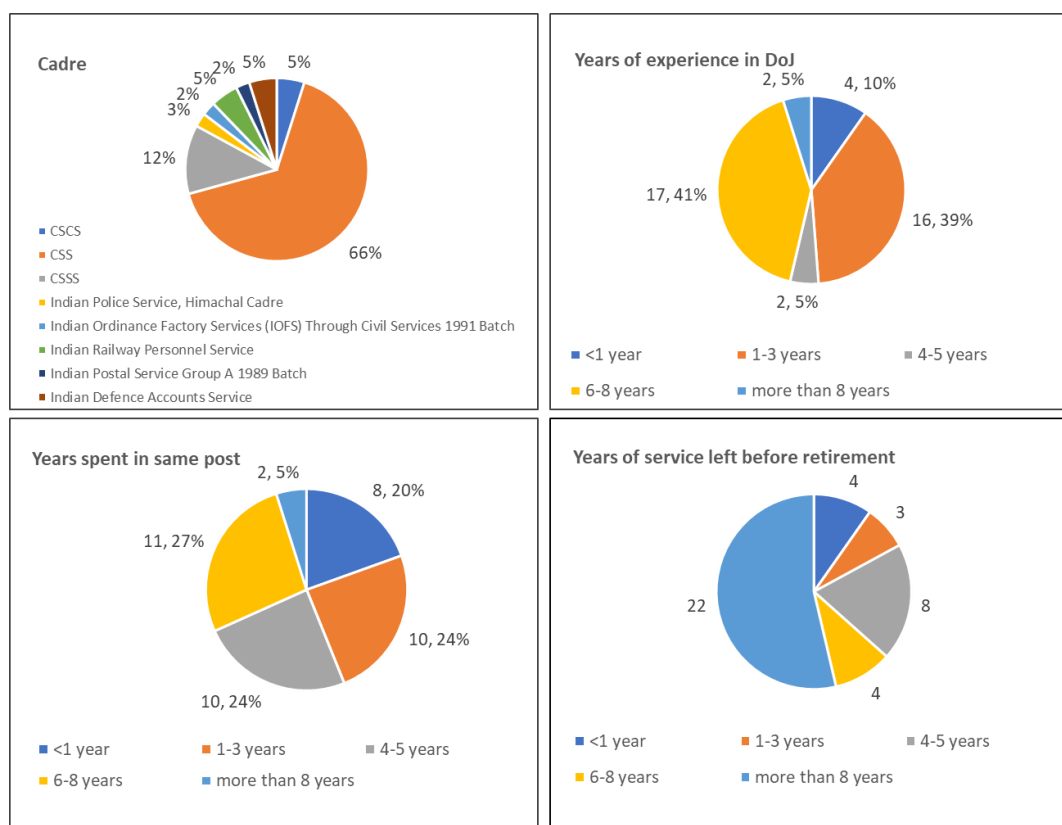
Figure 14: Analysis of respondent profile

Respondent analysis elucidates that majority of respondent (66%) are from CSS cadre, followed by CSSS (12%) and CSCS & IDAS (5%). Officers are also deputed in the Department from various other cadres (IPS, IOFS, IRPS and IPOS cadre).

<u>Years of experience in DoJ:</u> 46% of the employee have more than 6 years of experience in the Department. Also, 10% of the employee have also been inducted recently (<1 year in the Department) indicating a need for a strong induction programme for the Department.

<u>Years spent in the same post:</u> 32% of respondents are in same post for more than 6 years. Also 20% of the employee have been in the post for less than a year, which may necessitate trainings to reinforce competencies or acquire new competencies in domain, functional or behavioural category.

4.2.2 Competency needs identified across Department and levels

4.2.2.1   Domain Competency Analysis

The graph below identifies the top 5 domain competencies highlighted by the Department in the survey.
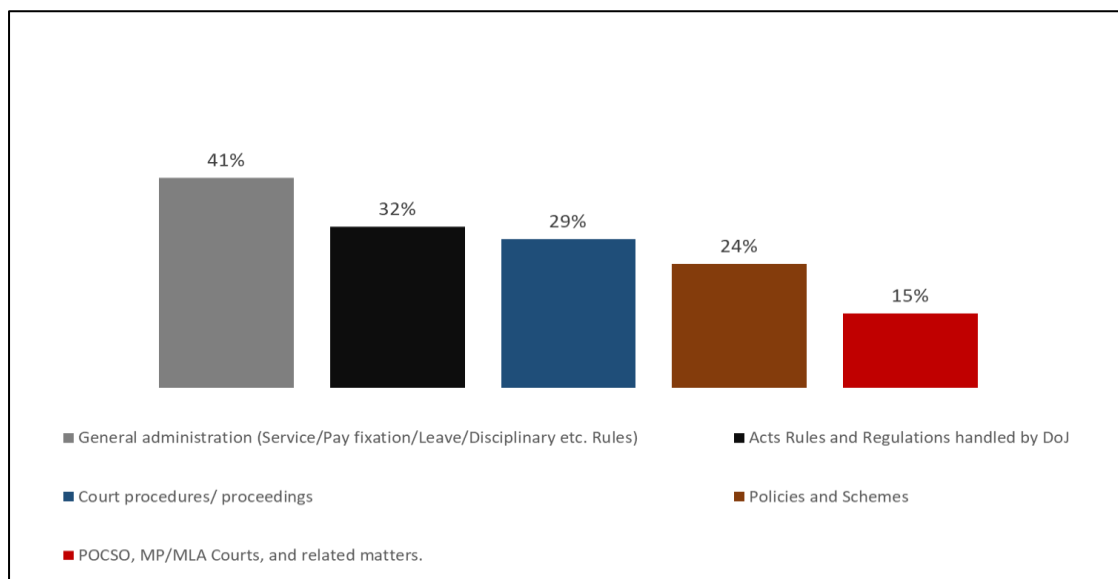
Figure 15: Organization Level Domain Competencies

Further analysis was done on designation-wise domain competency requirements as depicted in the graphs below (Fig 16).

Figure 16: Designation wise domain competency needs

The finalized domain competency required for each unique role is mapped in section 4.3.

4.2.2.2   Functional Competency Analysis

The graph below identifies the top 6 functional competencies highlighted by the Department in the survey.
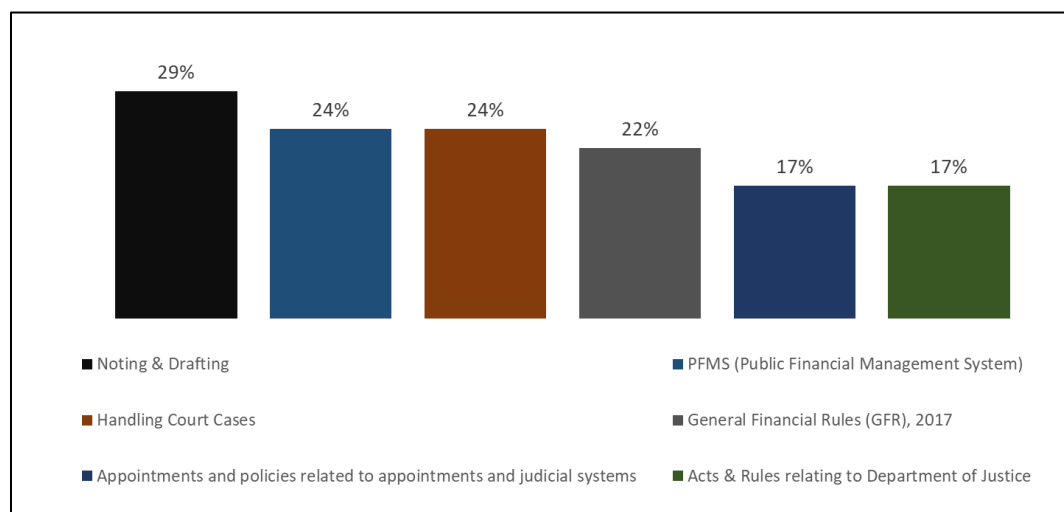
Figure 17: Organization Level Functional Competency Needs

Top functional competency needs from the CNA are Noting and Drafting, PFMS (Public Financial Management System), Handling Court Cases, General Financial Rules (GFR) 2017, Appointments and policies related to appointments and judicial systems, Acts & Rules relating to the Department of Justice. Further analysis was done on designation-wise functional competency requirements as depicted in the graphs below (Fig 18).

Figure 18:Designation wise functional competencies

The finalized functional competency required for each unique role is mapped in section 4.3.

4.2.2.3   Behavioural Competency Analysis

The graph below identifies the top 5 behavioural competencies highlighted by the Department in the survey.
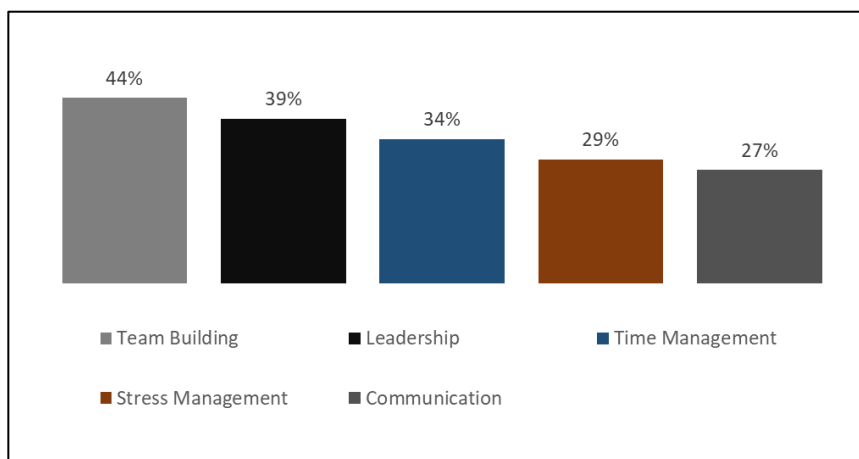
Figure 19: Organization Level Behavioural Competency Needs

The top behavioural competency needs for the Department are team building, leadership, time management, stress management and communication. Further analysis was done on designation-wise behavioural competency requirements as depicted in the graphs below (Fig 20).

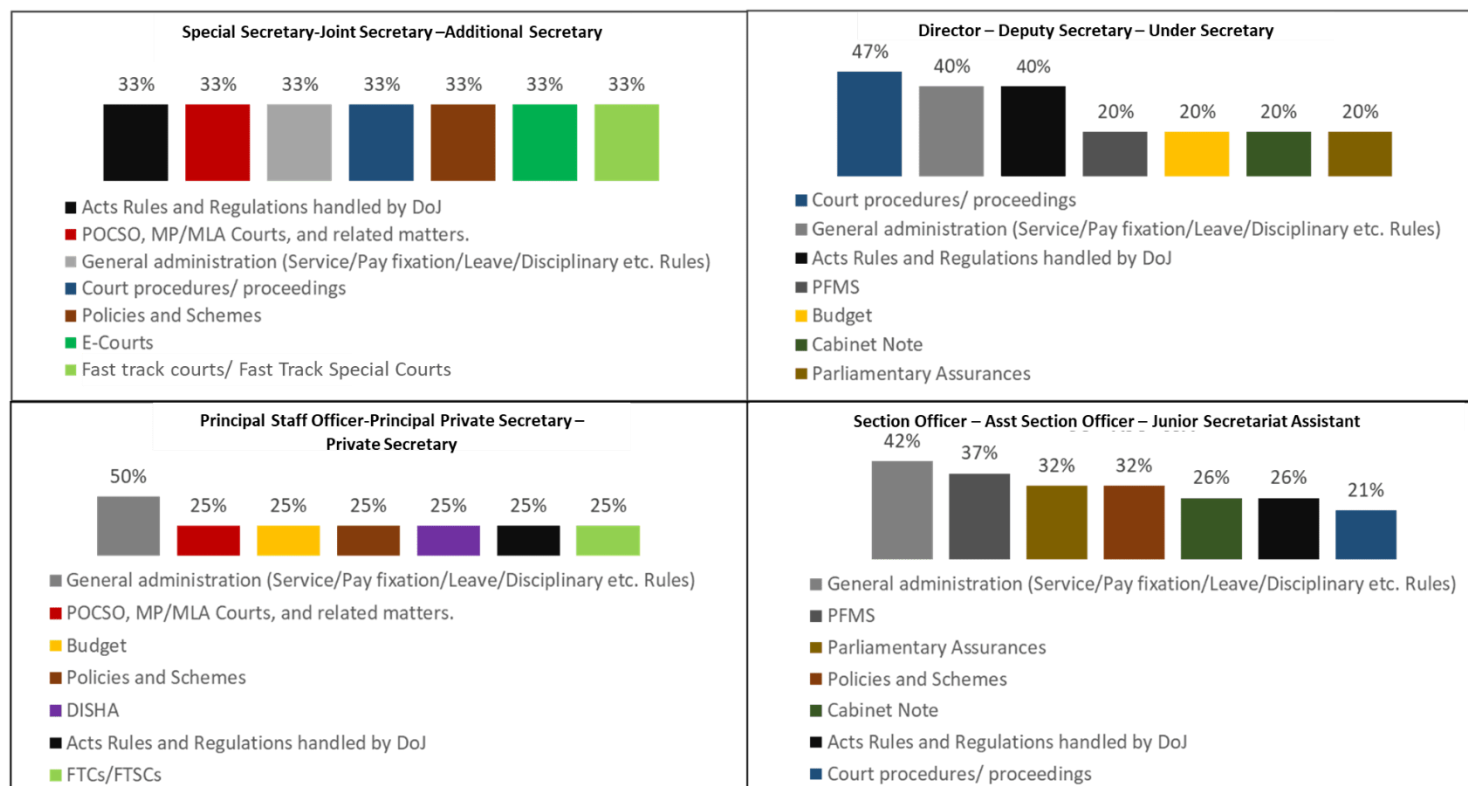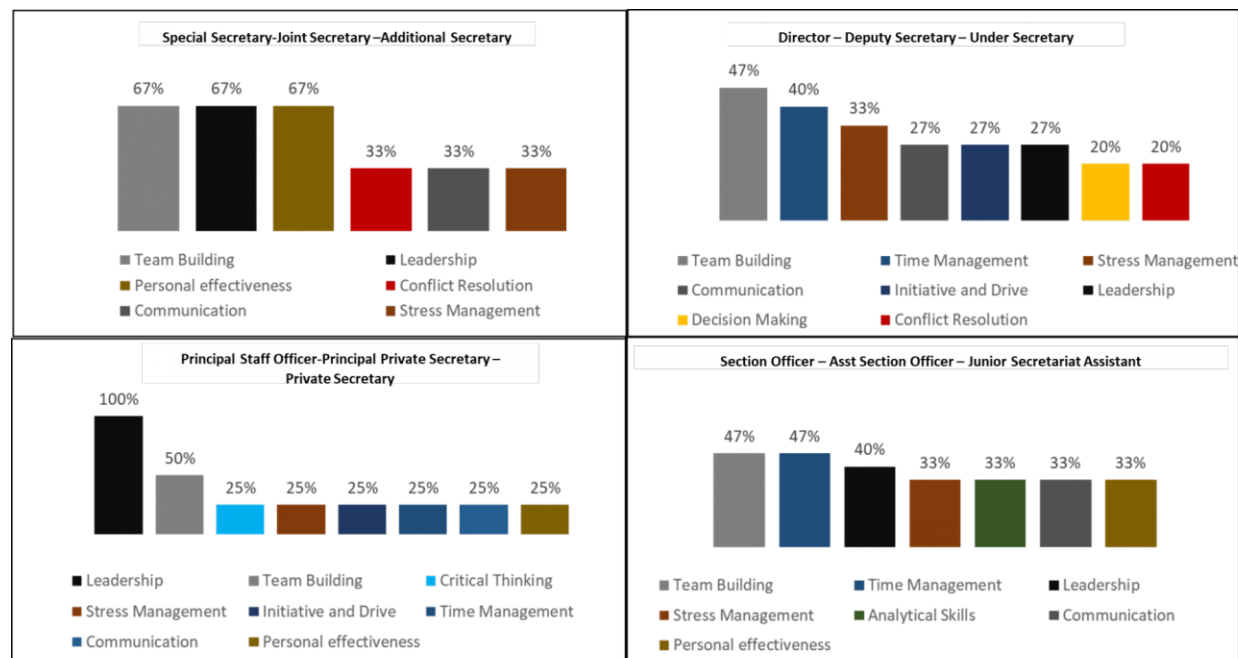*Figure 20: Designation wise Behavioural Competency Needs*

The finalized behavioural competency required for each unique role is mapped in section 4.3.

