Capacity Building Commission

Draft Annual Capacity Building Plan

Ministry of Parliamentary Affairs

June 2023
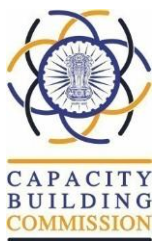
Executive Summary

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 'roles-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 Ministry of Parliamentary Affairs.

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 Ministry. The MDOs were oriented about the framework of ACBP, the process for creation of the plan and guidelines for monitoring implementation of the ACBPs through a workshop chaired by Hon'ble Cabinet Secretary in December 2022.

ACBP for Ministry of Parliamentary Affairs

The ACBP preparation process of Ministry of Parliamentary Affairs (hereby referred to as "the Ministry") began in the month of December 2022 with a kick-off meeting held on 6th December under the leadership of the Secretary, MoPA and Member-HR, CBC. Interactions with the leadership of the Ministry were conducted to understand the organizational structure of the Ministry, key functions of the divisions within the Ministry, past capacity building interventions and key priorities of the Ministry. Following this, in order to analyse the competency needs across designations in the Ministry a competency needs analysis form was circulated in December 2022 for all employees to perform self-assessment of required competencies at individual level. Once a significant response rate was achieved across the Ministry, competency needs were analyzed across domain, functional and behavioural areas. Following that, Ministry level FGDs were conducted to validate the competency needs emanating from the analysis.

As a next step, annual capacity building plan for the Ministry 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. At an organizational level, non-training interventions for enhancing organizational capacity like

institutionalizing induction training for all new joiners in the Ministry, mentoring programs, process improvement initiatives and human resource management related initiatives etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Ministry, 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, data analysis, office procedures, communication, stress management, etc. were decided to be undertaken by all employees of the Ministry.

Snapshot of the Competency Needs Analysis (CNA) exercise

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

Category	Summary of identified competencies	
Domain	• Knowledge of parliamentary processes and procedures (Matters raised in the Lok Sabha under Rule 377, in the Rajya Sabha under Rule 180 A-E and in 'Zero Hour', Culling of Assurances') • Knowledge of process for laying of Papers on the Table of the House • Knowledge on Nomination of Members of Parliament on Committees, Councils, Boards, Commissions, etc., set up by the Government	• Handling matters related to consultative committees (constitution of the committee, functioning, circulating notice, etc) • Knowledge of constitutional provisions relating to Parliament • Project/Program Implementation and Monitoring (Youth Parliament Scheme, NeVA) • Knowledge of Acts, Rules, and Regulations (Like Salary, Allowances of Officers of Parliament Act, Leader and Chief Whips of recognized parties and groups in Parliament Act, etc.)
Functional	• Correspondence Management and Coordination • Digital Fluency • Financial Management • Handling RTI Matters • Knowledge on General Management	• Monitoring And Evaluation • Noting and Drafting • Office Procedure • Project Management • Roster Management • Knowledge on Establishment Matters
Behavioural	• Communication • Leadership • Problem Solving and Decision Making • Result Orientation	• Stakeholder Management • Team Management & Development • Time Management • Stress Management

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 MoPA was constituted on 9th December 2022 under the leadership of the Additional Secretary, MoPA to lead the exercise within the Ministry. The Ministry's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.

List of Abbreviations

ACBP	Annual capacity Building Plan
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CDAC	Centre for Development of Advanced Computing
CPGRAMS	Centralised Public Grievance Redress and Monitoring System
CNA	Competency Needs Analysis
CSOLS	Central Secretariat Official Language Service
e-Gov	E-Governance
FGD	Focused Group Discussion
GCS	General Central Service
GeM	Government e Marketplace
GFR	General Financial Rules
HR	Human Resource
iGOT	Integrated Government Online training
ISTM	Institute of Secretarial Training and Management
LS	Lok Sabha
MDO	Ministry Department & Organization
MDNIY	Morarji Desai National Institute of Yoga
MoPA	Ministry of Parliamentary Affairs
NeVA	National e-Vidhan Application
NPCSCB	National Programme for Civil Services Capacity Building
PFMS	Public Financial Management System
PG	Public Grievances
PMHRC	Prime Minister's Human Resource Council
RS	Rajya Sabha
SPV	Special Purpose Vehicle
TNA	Training Needs Assessment
WITP	Wadhwani Institute of Technology and Policy

