

Capacity Building Commission

Draft Annual Capacity Building Plan

Legislative Department

September 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 Legislative Department (LD) under the Ministry of Law and Justice.

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 so as to 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 and key steps 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 Legislative Department

The ACBP preparation process of Legislative Department (hereby referred to as “the Department”) began in the month of December 2022 with a kick-off meeting held on 19th December under the leadership of the Secretary, LD 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 March 2023 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 discussion with leadership 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. Additionally, the domain competencies identified across each division will further help in

determining the specific training interventions in long term. At an organizational level, 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 legislation, Mentor/Buddy Program, 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	<ul style="list-style-type: none"> Legal research Legislative drafting Knowledge on Updation of all Central Acts and subordinations Official language knowledge Knowledge on standard legal terminology Translation of Legal documents like bills, ordinance, rules, and regulations Regional language knowledge (Constitution of India in regional languages) 	<ul style="list-style-type: none"> Updating the documents containing the Acts/Ordinances General Statutory Rules and Orders made under Acts in the India Code Examination of legislative proposals for drafting of bills, ordinances Knowledge on protocols of Elections to parliament Publications and sales of legal literature in Hindi Coordinating within department and other ministries and departments as per the mandate
Functional	<ul style="list-style-type: none"> Digital Fluency Handling RTI Matters Cabinet Note Preparation Establishment and Human Resource Management Vigilance and Disciplinary Matters 	<ul style="list-style-type: none"> Handling Parliamentary Matters Office Procedure, Noting & Drafting Administration E-Office Policy Making Grievance Redressal/ management
Behavioural	<ul style="list-style-type: none"> Communication Result Orientation Stress Management Visionary Leadership 	<ul style="list-style-type: none"> Decision Making Time Management Team Management & Development

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 LD was constituted on 19th January 2023 under the leadership of the Additional Secretary, Legislative Department, 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
AdLC	Additional Legislative Counsel
AI	Artificial Intelligence
ALC	Assistant Legislative Counsel
APAR	Annual Performance Assessment Report
AS	Additional Secretary
ASCI	Administrative Staff College of India
BSNL	Bharat Sanchar Nigam Limited
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CGEGIS	Central Government Employees Group Insurance Scheme
CGHS	Central Government Health Scheme
CNA	Competency Needs Assessment
CPGRAMS	Centralized Public Grievance Redress and Monitoring System
CSCS	Central Secretariat Clerical Service
CSS	Central Secretariat Service
CSSS	Central Secretariat Stenographers Service
CVC	Central Vigilance Commission
DAKSHTA	Development of Attitude, Knowledge, and Skills for Holistic Transformation of Administration
DLC	Deputy Legislative Counsel
DMEO	Development Monitoring and Evaluation Office
DoPT	Department of Personnel and Training
FA	Financial Advisor
FRSR	Fundamental Rules and Supplementary Rules
FGD	Focused Group Discussion
Goi	Government of India
GRAAM	Grassroots Research and Advocacy Movement
GSITI	Geological Survey of India training institute
GSRO	General Statutory Rules and Orders
ICAI	Institute of Chartered Accountants of India
ICIS	India Code Information System
iGOT	Integrated Government Online training
IIPA	Indian Institute of Public Administration
ILDR	Institute Of Legislative Drafting and Research
ILS	Indian Legal Services
ISB	Indian School of Business
ISTM	Institute of Secretarial Training and Management
JS	Joint Secretary

KMS	Knowledge Management Systems
LC	Legislative Counsel
LD	Legislative Department
MDNIY	Morarji Desai National Institute of Yoga
MDO	Ministry Department & organization
ML	Machine Learning
MLA	Member of Legislative Assembly
MP	Member of Parliament
NIC	National Informatics Centre
NILERD	National Institute of Labour Economics Research and Development
NPCSCB	National Programme for Civil Services Capacity Building
PPS	Principal Private Secretary
PS	Private Secretary
PSO	Principal Staff Officer
RTI	Right to Information
SoP	Standard Operating Procedures
SPV	Special Purpose Vehicle
SS	Special Secretary
Sup	Superintended
TA	Travel Allowance
UPSC	Union Public Service Commission
UTs	Union Territories
VSP	Vidhi Sahitya Prakashan
VUCA	Volatility, Uncertainty, Complexity, and Ambiguity
WITP	Wadhvani 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

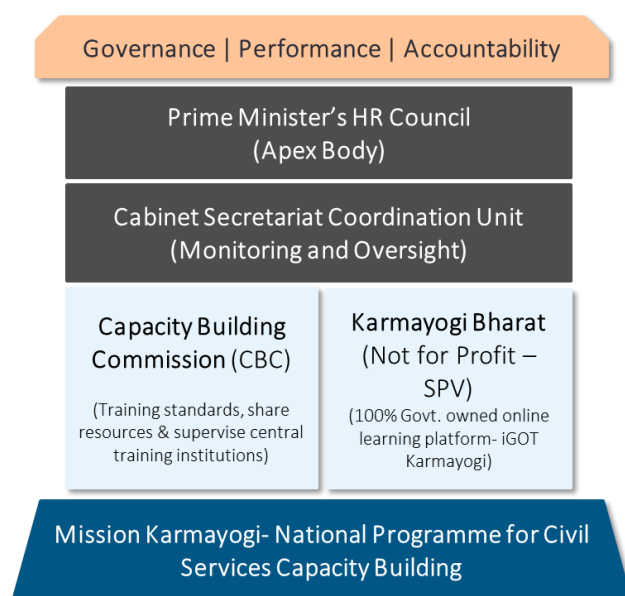


Figure 1: Framework for implementation and monitoring

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

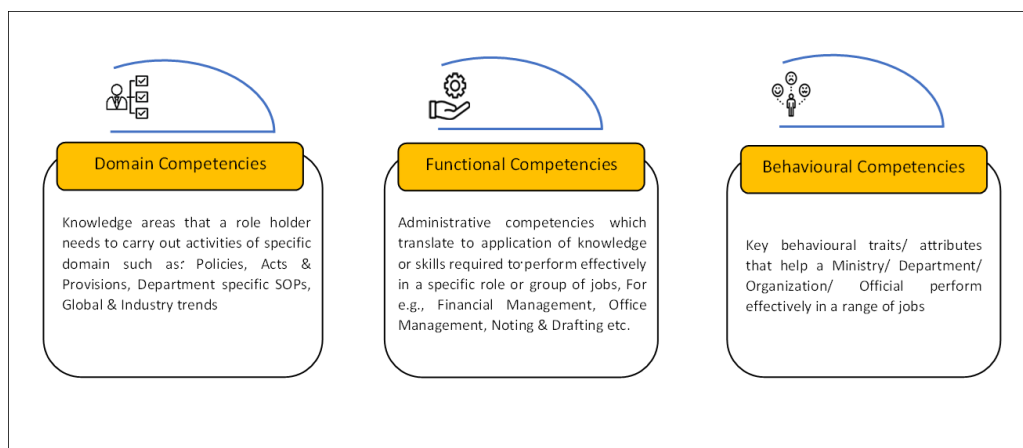


Figure 2: Definition of competencies

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 Legislative Department.

2. Approach and Methodology adopted for the ACBP exercise

Following the orientation workshop with all MDOs, a kick-off meeting was organized at Legislative Department on 19th 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:

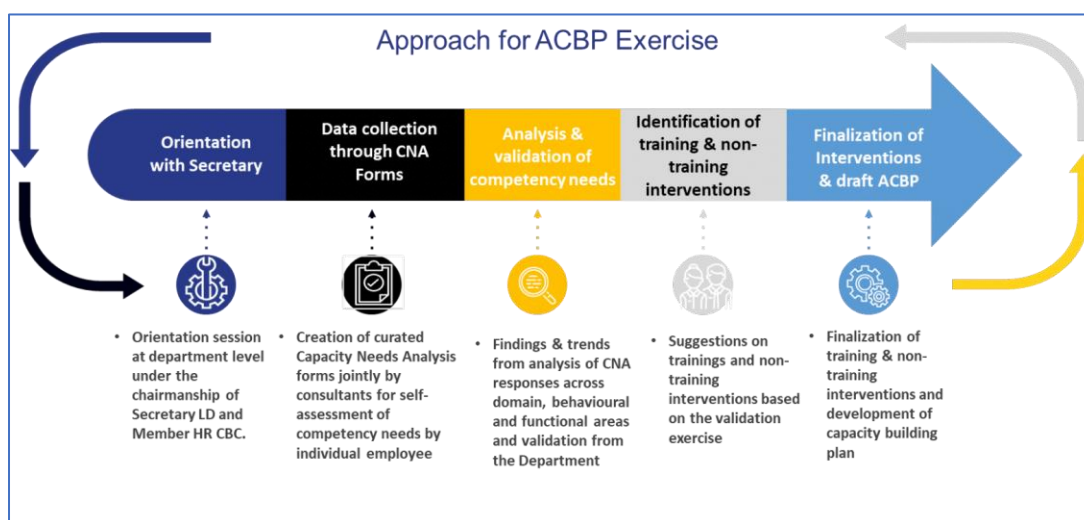


Figure 3: Steps for developing ACBP

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 following illustrative:

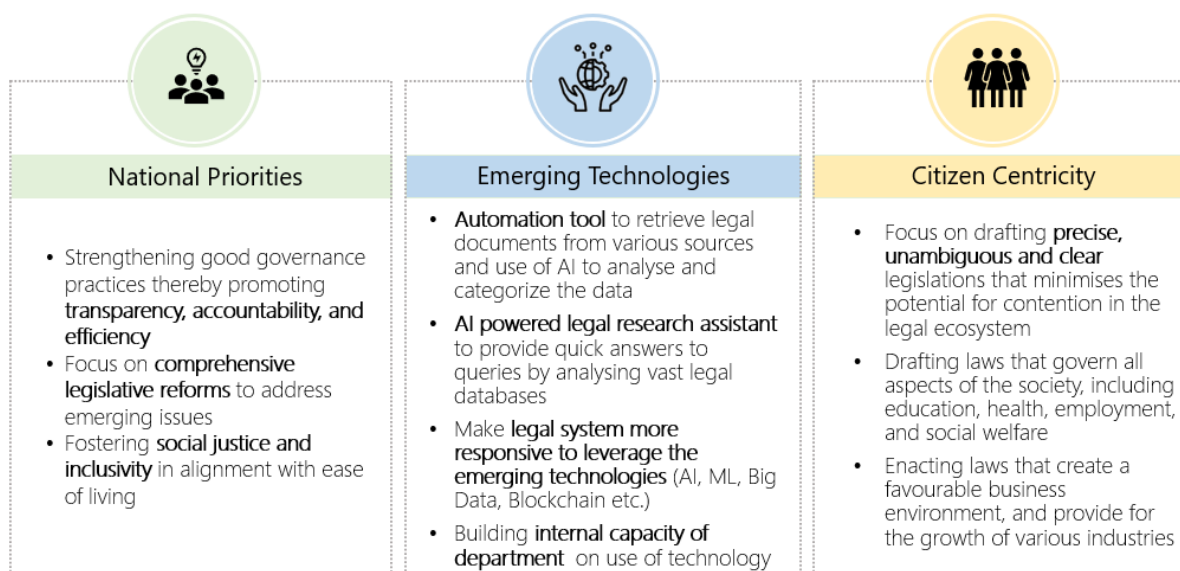


Figure 4: Lenses of capacity building for Legislative Department

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 CBU of Legislative Department was constituted on 19th January 2023 under the leadership of the Additional Secretary, Legislative Department to lead the exercise within the Department.

3. Overview of Legislative Department

3.1 Vision of the Department

The Legislative Department envisions achieving excellence in legislative matters for accomplishing the objectives set out in the Constitution of India and to transform the Legislative Department into the model drafting office of the Union.

3.2 Mission of the Department

The Legislative Departments works towards:

- Ensuring consistency and uniformity in drafting the following with brevity, clarity, and precision
 - Government bills
 - Ordinances
 - Subordinate Legislation
- Undertaking capacity building measures to ensure
 - Efficient and timely drafting
 - Timely scrutiny and vetting of Principal and Subordinate legislation

- Ensuring the real-time flow of information of Principal Legislation for the benefit of the common man
- Restructuring the Institute of Legislative Drafting and Research (ILDR) to impart training in legislative drafting (English and Hindi both) and making it an institution of national eminence.