4.3 Detailed competency needs analysis at unique position level

Competency requirement of the Department at an individual level emanating from the need analysis exercise and further validated through FGDs with the divisions is outlined in the table for each unique role:

Table 3: Detailed competency requirement AS-JS

Incumbent	Role	Domain	Behaviour	Functional

Special Secretary	SS (Appointments)	• Knowledge of Acts rules and regulations:
		  ▪ (The) Judges (Protection) Act, 1985
		  ▪ The Judges Inquiry Act, 1968
		  ▪ The Supreme Court (Number of Judges) Amendment Act, 2019
		• Knowledge about Appointment & transfer and removal processes of the Judges of Supreme Court and High Courts.
		• Knowledge about Judgments of the Supreme Courts in the matter of appointments of Judges to the Constitutional Courts, namely
		• The First, Second and the Third Judges Cases and National Judicial Appointment Commission judgment 2015.
		• Memoranda of Procedure for appointment of CJI and Judges of the Supreme Court of India and Appointment and Transfer to Chief Justices and Judges of the High Courts.
		• Issues relating to Judicial accountability.
		• Knowledge on All India Judicial Service
		• Knowledge of procedure on setting up of Supreme Court and High Court Benches.
			• Visionary Leadership
			• Decision making
			• Result Orientation
			• Team Management & Development
			• Communication
				• Knowledge of appointment processes and issues involved.
				• Knowledge of relevant Acts and Laws including Law laid down by the Supreme Court of India.
				• Parliamentary Rules and procedures.
				• Periodic Review of the work of the Division
				• Matters relating to the Cabinet and its committees and monitoring of progress on various issues flagged by the Cabinet Secretariat /PMO etc.
				• Knowledge on General administration and establishment matters
				• Monitoring and Evaluation
				• Digital Fluency {Digital Tools (MS office, Excel & PPT)}
				• Court procedures and handling litigation on judicial appointments.
				• All matters relating to judicial appointments and issues relating thereto.

Incumbent	Role	Domain	Behaviour	Functional
JS (Justice II & eCourts)	JS (Justice II & eCourts)	• Knowledge on Administration of National Judicial Academy • Knowledge of compliances under DGQI • Knowledge on FTSCs and POCSO and other special courts • Liaisoning with MHA and WCD • Project/Programme Implementation-eCourts • Knowledge on Digitization and connectivity (WAN, case information system, platforms and mobile apps)	• Visionary Leadership • Decision making • Result Orientation • Team Management & Development • Communication	• Project Management • Monitoring & evaluation (FTSCs, POCSO courts, etc) • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Financial Management (Budget/ PFMS) • GFR - Public Procurement Framework (GeM Portal, DFPR, etc)
JS (Justice I & Access to Justice)	JS (Justice I & Access to Justice)	**Justice-1:** • Knowledge on Pay, Allowance & Pension matter for Judges • Knowledge on Court procedures/ proceedings • Knowledge on MoUs with other countries related to judicial areas (International cooperation) • Grievance Redressal **Access to Justice:** • Understanding of concept of Access to Justice • Knowledge of scheme and component of DISHA (Designing innovative solutions for Holistic Access to Justice) • Role of technology in ensuring access to justice to citizens at grassroot • Knowledge of Legal Services Authorities Act	• Visionary Leadership • Decision making • Result Orientation • Team Management & Development • Communication • Influencing & negotiation • Conflict Resolution	• Financial Management (Budget Planning & Accounting) • Monitoring and Evaluation • Digital service delivery • Event Management/ Capacity building • Public awareness & communication
JS (NM-JR)	JS (National Mission for Justice Delivery & Judicial Reforms; and Administration)	• Knowledge of Acts rules and regulations such as Judicial Officers Protection Act,1850 • Knowledge on functioning of Centrally Sponsored Schemes • Knowledge of PFMS system of fund distribution and monitoring mechanism • Emerging Trends in Judicial Reforms aimed at larger mandate of pendency reduction, reducing arrears, judicial process re-engineering, understanding of procedural issues that create backlog in courts, tackling vacancy related issues in judiciary, Ease of Doing Business and how the commercial courts are facilitating its cause through technological interventions and other means.	• Visionary Leadership • Decision making • Result Orientation • Team Management & Development • Communication • Innovation and improvement • Policy changes and formulation	• Monitoring & Evaluation (Central Sponsored/Sector Schemes) • Policy Development • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Project Management • Parliamentary Rules and procedures. • Periodic Review of the work of the Division • Matters relating to the Cabinet and its committees and monitoring of progress on various issues flagged by the Cabinet Secretariat /PMO etc.

Incumbent	Role	Domain	Behaviour	Functional
		• Knowledge on various indices like (ROLI, World Governance Index) and how they can be leveraged to promote reforms and enhance India's ranking in the comity of Nations. • Collaboration and Coordination with State Governments for Nyay Vikas Portal		• Knowledge on General administration and establishment matters

Table 4: Detailed Competencies for Directors & DSs

Incumbent	Role	Domain	Behaviour	Functional
Director (eCourts)	**Director (eCourts)**	• Project/Programme Implementation-eCourts • Knowledge on Digitization and connectivity (WAN, case information system, platforms and mobile apps)	• Result Orientation • Communication • Learning Agility • Innovation and Improvement • Stress Management • Time Management	• Financial Management (Budget/ PFMS) • Handling Parliamentary Matters • Handling RTI Matters • GFR, GeM Portal, DFPR, Rules • Digital Fluency (Digital Tools (MS office, Excel & PPT))
DS (Justice II)	**Director (Justice II)**	• Knowledge on Administration of National Judicial Academy • General Financial Rules (GFR), 2017 • Knowledge of compliances under DGQI • Knowledge on FTSCs and POCSO and other special courts • Liaisoning with MHA and WCD	• Result Orientation • Communication • Learning Agility • Innovation and Improvement • Stress Management • Time Management	• Monitoring & evaluation (FTSCs, FTCs, Family Court, etc.) • Project Management • GFR, GeM Portal, DFPR, Rules • Financial Management (Budget/ PFMS) • Knowledge on drafting SFC/EFC notes • Handling RTI Matters • Handling Parliamentary Matters • Digital Fluency (Digital Tools (MS office, Excel & PPT))

DS (Appointment)	**DS (Appointment)**	• Knowledge of Acts rules and regulations:
		  ▪ (The) Judges (Protection) Act, 1985
		  ▪ The Judges Inquiry Act, 1968
			• Result Orientation
			• Communication
			• Learning Agility
				• Appointments and related matters
				• Service rules/ creation of service
				• Conduct Rules and Disciplinary proceedings

Incumbent	Role	Domain	Behaviour	Functional
		▪ The Supreme Court (Number of Judges) Amendment Act, 2019 • Knowledge on Judicial appointments and administration • Knowledge on Appointment, transfer, and removal processes of the Judges • Knowledge about Judgments of the Supreme Courts in the matter of appointments of Judges to the Constitutional Courts, namely • The First, Second and the Third Judges Cases and National Judicial Appointment Commission judgment 2015. • MoP for appointment of Judges of the Supreme Court and High Courts. • Issues relating to Judicial accountability. • All India Judicial Service • Knowledge of procedure on setting up of Supreme Court and High Court Benches.	• Innovation and Improvement • Stress Management • Time Management • Team building and Leadership	• Cabinet notes • Project Management • Monitoring & evaluation • Financial Management (Budget/ PFMS) • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Handling RTI Matters • Handling Parliamentary Matters • Public Grievances • Court procedures and handling litigation on judicial appointments. • All matters relating to judicial appointments and issues relating thereto. • Record Management • Monitoring the updating of Appointment software
DS (Administration & Coordination)	DS (Administration & Coordination)	• Knowledge on Transfer, posting and personnel matters (regular and contractual staff) • Knowledge on Administrative & vigilance matters • Knowledge on disciplinary/ vigilance proceedings • Knowledge on implementation of Official Language	• Result Orientation • Communication • Learning Agility • Innovation and Improvement • Stress Management • Time Management	• Handling RTI Matters • Noting and Drafting • Financial Management (Budget/ PFMS) • Digital Fluency (Digital Tools (MS office, Excel & PPT))

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Incumbent	Role	Domain	Behaviour	Functional

Deputy Secretary (Justice I)	**Deputy Secretary (Justice I)**	• Pay, Allowance and Pension matters for Judges
		• Grievance Redressal
		• Administration of National Judicial Pay commission
		• Knowledge on MoUs with other countries related to judicial areas (International Cooperation).
		• Administration of Acts
		  ▪ The Supreme Court Judges (Salaries and Conditions of Service) Act, 1958
		  ▪ The High Court Judges (Salaries and Conditions of Service) Act, 1954
		  ▪ Amendment in High Court Judges (Salaries and Conditions of Service) Act, 1954
		  ▪ Amendment in Supreme Court Judges (Salaries and Conditions of Service) Act, 1958
		  ▪ The Delhi High Court Act, 1966
		  ▪ The Contempt of Courts Act, 1971
		  ▪ The Court Fees Act, 1870
		• Knowledge on Salaries-Services Conditions
			• Result Orientation
			• Communication
			• Learning Agility
			• Innovation and Improvement
			• Stress Management
			• Time Management
				• Cabinet Notes
				• Knowledge on drafting SFC/EFC notes
				• Knowledge on General administration and establishment matters
				• Handling Parliamentary Matters
				• GFR, GeM Portal, DFPR
				• Digital Fluency (Digital Tools (MS office, Excel & PPT))

Director (Access to Justice)	**Director (Access to Justice and Legal Aid to Poor)**	• Understanding of concept of Access to Justice
		• Knowledge of scheme and components of DISHA (Designing innovative solutions for Holistic Access to Justice)
		• Role of technology in ensuring access to justice to citizens at grassroot level
		• Knowledge on Probono concept
		• Designing capacity building and legal literacy Programmes
		  • Acts Rules and Regulations:
		    ▪ The Legal Services Authorities Act, 1987
			• Result Orientation
			• Communication
			• Learning Agility
			• Innovation and Improvement
			• Stress Management
			• Time Management
				• Project Management
				• Financial Management (Budget/ PFMS)
				• Monitoring & Evaluation
				• Knowledge on drafting SFC/EFC notes
				• Digital Fluency (Digital Tools (MS office, Excel & PPT))
				• Creating Public awareness

Incumbent	Role	Domain	Behaviour	Functional
Director (NM)	Director (National Mission for Justice Delivery & Legal Reforms)	• Knowledge on functioning of Centrally Sponsored Schemes • Knowledge of PFMS system of fund distribution and monitoring mechanism • Knowledge about the National Mission and its schemes and the role of Advisory Council/Governing Council. • Knowledge about Parliamentary process, procedures, introduction of bills, EFC, preparing cabinet note, etc. • Knowledge about the functioning and structure of NITI Aayog and how it monitors the various projects of GoI including where DoJ is the nodal department or line department on various indices like (ROLI, GETI, World Governance Index) and DGQI/OOMF • Collaboration and Coordination with State Governments for scheme implementation, data collection and overall monitoring of national mission agenda w.r.t. successful budget utilization through proper channel including for Nyay Vikas Portal • Judicial Officers Protection Act, 1850	• Result Orientation • Communication • Learning Agility • Innovation and Improvement • Stress Management • Time Management	• Noting & Drafting • Project Management • Monitoring & Evaluation • Knowledge on drafting SFC/EFC notes • Digital Fluency (Digital Tools (MS office, Excel & PPT))
Deputy Secretary (Judicial Reforms)	Deputy Secretary (Judicial Reforms)	• Emerging Trends in Judicial Reforms and areas that could be intervened into by way of promoting action research • Knowledge about court processes and how to prepare various draft replies /establish liaison with ASG/advocates/lawyers, etc.in court cases in which DoJ is party w.r.t judicial infrastructure and other matters • Knowledge about Ease of Doing Business and how its cause could be promoted through successful follow up by the commercial courts • Judicial Officers Protection Act, 1850	• Result Orientation • Communication • Learning Agility • Innovation and Improvement • Stress Management • Time Management	• Project Management • Noting & Drafting • Monitoring & evaluation (Central Sponsored/Sector Schemes, Legal Aid Programmes) • Financial Management (Budget/ PFMS) • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Handling RTI Matters • Handling Parliamentary Matters