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1. Introduction

1.1   Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions, formulating policy and executing delivery that enables 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
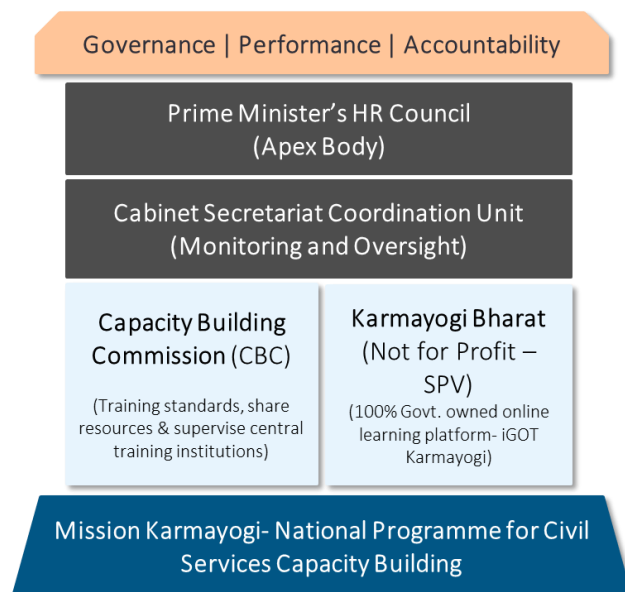
Figure 1: Framework for implementation and monitoring

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 Ministry. It defines training & non-training interventions at the individual and organizational level that would enhance the capacity of the Ministry.

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

Domain Competencies

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

Functional Competencies

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

Behavioural Competencies

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

Figure 2: Definition of competencies

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

This document details out the Annual Capacity Building Plan for the Ministry of Parliamentary Affairs.

2. Approach and Methodology adopted for the ACBP exercise

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.

Following the orientation workshop with all MDOs, a kick-off meeting was organized at MoPA on 6th December 2022 chaired by the Hon'ble Secretary to plan the process of development of the capacity building plan for the Ministry 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 Ministry:
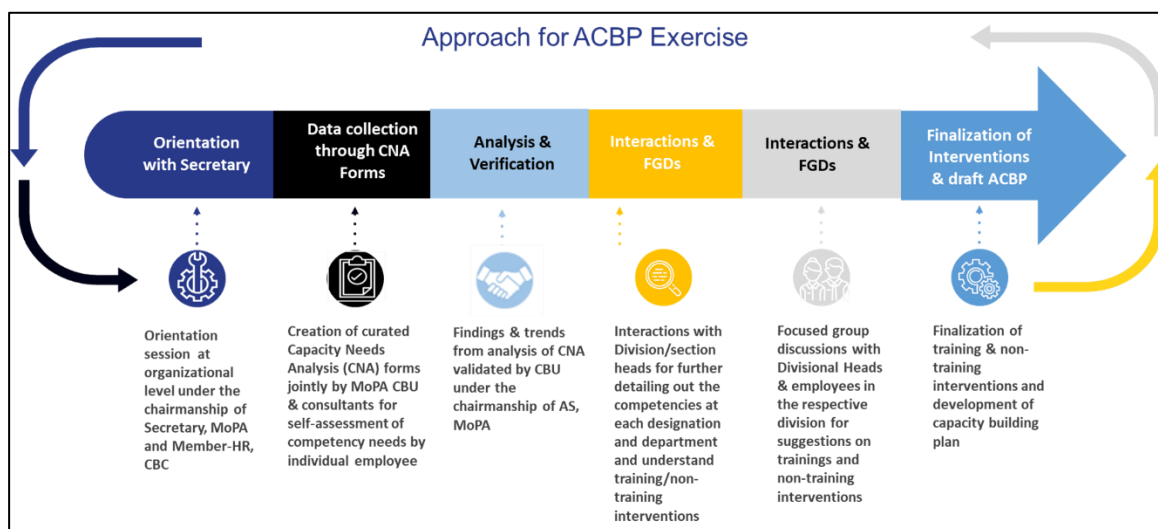
Figure 3: Steps for developing ACBP

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 Ministry/ sector and citizen centric approach to be adopted by the MDOs to serve the nation. The key focus areas identified by the Ministry, under the three lenses, are summarized in the illustrative below:

National Priorities

- Strengthening parliamentary democracy by providing administrative and procedural support to Parliament, ensuring smooth functioning of parliamentary committees, and promoting effective communication between Parliament and the executive
- Facilitating communication and coordination between different agencies of the government, the Ministry plays an important role in promoting transparency and accountability in governance
- Instil and strengthen the values of democracy amongst the youth of India, through implementation of the Youth Parliament Programme to develop decisive skills such as public speaking, negotiation, research, critical thinking, diplomacy, leadership, and teamwork
- Promoting Atmanirbharata & economic development through facilitating effective functioning of the Parliament that enacts laws & policies for promoting economic growth and self-sufficiency in the nation

Emerging Technologies

- Enabling introduction of several technology enabled initiatives like National e-Vidhan Application (NeVA), e-Sansad, Online Assurance Monitoring System (OAMS) etc. aimed at enhancing the efficiency and transparency of parliamentary processes and improving the citizen centricity of the functioning of Parliament
- Introduction of digital legislatures ushers in greater synergy, coordination, transparency, and accountability between the legislature and the executive in a state, and across the states
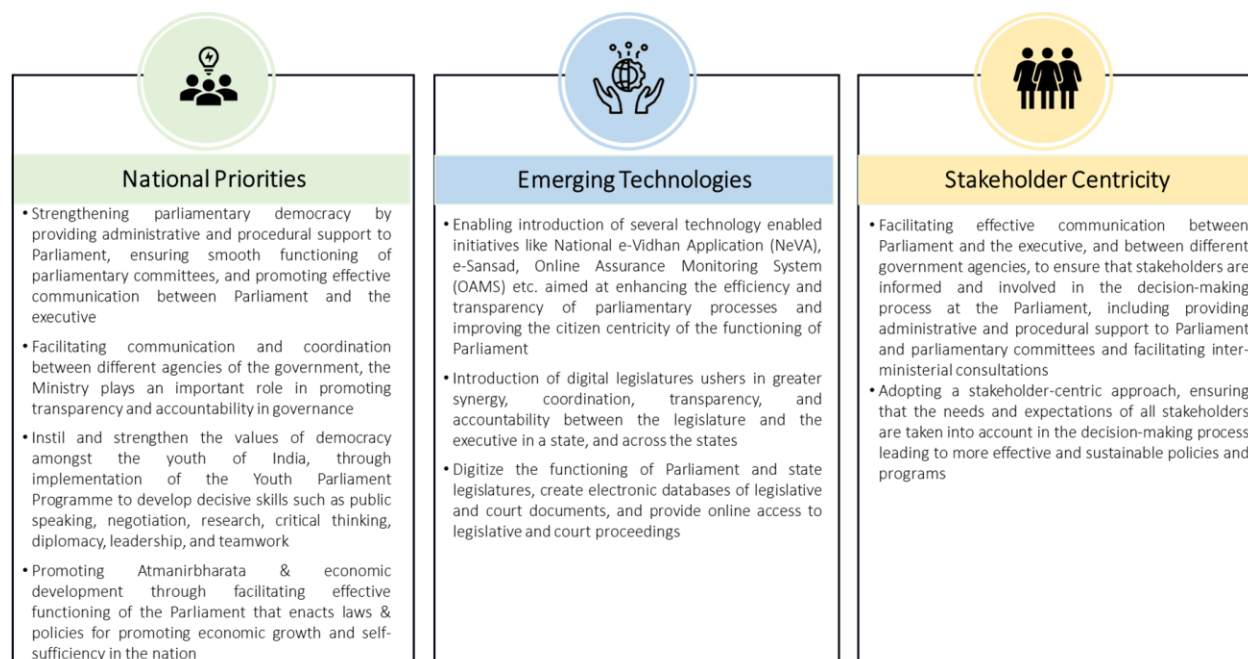- Digitize the functioning of Parliament and state legislatures, create electronic databases of legislative and court documents, and provide online access to legislative and court proceedings

Stakeholder Centricity

- Facilitating effective communication between Parliament and the executive, and between different government agencies, to ensure that stakeholders are informed and involved in the decision-making process at the Parliament, including providing administrative and procedural support to Parliament and parliamentary committees and facilitating inter-ministerial consultations
- Adopting a stakeholder-centric approach, ensuring that the needs and expectations of all stakeholders are taken into account in the decision-making process leading to more effective and sustainable policies and programs

Figure 4: Lenses of capacity building for MoPA

Also, to fulfil the mandate on facilitating development of Annual Capacity Building Plan (ACBP), every MDO has been required to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of MoPA was constituted on 9ᵗʰ December 2022 under the leadership of the Additional Secretary, MoPA to lead the exercise within the Ministry.