As part of the ACBP exercise, an As-Is assessment of the Department was conducted to gain understanding on the Department's current state. The interactions held with the leadership of the Department (Additional Secretary and CBU team) to gain 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 organizational structure of the Department along with functions of the various 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:

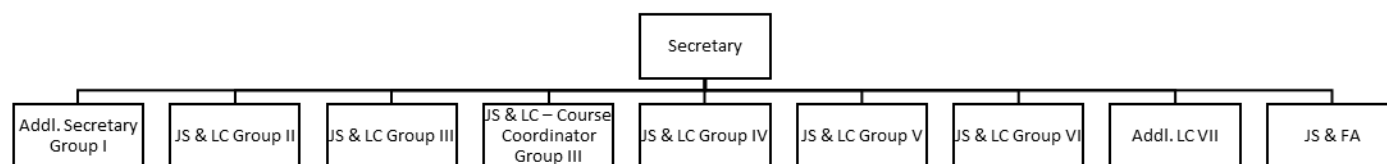
- Vision and mission of the Department
- Mapping of organization structure of the Department along with functions of the different divisions and wings through secondary research (studying LD's annual report, website, work allocation order etc.)
- Inputs on past training initiatives undertaken by the 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 (studying LD's annual report, website, etc.)
- Existing challenges and opportunities at organizational as well as 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

Legislative Department is headed by the Secretary and has seven groups which are usually headed by either an Additional Secretary or a Joint Secretary & Legislative Counsel or Additional Legislative Counsel. It also comprises of multiple sections that help in the overall functioning of the Department.

The overall organogram of the Legislative Department is shown below:



Addl. Secretary – Additional Secretary

JS & LC - Joint Secretary and Legislative Counsel

Addl. LC – Additional Legislative Counsel

JS & FA - Joint Secretary and Financial Advisor

Figure 5: Organogram of Legislative Department

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

Table 1: Overview of divisions

Sections	Description
Admin I	The Admin I Section deals with the establishment matters of the Legislative Department and Official Languages Wing. It also looks into the establishment matters of Group A officers in the Election Commission and officers members of the Election Departments of Union Territories
Admin II	Admin II section looks into administrative matters like office allotment and residential accommodation, medical attendance, CGHS rules, reimbursement of medical expenses, security arrangements and IDs. Additionally, it oversees the establishment matters of Group 'D' staff
Budget & Accounts and Integrated Finance Section	This section works on Budget, Revised and Final estimates of expenditure demands for grant. It is also involved in statutory and internal audits & inspection of accounts. Further, it plays a role in scrutinising proposals for the creation of new posts and continuation of existing posts
Cash Section	Cash section deals with payment of salary and grant of advances
Correction Section	It is involved in the scrutiny of the Gazette publications and works on updating the documents containing the Acts/Ordinances of all the States and UTs
GSRO Section	GSRO (General Statutory Rules and Orders) section is responsible for compiling General Statutory Rules and Orders made under Acts in the India Code
Legislative I Section	Legislative I Section is responsible for the examination of legislative proposals for drafting of bills, ordinances etc. It is also involved in the examination proposals related to recommendations of the President
Legislative II & Parliament Section	Role of the Legislative II section is to oversee elections to various offices, elections to parliament, General election, and Bye elections. The section is also involved in private Member's Bills Examination of references from President's Secretariat relating to disqualification of MPs and MLAs and putting up of draft orders for consideration of the President
Legislative III Section	Matters relating to entries 5, 6, 7, 8, 9, 10, 11, 12, 13 and 28 in the concurrent list of the Seventh Schedule to the Constitution of India including personal laws.

Sections	Description
Printing Section	This section deals with editing of manuscripts of central bills.
Publication Section	Publication Section undertakes publications of revised edition to India Code, Constitution of India, Manual of Election Law.
RTI Cell	This section handles matters related to examining the applications, collect available information from the concerned administrative units of the Department and to provide the information to the applicant. It also transfers the applications which contain the subject matter pertaining to other Ministries/Departments of the central Government to the concerned Ministries/Departments
Official Language Section	The Official Language Section of the Legislative Department is administratively responsible for the implementation of the Official Language Policy of the Union of India; the Official Language Act, 1963 and the Official Language Rules, 1976. This Section is also responsible for increasing the progressive use of Hindi for official purposes of the Union of India in addition to translation work from English to Hindi and vice-versa.
Official Languages Wing	Official Languages Wing of the Legislative Department is responsible for preparing and publishing standard legal terminology and for translating all the Bills to be introduced in Parliament and all Central Acts, Ordinances, Subordinate legislations, etc., as required under the Official Languages Act, 1963 into Hindi. This Wing is also responsible for arranging translation of the Central Acts, Ordinances and releasing grants-in-aid to various registered voluntary organisations engaged in promotion and propagation of Hindi and other regional languages.
Vidhi Sahitya Prakashan (VSP)	Vidhi Sahitya Prakashan is tasked with the responsibility of bringing out Hindi versions of reportable judgements of the Supreme Court and the High Courts with the objective of promoting the progressive use of Hindi in the legal field. Vidhi Sahitya Prakashan brings out various publications of legal literature in Hindi. It also holds exhibitions in various states for giving wide publicity to legal literatures available in Hindi and to promote their sales. It promotes use of the Hindi language and literature, along with organizing exhibitions to propagate Hindi.
ILDR Section	This section looks after the matters of Institute of Legislative Drafting and Research
IT management and NIC cell	IT management and NIC cell helps the Department in designing, developing, and implementing various digital initiatives.
India Code Updation Unit	India Code Updation Unit handles matters related to India Code Information System (ICIS).
Coordination Section	This section is responsible for Coordinating within Department and other ministries and departments as per the mandate

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:

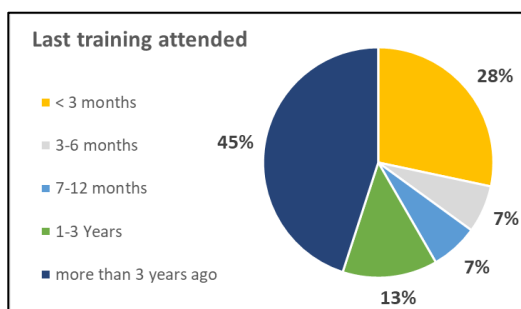


Figure 6: Last training attended

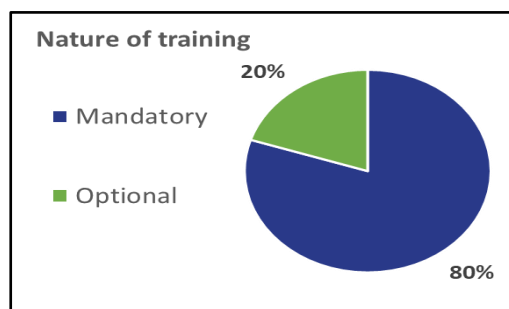


Figure 7: Nature of training

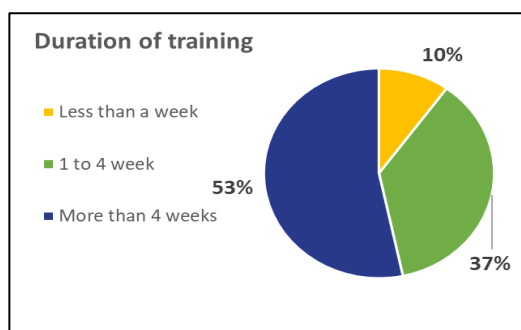


Figure 8: Duration of training

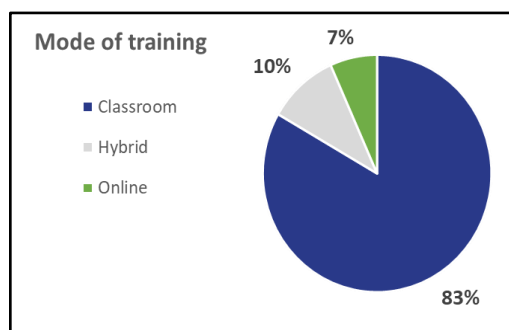


Figure 9: Mode of training

It was observed that 58% of employees have not attended any training in last one year (Fig 6) and 80% of these trainings have been mandatory in nature (Fig 7). 53% of the trainings have been long trainings involving employees for over a week to 4 weeks and was conducted through classroom programs (Fig 8 & 9).

45% of the respondents have attended training from ILDR on domain areas whereas 50% of the respondents have undergone mandatory training in Institute of Secretariat Training and Management (ISTM) covering various essential areas such as Noting & Drafting, Parliamentary Procedures, RTI, Cabinet Notes, pension rules, leave rules, FRSR, conduct rules, TA rules, office procedures, e-office, general administration etc.

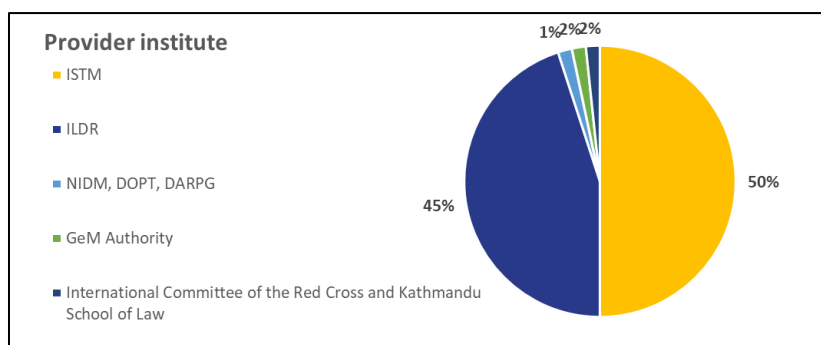


Figure 10: Provider institutes for training

Change impact of training: 96% 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.

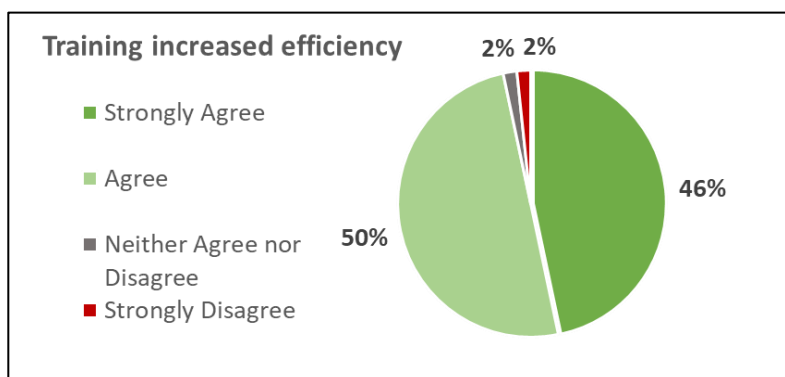


Figure 11: Change impact of trainings

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 bite 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 Legislative Department, 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 Sections	Number of unique positions
19	20

Figure 12: 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 [legislatedepartment.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 form was circulated in the Department on 24th March 2023 and responses were collected from the employees till 20th April 2023. A total of 81 responses were received from approximately 300 employees (including MTS staff) across designations and divisions. 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 with the leadership of the Department
- 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 for developing a baseline of employee profile of the Department. A snapshot of the employee profile is provided below:

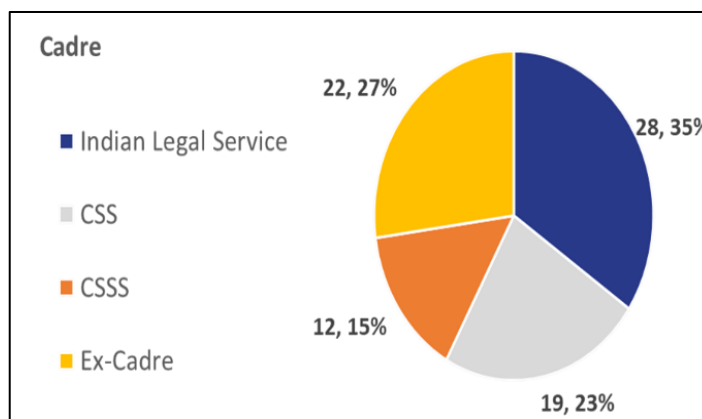


Figure 13: Analysis of respondent profile

Respondent analysis elucidates that majority of respondent (35%) are from ILS cadre, followed by CSS (23%) and CSSS (15%). The rest 27% are from ex-cadre i.e., General Central Service.