Table 5: Detailed Competencies for USs

Incumbent	Role	Domain	Behaviour	Functional

US (Appointments) (02 posts)	US (Appointments) (US I & II)	• Knowledge of Acts rules and regulations:
		  ▪ (The) Judges (Protection) Act, 1985
		  ▪ The Judges Inquiry Act, 1968
		  ▪ The Supreme Court (Number of Judges) Amendment Act, 2019
		• Knowledge about Appointment & transfer processes of the Judges
		• Knowledge on Dealing with Grievances (against the Judges of Supreme Court/High Courts)
		• Knowledge of parliamentary procedures
		• Knowledge of Conduct Rules and Disciplinary proceedings
		• Knowledge about Judgments of the Supreme Courts in the matter of appointments of Judges to the Constitutional Courts, namely
		• The First, Second and the Third Judges Cases and National Judicial Appointment Commission judgment 2015.
		• Knowledge of procedure on setting up of Supreme Court and High Court Benches.
			• Initiative & Drive
			• Accountability
			• Proactiveness
			• Teamwork and Collaboration
			• Time Management
			• Stress Management
			• Communication
			• Gender Sensitivity
				• Office procedure
				• office management
				• Cabinet note
				• Noting & Drafting
				• Handling RTI Matters
				• Handling Parliamentary Matters
				• Digital Fluency (Digital Tools (MS office, Excel & PPT))
				• Correspondence Management
				• Conduct Rules and Disciplinary proceedings
				• Court procedures and handling litigation on judicial appointments.
				• All matters relating to judicial appointments and issues relating thereto.
				• Record Management
				• Implementation of Official Language Policy in the Division
				• Ensuring updating of data in the Appointment software
				• Parliamentary Procedure

US (Coordination)	US (Coordination)	• Knowledge on collating and drafting Annual Report • Inter-departmental coordination and knowledge sharing	• Initiative & Drive • Accountability • Proactiveness • Teamwork and Collaboration • Time Management • Stress Management • Communication	• Cabinet notes • Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Handling Parliamentary Matters • GFR, GeM Portal, DFPR
US (Cash, R&I, General Administration)	US (Cash, R&I, General Administration)	• Knowledge of Central secretariat Manual of office procedure • Knowledge on Acts, Rules & Regulations (Financial Power Rules, 1978) • Knowledge on procurement methods	• Initiative & Drive • Accountability • Proactiveness • Teamwork and Collaboration • Time Management	• Knowledge on General Administration and establishment matters • Noting & Drafting • Financial Management (Budget/ PFMS) • Translation (Hindi language)

Incumbent	Role	Domain	Behaviour	Functional
		• Knowledge on General Administration (Service/Pay fixation/Leave Rules and Disciplinary Proceedings) • Knowledge on implementation of Official Language	• Stress Management • Communication	• GFR, GeM Portal, DFPR • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Vigilance and Disciplinary Matters
US (Justice II & E-Courts)	US (Justice II & E-Courts)	• Knowledge on Administration of National Judicial Academy • Knowledge of compliances under DGQI • Knowledge on FTSCs and POCSO and other special courts. • Liaisoning with MHA and WCD • Coordination and Collation of Data for Finance Commission • Project/Programme Implementation-eCourts • Knowledge on Digitization and connectivity (WAN, case information system, platforms and mobile apps) • Tour Management	• Initiative & Drive • Accountability • Proactiveness • Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Monitoring & evaluation • Project Management • Correspondence Management • GFR, GeM Portal, DFPR • Financial Management (Budget/ PFMS) • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Knowledge on Preparation/updation of Citizen Charter

US (Justice I)	US (Justice I)	• Administration of National Judicial Pay commission
		• Knowledge on Pay Allowance, Pension matters for Judges
		• Knowledge on MoUs with other countries related to judicial areas (International cooperation)
		• Knowledge on Acts and Rules
		  ■ The Contempt of Courts Act, 1971
		  ■ The Court Fees Act, 1870
		  ■ The Delhi High Court Act, 1966
		  ■ The Supreme Court Judges (Salaries and Conditions of Service) Act, 1958
		  ■ The High Court Judges (Salaries and Conditions of Service) Act, 1954
		  ■ Amendment in High Court Judges (Salaries and Conditions of Service) Act, 1954 and Supreme Court Judges (Salaries and Conditions)
			• Initiative & Drive
			• Accountability
			• Proactiveness
			• Teamwork and Collaboration
			• Time Management
			• Stress Management
			• Communication
				• Cabinet Note
				• Noting & drafting
				• Grievance Redressal
				• Handling Parliamentary Matters
				• GFR, GeM Portal, DFPR
				• Digital Fluency (Digital Tools (MS office, Excel & PPT))

Incumbent	Role	Domain	Behaviour	Functional
US (National Mission for Justice Delivery & Legal Reforms)	**US (National Mission for Justice Delivery & Legal Reforms)**	• Knowledge on enhancement of judicial infrastructure • Knowledge on various indices like (ROLI, World Governance Index) • Collaboration and Coordination with State Governments for data collection exercise and for timely action w.r.t. targets set. Including for Nyay Vikas Portal • Proper maintenance of data and maintaining all kinds of records for posterity. • Judicial Officers Protection Act, 1850	• Initiative & Drive • Accountability • Proactiveness • Teamwork and Collaboration • Time Management • Stress Management • Communication	• Cabinet Note • Noting & Drafting • Financial Management (Budget/ PFMS) • Monitoring & evaluation • Grievance Redressal • Handling RTI Matters • Handling Parliamentary Matters • Digital Fluency (Digital Tools (MS office, Excel & PPT))

Table 6: Detailed Competencies for SOs

Incumbent	Role	Domain	Behaviour	Functional
SO (Coordination)	**SO (Coordination)**	• Correspondence Management • Inter-ministerial coordination	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Developing Cabinet note • Noting & Drafting • Handling Parliamentary Matters • Knowledge on General Administration and establishment matters • Financial Management (Budget/ PFMS) • Digital Fluency (Digital Tools (MS office, Excel & PPT))
SO (Receipts & Issue)	**SO (Receipts & Issue)**	• Knowledge on General administration of receipts & issue section • Knowledge on Tax computation • Knowledge of bill processing	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Financial Management (Budget/ PFMS)
SO (Cash)	**SO (Cash)**	• Budgeting and Accounts • Knowledge on Tax computation • Knowledge of bill processing • IFD – Budget, Accounts, Payments	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Financial Acumen • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • GFR, GeM Portal, DFPR

Incumbent	Role	Domain	Behaviour	Functional
SO (RTI)	SO (RTI)	• Knowledge on Acts, Rules, and Regulations (RTI Act, 2005 and RTI rules) • Knowledge on Appeals and CIC matters • Knowledge of Central secretariat Manual of office procedure	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • GFR, GeM Portal, DFPR
SO (Grievance)	SO (Grievance)	• Knowledge on procedures of Grievance redressal • Root cause analysis	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT))
SO (Access to Justice)	SO (Access to Justice)	• Official Language related matters (Raajbhasha, translation of quarterly reports, answering the receipts) • Understanding of concept of Access to Justice • Knowledge of scheme and components of DISHA (Designing innovative solutions for Holistic Access to Justice) • Role of technology in ensuring access to justice to citizens at grassroot level • Knowledge on Probono concept	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Cabinet note • Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Translation (Hindi) • Handling RTI matters • Grievance Redressal • Knowledge on General Administration
SO (Justice-I)	SO (Justice-I)	• Knowledge on Service Conditions of Supreme Court and high court • Knowledge on Judicial Cooperation with foreign ministries • Knowledge on MoUs with other countries related to Judicial areas (International cooperation) • Knowledge on National Judicial Pay Commission (first and second)	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Cabinet note • Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Grievance Redressal • Handling Parliamentary Matters • Handling RTI Matters

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Table 7: Detailed Competencies for ASOs

Incumbent	Role	Domain	Behaviour	Functional
ASO (Appointments) (02 Posts)	ASO (Appointments) (ASO I & II)	• Knowledge on appointments and transfer of judges • Knowledge on Facilitating foreign visits of higher judiciary judges (High Courts and Supreme Courts) • Handling courts cases/ procedures • Parliamentary procedures • Data Management • Disciplinary procedure and Vigilance • Record Management • Knowledge about Judgments of the Supreme Courts in the matter of appointments of Judges to the Constitutional Courts, namely the First, Second and the Third Judges Cases and National Judicial Appointment Commission judgment 2015. • Knowledge of procedure on setting up of Supreme Court and High Court Benches. • Implementation of Official Language Policy in the Division • Parliamentary Procedure	• Teamwork and Collaboration • Time Management • Stress Management • Communication • Gender sensitivity	• Cabinet note • Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Handling RTI matters • Handling parliamentary matters • Data Management • Procurement procedure, including GeM. • Office procedures • E-Office • Disciplinary proceedings • Gender sensitization • Parliamentary procedures • Updation of data in the Appointment software
ASO 1	ASO (Administration)	• Knowledge on Bid floating and tenders • Knowledge on audit matters of the division	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • GFR, GeM Portal, DFPR • Tender Writing
ASO 2		• Knowledge on Official Language related matters • Knowledge on Administrative support (Good Governance Week, Har Ghar Dhyan, LiFE Pledge, Rashtriya Ekta Diwas, Supreme Court Mobile App 2.0, Vigilance Awareness Week)	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Event Management • GFR, GeM Portal, DFPR • Vigilance and Disciplinary Matters

Incumbent	Role	Domain	Behaviour	Functional
ASO (Justice II)	ASO (Justice II)	• General Administration works for Autonomous bodies • Knowledge on FTSCs and POCSO and other special courts • Knowledge on Fund release to national judicial academy, Bhopal and special court for MP/MLAS court in nine states	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Cabinet note • Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • GFR, GeM Portal, DFPR • Financial Management (Budget/ PFMS)
ASO 1	ASO (e-Courts)	• Knowledge on proposal examinations from High Courts • Knowledge on Budget estimates and getting approval for funds form IFD • Knowledge on administering eCommittee meeting for new technologies	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Financial Management (Budget/ PFMS) • Knowledge on general administration and establishment matters
ASO 2		• Knowledge on Correspondence of eCommittee and NIC	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Handling RTI Matters • Translation • Handling Parliamentary matters • Grievance Redressal
ASO (Legal Access to Poor)	ASO (Legal Access to Poor)	• Knowledge of Administration works for NALSA • Knowledge on Coordination between ministries and NALSA • Knowledge on Processing of files for Outsourcing staff for Supreme Court Mediation Centre (SCMC) • Knowledge on Release of Grants-in-Aid to NALSA, Parliamentary work related to NALSA, Creation of Posts for NALSA / Legal Services Authorities in Union Territories • Knowledge on working of Lok Adalats, legal awareness campaigns, Legal Aid Programs	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Grievance Redressal • Knowledge on general administration and establishment matters

Incumbent	Role	Domain	Behaviour	Functional

ASO	ASO (Justice I)	• Knowledge on Pay, Allowance and Pension matters for Judges
		• Knowledge on grievances related to service matter of the Judges and Court Cases
		• Knowledge on MoUs with other countries related to judicial areas (International cooperation)
		• Administration of Acts
		  ▪ The Delhi High Court Act, 1966
		  ▪ The Contempt of Courts Act, 1971
		  ▪ The Court Fees Act, 1870
			• Teamwork and Collaboration
			• Time Management
			• Stress Management
			• Communication
				• Noting & Drafting
				• Digital Fluency (Digital Tools (MS office, Excel & PPT))
				• Knowledge on general administration and establishment matters
				• Grievance Redressal

ASO (Judicial Reforms)	ASO (Judicial Reforms)	• Knowledge on Examination of proposals from State Governments • Knowledge of Nyaya Vikas portal • Knowledge on enhancement of judicial Infrastructure • Knowledge on Gram Nyayalas	• Teamwork and Collaboration • Time Management • Stress Management • Communication	• Noting & Drafting • Digital Fluency (Digital Tools (MS office, Excel & PPT)) • Correspondence Management • Financial Management (Budget/ PFMS) • Handling Parliamentary Matters • GFR, GeM, DFPR, Rules

5. Capacity Building Plan

The previous section details out the competency requirement across designations, based on which individual level capacity building initiatives have been planned across functional and behavioural areas. Further organizational level interventions have been proposed to enhance the overall capacity of the Department.

5.1 Individual capacity building initiatives (training interventions)

As part of the plan, training courses both online & offline, have been identified from different training providers across functional and behavioural areas. Based on ease of implementation (availability of existing programs on iGOT catering to specific needs), stakeholder buy-in, etc., implementation plan for the training courses have been divided into 4 quarters. . Further, the courses have been categorized as L1, L2, L3 and L4 based on duration of the course. Training calendars for different designations are presented in the following subsections.
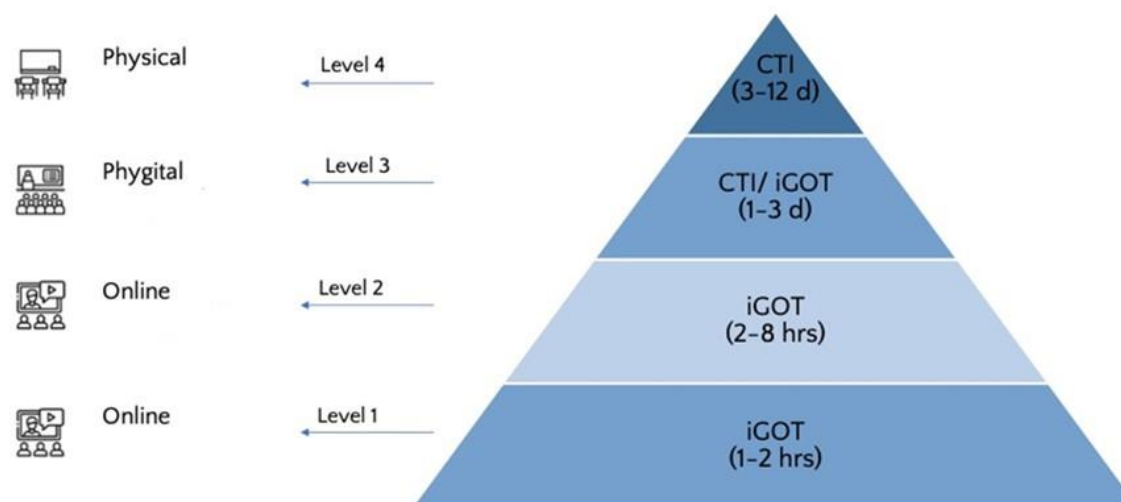
Figure 21: categorization of courses

5.1.1 Training calendar at SO-ASO level

Table 8: Training calendar at SO & ASO level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Introduction to Emerging Technologies	This course aims to build awareness about emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, Natural Language Processing, Internet of Things, Blockchain, Drone Technology, Augmented Reality and Virtual Reality in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20 m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional		DAKSHTA on iGOT*	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	ISTM	13h 40m	L1	Q1
Functional		DAKSHTA (Offline)	This offline training program focuses on the functional competencies of the participant as stated below: 1. RTI 2. Preventive Vigilance 3. Noting and Drafting 4. PFMS 5. Microsoft (Word, Excel & Presentation) 6. Court Case Management etc. This program is focused on giving practical exposure to the participants and hands on training with relevant case studies	Offline	-	ISTM	5 days	L2	Q2
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L1	Q2
Functional	Office Procedure, Noting & Drafting	Office Procedure	This course will guide about office procedures. It gives an overview about: • File management system • Management of DAK • Decision making in government • Record management	Online	iGOT	ISTM	2h 17m	L1	Q2
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Prerequisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q2
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h 3m	L1	Q3
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Microsoft Word Beginners	This course focuses on how to improve usage of Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L1	Q3