3. Overview of Ministry of Parliamentary Affairs

3.1 Vision of the Ministry

The Ministry of Parliamentary Affairs strives to provide comprehensive and quality services to a body of citizens comprising, the Parliament and its Members as well as ministries/departments and other organizations of Government of India and State Governments.

3.2 Mission of the Ministry

The Mission of the Ministry is - *To act as an efficient facilitator to constantly improve Government's interaction with Parliament by:*

- Planning, coordinating and monitoring Government's business in Parliament
- Helping ministries/departments to effectively carry out their Parliamentary work
- Responding actively and effectively on behalf of the Government in respect of directions, resolutions etc. of a general nature made to the Government by the Houses of Parliament
- Constituting and arranging meetings of Consultative Committees of Members of Parliament

- Taking initiatives through organization of conferences, programs, etc. for increasing awareness about the Parliamentary system with a view to strengthen democracy
- Administering policies relating to salaries, facilities, and welfare related matters of Members of Parliament
- Coordinating ministries/departments for implementation of assurances given by Ministers in both the Houses of Parliament-culling out of assurances from the debates; monitoring the state of fulfillment thereof and laying of implementation reports before the Houses

As part of the ACBP exercise, an As-Is assessment of the MoPA was conducted to gain understanding on the Ministry's current state. Interactions were held with the leadership of the Ministry (Additional Secretary) along with heads of various divisions and wings for gaining understanding on the organizational structure and key functions of the different divisions and wings within the Ministry. 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 Ministry, as well as information available on the official website were used to comprehensively understand the organizational structure, schemes, etc. of the Ministry, a summary of which is presented in the subsequent sections of this report. The following sub-section provides a summary of the As-Is assessment.

3.3   Summary of As-is assessment of the Ministry

The As-Is assessment focused on documenting the organization structure of the Ministry 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 Ministry, as well as information available on the official website were used to comprehensively understand the organizational structure, schemes, etc. of the Ministry, 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 Ministry
- Mapping of organization structure of the Ministry along with functions of the different divisions and wings through conducting multiple interactions (one-on-one interviews and focussed group discussions) with Ministry officials
- Major schemes and programmes
- Inputs on past training initiatives undertaken by the Ministry
- Identified priorities of the Ministry and future path in alignment with national priorities, citizen -centric goals and emerging technologies impacting the functioning of the Ministry by performing secondary research (studying MoPA's annual report, website, manual, etc.) and primary consultations
- Existing challenges and opportunities at organizational as well as institutional level and way

forward

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

3.3.1 Organizational structure of the Ministry

The Secretariat of the Ministry of Parliamentary Affairs is headed by the Secretary and assisted by the Additional Secretary. The Ministry is functionally divided into 4 major divisions, each of which is led by Director or Deputy Secretary. The divisions are further subdivided into 14 sections as shown in the table below:

Table 1: Divisions of MoPA

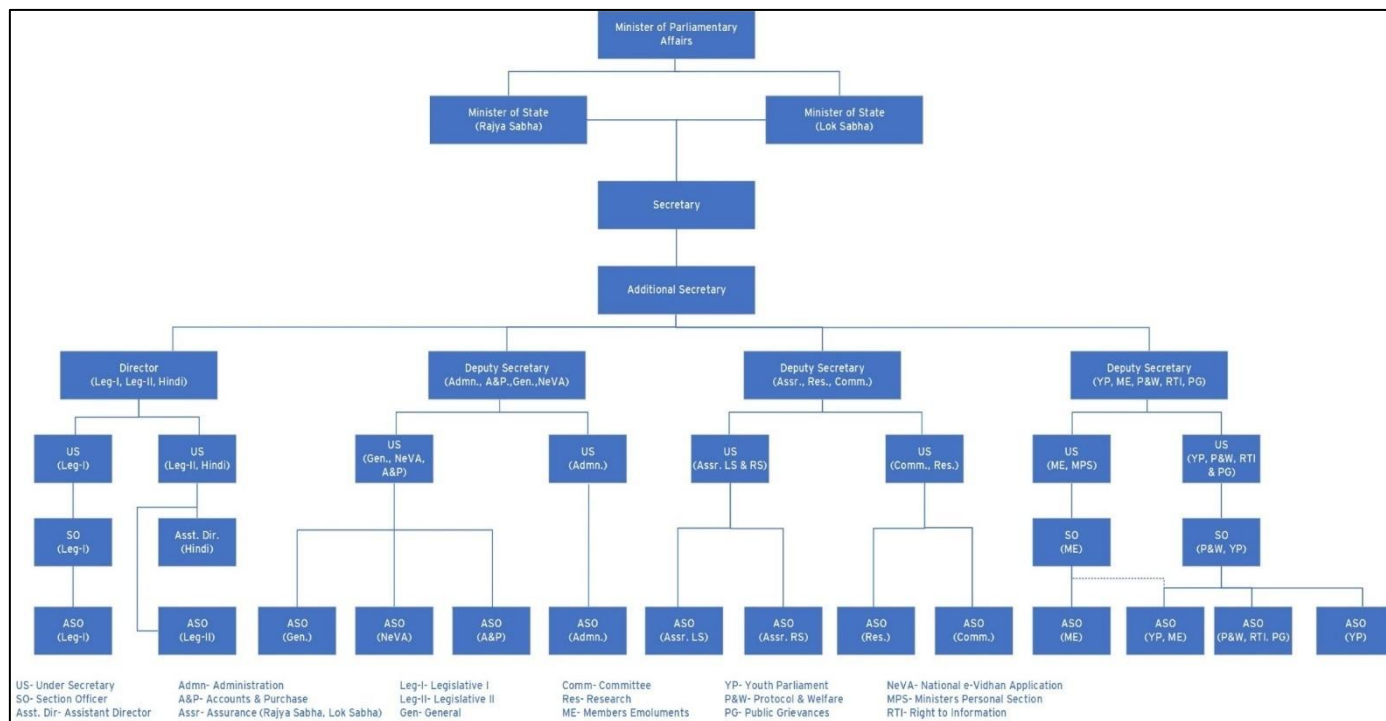| Divisions	Sections
Division 1	Legislative-I
	Legislative-II
	Hindi
Division 2	Administration
	Accounts & Purchase
	General
	NeVA
Division 3	Assurance (LS)
	Assurance (RS)
	Research
	Committee
Division 4	Youth Parliament
	Members Emoluments
	Protocol & Welfare

The overall organogram of MoPA is shown below:

Figure 5: Organogram of MoPA

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

Table 2: Overview of divisions

Division	Description
Division I: Legislative I, Legislative II, and Hindi Section	Division I consists of three branches, namely: legislative-I, legislative-II, and Hindi section. This division oversees all legislative matters of the Ministry, including monitoring the progress of Government business in the parliament and follow up action with respect to matters raised under Rule 377 in Lok Sabha, and by way of special mentions under Rule 180 A-E in the Rajya Sabha. This division is also tasked with the realization of the Official Language Policy and translates official correspondence of the Ministry to Hindi.
Division II: Administration, Accounts & Purchase, General and NeVA	Division II consists of four sections, namely: administration, accounts & purchase, general and NeVA. This division is responsible for all establishment matters, budget and account matters, and matters related to maintenance of official vehicles and receipt/dispatch of dak. This division is also responsible for the implementation and promotion of National e-Vidhan Application.

Division	Description
Division III: Assurance, Committee and Research	Division III consists of three branches, namely: assurance, committee, and research cell. This division monitors the implementation and fulfilment of government assurances given by ministers in the two houses of the Parliament, oversees the functioning of consultative committees, and provides guidance to ministries in matters relating to the Constitution and the rules of the Parliament. This division also reviews and updates the handbook on the working of the Ministry of Parliamentary Affairs.
Division IV: Youth Parliament, Member's Emoluments, and Protocol & Welfare	Division IV comprises of three distinct sections, namely: member's emoluments, protocol and welfare, and youth parliament section. This division oversees matters relating to the administration of acts pertaining to salary and allowances of members of Parliament, opposition leaders, officers, and chief whips. This division further looks after matters concerning protocol services extended to foreign parliamentary delegations, welfare of the members of Parliament, conduction of All-India Whips' Conference, and the implementation of the Youth Parliament Scheme of the Ministry.