4.2.2 Competency needs identified across Department and levels

4.2.2.1 Domain Competency Analysis

The table below identifies the domain competencies highlighted by the different sections in the Department in the survey.

Table 2: Section-wise Domain competency analysis

Sections	Domain Competency
Admin I	<ul style="list-style-type: none"> Knowledge on Establishment Matters DoPT notified Service Rules
Admin II	<ul style="list-style-type: none"> Maintenance of all service books and all related matters Office allotment and residential accommodation CGHS rules (Reimbursement of medical expenses) Facility management (Security arrangements and IDs) Knowledge on disciplinary proceedings
Budget & Accounts and Integrated Finance Section	<ul style="list-style-type: none"> Budget Management Statutory and internal audits & inspection of accounts Examination and scrutiny of financial proposals
Cash Section	<ul style="list-style-type: none"> Cash Management and Accounting Income tax calculation Grant of advances Final settlement of retirement cases
Correction Section	<ul style="list-style-type: none"> Scrutiny of the Gazette publication Updating the documents containing the Acts/Ordinances

Sections	Domain Competency
GSRO Section	<ul style="list-style-type: none"> General Statutory Rules and Orders made under Acts in the India Code
Legislative I Section	<ul style="list-style-type: none"> Examination of legislative proposals for drafting of bills, ordinances Examination proposals related to recommendations of the President.
Legislative II & Parliament Section	<ul style="list-style-type: none"> Knowledge on protocols of Elections to various offices Knowledge on protocols of Elections to parliament Knowledge on protocols of General election Knowledge on protocols of By elections
Legislative III Section	<ul style="list-style-type: none"> Seventh Schedule to the Constitution including personal laws
Printing Section	<ul style="list-style-type: none"> Editing of manuscripts of central bills
Publication Section	<ul style="list-style-type: none"> Publications of revised edition to India Code, Constitution of India, Manual of Election Law.
RTI Cell	<ul style="list-style-type: none"> RTI Act, 2005 RTI rules
Official Language Section	<ul style="list-style-type: none"> Legislative Drafting Official language knowledge
Official Languages Wing	<ul style="list-style-type: none"> Standard legal terminology Translation of Legal documents like bills, ordinance, rules, and regulations Regional language knowledge (Constitution of India in regional languages)
Vidhi Sahitya Prakashan (VSP)	<ul style="list-style-type: none"> Publications and sales of legal literature in Hindi Event Management (organizing exhibitions to propagate Hindi)
ILDR Section	<ul style="list-style-type: none"> Training and skill development Content creation/ module designing
IT management and NIC cell	<ul style="list-style-type: none"> System Administration Software/IT management
India Code Updation Unit	<ul style="list-style-type: none"> Legal research Legislative drafting Knowledge on Updation of all Central Acts and subordinations
Coordination Section	<ul style="list-style-type: none"> Coordinating within Department and other ministries and departments as per the mandate

It is understood from discussions with the CBU that on the basis of work allocation, functioning of LD can be categorised into three operational areas comprising of respective domain competencies as illustrated in the following figure:

Drafting	Official Language	Vidhi Sahitya Prakashan (VSP)
<ul style="list-style-type: none"> Legislative drafting Legal research and analysis 	<ul style="list-style-type: none"> Standard legal terminology Translation of Legal documents like bills, ordinance, rules and regulations Knowledge on language (Constitution of India in regional languages) 	<ul style="list-style-type: none"> Publications and sales of legal literature in Hindi Translation of books, judgements Event Management (organizing exhibitions to propagate Hindi)

Figure 14: Domain Competencies of operational areas based on work allocation

4.2.2.2 Functional Competency Analysis

The graph below identifies the top 5 functional competencies highlighted by the Department in the survey.

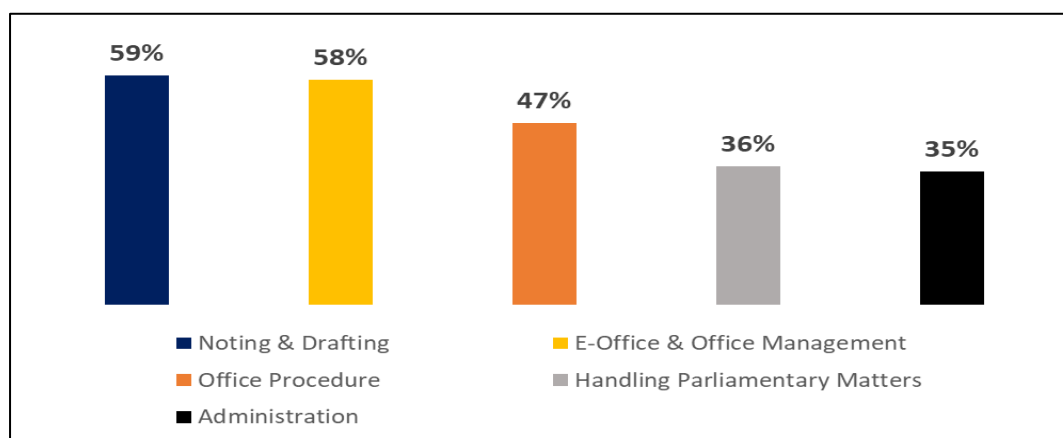


Figure 15: Organization Level Functional Competency Needs

Top functional competency needs from the CNA response analysis are Noting and Drafting, e-Office, Office Procedures, Handling Parliamentary Matters, Administration. Further analysis was done on the functional competency requirements for groups of designations (Fig 16 & 17). For analysis of responses, 20 unique designations were divided into 8 groups as depicted in the following table.

Table 3: Group wise division of designation

Group	Designation	Responses
Group 1	<ul style="list-style-type: none"> Special Secretary Additional Secretary 	2
Group 2	<ul style="list-style-type: none"> Joint Secretary and Legislative Counsel Additional Legislative Counsel 	12
Group 3	<ul style="list-style-type: none"> Deputy Legislative Counsel Assistant Legislative Counsel Superintendent 	23
Group 4	<ul style="list-style-type: none"> Director Under Secretary 	2
Group 5	<ul style="list-style-type: none"> Section Officer Assistant Section Officer 	16
Group 6	<ul style="list-style-type: none"> Assistant- Legal Assistant- Printing 	7
Group 7	<ul style="list-style-type: none"> PSO PPS PS Personal Assistant 	12
Group 8	<ul style="list-style-type: none"> Editor Sub-editor Steno D 	12

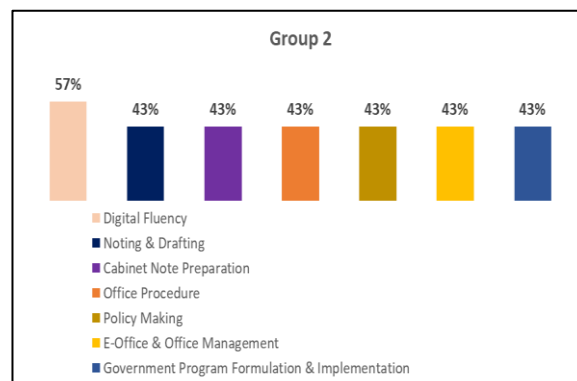
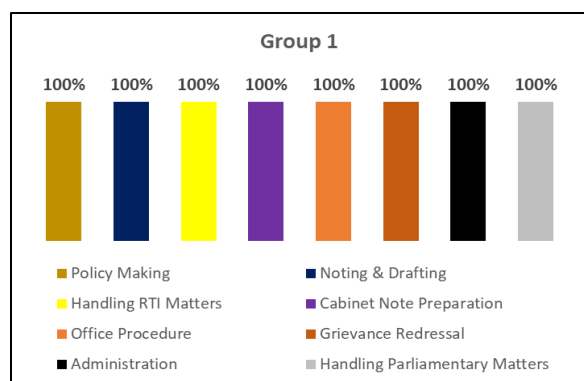


Figure 16: Designation Group wise functional competencies

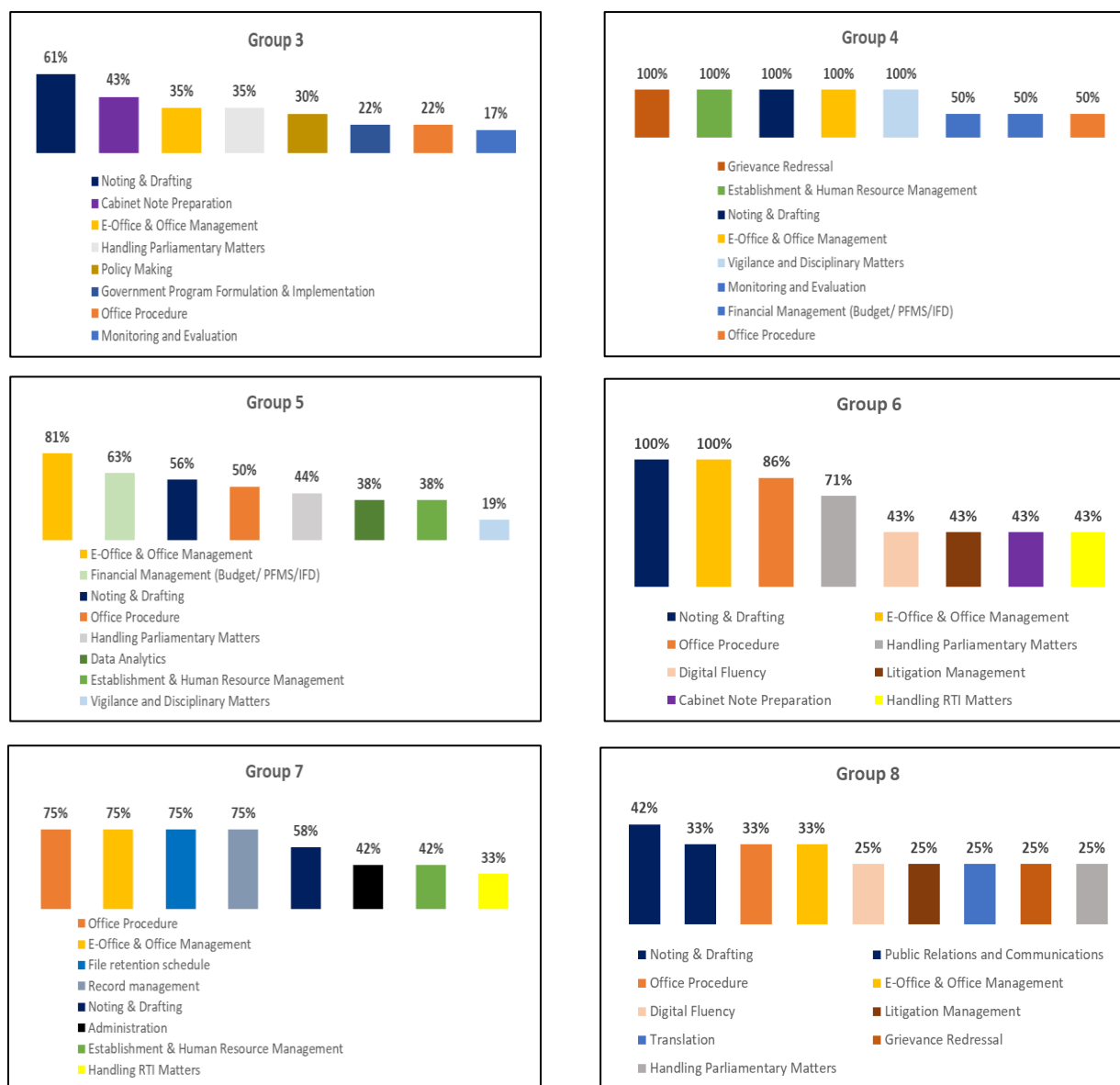


Figure 17: Designation Group wise functional competencies

4.2.2.3 Behavioural Competency Analysis

The graph below identifies the top 6 behavioural competencies highlighted by the Department in the survey.