*Post completion of DAKSHTA module on iGOT, officers will be nominated for the 1 week duration DAKSHTA Offline course

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	Q3
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q3
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe. Capital-intensive schemes in all major Ministries and Departments seek to place a substantial focus on input-related risk factors, particularly the acquisition, exploration, and subsequent operation and maintenance part of the schemes.	Online	iGOT	IIPA	1h 59m	L1	Q3
Functional	Data Analytics	Data Driven Decision Making For Government	This course aims to equip government officials with the skills to utilize data and analytics tools for data-driven decision-making, leading to stronger public service delivery. Participants will learn visualization tools, data collection, feature engineering, and the application of emerging technologies, while also understanding their limitations.	Online	iGOT	WITP	2h 30m	L1	Q4
Functional	e-Office	e-Office	The course would impart knowledge on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Handling parliamentary matters	Parliament at Work	The module covers the legislative process in Parliament, including the classification and stages of bills, constitutional amendments, and the President's assent. It also explains the constitution, types, composition, and functions of parliamentary committees, including financial committees. Additionally, it covers the importance and types of parliamentary questions, handling procedures, and government assurances, including their monitoring and categorization.	Online	iGOT	ISTM	5h 41m	L2	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Result Orientation	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals.	Online	iGOT	DoPT	40m	L1	Q1
Behavioural	Communication	Effective Communication	This course will help learners to understand the basics of communication and the effectiveness of communication.	Online	iGOT	IIM-B	5h 34m	L2	Q2
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 16m	L1	Q3
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q3
Behavioural	Result orientation	Service Delivery Management	This course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L1	Q4
Behavioural	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 prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q4
Behavioural	Teamwork and Collaboration	Motivation, Team Building and Leadership	This course focuses on basic and advanced concepts of individual and group motivation and the team development processes	Offline	-	IIM Indore	3 days	L2	Q4
Behavioural	Stress Management	Yoga	The course provides a standardized and structured approach to the practice of yoga for individuals to promote well being	Offline	-	Art of Living/ MDNIY	2 days	L2	Q4

5.1.2 Training calendar at US level

Table 9: Training calendar at US level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L1	Q1
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Microsoft Word Beginners	This course helps learners on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L1	Q1
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20m	L1	Q1
Functional	Establishment and Human Resource Management	Annual Performance Appraisal Report (APAR)	The course guides about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Proforma, calculation of weighted average grading and Sparrow Rule	Online	iGOT	ISTM	38m	L1	Q1
Functional	Establishment and Human Resource Management	Code of Conduct for Government Employees	The course covers the following two aspects: 1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q1
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Word Advanced	This course helps learners to understand advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 1	The course provides an overview of the Right to Information (RTI) Act, RTI act's major features and implications 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	Online	iGOT	ISTM	55 min	L1	Q1
Functional	Establishment and Human Resource Management	HR for Non-HR Managers	This course provides a robust introduction to the key principles, policies, and practices of human resource management. It helps the participants to understand various functions performed by HR, assemble sufficient knowledge about day-to-day HR activities. The course also targets to develop a certain level of camaraderie and healthy relationship between HR and other functions of the organization.	Offline	-	ASCI	3 days	L2	Q1
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	L1	Q2
Functional	Cabinet note preparation	Preparation of Cabinet Notes	This course focuses on Indian government's Cabinet notes preparation process, rules and procedures, inter-ministerial consultations, and handling special circumstances. The course also focuses on Indian government administration and decision-making processes.	Online	iGOT	ISTM	5h 10m	L1	Q2
Functional	Office Procedure, Noting & Drafting	Office Procedure	This course will guide about office procedures. It gives an overview about: • File management system • Management of DAK • Decision making in government • Record management	Online	iGOT	ISTM	2h 17m	L1	Q2
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	L1	Q2
Functional	Handling RTI Matters	Right to Information	The course focuses on Exemptions from disclosure, Partial disclosure and rejection processes, Complaint and appeal	Online	iGOT	ISTM	41 min	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
		Act, 2005 - Part 2	procedures, Citizen's rights and responsibilities in implementing the RTI Act						
Functional/ Behavioral	-	VIKAS	Bouquet of courses on Functional and Behavioural competencies of employees: Functional Competencies RTI, Parliamentary Procedures, GFR, MS Office suite, CPGRAM, Cabinet Note, APAR, Budgeting, Litigation Management, Contract Management, PFMS, Legislative Writing, Monitoring & Evaluation of Schemes, EFC Note, Departmental & Disciplinary Proceedings Behavioural Competencies Communication, Stress Management, Leadership, Team and Expectations, Management, Time Management, Stakeholder Management, Negotiation, Citizen-Centricity, Result – orientation, Crisis Management	Phygital	iGOT	CBC	10h	L1	Q3
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Prerequisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q3
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q3
Functional	Handling parliamentary matters	Parliament at Work	The module covers the legislative process in Parliament, including the classification and stages of bills, constitutional amendments, and the President's assent. It also explains the constitution, types, composition, and functions of parliamentary committees, including financial committees. Additionally, it covers the importance and types of parliamentary questions, handling procedures, and government assurances, including their monitoring and categorization.	Online	iGOT	ISTM	5h 41m	L2	Q3
Functional	Handling RTI matters	Right to Information - Public Information Officers/	TBD	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
		Appellate Authority							
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q3
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe. Capital-intensive schemes in all major Ministries and Departments seek to place a substantial focus on input-related risk factors, particularly the acquisition, exploration, and subsequent operation and maintenance part of the schemes.	Online	iGOT	IIPA	1h 59m	L1	Q3
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	L1	Q4
Functional	e-Office	e-Office	The course would impart knowledge on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	Q4
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Establishment and Human Resource Management	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals.	Online	iGOT	DoPT	40 m	L1	Q4
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	Q1
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q2
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIM-B	5h 34m	L2	Q2
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q3
Behavioural	Stress Management	Yoga	The course to provide a standardized and structured approach to the practice of yoga for individuals to promote well being	Offline	-	Art of Living/ MDNIY	2 days	L2	Q4
Behavioural	Teamwork and Collaboration	Motivation, Team Building and Leadership	This course focuses on basic and advanced concepts of individual and group motivation and the team development processes	Offline	-	IIM Indore	3 days	L2	Q4

5.1.3 Training calendar at SS-JS-DS-Dir level

Table 10: Training calendar at SS-JS-DS-Dir level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course(hours)/ Days	Level	Timeline
Functional	Data Analytics	Data Driven Decision Making For Government	This course aims to equip government officials with the skills to utilize data and analytics tools for data-driven decision-making, leading to stronger public service delivery. Participants will learn visualization tools, data collection, feature engineering, and the application of emerging technologies, while also understanding their limitations.	Online	iGOT	WITP	2h 30m	L1	Q1
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q1
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	Q1
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 1	The course provides an overview of the Right to Information (RTI) Act, RTI act's major features and implications 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	Online	iGOT	ISTM	55 min	L1	Q1
Functional	Office Procedure, Noting & Drafting	Office Procedure	This course will guide about office procedures. It gives an overview about: • File management system • Record management • Management of DAK • Decision making in government	Online	iGOT	ISTM	2h 17m	L1	Q1
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application-based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course(hours)/ Days	Level	Timeline
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	Q2
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q2
Functional	Establishment and Human Resource Management	HR for Non-HR Managers	This course provides a robust introduction to the key principles, policies, and practices of human resource management. It helps the participants to understand various functions performed by HR, assemble sufficient knowledge about day-to-day HR activities. The course also targets to develop a certain level of camaraderie and healthy relationship between HR and other functions of the organization.	Offline	-	ASCI	3 days	L2	Q2
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 2	The course focuses on Exemptions from disclosure, Partial disclosure and rejection processes, Complaint and appeal procedures, Citizen's rights and responsibilities in implementing the RTI Act	Online	iGOT	ISTM	41 min	L1	Q2
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Prerequisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q2
Functional	Establishment and Human Resource Management	Annual Performance Appraisal Report (APAR)	The course guides about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Proforma, calculation of weighted average grading and Sparrow Rule	Online	iGOT	ISTM	38m	L1	Q3
Functional	Establishment and Human Resource Management	Code of Conduct for Government Employees	The course covers the following two aspects: 1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q3
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers	Online	iGOT	ISTM	2h	L1	Q3

Capacity Building Commission, Government of India

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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course(hours)/ Days	Level	Timeline
			handling Grievances. Furthermore, the course addresses the process of root cause analysis.						
Functional	Handling RTI matters	Right to Information - Public Information Officers/ Appellate Authority	TBD	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	Q3
Functional	Monitoring & Evaluation	Impact evaluation of policies, programmes and projects	This course covers a practical approach to designing, conducting, and interpreting impact evaluations. It brings together researchers, evaluation experts, and development practitioners in a collaborative and instructive online space	Online	-	ILO	60 hours	L3	Q3
Functional	Policy Making	Public Policy and the VUCA World	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem.	Online	iGOT	IIPA	2h 7m	L1	Q3
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe. Capital-intensive schemes in all major Ministries and Departments seek to place a substantial focus on input-related risk factors, particularly the acquisition, exploration, and subsequent operation and maintenance part of the schemes.	Online	iGOT	IIPA	1h 59m	L1	Q3
Functional	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20min	L1	Q4
Functional	e-Office	e-Office	The course would impart knowledge on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Establishment and Human	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite	Online	iGOT	DoPT	40 m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course(hours)/ Days	Level	Timeline
	Resource Management		challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals.						
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q4
Functional	Handling parliamentary matters	Parliamentary procedure	This course on Parliamentary Procedures covers the composition and functions of the Indian Parliament, key terminologies associated with its proceedings, types of questions used by parliamentarians, and the process of submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation.	Online	iGOT	ISTM	2h	L1	Q4
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	L1	Q4
Functional	Policy Making	Global Politics, Social and Policy Development	This course focuses on the origins of geopolitics, exploring its evolution and implications in the modern world. Participants will analyze complex global issues such as global health, global governance, and the future of international relations. Also, the course focuses the interplay between international relations and global technology, global health, and global governance, fostering a comprehensive understanding of their interconnectedness in today's global landscape and the concept of Policy development based on the analysis of the above factors	Online	-	Lee Kuan Yew School of Public Policy	12 hrs	L3	Q4
Behavioural	Problem Solving	Problem Solving, Decision Making and Stress Management	This course enriches participants' decision-making, critical thinking, and creative problem-solving skills. Additionally, it aims to support them in utilizing tools to identify causes and generate solutions, analyzing and resolving real-world workplace challenges, and cultivating a strategic approach to decision-making and problem-solving. The program encompasses a wide range of topics, including attentiveness to	Offline	-	NILERD	5 days	L3	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course(hours)/ Days	Level	Timeline
			details, achieving balance in decision making, fostering creativity, evaluating options, utilizing decision-making trees, practicing proactive and practical thinking, conducting situation analysis, employing mind mapping techniques, and managing stress.						
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	Q1
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q1
Behavioural	Time Management	Managing your time effectively	This course aims to help participants gain skills on how to set priorities, improve planning, make decisions, manage the paperwork, and improve their communication skills.	Online	-	Udemy	1h	L1	Q1
Behavioural	Communication	Communication Skills for Managers	This course aims to enhance communication skills by honing abilities in verbal and non-verbal communication, as well as written communication	Offline	-	ASCI	5 days	L3	Q2
Behavioural	Decision Making	Decision Making for Managerial Effectiveness	This course focuses on addressing a crucial gap in decision-making knowledge by providing participants with insights into the underlying influences and factors that shape decisions made by managers. It goes beyond individual decisions and explores how decision-making is framed and contextualized within teams, organizations, and real-world scenarios. By exploring various perspectives, the course aims to enhance participants' understanding of decision-making processes and equip them with valuable insights for making effective decisions in real world context.	Offline	-	IIM-B	3 days	L3	Q2
Behavioural	Team management and development	Team Building	This course speaks about teamwork, which is mainly about situational leadership. The course consists of five courses that define a high-performance team, describe the impact of a common goal for success, define the importance of collaboration within the team, identify mechanisms to improve communication with team members and explain how trusting one another helps the team achieve success.	Online	iGOT	DoPT	1h 25m	L1	Q2
Behavioural	Communication	Communications for Public Policy Delivery	This course focuses on the impact of communication in achieving successful public policy and how it works with other policy levers to achieve sustainable change in citizen behavior, from a practitioner's perspective.	Offline	-	Lee Kuan Yew School of Public Policy	5 Days	L3	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course(hours)/ Days	Level	Timeline
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIM-B	5h 34m	L2	Q3
Behavioural	Communication	Mastering Negotiation and Influence	This course focuses on developing strategies on negotiation of one-to-one, multi-party and multi-issue. This course will enable the participant in skills of influence and persuasion	Offline	-	ISB	2 days	L3	Q3
Behavioural	Team Management & Development	Building High-Performance Teams	This course focuses on building high performing team and enhance skills of trust, collaboration and diversity by building shared values, purpose and goals	Offline	-	ISB	2 days	L3	Q3
Behavioural	Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q4
Behavioural	Influencing & Negotiation	Conflict Management and Negotiation Skills	The course focuses to assist participants in dealing with various types of conflicts such as intrapersonal, interpersonal, institutional, and societal conflicts. It highlights the impact of the program, which includes facilitating the understanding of an individual's role in conflict and negotiation and developing effective strategies to handle conflicts successfully.	Offline	-	ASCI	5 days	L3	Q4
Behavioural	Learning Agility	Enable your learning agility	The course provides the learners a better understanding about learning agility, as well as best practices how to improve the learning ability in an agile way, effectively and efficiently.	Online	-	Udemy	1h	L1	Q4
Behavioural	Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	L1	Q4
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q4
Behavioural	Team Management & Development	Achievement Orientation	This course focuses on enabling participants to learn team working skills and manage high-performance teams by embracing digital innovation skills and developing emotional intelligence.	Offline	-	ASCI	5 days	L3	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course(hours)/ Days	Level	Timeline
Behavioural	Visionary Leadership	Agile Leadership Today and Tomorrow	This course focuses on building agile Leadership through change management and resilient leadership. This course will enable the participant in developing skills of motivating teams, encouraging loyalty and influence people	Offline	-	ASCI	3 days	L3	Q4
Behavioural	Visionary Leadership	Leadership	The course on Leadership states that in a particular situation any person can be a good leader whether they come from group B or group C. The course also explains that leaders should create a vision and transfer it to their followers, motivate the followers and make them own the vision. Good leaders listen to their followers and make corrective steps	Online	iGOT	DoPT	1h 35m	L1	Q4
Behavioural	Visionary Leadership	Leadership and Change Management	This course will focus on Leadership in Complex Situations. It will also deal with various Leadership Styles, Managing Change, Taking Charge and Leading Strategy	Offline/Online	-	IIM-A	5 days	L3	Q4