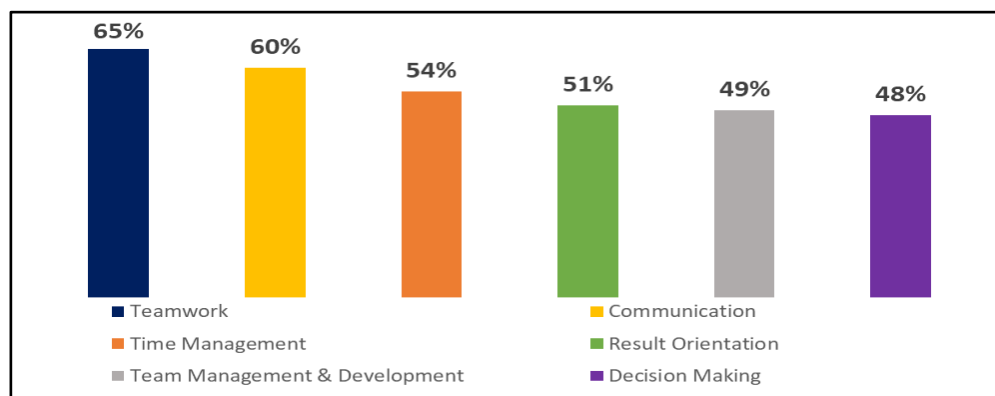


Figure 18: Organization Level Behavioural Competency Needs

The top behavioural competency needs for the Department are teamwork, communication, time management, result orientation and team management & development. Further analysis was done on the behavioural competency requirements for groups of designations as depicted in the graphs below (Fig 19 & 20).

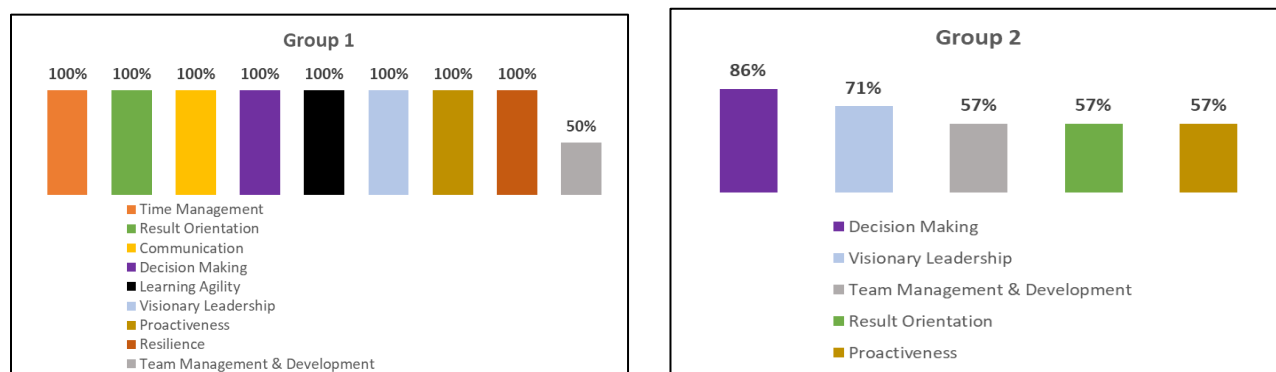


Figure 19: Designation Group wise behavioral competencies

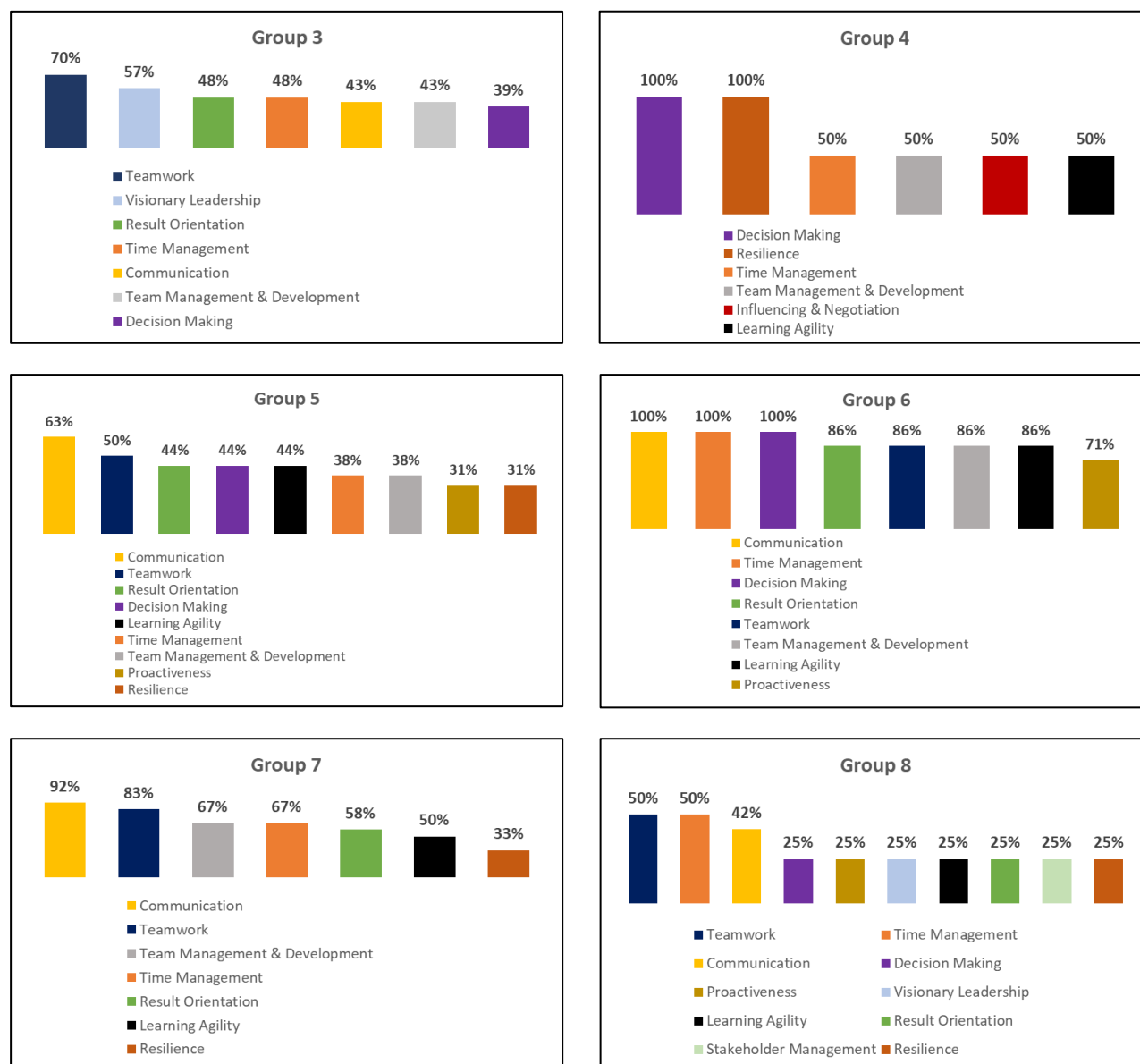


Figure 20: Designation Group wise behavioral competencies

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 and L3 based on duration of the course. Training calendars for different designations are presented in the following subsections.

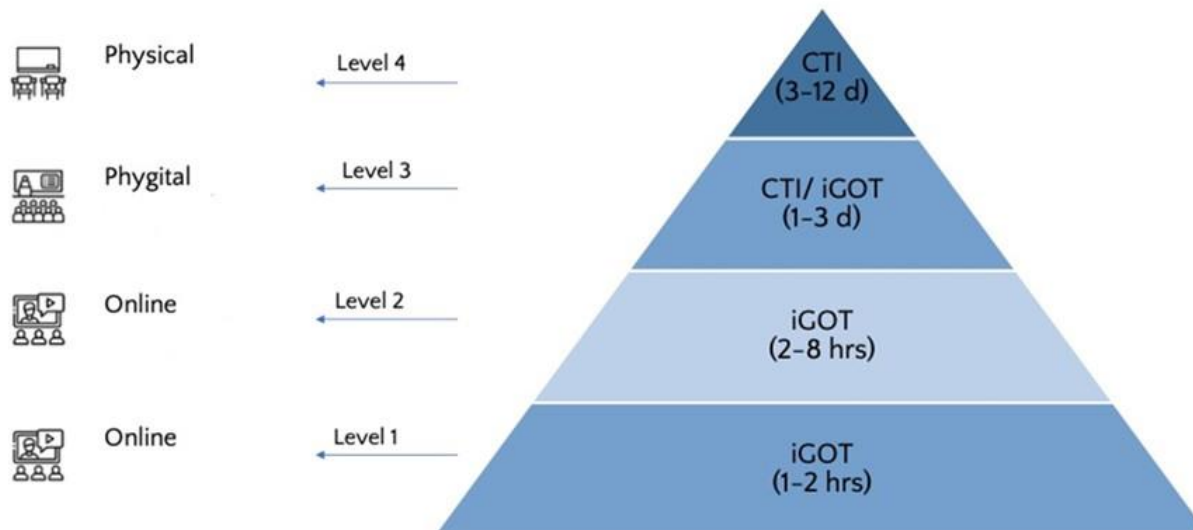


Figure 21: Categorization of courses

5.1.1 Training calendar at SS-AS-JS-AdLC level

Table 4: Training calendar at SS-AS-JS-AdLC level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Administration	Public Administration	This course provides a comprehensive overview of Public Administration, including its definition, significance within the Indian Administrative System, and the scope, domain, and character of the discipline. It delves into the various approaches of Public Administration and explores the different outlooks that shape its practices and theories. Through a combination of theoretical frameworks, case studies, and practical examples, participants will develop a thorough understanding of Public Administration's role and impact in governance and public policy	Online	iGOT	ISTM	1h 15m	L 1	Q1
Functional	Digital Fluency	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	L 1	Q1
Functional	Office Procedure	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L 1	Q1
Functional	Establishment and Human Resource Management	Constitutional Provisions Relating to Disciplinary Proceedings – Hindi	This course provides details on Article 309 and 310 and 311; provision and service required under these articles This course explains how to remove or demote a government employee under what sections and basis. This course covers details on 'All India Services Rules 1969 (Discipline and Appeal)	Online	iGOT	ISTM	33m	L 1	Q1
Functional	Establishment and Human Resource Management	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family. It also covers factors governing Pensionary benefits and its key features. This course will enable learners to calculate pension and other	Online	iGOT	ISTM	55m	L 1	Q1

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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
			pensionary benefits and explain the seven-step procedure for processing pension papers.						
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 1	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	L 1	Q1
Functional	Policy Making	Formulation of Public Policies	This course explores various methods of legitimizing public policies, including democratic mandates and expert consensus, emphasizing the importance of public acceptance and credibility. Participants will learn the process of assessing policy sustainability, examining economic, social, and environmental factors. The course also delves into the critical role of civil servants in formulating and implementing public policies, focusing on their responsibilities in policy research, analysis, stakeholder engagement, and evaluation	Online	iGOT	ISTM	1h 15m	L 1	Q1
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	Q1
Functional	Policy Making	Public Policy: Design and Implementation for Success Programme	This course consists of modules that will enable 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	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	5 hours	L 2	Q2

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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
Functional	Establishment and Human Resource Management	Annual Performance Appraisal Report (APAR)	The course will guide about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and SPARROW Rule	Online	iGOT	ISTM	30 min	L 1	Q2
Functional	Establishment and Human Resource Management	Consultation with UPSC in disciplinary cases	This course focuses on UPSC and its structure and role. Also, it covers UPSC's consultation procedures with regard to disciplinary cases.	Online	iGOT	ISTM	22m	L 1	Q2
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	L 1	Q2
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 2	This course outlines 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	L 1	Q2
Functional	Vigilance and Disciplinary Matters	Preventive Vigilance	This course explores the concept of vigilance, emphasizing both punitive and preventive aspects. Participants will examine the impact of their roles on accountability in decision-making, analyze the role of institutions such as CVC, Vigilance, Audit & CBI, and learn how to apply preventive vigilance effectively. The course also delves into the cornerstones of decision-making, judgment parameters, safety nets, and enablers for effective preventive vigilance.	Online	iGOT	Steel Ministry	1h 33m	L 1	Q2
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros etc.	Online	iGOT	Microsoft	3h 44m	L 2	Q3
Functional	Digital Fluency	Word Advanced	This course educates learners about 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 48m	L 2	Q3
Functional	Establishment and Human	Central Government	This course helps learners in understanding the scheme of CGEGIS and explain how CGEGIS works in a calendar year.	Online	iGOT	ISTM	11 min	L 1	Q3

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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
	Resource Management	Employees Group Insurance Scheme (CGEGIS)	It also covers subscription fees, the promotion and death benefits associated with the scheme.						
Functional	Establishment and Human Resource Management	Leave Rules	This course provides an overview of Leave Rules in GoI providing details about Debitable leaves and Non-debitable leaves and general procedures to handle leaves	Online	iGOT	ISTM	55m	L 1	Q3
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	L 1	Q3
Functional	Office Procedure, Noting & Drafting	Noting and Drafting	This course will guide about noting and drafting in a secretariat set up.	Online	iGOT	ISTM	2h	L 1	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	L 1	Q3
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness about emerging technologies amongst 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 20min	L 1	Q3
Functional	Digital Fluency	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 18m	L 2	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	Offline	-	GRAAM - Cornell	13 days	L3	Q4

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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
			the essential skills needed to develop effective program evaluation designs and explore a diverse range of methods and techniques for program evaluation						
Functional	Establishment and Human Resource Management	Consolidated Instructions on Suspension	This course covers basic aspects of Suspension and Deemed Suspension, Authorities competent to Suspend, review of the suspension order and related guidelines, administrative aspects of suspension and revocation and reinstatement of suspension order	Online	iGOT	ISTM	1 hr	L 1	Q4
Functional	Establishment and Human Resource Management	Pay Fixation	This course provides a basic overview of pay fixation in the government ecosystem It includes basics of pay structure given by VII Central Pay Commission, pay matrix and rules governing pay fixation	Online	iGOT	ISTM	43m	L 1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L 1	Q4
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	L 1	Q4
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	IIMB	5h 34m	L 2	Q1
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	L 3	Q1

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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
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	L 3	Q1
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	L 3	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	L 1	Q1
Behavioural	Team management and development	BSNL Mission Karmayogi	This course focuses on personal effectiveness, change management, time management, result orientation, and goal setting. It also covers Managing teams, delegation, performance assessment, coaching, accountability.	Online	iGOT	BSNL	9h 5m	L 2	Q2
Behavioural	Communication	Communication s 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 behaviour, from a practitioner's perspective.	Offline	-	Lee Kuan Yew School of Public Policy	5 Days	L 3	Q2
Behavioural	Decision Making	Decision Making for Managerial Effectiveness	This course focusses 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	L 3	Q2
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	35 m	L 1	Q3

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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
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	L 1	Q3
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	L 1	Q3
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	L 3	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	L 3	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	L 1	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	L 1	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	L 1	Q4
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	L 3	Q4

5.1.2 Training calendar at DLC-ALC-Superintendent level

Table 5: Training calendar at DLC-ALC-Superintendent level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Administration	Public Administration	This course provides a comprehensive overview of Public Administration, including its definition, significance within the Indian Administrative System, and the scope, domain, and character of the discipline. It delves into the various approaches of Public Administration and explores the different outlooks that shape its practices and theories. Through a combination of theoretical frameworks, case studies, and practical examples, participants will develop a thorough understanding of Public Administration's role and impact in governance and public policy	Online	iGOT	ISTM	1h 15m	L 1	Q1
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts, etc.	Online	iGOT	Microsoft	7h 3m	L 1	Q1
Functional	Digital Fluency	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	L 1	Q1
Functional	Office Procedure, Noting & Drafting	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L 1	Q1
Functional	Establishment and Human Resource Management	Constitutional Provisions Relating to Disciplinary Proceedings – Hindi	This course provides details on Article 309 and 310 and 311; provision and service required under these articles This course explains how to remove or demote a government employee under what sections and basis. This course covers details on 'All India Services Rules 1969 (Discipline and Appeal)	Online	iGOT	ISTM	33m	L 1	Q1

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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
Functional	Establishment and Human Resource Management	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family. It also covers factors governing Pensionary benefits and its key features. This course will enable learners to calculate pension and other pensionary benefits and explain the seven-step procedure for processing pension papers.	Online	iGOT	ISTM	55m	L 1	Q1
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 1	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	L 1	Q1
Functional	Policy Making	Formulation of Public Policies	This course explores various methods of legitimizing public policies, including democratic mandates and expert consensus, emphasizing the importance of public acceptance and credibility. Participants will learn the process of assessing policy sustainability, examining economic, social, and environmental factors. The course also delves into the critical role of civil servants in formulating and implementing public policies, focusing on their responsibilities in policy research, analysis, stakeholder engagement, and evaluation	Online	iGOT	ISTM	1h 15m	L 1	Q1
Functional	Digital Fluency	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	L 1	Q2
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners 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	L 1	Q2
Functional	Establishment and Human	Annual Performance	The course will guide about Annual Performance Appraisal Report (APAR). It explains all aspects of	Online	iGOT	ISTM	30 min	L 1	Q2

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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
	Resource Management	Appraisal Report (APAR)	APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and Sparrow Rule						
Functional	Establishment and Human Resource Management	Consultation with UPSC in disciplinary cases	This course focuses on UPSC and its structure and role. Also, it covers UPSC's consultation procedures with regard to disciplinary cases.	Online	iGOT	ISTM	22m	L 1	Q2
Functional	Grievance Redressal/ management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding of 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	L 1	Q2
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 2	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	L 1	Q2
Functional	Vigilance and Disciplinary Matters	Preventive Vigilance	This course explores the concept of vigilance, emphasizing both punitive and preventive aspects. Participants will examine the impact of their roles on accountability in decision-making, analyze the role of institutions such as CVC, Vigilance, Audit & CBI, and learn how to apply preventive vigilance effectively. The course also delves into the cornerstones of decision-making, judgment parameters, safety nets, and enablers for effective preventive vigilance.	Online	iGOT	Steel Ministry	1h 33m	L 1	Q2
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course explores the essence of India's Right to Information Act (RTI) of 2005 in this concise course, unravelling its historical inception, key features, agencies for judgments, and the pivotal Central Information Commission's role. Delve into the appointment process, powers, and non-interference principles, while understanding the critical requirement of eminence for CIC/IC candidates	Online	iGOT	ISTM	1h 10 m	L1	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	Online	iGOT	IIPA	2h 7m	L1	Q2

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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
			officials to use that understanding while planning to solve a problem.						
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	5 hours	L 2	Q3
Functional	Establishment and Human Resource Management	Leave Rules	Overview of Leave Rules in GoI providing details about Debitable leaves and Non-Debitable leaves and general procedures to handle leaves	Online	iGOT	ISTM	55m	L 1	Q3
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	L 1	Q3
Functional	Office Procedure, Noting & Drafting	Noting and Drafting	This course will guide about noting and drafting in a secretariat set up.	Online	iGOT	ISTM	2h	L 1	Q3
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	Q3
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros etc.	Online	iGOT	Microsoft	3h 44m	L 2	Q4
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness about emerging technologies amongst government officials thereby enabling them to make informed decisions for the social good.	Online	iGOT	WITP	2h 20min	L 1	Q4

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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
			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						
Functional	Digital Fluency	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 18m	L 2	Q4
Functional	Digital Fluency	Word Advanced	This course educates learners about 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 48m	L 2	Q4
Functional	Establishment and Human Resource Management	Central Government Employees Group Insurance Scheme (CGEGIS)	This course helps learners in understanding the scheme of CGEGIS and explain how CGEGIS works in a calendar year. It also covers subscription fees, the promotion and death benefits associated with the scheme.	Online	iGOT	ISTM	11 min	L 1	Q4
Functional	Establishment and Human Resource Management	Consolidated Instructions on Suspension	This course covers basic aspects of Suspension and Deemed Suspension, Authorities competent to Suspend, review of the suspension order and related guidelines, administrative aspects of suspension and revocation and reinstatement of suspension order	Online	iGOT	ISTM	1 hr	L 1	Q4
Functional	Establishment and Human Resource Management	Pay Fixation	This course provides a basic overview of pay fixation in the government ecosystem It includes basics of pay structure given by VII Central Pay Commission, pay matrix and rules governing pay fixation	Online	iGOT	ISTM	43m	L 1	Q4
Functional	e-Office and Office Management	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a	1h	L1	Q4

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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
						course on e-office			
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	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	IIMB	5h 34m	L 2	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	L 1	Q1
Behavioural	Team management and development	BSNL Mission Karmayogi	This course focuses on personal effectiveness, change management, time management, result orientation, and goal setting. It also covers Managing teams, delegation, performance assessment, coaching, accountability.	Online	iGOT	BSNL (CENTUM Learning)	9h 5m	L 2	Q2
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	35 m	L 1	Q3
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	L 1	Q3

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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
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	L 1	Q3
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	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	L 1	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	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	L 1	Q4
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	Q4

5.1.3 Training calendar at Dir-US level

Table 6: Training calendar at Dir-US level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Administration	Public Administration	This course provides a comprehensive overview of Public Administration, including its definition, significance within the Indian Administrative System, and the scope, domain, and character of the discipline. It delves into the various approaches of Public Administration and explores the different outlooks that shape its practices and theories. Through a combination of theoretical frameworks, case studies, and practical examples, participants will develop a thorough understanding of Public Administration's role and impact in governance and public policy	Online	iGOT	ISTM	1h 15m	L 1	Q1
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h 3m	L 1	Q1
Functional	Digital Fluency	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	L 1	Q1
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	L 1	Q1
Functional	Establishment and Human Resource Management	Constitutional Provisions Relating to Disciplinary Proceedings – Hindi	This course provides details on Article 309 and 310 and 311; provision and service required under these articles This course explains how to remove or demote a government employee under what sections and basis. This course covers details on 'All India Services Rules 1969 (Discipline and Appeal)	Online	iGOT	ISTM	33m	L 1	Q1
Functional	Establishment and Human	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family.	Online	iGOT	ISTM	55m	L 1	Q1

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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
	Resource Management		It also covers factors governing Pensionary benefits and its key features. This course will enable learners to calculate pension and other pensionary benefits and explain the seven-step procedure for processing pension papers.						
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 1	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	L 1	Q1
Functional	Policy Making	Formulation of Public Policies	This course explores various methods of legitimizing public policies, including democratic mandates and expert consensus, emphasizing the importance of public acceptance and credibility. Participants will learn the process of assessing policy sustainability, examining economic, social, and environmental factors. The course also delves into the critical role of civil servants in formulating and implementing public policies, focusing on their responsibilities in policy research, analysis, stakeholder engagement, and evaluation	Online	iGOT	ISTM	1h 15m	L 1	Q1
Functional	Establishment and Human Resource Management	Code of Conduct for Government Employees	1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L 1	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	Q2
Functional	Digital Fluency	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	L 1	Q2

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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
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners 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	L 1	Q2
Functional	Establishment and Human Resource Management	Annual Performance Appraisal Report (APAR)	The course will guide about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and Sparrow Rule	Online	iGOT	ISTM	30 min	L 1	Q2
Functional	Establishment and Human Resource Management	Consultation with UPSC in disciplinary cases	This course focuses on UPSC and its structure and role. Also, it covers UPSC's consultation procedures with regard to disciplinary cases.	Online	iGOT	ISTM	22m	L 1	Q2
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	L 1	Q2
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 2	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	L 1	Q2
Functional	Vigilance and Disciplinary Matters	Preventive Vigilance	This course explores the concept of vigilance, emphasizing both punitive and preventive aspects. Participants will examine the impact of their roles on accountability in decision-making, analyze the role of institutions such as CVC, Vigilance, Audit & CBI, and learn how to apply preventive vigilance effectively. The course also delves into the cornerstones of decision-making, judgment parameters, safety nets, and enablers for effective preventive vigilance.	Online	iGOT	Steel Ministry	1h 33m	L 1	Q2