5.1.4 Additional Training Courses

In view of emerging areas and functional requirement of the roles, the following list of courses have been further suggested for the Department:

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It focuses on about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q1
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications	Online	iGOT	Invest India	25 min	L1	Q1
Functional	Official language knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q2
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and	Online	iGOT	Microsoft	2h 22m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			authorization in cybersecurity, network /device/ application-based threats and mitigations						
Functional	Policy Making	Evidence in Public Policy	This course provides a comprehensive understanding of the critical role that evidence plays in the policy-making process. It explores how evidence informs decisions, shapes policy interventions, and contributes to achieving desired outcomes for citizens. Participants will learn to identify, assess, and effectively utilize relevant data, credible research, and information to enhance the efficiency and effectiveness of public policies	Online	iGOT	ISB	4h 56m	L2	Q2
Functional	Policy Making	Public Policy and the VUCA World	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem.	Online	iGOT	IIPA	2h 7m	L1	Q3
Functional	Policy Making	Public Policy: Design and Implementation for Success Programme	This course consists of modules that will enables the learner to understand how public policies should evolve to meet the needs of a changing society	Online	-	Lee Kuan Yew School of Public Policy	40 hours	L3	Q3
Functional	Policy Making	Global Politics, Social and Policy Development	This course focuses on the origins of geopolitics, exploring its evolution and implications in the modern world. Participants will analyze complex global issues such as global health, global governance, and the future of international relations. Also, the course focuses the interplay between international relations and global technology, global health, and global governance, fostering a comprehensive understanding of their interconnectedness in today's global landscape and the concept of Policy development based on the analysis of the above factors	Online	-	Lee Kuan Yew School of Public Policy	12 hrs	L3	Q3
Functional	Policy Making	Public Policy and Program Evaluation Workshop	This workshop focuses to empower employees in fostering a culture of evidence-based policy making. Participants will gain insights into the significance of integrating rigorous evidence into the policy decision-making process. Also, they will acquire the essential skills needed to develop effective program evaluation designs and explore a diverse range of methods and techniques for program evaluation	Offline	-	GRAAM - Cornell	13 days	L3	Q3
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal -	Online	iGOT	i4C	1h 16m	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Functional	Governance	Good Governance: Navigating Law for Public Managers	The course focuses on exploring how law, rights and good governance impact public administration, examining how the public service is central to governance in accordance with the rule of law, understanding the challenges faced by public servants in upholding the rule of law and connecting rule of law theories to practice and public service values through interactive exercises.	Online	-	ANZSOG	4 weeks (4 hours)	L3	Q4
Behavioural	Motivation	Understanding Motivation	This course focuses on concept of motivation from the lens of various theories. The participants will be able to explore the questions 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.	Online	iGOT	LBSNAA	1h 35m	L1	Q1

5.1.5 Responsibility Allocation

The allocation of responsibilities for implementation of training plan needs to be determined and monitored by the CBU of the Department using matrix below:

Table 11: Responsibility Allocation Matrix

S. No	Course Name	Primary Responsibility	Reviewer	Approval by	Informed to
1					
2					
3					
4					

5.1.6 Monitoring and Evaluation Matrix

The CBU of the Department shall monitor the progress of implementation of the training plan using the framework detailed below:

Table 12: Monitoring and evaluation framework

| S.No	Course Name	Institute Name/ Platform	Course Duration	Recommended Participation - Designations (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Planned completion period (Q1, Q2 etc.)	Actual completion period (Q1, Q2 etc.)	Source of Data (attendance sheet, iGOT records, etc.)	General Feedback for the Course
1										
2										
3										
4										
5										

Completion of training courses on iGOT can be monitored by the CBU through the MDO Admin log- in credentials provided by the Karmayogi Bharat team to the Department.

5.2   Recommended books and Ted talks

Books and TED Talks are powerful resources for building competencies and developing skills. Some of the ways in which books and TED Talks can be important for competency building are:

- **Access to expertise**: Books and TED Talks are often written or delivered by experts in a particular field or domain. By reading books or watching TED Talks, individuals would gain access to the knowledge and expertise of these experts, which would help them develop competencies in a specific area
- **Exposure to different perspectives**: Books and TED Talks would expose individuals to different perspectives and ideas, which would broaden their understanding and help them develop critical thinking skills. This exposure to new ideas and perspectives will also help individuals identify areas for growth and development.
- **Self-directed learning**: Books and TED Talks can be consumed at an individual's own pace and on their own schedule, which makes them a convenient tool for self-directed learning. This is particularly important for individuals who have limited access to formal training or who prefer to learn independently.
- **Inspiration and motivation:** Books and TED Talks are a source of inspiration and motivation for individuals, helping them to stay engaged and committed to their learning goals. By exposing individuals to stories of success and accomplishment, books and TED Talks can also help build confidence and self-efficacy.

5.2.1 Recommended Books
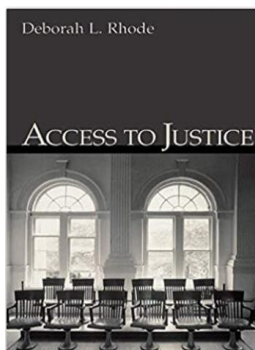
"Access to Justice" provides a comprehensive overview of the access to justice movement, and offers practical solutions for increasing access to legal services. This book explores the inequalities and inadequacies of legal assistance in America and proposes tangible reforms for improving access to justice for all citizens. It offers solutions for coordinating comprehensive systems for legal service delivery, maximizing opportunities for self-representation, and making legal services more affordable
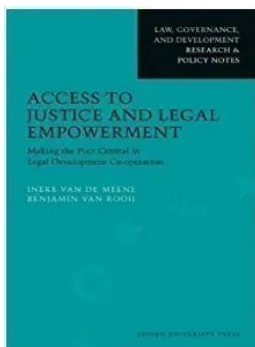
"Access to Justice and Legal Empowerment" examines the importance of legal empowerment and access to justice in reducing poverty and promoting development. It analyses the role of legal development cooperation in promoting these goals, with a focus on making the poor central in legal development cooperation. The book offers case studies and practical recommendations for improving legal empowerment and access to justice for the poor.
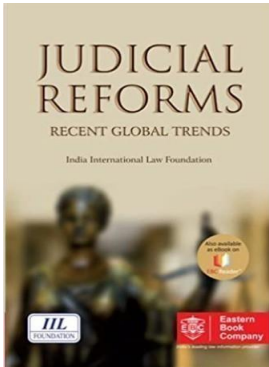
Judicial Reforms - Recent Global Trends" is compilation of essays written by eminent persons on Judicial Reforms. These were delivered at a conference on Judicial Reforms, which was inaugurated by the President of India. They have been compiled and edited under the stewardship of Justice Dalveer Bhandari Judge, International Court of Justice and President of the India International Law Foundation. Topics discussed include The Evolution of our Profession Globally, Access to Justice: Preventing Court Delays, Judicial Education, Achieving Accountability in Judicial Appointments Through Creation of a National Judicial Commission: A Democratic Aspiration, Can Judicial Reforms be a Panacea, Engagement of Domestic Courts in International Law, The Changing Hong Kong Legal Scene, Trends in Civil Justice Reform: A Canadian Perspective and Judicial Reforms and Society

5.2.2 Recommended Ted Talks

In order to build trust, courts need to treat the communities they serve with dignity and respect, says judge Victoria Pratt. In this sweeping conversation focused on humanizing the justice system -- from law enforcement to court hearings -- Pratt details how procedural justice gives people the opportunity to be heard and explains how it can help break the cycle of incarceration with clarity, equity and empathy.

https://www.ted.com/talks/victoria_pratt_how_to_humanize_the_justice_system_and_build_trust

Lawrence Lessig, the Net's most celebrated lawyer, cites John Philip Sousa, celestial copyrights and the "ASCAP cartel" in his argument for reviving our creative culture. The speaker discusses how some laws and regulations can stifle creativity and innovation. She highlights examples of laws that have been put in place to protect intellectual property, such as patents and copyright laws, and how they can be misused to prevent others from building upon existing ideas and creations.

https://www.ted.com/talks/lawrence_lessig_laws_that_choke_creativity

If you can't afford an attorney, one will be appointed for you, right? Not in US civil court. From high legal fees to confusing paperwork and expensive lawyers, it can be difficult to settle civil matters. Entrepreneur and TED Fellow Rohan Pavuluri is working to streamline cumbersome legal processes with an app that empowers people to solve their own legal problems.

https://www.ted.com/talks/rohan_pavuluri_an_app_that_empowers_people_to_solve_their_legal_problems

As a lawyer, Andrew Arruda too often saw the scales of justice tip in favor of the wealthy and partnered with a computer scientist to create the world's first artificially intelligent legal assistant, ROSS. By speeding up legal research, Arruda wants ROSS to make the practice of law cheaper and fulfil the original promise of "justice for all."

https://www.ted.com/talks/andrew_arruda_the_world_s_first_ai_legal_assistant

5.3   Organizational capacity building initiatives

To understand the competency needs at organizational levels, FGDs and one-one interactions were conducted with the employees to delve deeper and understand current organizational level challenges experienced by employees across the following areas:

- People
- Process
- Technology
- Policy

The following aspects were captured through the interactions and based on these identified challenges, organizational level interventions have been suggested across thematic areas of systems & processes, resources & assets, technology & data and personnel management to improve overall organizational effectiveness and achieve its strategic goals. The suggested interventions have been summarized in the table below:

Table 13: Organization Level Intervention

Dimension		Observed Challenge	Suggested interventions
	Systems and Processes	**Process Improvement:** Need improvement in existing systems and processes related to administrative reforms	Inculcate scientific approach of administrative reforms such as research, need analysis, design of strategy and process, pilot testing, risk assessment, course correction, implementation & outreach, periodic reviews and upgradation based on changing needs and feedback from whole of the Government
	Resources and Assets	**Vacancies:** Need to staff the sanctioned vacant positions to fix the issue of overworked employees and to keep the productivity level intact	The multiple vacant positions can be filled by the Government to fix the issue of overworked employees and to keep the productivity level intact. To address the same an exercise of workload analysis can be undertaken to determine the optimal manpower requirement for the Department
		Learning Culture: Continuous learning and passing on institutional memory/knowledge for new joiners	• Knowledge on significant changes and trends globally related to judicial practices • Identify and read Top 5 Journals/Books in the judiciary sector • Identify best conferences*/videos/other interactive material for judiciary professionals • Identify top 10 practitioners (Lawyers and Judges) and arrange knowledge sharing sessions for improving access to justice and strengthening judicial infrastructure
	Personnel Management	**Refresher course/ optional training:** More than 50% of the respondents have not attended any training program in the last 3 years and most of the trainings attended by the employees are mandatory training required for promotions	**Periodic Trainings**: Training need assessment has to be done periodically and based on identified needs training interventions need to be institutionalized

Dimension		Observed Challenge	Suggested interventions
		Knowledge sharing within divisions: Divisions within the DoJ do not get the opportunity to share ideas or best practices with each other.	Use of eOffice KMS and Enterprise Document management system: eOffice KMS enables users to create and manage electronic documents that can be viewed, searched and shared. It is also capable of keeping track of the different versions modified by different users (Tracking history). It also contains a dynamic workflow to keep document in various stage. It has advanced features like metadata, indexing, storage and retrieval, collaboration, etc. which may be used to create repository of key knowledge documents and help create institutional memory.
		Absence of rewards and recognition mechanism	The Department can focus on interventions that aim to enhance employee motivation, job satisfaction, and engagement while providing a holistic approach to rewarding and recognizing employees' efforts. For e.g., Employee of the Month, Meeting with Secretary
		Lack of motivation or reward for participation in training activities	Recognition of the employees acquiring skills through training and employees achieving prescribed training targets
		Need for team building activities	Department can encourage a culture of team collaboration by organizing group events and team building activities with employees across sections/ divisions
	Technology and Data	**Leverage emerging technology:** Need to focus on leveraging technologies within the Department	Department needs to invest in building individual and organizational capacity to develop understanding about application and usage of new age technologies like AI & ML in various function performed by the Department.- In due course of time, these technologies can help in improving efficiency of the various functions. Once the technologies are adopted by the Department, all employees of the Department need to gain functional knowledge of using these technology-based applications.

5.4 Induction module for the Department

Induction is a critical component of enhancing organizational capacity, especially in the domain area. The intervention needs to be institutionalized as part of the onboarding process, providing new joinees with the information, skills, and resources they need to be successful in their new role. It improves productivity, compliance, retention, and culture, contributing to the overall success of the Department. Also, a well-designed induction module can also provide the right perspective to external stakeholders like other Ministries and Departments about the key functions of the Department for better coordination and collaboration. Proposed induction module for the Department is summarized below:

Table 14: Induction module for Department

S. No	Modules	Details	Duration
1.	Introduction to Department of Justice	• An overview of the Department's history, objectives, and key mandates • Allocation of Business and Transaction of Business Rule defined for the Department • Role of other Departments under Ministry of Law and Justice and inter-departmental coordination	20 minutes
2.	Understanding of Indian Legal System	• A brief understanding of Indian Constitution • Brief on Important stakeholders: Source of Law, Courts and Judiciary System, Legal Professionals, Citizens • Relation between legislative, executive and judiciary bodies	20 minutes
3.	Departments and Divisions under DoJ	• Broad understanding of organization structure and hierarchy in the Department • Roles and functions of all divisions in the Department (Appointments & Coordination, Justice II & e-Courts, National Mission for Justice & Judicial Reforms, Justice I, Access to Justice & LAP)	30 minutes
4.	Introduction to Judiciary and Court Administration in India	• This module will cover the appointment, removal, and other related matters of Chief Justice and Judges of High Courts in states, as well as the organization of the Supreme Court, High Courts, and the Courts of Judicial Commissioners. It also includes the administration of justice in the Union Territories and the creation of All India Judicial Services (AIJS)	15 minutes
5.	Legal Education and Training	• A brief overview on legal education ecosystem and role of DoJ in developing the system to make it more robust	10 minutes
6.	Understanding of Digital Services	• Module focused on various tools used internally like LIMBS, e-courts, etc.	15 minutes
7.	Karmachari to Karmayogi	• Module focused on fundamental shift in mindset and approach towards service delivery in the Government • The module will focus on adoption of stakeholder centric, service-oriented approach, developing a growth mindset, demonstration of accountability and embracing innovation	10 minutes
8.	Ethics and integrity	• Focus on ethical decision-making, conflict of interest, and anti-corruption measures	10 minutes

6   Conclusion

The ACBP document shall act as the north star for the Department of Justice in planning and monitoring capacity building initiatives and help transition from rule-based approach to role-based approach. The Department's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.