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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
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course explores the essence of India's Right to Information Act (RTI) of 2005 in this concise course, unravelling its historical inception, key features, agencies for judgments, and the pivotal Central Information Commission's role. Delve into the appointment process, powers, and non-interference principles, while understanding the critical requirement of eminence for CIC/IC candidates	Online	iGOT	ISTM	1h 10m	L 1	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	5 hours	L 2	Q3
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 44m	L 2	Q3
Functional	Establishment and Human Resource Management	Central Government Employees Group Insurance Scheme (CGEGIS)	This course helps learners in understanding the scheme of CGEGIS and explain how CGEGIS works in a calendar year. It also covers subscription fees, the promotion and death benefits associated with the scheme.	Online	iGOT	ISTM	11 min	L 1	Q3
Functional	Establishment and Human Resource Management	Leave Rules	Overview of Leave Rules in GoI providing details about Debitable leaves and Non-debitable leaves and general procedures to handle leaves	Online	iGOT	ISTM	55m	L 1	Q3
Functional	Office Procedure, Noting & Drafting	Noting and Drafting	This course will guide about noting and drafting in a secretariat set up.	Online	iGOT	ISTM	2h	L 1	Q3
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,	Phygital	iGOT	CBC	10h	L1	Q3

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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
			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						
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	L 2	Q3
Functional	Digital Fluency	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 18m	L 2	Q4
Functional	Digital Fluency	Word Advanced	This course focuses on learners 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 48m	L 2	Q4
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness about emerging technologies amongst 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	Online	iGOT	WITP	2h 20min	L 1	Q4

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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
			Virtual Reality in good governance, their applications, problem-solving abilities, and limitations						
Functional	Establishment and Human Resource Management	Consolidated Instructions on Suspension	This course covers basic aspects of Suspension and Deemed Suspension, Authorities competent to Suspend, review of the suspension order and related guidelines, administrative aspects of suspension and revocation and reinstatement of suspension order	Online	iGOT	ISTM	1 hr	L 1	Q4
Functional	Establishment and Human Resource Management	Pay Fixation	This course provides a basic overview of pay fixation in the government ecosystem It includes basics of pay structure given by VII Central Pay Commission, pay matrix and rules governing pay fixation	Online	iGOT	ISTM	43m	L 1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L 1	Q4
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	L 1	Q4
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	IIMB	5h 34m	L 2	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	Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and	Online	iGOT	ISTM	35 m	L 1	Q2

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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
			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						
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	L 1	Q2
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	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 26m	L 1	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	L 1	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	L 1	Q4
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	Q4

5.1.4 Training calendar at SO-ASO level

Table 7: Training calendar 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		DAKSHTA on iGOT*	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees.	Online	iGOT	-	13h 40m	L 1	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	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h 3m	L 1	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	5 hours	L 2	Q2
Functional	Establishment and Human Resource Management	Consultation with UPSC in disciplinary cases	This course focuses on UPSC and its structure and role. Also, it covers UPSC's consultation procedures with regard to disciplinary cases.	Online	iGOT	ISTM	22m	L 1	Q2
Functional	Vigilance and Disciplinary Matters	Preventive Vigilance	This course explores the concept of vigilance, emphasizing both punitive and preventive aspects. Participants will examine the impact of their roles on accountability in decision-making, analyze the role of institutions such as CVC, Vigilance, Audit & CBI, and learn how to apply preventive vigilance effectively. The course also delves into the cornerstones of decision-making, judgment parameters, safety nets, and enablers for effective preventive vigilance.	Online	iGOT	Steel Ministry	1h 33m	L 1	Q2
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers,	Online	iGOT	Microsoft	2h 56m	L 1	Q2

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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
			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.						
Functional	Digital Fluency	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	L 1	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	L 1	Q3
Functional	Policy Making	Formulation of Public Policies	This course explores various methods of legitimizing public policies, including democratic mandates and expert consensus, emphasizing the importance of public acceptance and credibility. Participants will learn the process of assessing policy sustainability, examining economic, social, and environmental factors. The course also delves into the critical role of civil servants in formulating and implementing public policies, focusing on their responsibilities in policy research, analysis, stakeholder engagement, and evaluation	Online	iGOT	ISTM	1h 15m	L 1	Q3
Functional	Digital Fluency	Word Advanced	This course educates learners 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 48m	L 2	Q3
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 44m	L 2	Q3
Functional	Digital Fluency	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	L 1	Q3
Functional	Establishment and Human	Central Government Employees	This course helps learners in understanding the scheme of CGEGIS and explain how CGEGIS works in a calendar year.	Online	iGOT	ISTM	11 min	L 1	Q3

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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
	Resource Management	Group Insurance Scheme (CGEGIS)	It also covers subscription fees, the promotion and death benefits associated with the scheme.						
Functional	Establishment and Human Resource Management	Constitutional Provisions Relating to Disciplinary Proceedings – Hindi	This course provides details on Article 309 and 310 and 311; provision and service required under these articles This course explains how to remove or demote a government employee under what sections and basis. This course covers details on 'All India Services Rules 1969 (Discipline and Appeal)	Online	iGOT	ISTM	33m	L 1	Q3
Functional	Administration	Public Administration	This course provides a comprehensive overview of Public Administration, including its definition, significance within the Indian Administrative System, and the scope, domain, and character of the discipline. It delves into the various approaches of Public Administration and explores the different outlooks that shape its practices and theories. Through a combination of theoretical frameworks, case studies, and practical examples, participants will develop a thorough understanding of Public Administration's role and impact in governance and public policy	Online	iGOT	ISTM	1h 15m	L 1	Q4
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness about emerging technologies amongst 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 20min	L 1	Q4
Functional	Digital Fluency	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 18m	L 2	Q4
Functional	Establishment and Human Resource Management	Consolidated Instructions on Suspension	This course covers basic aspects of Suspension and Deemed Suspension, Authorities competent to Suspend, review of the suspension order and related guidelines, administrative aspects of suspension and revocation and reinstatement of suspension order	Online	iGOT	ISTM	1 hr	L 1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction	1h	L 1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
						are developing a course on e-office			
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	L 2	Q4
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	IIMB	5h 34m	L 2	Q1
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	35 m	L 1	Q2
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	L 1	Q2
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. One exists at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego, and Self. When these 7 levels are in harmony, one's performance and productivity is better, and we can be more effective leaders. The more one knows about the various aspects of ourselves, the better we can manage ourselves; Self-awareness, Self-control and Self-confidence all increase with Self-knowledge.	Online	iGOT	Art of Living	1h 26m	L 1	Q3
Behavioural	Establishment and Human	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they	Online	iGOT	DoPT	40m	L 1	Q3

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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
	Resource Management		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.						
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	L 1	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	L 1	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	L 1	Q4
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	Motivation, Team Building and Leadership	This course focuses on basic and advanced concepts of individual and group motivation and the team development processes by enhancing individual and team decision making	Offline	-	IIM Indore	3 days	L2	Q4

*Officers will be nominated for the DAKSHTA Offline course

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

*This course is only applicable for group 5(SO and ASO level staff). For other designations in this group 6,7 and 8 few select courses from DAKSHTA have been separately mentioned in the table provided. SO/ASO level staff need not repeat the courses already covered in DAKSHTA

5.1.5 Training calendar at Other levels

Table 8: Training calendar at other 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	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h 3m	L 1	Q1
Functional	Office Procedure, Noting & Drafting	Office Procedure	This course provides a comprehensive understanding of office management and systems, focusing on the concepts of office and office-system, dak/tappal system, file management, noting, and various types of communication. Participants will learn the procedures for receipt and opening of dak/tappal, file arrangement, referencing, flagging, and linking. Additionally, the course covers letter formats for effective communication with government departments and citizens, emphasizing the importance of data management in an office environment	Online	iGOT	ISTM	2h 17m	L 1	Q1
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	5 hours	L 2	Q2
Functional	Digital Fluency	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	L 1	Q2
Functional	Establishment and Human Resource Management	Annual Performance Appraisal Report (APAR)	The course will guide about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and SPARROW Rule.	Online	iGOT	ISTM	30 min	L 1	Q2
Functional	Establishment and Human Resource Management	Consultation with UPSC in disciplinary cases	This course focuses on UPSC and its structure and role. Also, it covers UPSC's consultation procedures with regard to disciplinary cases.	Online	iGOT	ISTM	22m	L 1	Q2

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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
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	L 1	Q2
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 2	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	L 1	Q2
Functional	Policy Making	Formulation of Public Policies	This course explores various methods of legitimizing public policies, including democratic mandates and expert consensus, emphasizing the importance of public acceptance and credibility. Participants will learn the process of assessing policy sustainability, examining economic, social, and environmental factors. The course also delves into the critical role of civil servants in formulating and implementing public policies, focusing on their responsibilities in policy research, analysis, stakeholder engagement, and evaluation	Online	iGOT	ISTM	1h 15m	L 1	Q2
Functional	Vigilance and Disciplinary Matters	Preventive Vigilance	This course explores the concept of vigilance, emphasizing both punitive and preventive aspects. Participants will examine the impact of their roles on accountability in decision-making, analyze the role of institutions such as CVC, Vigilance, Audit & CBI, and learn how to apply preventive vigilance effectively. The course also delves into the cornerstones of decision-making, judgment parameters, safety nets, and enablers for effective preventive vigilance.	Online	iGOT	Steel Ministry	1h 33m	L 1	Q2
Functional	Digital Fluency	Microsoft Word Beginners	This course educates learners 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	L 1	Q2

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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
Functional	Digital Fluency	Word Advanced	This course educates learners 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 48m	L 2	Q3
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 44m	L 2	Q3
Functional	Digital Fluency	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	L 1	Q3
Functional	Establishment and Human Resource Management	Central Government Employees Group Insurance Scheme (CGEGIS)	This course helps learners in understanding the scheme of CGEGIS and explain how CGEGIS works in a calendar year. It also covers subscription fees, the promotion and death benefits associated with the scheme.	Online	iGOT	ISTM	11 min	L 1	Q3
Functional	Establishment and Human Resource Management	Constitutional Provisions Relating to Disciplinary Proceedings – Hindi	This course provides details on Article 309 and 310 and 311; provision and service required under these articles This course explains how to remove or demote a government employee under what sections and basis. This course covers details on 'All India Services Rules 1969 (Discipline and Appeal)	Online	iGOT	ISTM	33m	L 1	Q3
Functional	Establishment and Human Resource Management	Leave Rules	Overview of Leave Rules in Gol providing details about Debitable leaves and Non-debitable leaves and general procedures to handle leaves	Online	iGOT	ISTM	55m	L 1	Q3
Functional	Establishment and Human Resource Management	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family. It also covers factors governing Pensionary benefits and its key features. This course will enable learners to calculate pension and other pensionary benefits and explain the seven-step procedure for processing pension papers.	Online	iGOT	ISTM	55m	L 1	Q3

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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
Functional	Handling Parliamentary Matters	Parliamentary procedure	This module 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. The module includes assessments and takes approximately 120 minutes to complete	Online	iGOT	ISTM	2h	L 1	Q3
Functional	Handling RTI Matters	Right to Information Act, 2005 - Part 1	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	L 1	Q3
Functional	Office Procedure, Noting & Drafting	Noting and Drafting	This course will guide about noting and drafting in a secretariat set up.	Online	iGOT	ISTM	2h	L 1	Q3
Functional	Administration	Public Administration	This course provides a comprehensive overview of Public Administration, including its definition, significance within the Indian Administrative System, and the scope, domain, and character of the discipline. It delves into the various approaches of Public Administration and explores the different outlooks that shape its practices and theories. Through a combination of theoretical frameworks, case studies, and practical examples, participants will develop a thorough understanding of Public Administration's role and impact in governance and public policy	Online	iGOT	ISTM	1h 15m	L 1	Q4
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness about emerging technologies amongst 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 20min	L 1	Q4

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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
Functional	Digital Fluency	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 18m	L 2	Q4
Functional	Establishment and Human Resource Management	Consolidated Instructions on Suspension	This course covers basic aspects of Suspension and Deemed Suspension, Authorities competent to Suspend, review of the suspension order and related guidelines, administrative aspects of suspension and revocation and reinstatement of suspension order	Online	iGOT	ISTM	1 hr	L 1	Q4
Functional	Establishment and Human Resource Management	Pay Fixation	This course provides a basic overview of pay fixation in the government ecosystem It includes basics of pay structure given by VII Central Pay Commission, pay matrix and rules governing pay fixation	Online	iGOT	ISTM	43m	L 1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L 1	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	L 2	Q4
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	IIMB	5h 34m	L 2	Q1
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	Online	iGOT	ISTM	35 m	L 1	Q2

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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
			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.						
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	L 1	Q2
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. One exists at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego, and Self. When these 7 levels are in harmony, one's performance and productivity is better, and we can be more effective leaders. The more one knows about the various aspects of ourselves, the better we can manage ourselves; Self-awareness, Self-control and Self-confidence all increase with Self-knowledge.	Online	iGOT	Art of Living	1h 26m	L 1	Q3
Behavioural	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	40m	L 1	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	L 1	Q3
Behavioural	Result Orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management 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	L 1	Q4
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management,	Online	iGOT	DoPT	1h 15 m	L 1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects						
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	Motivation, Team Building and Leadership	This course focuses on basic and advanced concepts of individual and group motivation and the team development processes by enhancing individual and team decision making	Offline	-	IIM Indore	3 days	L2	Q4

5.1.6 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:

Table 9: Additional training courses

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
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	Governance	Good Governance: Navigating Law for Public Managers	Explore how law, rights, and good governance impact public administration Examine how the public service is central to governance in accordance with the rule of law Understand the challenges faced by public servants in upholding the rule of law Connect rule of law theories to practice and public service values through interactive exercises.	Online	-	ANZSOG	4 weeks (4 hours)	L3	Q1
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It educates about how to identify phishing as well as digital risks.	Online	iGOT	Microsoft	1h 15m	L1	Q1

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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
			Furthermore, the course explores concept of being a good digital citizen.						
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L 1	Q1
Functional	Code of conduct	Code of Conduct for Government Employees	1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q1
Functional	Official language knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q2
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites 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	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	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	L 1	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 - www.cybercrime.gov.in have also been included in the	Online	iGOT	i4C	1h 16m	L 1	Q4

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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
			content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L 1	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
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	L 1	Q3
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L 1	Q3
Behavioural	Motivation	Understanding Motivation	By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions 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	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 details, achieving	Offline	-	NILERD	5 days	L 3	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			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.						

5.1.7 Learning Hour for Domain competencies

Learning Hour is a training intervention that provides an opportunity to Department officials to build capabilities in Domain Knowledge, Functional Skills, and Behavioural Attitude and cover initiatives. Institutionalizing learning hour in the department will create a culture of learning and promote collaboration. In every learning hour, an employee within the department conducts a session on a particular identified subject to help disseminate knowledge to others on the topic.

Objective: The key objective of Learning Hour is to ensure that the learning journey of the Department officials continues smoothly and effectively and to keep strengthening the requisite skillset for being future ready. Learning Hour will enable, empower and effect change through learning and execution agility

Expected Outcomes:

- Reinforce & create a learning organization
- Better understanding of key stakeholders
- Technical upskilling
- Revitalize the learning ecosystem within the organization
- Monitoring & Evaluation for compliance

Design:

- Learning Hour may be conducted weekly/fortnightly/monthly for a minimum of one hour
- One-hour Learning hour time will be blocked in the calendar of all the employees
- This may be conducted in offline or online mode

- If in offline mode, this may be held in a conference room
- Invite speakers from within the organization
- Department may choose to invite speakers from outside, if required
- The audience of the Learning Hour will be decided based on the topic selected
- Participant's sheets may be kept ready in advance based on the selected topic and intended audience
- Sessions may be re-run based on the demand
- Session topics for the first five Learning Hours are based on the analysis of both Group Discussions and Survey Forms
- At the end of the session participant's may be asked to provide their assessment and feedback on the session organized
- The sessions may be recorded and kept in the organizations repository for future reference for the new recruits/ joiners
- The sessions can also be recorded for institutional memory and re-use

S. No	Session Topic(s)	Date (Tentative)	Trainer(s)	Organization name (Internal/External)	Participants
1	iGOT orientation	13 July 2023	iGOT team	Karmayogi Bharat (External)	LD Officials
2	Refresher on Legal research	Q1	TBD	Internal or External	LD Officials
3	Refresher on Legislative drafting	Q1	TBD	Internal or External	LD Officials
4	Knowledge Sharing on best practices for updation of all Central Acts and subordinations	Q2	TBD	Internal or External	LD Officials
5	Initiatives for implementation of Official language	Q2	TBD	Internal or External	LD Officials
6	Knowledge on standard legal terminology	Q3	TBD	Internal or External	LD Officials
7	Best practices for translation of Legal documents like bills, ordinance, rules, and regulations	Q3	TBD	Internal or External	LD Officials
8	Key consideration for updating the documents containing the Acts/Ordinances	Q3	TBD	Internal or External	LD Officials
9	General Statutory Rules and Orders made under Acts in the India Code	Q4	TBD	Internal or External	LD Officials
10	Examination of legislative proposals for drafting of bills, ordinances	Q4	TBD	Internal or External	LD Officials
11	Knowledge on protocols of Elections to parliament	Q4	TBD	Internal or External	LD Officials

5.1.8 Responsibility Allocation

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

Capacity Building Commission, Government of India

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Table 10: Responsibility allocation matrix

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

5.1.9 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 11: 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										

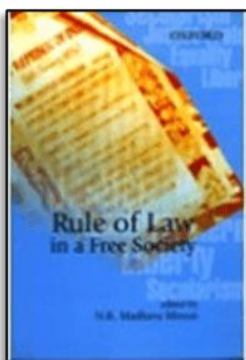
Completion of training courses on iGOT can be monitored by the CBU through the MDO Admin log- in credentials provided by the Karmayogi Bharat team to the Department.

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:

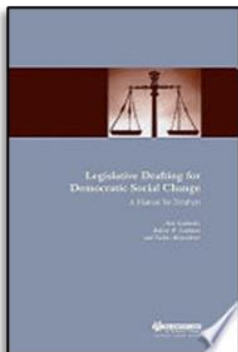
- **Access to expertise:** These are often written or delivered by experts in a particular field or domain. By reading books or watching TED Talks, individuals would gain access to the knowledge and expertise of these experts, which would help them develop competencies in a specific area
- **Exposure to different perspectives:** Exposes 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:** 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:** 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

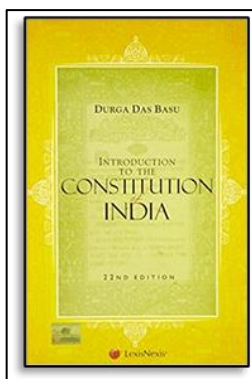


Rule of Law in a Free Society by N.R. Madhava Menon is a unique collection which provides an overview of the concept and relevance of rule of law today, the institutions charged with upholding it, and the threats before it. Some of India's most distinguished citizens, drawn from the legal profession, civil service, police, and academia directly address public disenchantment with the political system and offer perspectives on the challenges facing the country's constitutional institutions. Based on lectures organized by the Nehru Centre, Mumbai to reassess the rule of law experiment undertaken by the Indian republic, now sixty years old, this timely volume will interest everyone concerned about sustaining Indian democracy. All those involved in reforms in the

bureaucracy and police, human rights and contemporary Indian politics, policymakers in the areas of justice administration, policing, and economic reforms, as well as human rights activists and NGOs will find this book useful.



Legislative Drafting for Democratic Social Change: A Manual for Drafters by Lawrence M. Friedman and Sabino Cassese is a book that aims to equip legislative drafters with the conceptual tools and specific techniques they need to draft laws likely to bring about the institutional transformation necessary for good governance. It is designed as a practical aid for practitioners in the developing and transitional worlds. The book has three parts: Part I focuses on legislative drafting, good governance, and the development process; Part II focuses on justifying a draft bill: the research report; and Part III focuses on drafting laws to facilitate government decision-making in accordance with the rule of law.



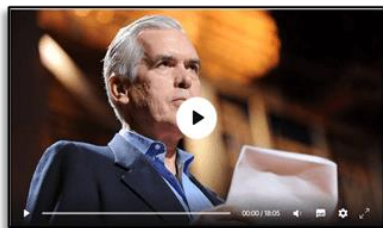
Introduction to the Constitution of India by Durga Das Basu comprises of a detailed historical background of the Indian Constitution. It also touches upon the latest developments related to the Indian Constitution. The book has been divided into nine parts in total; each part has a number of chapters that shed light on various aspects of the constitution and in a step-by-step manner, elaborates on the historical background, making of the constitution, features of constitution, role of the president and the vice-president and their power and duties. Highlighting the working of each provision mentioned in the constitution, apart from the table of contents and index, each chapter is provided with footnotes and references for better understanding.

5.2.2 Recommended Ted Talks



This talk makes a case for simplifying legal language to make it more accessible and understandable to the public. Siegel argues that legal language is often unnecessarily complex and difficult to understand, which can lead to confusion, frustration, and even injustice. He suggests that simplifying legal language can improve access to justice and promote democratic participation.

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



The land of the free has become a legal minefield, says Philip K. Howard -- especially for teachers and doctors, whose work has been paralyzed by fear of suits. What's the answer? A lawyer himself, Howard has four propositions for simplifying law.

[Philip K. Howard: Four ways to fix a broken legal system | TED Talk](#)



Can we call any economy "healthy" in the face of dwindling resources and growing inequality? What if we cut off our addiction to endless growth, and used a new compass for modern prosperity? One such compass is known as "doughnut economics," which aims to meet the needs of people without overshooting Earth's ecological limits. Explore how this model reframes our economic systems.

[Clay Shirky: How the Internet will \(one day\) transform government | TED Talk](#)



Medical, legal, and financial documents should be easy to read, but too often they aren't. With spot-on (and funny) examples, Sandra Fisher Martins shows how overly complex language separates us from the information we need and three steps to change that. In Portuguese with English subtitles.

[Sandra Fisher-Martins: The right to understand | TED Talk](#)



"Abhik Chimni, a legal and political columnist, passionately champions students' rights, leveraging legal insights to empower youth. Through TEDx talks and advocacy, he highlights law's role in democracy, emphasizing the significance of Public Interest Litigation (PIL) and the transformative power of legal reforms for a just and inclusive India."

[The birth and rebirth of the Indian Constitution | TED Talk](#)



5.3 Organizational capacity building initiatives


To understand the competency needs at organizational levels, we engaged with employees through interactions to delve deeper and understand current organizational level challenges experienced by employees across the following areas:

- People
- Process
- 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, and personnel management to improve overall organizational effectiveness and achieve its strategic goals. The suggested interventions have been summarized in the table below:

Table 12: Organization Level Intervention

Dimension		Observed Challenge	Suggested interventions
	Systems and Processes	Onboarding and divisional induction for new Legislative officers	Institutionalize Divisional level orientation for providing new joiners with the information, skills, and resources they need to be successful in their new role
		Knowledge sharing within divisions: Sections within the LD do not get the opportunity to share ideas or best practices with each other.	Implement regular cross-divisional knowledge-sharing sessions or workshops to facilitate idea exchange and share best practices within the Department, fostering collaboration and innovation. Know your peers to encourage a culture of team collaboration by organizing team building activities with employees across sections/ groups
	Resources and Assets	Internal record management system to improve internal collaboration and efficient workflow within the Department	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.
		Learning Culture: Continuous learning and passing on institutional memory/knowledge for new joiners	Establish a mentorship program where experienced employees are paired with new joiners to facilitate knowledge transfer, foster a learning environment, and preserve institutional memory.