7 Annexures

7.1 Heatmap for domain, functional and behavioural competencies

In section 4.3, competency need across domain, functional and behavioural areas for each unique position across the organization have been detailed out. To understand the training interventions based on these identified competency needs across the organization the following heat maps have been plotted for functional and behavioural competencies.

Table 15: Heat map for trainings on functional competencies

Incumbent	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Noting drafting	Financial Management (Budget/PFMS)	GFR - Public Procurement Framework (GeM Portal, DFPR, etc)	Handling Parliamentary Matters	Monitoring and Evaluation	Knowledge on General administration and establishment matters	cabinet notes	Handling RTI Matters	Project Management	Grievance redressal
	31	25	16	16	13	12	10	10	9	8	6
Special Secretary	✔					✔	✔				
JS (Justice II & eCourts)	✔		✔	✔		✔				✔	
JS (Justice I & Access to Justice)			✔	✔		✔					
JS (NM-JR)	✔					✔	✔			✔	
Director (eCourts)	✔		✔	✔		✔				✔	
DS (Justice II)	✔		✔	✔	✔	✔			✔	✔	
DS (Appointment)			✔		✔	✔			✔		
DS (Administration & Coordination)	✔	✔	✔				✔		✔		
Deputy Secretary (Justice I)	✔			✔	✔		✔	✔			
Director (Access to Justice)	✔		✔			✔				✔	
Director (NM)	✔	✔				✔				✔	
Deputy Secretary (Judicial Reforms)	✔	✔				✔				✔	
US (Appointments)		✔			✔			✔	✔		

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

Incumbent	Digital Fluency {Digital Tools (MS office, Excel & PPT)}	Noting drafting	Financial Management (Budget/ PFMS)	GFR - Public Procurement Framework (GeM Portal, DFPR, etc)	Handling Parliamentary Matters	Monitoring and Evaluation	Knowledge on General administration and establishment matters	cabinet notes	Handling RTI Matters	Project Management	Grievance redressal
	31	25	16	16	13	12	10	10	9	8	6
US (Coordination)	✓	✓		✓	✓			✓			
US (Cash, R&I, General Administration)	✓	✓	✓	✓			✓				
US (Justice II & E-Courts)	✓	✓	✓	✓		✓				✓	
US (Justice I)	✓	✓		✓	✓			✓			✓
US (NMJR)	✓	✓	✓		✓	✓		✓	✓		✓
SO (Coordination)	✓	✓	✓		✓		✓	✓			
SO (R&I)	✓	✓	✓								
SO (Cash)	✓	✓	✓	✓							
SO (RTI)	✓	✓		✓							
SO (Grievance)	✓	✓									✓
SO (Access to Justice)	✓	✓			✓		✓	✓	✓		
SO (Justice-I)	✓	✓			✓			✓	✓		
ASO (Appointments)	✓	✓		✓	✓			✓	✓		
ASO 1	✓	✓		✓							
ASO 2	✓	✓		✓							
ASO (Justice II)	✓	✓	✓	✓				✓			
ASO 1	✓	✓	✓				✓				
ASO 2	✓	✓			✓				✓		✓
ASO (LAP)	✓	✓					✓				✓
ASO (Justice I)	✓	✓					✓				✓
ASO (Judicial Reforms)	✓	✓	✓	✓	✓						

Table 16: Heat map for trainings on behavioural competencies

Incumbent	Stress management	Time management	Communication	Teamwork and collaboration	Result Orientation	Innovation and improvement	Learning agility	Initiative and drive	Accountability	Proactiveness
	30	30	28	22	12	9	8	6	6	6
Special Secretary			✔		✔					
JS (Justice II & eCourts)			✔		✔					
JS (Justice I & Access to Justice)			✔		✔					
JS (NM-JR)			✔		✔	✔				
Director (eCourts)	✔	✔	✔		✔	✔	✔			
DS (Justice II)	✔	✔	✔		✔	✔	✔			
DS (Appointment)	✔	✔	✔		✔	✔	✔			
DS (Administration & Coordination)	✔	✔	✔		✔	✔	✔			
Deputy Secretary (Justice I)	✔	✔	✔		✔	✔	✔			
Director (Access to Justice)	✔	✔	✔		✔	✔	✔			
Director (NM)	✔	✔	✔		✔	✔	✔			
Deputy Secretary (Judicial Reforms)	✔	✔	✔		✔	✔	✔			
US (Appointments)	✔	✔		✔				✔	✔	✔
US (Coordination)	✔	✔		✔				✔	✔	✔
US (Cash, R&I, General Administration)	✔	✔		✔				✔	✔	✔
US (Justice II & E-Courts)	✔	✔		✔				✔	✔	✔
US (Justice I)	✔	✔		✔				✔	✔	✔
US (NMJR)	✔	✔		✔				✔	✔	✔
SO (Coordination)	✔	✔	✔	✔						
SO (R&I)	✔	✔	✔	✔						
SO (Cash)	✔	✔	✔	✔						
SO (RTI)	✔	✔	✔	✔						
SO (Grievance)	✔	✔	✔	✔						

Incumbent	Stress management	Time management	Communication	Teamwork and collaboration	Result Orientation	Innovation and improvement	Learning agility	Initiative and drive	Accountability	Proactiveness
	30	30	28	22	12	9	8	6	6	6
SO (Access to Justice)	✔	✔	✔	✔						
SO (Justice-I)	✔	✔	✔	✔						
ASO (Appointments)	✔	✔	✔	✔						
ASO 1	✔	✔	✔	✔						
ASO 2	✔	✔	✔	✔						
ASO (Justice II)	✔	✔	✔	✔						
ASO 1	✔	✔	✔	✔						
ASO 2	✔	✔	✔	✔						
ASO (LAP)	✔	✔	✔	✔						
ASO	✔	✔	✔	✔						
ASO (Judicial Reforms)	✔	✔	✔	✔						

7.2 CBU constitution letter

22/ADMIN

F. No. 15011/160/2021-Jus (AU) (7370)
Government of India
Ministry of Law and Justice
Department of Justice
(Administration Division)

26, Mansingh Road, Jaisalmer House,
New Delhi-110001
Dated: 16th December, 2022.

OFFICE MEMORANDUM

Sub:- **Constitution of Capacity Building Unit of Department of Justice- reg.**

In pursuance to the meeting of the Capacity Building Commission's representatives led by Dr. Balasubramaniam, Member, HR, CBC with the officers of Department of Justice under the chairmanship of Secretary (Justice) at 12.00 pm on 8th December, 2022 in the Conference Hall, Jaisalmer House regarding preparation of Annual Capacity Building Plan of the Department, the undersigned is directed to convey the approval of the competent authority for constitution of the Capacity Building Unit (CPU) of Department of Justice, as mentioned below:-

(i)	Shri Rajinder Kumar Kashyap, AS (A&A)	—	Chairman
(ii)	Shri G. R. Raghavender, JS (NMJR)	—	Member
(iii)	Shri. P. P. Pandey, JS (eCourts)	—	Member
(iv)	Shri. Niraj K. Gayagi, JS(A2J)	—	Member
(v)	Shri Anil Sharma, DS (A)	—	Member
(vi)	Shri Rajender Singh Sidhu, US (A)	—	Member Secretary
(vii)	Shri Bablu Biswas, JSA(Admin)	—	Member

3.   The Deputy Secretary (A) has been nominated as the point of contact for general interface with the representatives of CBC.

4.   This issues with the approval of the competent authority.

Digitally signed by Rajender Singh Sidhu
Date: 2022-12-16 19:50+05:30

(R.S. Sidhu)
Under Secretary (Administration)
Tel.No.23072137
E.mail: sidhu.rajender@nic.in

To

All the JSs/Directors/DSs/USs of the Department of Justice.

Copy to:

Dr.Balasubramaniam, Member- HR, Capacity Building Commission

Copy for kind information to:

1.   PPS to Secretary (Justice)
2.   SO to AS (Appointments & Administration)

7.3 CBU Roles and Responsibilities

Roles and Responsibilities of Capacity Building Units (CBUs)

Introduction:

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 as a whole. The following document outlines the composition and roles and responsibilities of the CBU.

Composition of CBU:

The CBU will consist of the following personnel:

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.

Resource Organizations: A representative of the department's own/empanelled training institutes who will facilitate the design, course facilitation, logistics, etc., for the training.

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.

Roles and Responsibilities of Capacity Building Units in Implementing ACBPs:

Capacity Building Units (CBUs) are 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.

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

1. **Kickstart the ACBP Process**: The capacity-building initiative under the Mission Karamyogi 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. **Updation 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 ministry, 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.

Phase 1 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.

7.4   Implementation Strategy for ACBP

Capacity Building Plan: Implementation strategy

Understand:

1. The Capacity Building Plan is the key driver of Mission Karamyogi 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

Identify:

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 7th 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.
7. Break down the plan into bite-sized chewable items such as Promising interventions, such as one-hour learning sessions; email notifications acknowledging an officer's acquisition of learning from specific courses.

Collaborate:

1. Collaboration with specialised 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 specialised training programs. Use CBC's network of Knowledge experts.

Implement:

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 finalised 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.
8. Some mandatory ones are listed below:-

Training Type	Role -Specific	Hours/Level of training
1. Dakshta Course	SOs/ASOs	Level 1
2. Emerging Technology	Across levels	Level 1
3. Gender Modules	Across levels	Level 1

Monitor and Report back:

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
   - 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.

#For further information contact: cbc-dopt@gov.in, cbmu@ttcglocal.com

7.5 Quick Win: iGOT Orientation

<u>Annual Capacity Building Plan | Quick wins | iGOT Orientation</u>

Department of Justice

Context

Mission Karmayogi aims to create a well-trained and future ready civil service through extensive capacity building and is based on the philosophy of creating an ecosystem of competency driven training and human resource management by transitioning from a 'rule-based' system to a 'roles-based' approach. Under this programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and facilitating formation of Capacity Building Units in every Ministry/ Department / Organization for developing annual capacity building plans (ACBPs) for respective Ministry/ Department / Organization and implementation of the plan. In parallel, iGOT Karmayogi Bharat, a Special Purpose Vehicle (SPV) has been formed for owning and operating the digital assets and the technological platform for online training of civil servants as part of the National Program of Civil Services Capacity Building (NPCSCB). The training content curated by individual Ministries as well as best in class government and non- government institutions, universities, private content providers and individual resources is made available through the platform to all civil servants.

EY has been mandated to undertake the ACBP development exercise in Department of Justice. As part of the Annual Capacity Building Plan (ACBP) development exercise, training requirements have been identified by the ACBP team based on identified competency gaps through Competency Need Analysis (CNA). Some of these training areas have been mapped with existing courses on the iGOT platform. However, it was observed during the study that the Departmental officials have not accessed the iGOT portal in the past. Hence to implement the training programmes an orientation of the portal was a key imperative. Further, based on several focus group discussions held with the officials of the Department, a need for an orientation session on efficiently accessing, and using the iGOT platform was identified.

Objective

The iGOT orientation is an engaging session designed to familiarise the Government officials with the iGOT platform, including installation of the application on mobile devices, registration, and course enrolment processes. The session comprises of interactive discussions, step-by-step guidance, and on-the-spot resolution of queries.

Details of the Workshop

The iGOT orientation workshop was facilitated by the ACBP team as part of the interventions/quick wins to acquaint the officials with the navigation of the portal for necessary and relevant courses. The orientation workshop was held in the Conference Hall, Jaisalmer House, Department of Justice on 9th March 2023. The workshop was chaired by Hon'ble Secretary, Department of Justice and the Special Secretary, Joint Secretaries, Director/ Deputy Secretaries, Under Secretaries, SOs and ASOs were the key participants. The workshop was attended by more than 90% of the officials at the Department of Justice.

The context for the workshop was set by the Special Secretary, Sh. Rajinder Kumar Kashyap along with a brief background on the need for the workshop by ACBP team. An overview on the progress of ACBP related activities was given by the ACBP team to the Secretary at the onset of the orientation.

iGOT team presented an overview of the various features of the platform long with the key components (hubs) available. The role of the competency hub, learning hub, network hub in the learning journey was elaborated upon.

Attendees were hands on guided through the installation and registration process on the iGOT Karmayogi App, and queries regarding the process were resolved on the spot.

A hands-on demonstration on downloading of the app was conducted to familiarize the officials with the application and platform. The officials were also apprised of various routes for login like using Parichay id details.

Current status of the Department officials in terms of active users, registered users was showcased. The Department approved enabling bulk registration of all the officials from the backend and the ACBP team was requested to share the contact list of officials.

In the next session of the workshop, details were shared about the various course providers (authors) on the iGOT platform like ISTM, Microsoft, World Bank etc. and the nature of courses hosted on the platform. An interactive demonstration on 'how to enroll in a course' was made, and details about the format of the courses were shared. Video testimonials of iGOT users sharing their positive experiences were also shown.

Key takeaways

- iGOT team requested the Department of Justice to expedite registration on the platform at all levels. The ACBP team, was directed to share the list of current working officials (collected during CNA) to enable backend registration and onboarding of all officials of the Department on the platform.

- iGOT team also requested feedback from the Department on how to make the iGOT platform better (since it is still in an evolving stage)

- Plan for creation of an in-house content team at the Department was also suggested during the workshop for creation of domain relevant and Department specific courses.

Figure 25: Snapshots from the workshop

7.6 Finalized CNA questionnaire for the Department

Capacity Needs Assessment (CNA) Form for DoJ

Capacity Needs Assessment (CNA) Form

The form is intended to understand your current roles and responsibilities and competency requirements (Behavioral, Domain and Functional) to perform the role as well as suggestions for enhancing the capacity of the Department for future readiness.

* Indicates required question

1. Your Name *

2. Your designation *

Mark only one oval.

- Secretary
- Additional Secretary
- Joint Secretary
- Deputy Secretary
- Senior Principal Private Secretary
- Principal Staff Officer
- Director
- Principal Private Secretary
- Under Secretary
- Section Officer
- Private Secretary
- Assistant Section Officer
- Personal Assistant
- SSA
- JSA

3. Please select the Division/Wing/Section/Office you work for?   *

    Tick all that apply.