Dimension		Observed Challenge	Suggested interventions
			Learning Hour: A dedicated learning hour may be institutionalized where in employees at similar designation/ cadre/department may complete an online course and discuss the learnings out the module or course.
	Personnel Management	Refresher course/ optional training: More than 45% 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
		Job Rotation, Rewards, and recognition: Lack of rewards and recognition is impacting employee motivation and engagement levels	Employee Motivation Talks: To induce the sense of ownership among employees and make them aligned with the Vision and Mission of the Department, small talks should be arranged to encourage employees as well as her employees' voice Creating a recognition program that celebrates employee achievement and contributions. E.g., Employee of the month Non-monetary rewards may be conceptualized to boost employee morale and instil sense of achievement in them. E.g., One to one session with Secretary for appreciation of work

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 joiners 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:

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Table 13: Induction module for Department

S. No	Modules	Details	Duration
1.	Introduction to Legislative Department	<ul style="list-style-type: none"> Overview of the Department's mission, vision, and key functions Introduction to the organizational structure of LD and key positions Understanding the role of LD in legislative process in the Indian parliament 	20 minutes
2.	Indian Legislative Processes	<ul style="list-style-type: none"> Introduction to the Indian legislative process How bills are introduced, debated, amended, and passed into law in India Role of the two houses of parliament (Rajya Sabha and Lok Sabha) 	30 minutes
3.	Key Indian Legislations	<ul style="list-style-type: none"> Introduction to some of the most important legislations passed by the Department (Landmark Legislations) Impact of these legislations on Indian society 	20 minutes
4.	Legal research	<ul style="list-style-type: none"> Different sources of law in India, including the Constitution, Acts, and case law The role of legal research in the drafting and interpretation of legislation Techniques for conducting effective legal research, including using online databases and legal resources 	15 minutes
5.	Ethics and Conduct in the Indian Legislative Department	<ul style="list-style-type: none"> Ethical and professional standards expected of those working in the Indian Legislative Department Conflicts of interest and confidentiality 	15 minutes
6.	Conclusion	<ul style="list-style-type: none"> Summary of the important points covered in the induction module Call to action for attendees to apply what they've learned 	10 minutes

6. Conclusion

The ACBP document shall act as the north star for the Legislative Department 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 CNA Response Details

The designation wise response details are tabulated below:

Table 14: CNA Responses

Designation	No. of Responses received
Special Secretary	1
Additional Secretary	1
Joint Secretary & Legislative Counsel	2
Additional Legislative Counsel	5
Director	1
Deputy Legislative Counsel	14
Assistant Legislative Counsel	9
PSO	1
PPS	7
Under Secretary	1
SO	4
Superintendent Legal/ Superintendent Printing	5
PS	1
ASO	12
Editor	1
Sub Editor	4

Designation	No. of Responses received
Assistant (Legal)	3
Assistant (Printing)	2
Assistant	2
Personal Assistant	3
Steno Gr. D	2
Grand Total	81

7.2 Heatmap for functional and behavioural competencies

In section 4.2, 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.

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Table 15: Heat map for trainings on functional competencies

Group	Noting & Drafting	E-Office	Office Procedure	Handling RTI Matters	Grievance Redressal	Vigilance and Disciplinary Matters	Handling Parliamentary Matters	Administration	Establishment & Human Resource Management	Cabinet Note Preparation	Policy Making
Group 1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Group 2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Group 3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Group 4	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Group 5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Group 6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Group 7	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Group 8	✓	✓	✓	✓	✓	✓	✓			✓	✓

[illegible]

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 Karmayogi must be initiated by the CBU of the Department. Based on the need for building the capacities (both at the individual and organizational levels) the CBU must start the process.
2. **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 Karmayogi in your department.
2. The plan is now ready and should be taken forward by the Capacity Building Unit (CBU), under the direction of the Secretary.
3. A note on the role of CBU is shared with you, read it and understand it clearly for ensuring the implementation of your plan

 **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 workshop

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 'rules-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 Legislative Department. 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 discussions held with the leadership and CBU team 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

An 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 session was held on 13th July 2023 at the Conference Hall of ILDR, Shastri Bhawan and was attended by Additional Secretary, CBU and SOs, ASOs. In total the workshop was attended by more than 35 participants.

The orientation session was for one hour and comprised of live demonstrations, discussions, video testimonials and a presentation. 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.

The iGOT team also shared the details of the top learner from the Department and the employee was appreciated by the Additional Secretary, LD.

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.

An interactive demonstration on how to enroll in the 'Introduction to Emerging Technologies' course was given, and details about the format of the course were shared such as the duration of the course, number of modules, etc.

Key Takeaways

- 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.
- Shri Udaya Kumara, AS, was made the nodal officer and Mr. Debdutta Behera, Under Secretary was made the MDO Admin for monitoring the progress of registration of the employees of the Department on the iGOT platform. Furthermore, the iGOT team requested the SPOC to share the email IDs of individuals facing technical difficulties in registering or logging onto the platform.



Figure 22: Snapshot of the workshop

7.6 CBU constitution letter

F. No.45011/4/2022-ILDR
Government of India
Ministry of Law and Justice
Legislative Department
Institute of Legislative Drafting and Research
Shastry Bhawan, New Delhi
Dated 19.01.2023

OFFICE ORDER

Subject: Creation of Capacity Building Unit in the Legislative Department.


With reference to "Mission Karmayogi Programme" and in view of Capacity Building Plan, it has been decided to create a Capacity Building Unit (CBU) for execution of related activities of the Ministry. The CBU shall have the following composition:

Sl. No.	Name of Officer	Designation	Chairman/member
1.	Sh. Udaya Kumara	Joint Secretary & Legislative Counsel	Chairman
2.	Sh. Chandra Shekhar Sharma	Assistant Legislative Counsel	Member
3.	Sh. Sanjay Kumar Gautam	Assistant Legislative Counsel	Member
4.	Sh. Navneet Kumar	Section Officer	Coordinator

2. The mandate of the CBU will broadly consist of following activities and follow-up action:

- Assessment of competencies required through mapping role at each level.
- Conduct a Division-wise HR Audit in collaboration with CBC to map existing competency gaps.
- Co-relate, update and implement the Annual Capacity Building Plan (ACBP) for the Ministry in collaboration with CBC.
- Monitor and report the progress of implementation of ACBP in the Ministry to CBC.
- Facilitation of training and non-training interventions for organizational capacity building in partnership with experts.
- Any other relevant issue with the approval of Secretary, Legislative Department.

3. This issues with the approval of Secretary, Legislative Department.


 (Vidya Wati)
 Under Secretary to the Govt. of India
 Tel- 23385023

To,
All concerned Officers

Copy to,
Member (HR), Capacity Building Commission, Jawahar Vyapar Bhawan, Tolstoy Road, New Delhi - 110001.

Figure 23: CBU constitution letter

7.7 Finalized CNA questionnaire for the Department

Capacity Needs Assessment (CNA) Form for LD

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 Legislative Department for future readiness.

* Indicates required question

1. Name of the employee *

2. Designation *

Mark only one oval.

- ☐ Additional Secretary
- ☐ Joint Secretary & Legislative Counsel
- ☐ Additional Legislative Counsel
- ☐ Deputy Legislative Counsel
- ☐ Assistant Legislative Counsel
- ☐ Superintendent Legal/ Superintendent Printing
- ☐ Assistant Legal
- ☐ PSO
- ☐ PPS
- ☐ PS
- ☐ Director
- ☐ Under Secretary
- ☐ SO
- ☐ ASO
- ☐ Other: _____

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

Check all that apply.

- ☐ Admn. I
- ☐ Admn. II
- ☐ Legislative I
- ☐ Legislative II
- ☐ Legislative III
- ☐ Parliament Section
- ☐ B&A Section
- ☐ Correction Section
- ☐ GSRO Section
- ☐ RTI Cell
- ☐ ILDR
- ☐ Printing I
- ☐ Printing II
- ☐ Publication Section
- ☐ Cash Section
- ☐ OL Section
- ☐ OL Wing
- ☐ VSP
- ☐ IT Management and NIC Cell
- ☐ India Code Updation Unit
- ☐ Coordination Section
- ☐ Other: _____

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

Mark only one oval.

- ☐ Indian Legal Service
- ☐ CSS
- ☐ CSSS
- ☐ Other: _____

Roles and Responsibilities

The activities can be having an impact on day-to-day operations of the Department or the one with a long-term vision of the Department. For ex: Developing strategies/plans, Budget Planning, Policy Development, Grievance Redressal, Note taking, Salary processing, Legislative Drafting etc.

5. Please list down your broad roles and responsibilities *

Trainings

6. Have you been part of any training program? *

Mark only one oval.

☐ Yes

☐ No. Skip to question 14

Previous Trainings

Please answer the following questions related to previous trainings you were a part of.

7. 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

8. Whether the above training was mandatory or optional? *

Mark only one oval.

- ☐ Yes: It was mandatory
☐ No: It was optional

9. What was the duration of the training? *

Mark only one oval.

- ☐ Less than a week
☐ 1 to 4 week
☐ More than 4 weeks

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

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

Mark only one oval.

- ☐ Online
- ☐ Classroom
- ☐ Hybrid

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

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

Mark only one oval.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

Domain competencies

These competencies are specialized knowledge areas and skills specific to roles in Legislative Department.

14. List the Domain Competencies you feel, you require for the role? e.g., Legislative *
Drafting

Functional Competencies

These are operational requirements for the Department/ vertical towards seamless work or operations or cross-cutting requirements across departments/ verticals.

15. What are the functional Competencies you feel, you require for the role? *

Check all that apply.

- ☐ Policy Making
- ☐ Establishment & Human Resource Management
- ☐ E-Office & Office Management
- ☐ Cabinet Note Preparation
- ☐ Office Procedure
- ☐ Noting & Drafting
- ☐ Government Program Formulation & Implementation
- ☐ Handling Parliamentary Matters
- ☐ Project Management
- ☐ Handling RTI Matters
- ☐ Contract Management
- ☐ Grievance Redressal
- ☐ Public Procurement Framework
- ☐ Vigilance and Disciplinary Matters
- ☐ GFR - Material Management
- ☐ Monitoring and Evaluation
- ☐ Litigation Management
- ☐ Financial Management (Budget/ PFMS/IFD)
- ☐ Public Relations and Communications
- ☐ Digital Fluency
- ☐ Data Analytics
- ☐ Administration
- ☐ Other: _____

Technology System

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

16. List the Technology Systems you feel, you require for the role? *

Check all that apply.

- ☐ Departmental MIS
- ☐ EHRMS
- ☐ E Office
- ☐ PFMS
- ☐ MS Office Application (Word / Excel / Power Point)
- ☐ Other: _____

Behavioral competencies

These are a set of key behaviors, 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 Legislative Department.

17. What are the Behavioral Competencies you feel, you require for the role? *

Check all that apply.

- ☐ Result Orientation
- ☐ Stakeholder Management
- ☐ Resilience
- ☐ Learning Agility
- ☐ Influencing & Negotiation
- ☐ Communication
- ☐ Team Management & Development
- ☐ Teamwork
- ☐ Decision Making
- ☐ Time Management
- ☐ Visionary Leadership
- ☐ Proactiveness
- ☐ Change Management
- ☐ Other: _____

Skip to question 18

Suggestions

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

19. Preferred mode of training/session *

Mark only one oval.

- ☐ Online
☐ Classroom
☐ Hybrid
☐ Immersive Experiences

20. Please select **'Yes'** if you are a Director/DS/ALC or above *

Mark only one oval.

- ☐ Yes
☐ No

Divisional Level Understanding and Alignment with India @2047

The aim of the section is to align the capacity building requirements of the division with future vision of the Department.

21. How is the vision of your division/office aligned with India@2047? *

22. List the domain, functional, behavioral, digital competencies you feel are required *
for your employees to perform their role more efficiently.

Organizational Capacity Needs

The objective of this sub-section is to understand the capacity building requirements at the organizational level with respect to the parameters mentioned in the following questions.

23. a. Technology and Data (for example, using data dashboards for decision making) *

21. How is the vision of your division/office aligned with India@2047? *

22. List the domain, functional, behavioral, digital competencies you feel are required for your employees to perform their role more efficiently. *

Organizational Capacity Needs

The objective of this sub-section is to understand the capacity building requirements at the organizational level with respect to the parameters mentioned in the following questions.

23. a. Technology and Data (for example, using data dashboards for decision making) *

24. b. Systems and Processes (for example, divisional level orientation to help the new employee adapt faster to the job) *

25. c. Resources and Assets (for example, requirement of an internal record management system) *

26. d. Partnerships and Relationships (for example, communicating with Cabinet Secretariat through ESamiksha) *

27. e. Personnel Management (for example, non monetary incentives - rewards and recognition) *

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