- ☐ Appointment
- ☐ National Mission for Justice Delivery & Legal Reforms
- ☐ Justice-I
- ☐ Justice II
- ☐ Access to Justice
- ☐ E-Courts
- ☐ Budget, Audit & Accounts
- ☐ General Administration
- ☐ Coordination
- ☐ Hindi Section
- ☐ Parliament Section
- ☐ Cash Branch
- ☐ RTI
- ☐ R&I
- ☐ Vigilance
- ☐ Establishment
- ☐ Other: _____

4. You were recruited under which cadre/services? *

_____

_____

_____

_____

5. How long (in years) have you worked for the Government of India? *

    Mark only one oval.

- ◯ <1 year
- ◯ 1-5 years
- ◯ 6-15 years
- ◯ more than 16 years

6. How long (in years) have you worked for the Department of Justice? *

   Mark only one oval.

   ◯ <1 year
   ◯ 1-3 years
   ◯ 4-5 years
   ◯ 6-8 years
   ◯ more than 8 years

7. How long (in years and months) have you worked in the same post? *

   Mark only one oval.

   ◯ <1 year
   ◯ 1-3 years
   ◯ 4-5 years
   ◯ 6-8 years
   ◯ more than 8 years

8. How many years of service is/are left before retirement? *

   Mark only one oval.

   ◯ <1 year
   ◯ 1-3 years
   ◯ 4-5 years
   ◯ 6-8 years
   ◯ more than 8 years

9. Your qualifications: *

Mark only one oval.

- ◯ Above PG
- ◯ Post-Graduation
- ◯ Graduation
- ◯ 12th Standard
- ◯ Other: _____

10. Stream/Subject of highest qualification: *

Mark only one oval.

- ◯ Law
- ◯ Science
- ◯ Humanities
- ◯ Commerce
- ◯ Other: _____

Roles and Responsibilities

Scheme or Non-scheme:

Scheme: Roles and responsibilities
tendering to activities that are specific to the administration of schemes

Non-Scheme: Roles
and responsibilities that are more generalist in nature and are not
specifically catering to a particular scheme

Nature:

Strategic Roles
& Responsibilities: The activities
with long term horizon or having significant impact on functioning of Ministry.
For ex: Budget & Expenditure Planning, Goal settings for Employees, doling
out funds to states for certain schemes, Scheme design, improvement in
appointment system in District and Subordinate Courts (All India Judicial
Service), improvement in appointment of judges to the Constitutional Courts. *etc.*

Routine Roles &
Responsibilities: The activities
that impact the day-to-day operations of the Department. For ex: Supporting
judicial appointment procedure, Cabinet Note taking, Salary processing,
Procurement, Payments, Establishment matters, etc.

a. Appointment processes of Judges

b. Transfer processes of Judges

c. Removal processes of Judges

d. Pay, Allowance and Pension matters for Judges

e. MoUs with other countries related to Judicial areas

f. Redressal of Grievances

g. Administration of National Judicial Pay commission

h. Monitoring and evaluation of special courts (FTSCs,
FTCs, Family Court, etc)

i. Administration of Acts

j. Creation and continuation of posts in subordinate courts in UTs

k. Supporting Judicial infrastructure

l. Monitoring and evaluation of eCourts Mission Mode Project

m. Funding of eCourts Mission Mode Project through PFMS

n. Project Management including Monitoring, Evaluation, Expenditure, Budgeting, Re-
appropriation of

funds, GFRs, etc. w.r.t. CSS/CS schemes

o. Preparation of EFC Memorandum

p. Note for Cabinet

q. Transfer, Posting and Personnel matters of Regular and Contractual Staff of DoJ

r. Budget, accounts and audit of DoJ

t. Vigilance Matters of DoJ employees

u. Official Language related matters

v. General Administration of DoJ

w. General Administration works for Autonomous bodies

x. Office Management/ Visitors Handling

11. Top 1st Role & Responsibility *

Mark only one oval.

- ◯ Appointment processes of Judges
- ◯ Transfer processes of Judges
- ◯ Removal process of Judges
- ◯ Pay, Allowance and Pension matters for Judges
- ◯ MoUs with other countries related to Judicial areas
- ◯ Redressal of Grievances
- ◯ Administration of National Judicial Pay commission
- ◯ Monitoring and evaluation of special courts (FTSCs, FTCs, Family Court, etc)
- ◯ Administration of Acts
- ◯ Creation and continuation of posts in subordinate courts in UTs
- ◯ Supporting Judicial infrastructure
- ◯ Monitoring and evaluation of eCourts Mission Mode Project
- ◯ Funding of eCourts Mission Mode Project through PFMS
- ◯ Project Management including Monitoring, Evaluation, Expenditure, Budgeting, Re-appropriation of funds, GFRs, etc., specially w.r.t. CSS/CS schemes
- ◯ Preparation of EFC Memorandum
- ◯ Note for Cabinet
- ◯ Transfer, Posting and Personnel matters of Regular and Contractual Staff of DoJ
- ◯ Budget, accounts and audit of DoJ
- ◯ Vigilance Matters of DoJ employees
- ◯ Official Language related matters
- ◯ General Administration of DoJ
- ◯ General Administration works for Autonomous bodies
- ◯ Office Management/ Visitors Handling

12. Type of 1st Role & Responsibility *

Mark only one oval.

○ Scheme

○ Non-Scheme

13. Nature of 1st Role & Responsibility *

Mark only one oval.

○ Strategic

○ Routine

14. Frequency of 1st Role & Responsibility *

Mark only one oval.

○ Daily

○ Monthly

○ Quarterly

○ Annually

15. Top 2nd Role & Responsibility *

Mark only one oval.

- ⬭ Appointment processes of Judges
- ⬭ Transfer processes of Judges
- ⬭ Removal process of Judges
- ⬭ Pay, Allowance and Pension matters for Judges
- ⬭ MoUs with other countries related to Judicial areas
- ⬭ Redressal of Grievances
- ⬭ Administration of National Judicial Pay commission
- ⬭ Monitoring and evaluation of special courts (FTSCs, FTCs, Family Court, etc)
- ⬭ Administration of Acts
- ⬭ Creation and continuation of posts in subordinate courts in UTs
- ⬭ Supporting Judicial infrastructure
- ⬭ Monitoring and evaluation of eCourts Mission Mode Project
- ⬭ Funding of eCourts Mission Mode Project through PFMS
- ⬭ Project Management including Monitoring, Evaluation, Expenditure, Budgeting, Re-appropriation of funds, GFRs, etc., specially w.r.t. CSS/CS schemes
- ⬭ Preparation of EFC Memorandum
- ⬭ Note for Cabinet
- ⬭ Transfer, Posting and Personnel matters of Regular and Contractual Staff of DoJ
- ⬭ Budget, accounts and audit of DoJ
- ⬭ Vigilance Matters of DoJ employees
- ⬭ Official Language related matters
- ⬭ General Administration of DoJ
- ⬭ General Administration works for Autonomous bodies
- ⬭ Office Management/ Visitors Handling

16. Type of 2nd Role & Responsibility   *

Mark only one oval.

⬭ Scheme

⬭ Non-Scheme

17. Nature of 2nd Role & Responsibility   *

Mark only one oval.

⬭ Strategic

⬭ Routine

18. Nature of 2nd Role & Responsibility   *

Mark only one oval.

⬭ Daily

⬭ Monthly

⬭ Quarterly

⬭ Annually

19. Top 3rd Role & Responsibility *

Mark only one oval.

- ◯ Appointment processes of Judges
- ◯ Transfer processes of Judges
- ◯ Removal process of Judges
- ◯ Pay, Allowance and Pension matters for Judges
- ◯ MoUs with other countries related to Judicial areas
- ◯ Redressal of Grievances
- ◯ Administration of National Judicial Pay commission
- ◯ Monitoring and evaluation of special courts (FTSCs, FTCs, Family Court, etc)
- ◯ Administration of Acts
- ◯ Creation and continuation of posts in subordinate courts in UTs
- ◯ Supporting Judicial infrastructure
- ◯ Monitoring and evaluation of eCourts Mission Mode Project
- ◯ Funding of eCourts Mission Mode Project through PFMS
- ◯ Project Management including Monitoring, Evaluation, Expenditure, Budgeting, Re-appropriation of funds, GFRs, etc., specially w.r.t. CSS/CS schemes
- ◯ Preparation of EFC Memorandum
- ◯ Note for Cabinet
- ◯ Transfer, Posting and Personnel matters of Regular and Contractual Staff of DoJ
- ◯ Budget, accounts and audit of DoJ
- ◯ Vigilance Matters of DoJ employees
- ◯ Official Language related matters
- ◯ General Administration of DoJ
- ◯ General Administration works for Autonomous bodies
- ◯ Office Management/ Visitors Handling

20. Type of 3rd Role & Responsibility *

    Mark only one oval.

    ◯ Scheme

    ◯ Non-Scheme

21. Nature of 3rd Role & Responsibility *

    Mark only one oval.

    ◯ Strategic

    ◯ Routine

22. Nature of 3rd Role & Responsibility *

    Mark only one oval.

    ◯ Daily

    ◯ Monthly

    ◯ Quarterly

    ◯ Annually

23. Please list other key roles and responsibilities which are Scheme related (not *
    listed above).

    _____

    _____

    _____

    _____

24. Please list other key roles and responsibilities which are Non-Scheme related   *
    (not listed above).

    _____

    _____

    _____

    _____

    Previous Trainings

    Please answer the following questions related to the last training
    that you attended

25. When was the last time you attended a training program? *

    Mark only one oval.

    ◯ < 3 months

    ◯ 3-6 months

    ◯ 7-12 months

    ◯ 1-3 Years

    ◯ more than 3 years ago

    ◯ Never

26. Whether the above training was mandatory or optional *

    Mark only one oval.

    ◯ Mandatory

    ◯ Optional

27. What was the duration of the training? *

Mark only one oval.

◯ Less than a week

◯ 1 to 4 week

◯ More than 4 weeks

28. List down the topics/areas/themes that you received training for. *

_____

_____

_____

_____

_____

29. What was the mode of the training programs? *

Mark only one oval.

◯ Online

◯ Classroom

◯ Hybrid

◯ Not Applicable

30. Who was the provider/ institute for the last training session? (LBSNAA,   *
     Training Institutes of the respective Organized Services, ISTM, Others-please
     specify)

_____

_____

_____

_____

_____

31. Did the last training helped you in improving your work efficiency? *

Mark only one oval.

◯ Strongly Agree

◯ Agree

◯ Neither Agree or Disagree

◯ Disagree

◯ Strongly Disagree

Domain competencies

These are specialized knowledge
areas and skills specific to roles in and for DoJ (for example, understanding
Acts,policies, schemes, programmes, data analytics etc).

Some of the key technical
(domain) competencies that may be required to perform your roles and activities
efficiently at DoJ are listed below:

1. Acts Rules and Regulations handled by DoJ

2. Policies and Schemes

3. General administration (Service/Pay
fixation/Leave/Disciplinary etc. Rules)

4. Parliamentary Assurances

5. POCSO, MP/MLA Courts, and related matters.

6. FTCs/FTSCs

7. DISHA

8. E-Courts

9. Court procedures/ proceedings

10. PFMS

11. Cabinet Note

12. RTI

13. Budget

32. Top 1st Domain Competency you feel, you require for the role? *

    Mark only one oval.

    ◯ Acts Rules and Regulations handled by DoJ

    ◯ Policies and Schemes

    ◯ General administration (Service/Pay fixation/Leave/Disciplinary etc. Rules)

    ◯ Parliamentary Assurances

    ◯ POCSO, MP/MLA Courts, and related matters.

    ◯ FTCs/FTSCs

    ◯ DISHA

    ◯ E-Courts

    ◯ Court procedures/ proceedings

    ◯ PFMS

    ◯ Cabinet Note

    ◯ RTI

    ◯ Budget

33. Self-identified need with regard to Top 1st Domain Competency

    Mark only one oval.

    ◯ I feel I exhibit the domain competency optimally in my work

    ◯ I feel I possess the domain competency but need support to implement it

    ◯ I feel I need some support to develop the domain competency further and to use it in my work

    ◯ I feel I need significant support to develop the domain competency further and to use it in my work

    ◯ I feel I do not have the required domain competency to use it in my work

34. Top 2nd Domain Competency you feel, you require for the role? *

Mark only one oval.

- Acts Rules and Regulations handled by DoJ
- Policies and Schemes
- General administration (Service/Pay fixation/Leave/Disciplinary etc. Rules)
- Parliamentary Assurances
- POCSO, MP/MLA Courts, and related matters.
- FTCs/FTSCs
- DISHA
- E-Courts
- Court procedures/ proceedings
- PFMS
- Cabinet Note
- RTI
- Budget

35. Self-identified need with regard to Top 2nd Domain Competency *

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need some support to develop the domain competency further and to use it in my work
- I feel I need significant support to develop the domain competency further and to use it in my work
- I feel I do not have the required domain competency to use it in my work

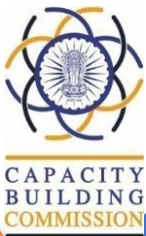36. Top 3rd Domain Competency you feel, you require for the role? *

Mark only one oval.

- ◯ Acts Rules and Regulations handled by DoJ
- ◯ Policies and Schemes
- ◯ General administration (Service/Pay fixation/Leave/Disciplinary etc. Rules)
- ◯ Parliamentary Assurances
- ◯ POCSO, MP/MLA Courts, and related matters.
- ◯ FTCs/FTSCs
- ◯ DISHA
- ◯ E-Courts
- ◯ Court procedures/ proceedings
- ◯ PFMS
- ◯ Cabinet Note
- ◯ RTI
- ◯ Budget

37. Self-identified need with regard to Top 3rd Domain Competency *

Mark only one oval.

- ◯ I feel I exhibit the domain competency optimally in my work
- ◯ I feel I possess the domain competency but need support to implement it
- ◯ I feel I need some support to develop the domain competency further and to use it in my work
- ◯ I feel I need significant support to develop the domain competency further and to use it in my work
- ◯ I feel I do not have the required domain competency to use it in my work

38. What are the other important Domain Competencies you feel you require for the role?   *

39. **Acts, Regulations and Schemes**

Various divisions of the Department of Justice do work related to various acts, regulations, schemes. The need assessment exercise aims to gauge the general level of knowledge and experience on these acts, regulations, and schemes, to ascertain if specific training is required.

Please rank your knowledge and understanding about administration and procedures related to the acts and regulations listed below to ascertain training needs.

Mark only one oval per row.

	Complete Knowledge	Moderate Knowledge	No experience
The Contempt of Courts Act, 1971	◯	◯	◯
The Court Fees Act, 1870	◯	◯	◯
Judicial Officers Protection Act, 1850	◯	◯	◯
(The) Judges (Protection) Act, 1985	◯	◯	◯
The Judges Inquiry Act, 1968	◯	◯	◯
The Supreme Court (Number of Judges) Amendment Act, 2019	◯	◯	◯
The Delhi High Court Act, 1966	◯	◯	◯

Functional Competencies

These are operational requirements for the Department/ vertical/ Ministry towards seamless work or operations or cross-cutting requirements across divisions/departments/ministries. It encapsulates the common way of working across the Government of India. For example, Understanding and application for procurement, GFR, conduct rules, office procedures, project management, budgeting, communication, establishment matters, financial sustainability, etc.

Some of the key Functional competencies that may be required to perform your roles and activities efficiently at DoJ are listed below:

1. E-Office

2. Office Management/Visitor Handling

3. PFMS (Public Financial Management System)

4. Right To Information Act (RTI), 2005

5. Government e-Marketplace (GeM)

6. General Financial Rules (GFR), 2017

7. Delegation of Financial Powers Rules (DFPRs), 1978

8. HRMS Rules/Establishment Rules

9. Budgeting and Accounts

10. Procurement Rules and Tender writing

11. MS Office (Office/Excel/PowerPoint)

12. Computer Proficiency in English & Hindi Typing

13. Noting & Drafting

14. Appointments and policies
      related to appointments and judicial systems

15. Entitlements

16. Salary enhancement

17. How to use social media

18. Handling Court Cases

19. Handling Audit Paras

20. Acts & Rules relating to Department of Justice

21. Schemes & Guidelines of schemes handled by Department of Justice

40. Top 1st Functional Competency you feel, you require for the role? Choose an   *
    item

Mark only one oval.

- ⬭ E-Office
- ⬭ Office Management/Visitor Handling
- ⬭ PFMS (Public Financial Management System)
- ⬭ Right To Information Act (RTI), 2005
- ⬭ Government e-Marketplace (GeM)
- ⬭ General Financial Rules (GFR), 2017
- ⬭ Delegation of Financial Powers Rules (DFPRs), 1978
- ⬭ HRMS Rules/Establishment Rules
- ⬭ Budgeting and Accounts
- ⬭ Procurement Rules and Tender writing
- ⬭ MS Office (Office/Excel/PowerPoint)
- ⬭ Computer Proficiency in English & Hindi Typing
- ⬭ Noting & Drafting
- ⬭ Appointments and policies related to appointments and judicial systems
- ⬭ Entitlements
- ⬭ Salary enhancement
- ⬭ How to use social media
- ⬭ Handling Court Cases
- ⬭ Handling Audit Paras
- ⬭ Acts & Rules relating to Department of Justice
- ⬭ Schemes & Guidelines of schemes handled by Department of Justice

41. Self-identified need with regard to Top 1st Functional Competency *

Mark only one oval.

- ⬭ I feel I exhibit the functional competency optimally in my work
- ⬭ I feel I possess the functional competency but need support to implement it
- ⬭ I feel I need some support to develop the functional competency further and to use it in my work
- ⬭ I feel I need significant support to develop the functional competency further and to use it in my work
- ⬭ I feel I do not have the required functional competency to use it in my work

42. Top 2nd Functional Competency you feel, you require for the role? Choose an *
item

Mark only one oval.

- ◯ E-Office
- ◯ Office Management/Visitor Handling
- ◯ PFMS (Public Financial Management System)
- ◯ Right To Information Act (RTI), 2005
- ◯ Government e-Marketplace (GeM)
- ◯ General Financial Rules (GFR), 2017
- ◯ Delegation of Financial Powers Rules (DFPRs), 1978
- ◯ HRMS Rules/Establishment Rules
- ◯ Budgeting and Accounts
- ◯ Procurement Rules and Tender writing
- ◯ MS Office (Office/Excel/PowerPoint)
- ◯ Computer Proficiency in English & Hindi Typing
- ◯ Noting & Drafting
- ◯ Appointments and policies related to appointments and judicial systems
- ◯ Entitlements
- ◯ Salary enhancement
- ◯ How to use social media
- ◯ Handling Court Cases
- ◯ Handling Audit Paras
- ◯ Acts & Rules relating to Department of Justice
- ◯ Schemes & Guidelines of schemes handled by Department of Justice

43. Self-identified need with regard to Top 2nd Functional Competency *

Mark only one oval.

○ I feel I exhibit the functional competency optimally in my work

○ I feel I possess the functional competency but need support to implement it

○ I feel I need some support to develop the functional competency further and to use it in my work

○ I feel I need significant support to develop the functional competency further and to use it in my work

○ I feel I do not have the required functional competency to use it in my work

44. Top 3rd Functional Competency you feel, you require for the role? Choose an *
item

Mark only one oval.

- ⬭ E-Office
- ⬭ Office Management/Visitor Handling
- ⬭ PFMS (Public Financial Management System)
- ⬭ Right To Information Act (RTI), 2005
- ⬭ Government e-Marketplace (GeM)
- ⬭ General Financial Rules (GFR), 2017
- ⬭ Delegation of Financial Powers Rules, 1978
- ⬭ HRMS Rules/Establishment Rules
- ⬭ Budgeting and Accounts
- ⬭ Procurement Rules and Tender writing
- ⬭ MS Office (Office/Excel/PowerPoint)
- ⬭ Computer Proficiency in English & Hindi Typing
- ⬭ Noting & Drafting
- ⬭ Appointments and policies related to appointments and judicial systems
- ⬭ Entitlements
- ⬭ Salary enhancement
- ⬭ How to use social media
- ⬭ Handling Court Cases
- ⬭ Handling Audit Paras
- ⬭ Acts & Rules relating to Department of Justice
- ⬭ Schemes & Guidelines of schemes handled by Department of Justice

45. Self-identified need with regard to Top 3rd Functional Competency *

    Mark only one oval.

    ⬭ I feel I exhibit the functional competency optimally in my work

    ⬭ I feel I possess the functional competency but need support to implement it

    ⬭ I feel I need some support to develop the functional competency further and to use it in my work

    ⬭ I feel I need significant support to develop the functional competency further and to use it in my work

    ⬭ I feel I do not have the required functional competency to use it in my work

46. What are the other important Functional Competencies you feel you require for * the role?

    _____

    _____

    _____

    _____

    _____

Technology System

Technology systems entail usage of computing, telecommunication and IT infrastructure to access, store, transmit, understand information (for example using MS Office, acquainting with cloud storage, E-Office etc.). It reflects an employee's ability to comfortably and efficiently use the technology required to do their work.

Some of the key Technology systems that are used at DoJ are listed below:

1. E-Samiksha Portal

2. NJDG portal of e-Court

3. WAN Monitoring Portal

4. Portal developed under DISHA Scheme

5. SGOS-9 of e-Samiksha Portal

6. eHRMS

7. eOffice

8. PFMS

9. Claim & Inventory Management

10. MS Office Application (Word/Excel/PowerPoint) in English & Hindi

11. NIC Applications- email, messenger, cloud storage and others

12. Data analysis using MS Excel

13. Basics of AI and Data Analytics

14. Project Management Tools (AGILE, SCRUM, etc.

47. Top 1st Technology System you feel, you require for the role? *

Mark only one oval.

○ E-Samiksha Portal

○ NJDG portal of e-Court

○ WAN Monitoring Portal

○ Portal developed under DISHA Scheme

○ SGOS-9 of e-Samiksha Portal

○ eHRMS

○ eOffice

○ PFMS

○ Claim & Inventory Management

○ MS Office Application (Word/Excel/PowerPoint) in English & Hindi

○ NIC Applications- email, messenger, cloud storage and others

○ Data analysis using MS Excel

○ Basics of AI and Data Analytics

○ Project Management Tools (AGILE, SCRUM, ect)

48. Self-identified needs for Top 1st Technology System that you use? *

Mark only one oval.

○ I feel I can use technology system optimally in my work

○ I feel I can use technology system but need support to efficiently use it

○ I feel I need some support to use technology system in my work

○ I feel I need significant support use technology system in my work

○ I feel I do not understand how the technology system works

49. Top 2nd Technology System you feel, you require for the role? *

   Mark only one oval.

   ◯ E-Samiksha Portal

   ◯ NJDG portal of e-Court

   ◯ WAN Monitoring Portal

   ◯ Portal developed under DISHA Scheme

   ◯ SGOS-9 of e-Samiksha Portal

   ◯ eHRMS

   ◯ eOffice

   ◯ PFMS

   ◯ Claim & Inventory Management

   ◯ MS Office Application (Word/Excel/PowerPoint) in English & Hindi

   ◯ NIC Applications- email, messenger, cloud storage and others

   ◯ Data analysis using MS Excel

   ◯ Basics of AI and Data Analytics

   ◯ Project Management Tools (AGILE, SCRUM, ect)

50. Self-identified needs for Top 2nd Technology System that you use? *

   Mark only one oval.

   ◯ I feel I can use technology system optimally in my work

   ◯ I feel I can use technology system but need support to efficiently use it

   ◯ I feel I need some support to use technology system in my work

   ◯ I feel I need significant support use technology system in my work

   ◯ I feel I do not understand how the technology system works

51. Top 3rd Technology System you feel, you require for the role? *

    Mark only one oval.

    ◯ E-Samiksha Portal

    ◯ NJDG portal of e-Court

    ◯ WAN Monitoring Portal

    ◯ Portal developed under DISHA Scheme

    ◯ SGOS-9 of e-Samiksha Portal

    ◯ eHRMS

    ◯ eOffice

    ◯ PFMS

    ◯ Claim & Inventory Management

    ◯ MS Office Application (Word/Excel/PowerPoint) in English & Hindi

    ◯ NIC Applications- email, messenger, cloud storage and others

    ◯ Data analysis using MS Excel

    ◯ Basics of AI and Data Analytics

    ◯ Project Management Tools (AGILE, SCRUM, ect)

52. Self-identified needs for Top 3rd Technology System that you use? *

    Mark only one oval.

    ◯ I feel I can use technology system optimally in my work

    ◯ I feel I can use technology system but need support to efficiently use it

    ◯ I feel I need some support to use technology system in my work

    ◯ I feel I need significant support use technology system in my work

    ◯ I feel I do not understand how the technology system works

53. What are the other important Technology System you feel you require for the role? *

_____

_____

_____

_____

Behavioral competencies

These are a set of key behaviours, 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 DoJ. For example, Initiative, Information seeking, Empathy, self-confidence, communication skills, written and verbal communication improvements, professionalism, and attitudinal changes to serve the citizen centric goals, leadership, etc.)

Some of the key Behavioural competencies that may be required to perform your roles and activities efficiently at DoJ are listed below:

1. Leadership

2. Initiative and Drive

3. Personal effectiveness

4. Team Building

5. Professionalism

6. Decision Making

7. Communication

8. Critical Thinking

9. Stakeholder Management

10. Time Management

11. Conflict Resolution

12. Analytical Skills

13. Stress Management

14. Gender Sensitization

54. Top 1st Behavioral Competency you feel, you require for the role? Choose an *
item

Mark only one oval.

- ◯ Leadership
- ◯ Initiative and Drive
- ◯ Personal effectiveness
- ◯ Team Building
- ◯ Professionalism
- ◯ Decision Making
- ◯ Communication
- ◯ Critical Thinking
- ◯ Stakeholder Management
- ◯ Time Management
- ◯ Conflict Resolution
- ◯ Analytical Skills
- ◯ Stress Management
- ◯ Gender Sensitization

55. Self-identified need with regard to Top 1st Behavioral Competency *

Mark only one oval.

- ◯ I feel I exhibit the behavioral competency optimally in my work
- ◯ I feel I possess the behavioral competency but need support to implement it
- ◯ I feel I need some support to develop the behavioral competency further and to use it in my work
- ◯ I feel I need significant support to develop the behavioral competency further and to use it in my work
- ◯ I feel I do not have the required behavioral competency to use it in my work

56. Top 2nd Behavioral Competency you feel, you require for the role? *

Mark only one oval.

⬭ Leadership

⬭ Initiative and Drive

⬭ Personal effectiveness

⬭ Team Building

⬭ Professionalism

⬭ Decision Making

⬭ Communication

⬭ Critical Thinking

⬭ Stakeholder Management

⬭ Time Management

⬭ Conflict Resolution

⬭ Analytical Skills

⬭ Stress Management

⬭ Gender Sensitization

57. Self identified gaps for Top 2nd Behavioral Competency *

Mark only one oval.

⬭ I feel I exhibit the behavioral competency optimally in my work

⬭ I feel I possess the behavioral competency but need support to implement it

⬭ I feel I need some support to develop the behavioral competency further and to use it in my work

⬭ I feel I need significant support to develop the behavioral competency further and to use it in my work

⬭ I feel I do not have the required behavioral competency to use it in my work

58. Top 3rd Behavioral Competency you feel, you require for the role? *

Mark only one oval.

- Leadership
- Initiative and Drive
- Personal effectiveness
- Team Building
- Professionalism
- Decision Making
- Communication
- Critical Thinking
- Stakeholder Management
- Time Management
- Conflict Resolution
- Analytical Skills
- Stress Management
- Gender Sensitization

59. Self identified gaps for Top 3rd Behavioral Competency *

Mark only one oval.

- I feel I exhibit the behavioral competency optimally in my work
- I feel I possess the behavioral competency but need support to implement it
- I feel I need some support to develop the behavioral competency further and to use it in my work
- I feel I do not have the required behavioral competency to use it in my work

60. What are the other important Behavioral Competencies you feel you require for * the role?

_____

_____

_____

_____

_____

Skip to question 54

Suggestions

61. Please provide suggestions on Trainings/Workshops/ etc. that you feel would * help you to do your role better.

_____

_____

_____

_____

_____

62. Preferred mode of training/session *

Mark only one oval.

- ◯ Online
- ◯ Classroom
- ◯ Hybrid
- ◯ Immersive experiences

63. Are there any challenges faced by you/your team/your Department in delivering the objectives of the DoJ? Please share those specific challenges. *

_____

_____

_____

_____

_____

64. Do you have any additional comments on how to of DoJ more effective? *

_____

_____

_____

_____

_____

Citizen Centricity

65. Do you have to interact directly with citizen stakeholders (e.g., public announcement, tele-law services, Nyay Bandhu, IDLS, communication, complaints, Field visits etc.) *

Mark only one oval.

◯ Yes

◯ No

66. Please enlist the avenues where you to interact directly with citizen stakeholders. Please write 'Not Applicable' If you do not engage in any such activity *
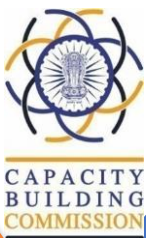
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_____

67. Do you have any suggestions on making these citizen centric initiatives more effective? *