3.3.2 Summary of past capacity building interventions

In order to understand existing capacity building initiatives in the Ministry and exposure of its employees to trainings, the survey covered various aspects such as:

- Last training attended by the employee
- Mode of training
- Provider institute for training

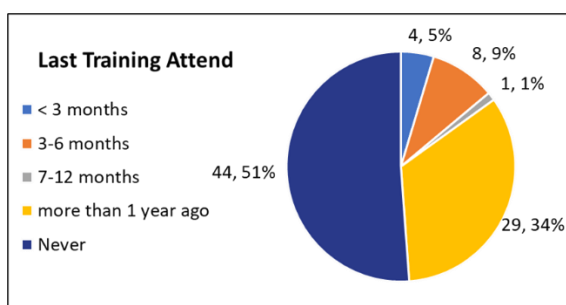A snapshot of the analysis is presented below:

Figure 6: Last Training Attended
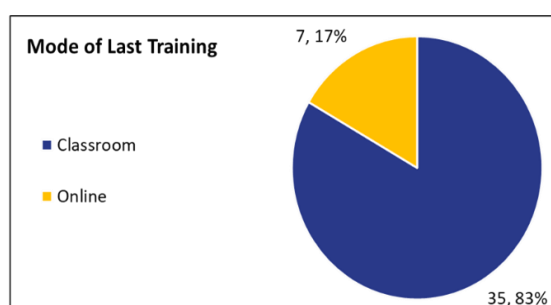
Figure 7:Mode of Last Training

It was observed that 51% (44) of respondents have not attended any institutionalized training since joining. Most of the training were done in physical mode and some of trainings were delivered in online mode. It was also observed that ISTM is the major training institute where the employees have got trained on areas like noting, drafting and rules and regulations, cabinet note preparation, cash and accounts, cybersecurity, establishment rules, public procurement, pension rules, cybersecurity etc. Other institutions that provided training to the employees of the Ministry include CDAC, Central Translation Bureau, Central Hindi Training Institute, etc.

There is a strong need of increasing training interventions in the Ministry to use it as avenue for increasing employee engagement and promote cross learning amongst different departments. A shift in focus from mandatory cadre-based trainings to role-based training interventions is need of hour. More byte sized learning programs needs to be developed and make learning more accessible and learner driven. Also, classroom trainings alone cannot address the growing need to upskilling employees – anyplace, anytime trainings should be accessible and available to learners at their comfort. A comprehensive capacity building plan including the best of training courses and institutes needs to be developed to address the employees need.

4. Competency Need Analysis for the Ministry

Based on work allocation and functions of the different divisions at MoPA, 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 Ministry to perform self-assessment of required competencies at individual level by the present incumbents.

Number of divisions	Number of unique positions
4	53

Figure 8: Coverage across the Ministry

4.1 Data collection for competency need analysis

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

- Devise comprehensive survey questionnaire (attached in Annexure) to capture:
  - **Profile of employee:** Basic details like designation, department/division, cadre, time spent in Ministry, 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

o **Employee's Voice:** Suggestions from employee to improve upon service delivery of the Ministry 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 Ministry 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 [mopa.cbc.acbp@gmail.com] was created for the Ministry, and the survey was distributed using Google Forms

Figure 9: Orientation on CNA questionnaire

To enhance the understanding/clarity of respondents and derive meaningful outcomes, a workshop was conducted with the Ministry to familiarize employees about the objective of questionnaire and how will it help in designing programmes to build capacity at individual and organization level. 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 Ministry on 23rd December 2022 and responses were collected from the employees till 11th January 2023. A total of 86 responses (92%) were received from employees across designations and divisions. The table below tabulates responses received across designations in the Ministry.

Table 3: CNA response details

Designation	CNA Questionnaire floated to	No. of Responses received	Response Rate%
Director	1	1	100%
Deputy Secretary	3	3	100%
Under Secretary	8	8	100%
Assistant Director (Hindi)	1	1	100%
Section Officer	4	4	100%
Assistant Section Officer	24	24	100%
Senior Translation Officer	2	2	100%

Designation	CNA Questionnaire floated to	No. of Responses received	Response Rate%
Junior Translation Officer	1	1	100%
Senior Secretariat Assistant	5	5	100%
Junior Secretariat Assistant	5	5	100%
Executive Assistant	4	4	100%
Personal Assistant	3	3	100%
Private Secretary	1	1	100%
Stenographer D	6	6	100%
Multi-tasking staff	17	13	76%
Driver	9	5	56%
Grand Total	94	86	92%

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

Figure 10: iGOT orientation workshop for MoPA

- 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 FGD with vertical/division head
- Deduced the 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 Ministry

4.2   Key insights from CNA exercise

Based on the responses received across Ministry 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 Ministry, years of experience of working in the Ministry, years spent on same post etc. for developing a baseline of employee profile of the Ministry. A snapshot of the employee profile is provided below:
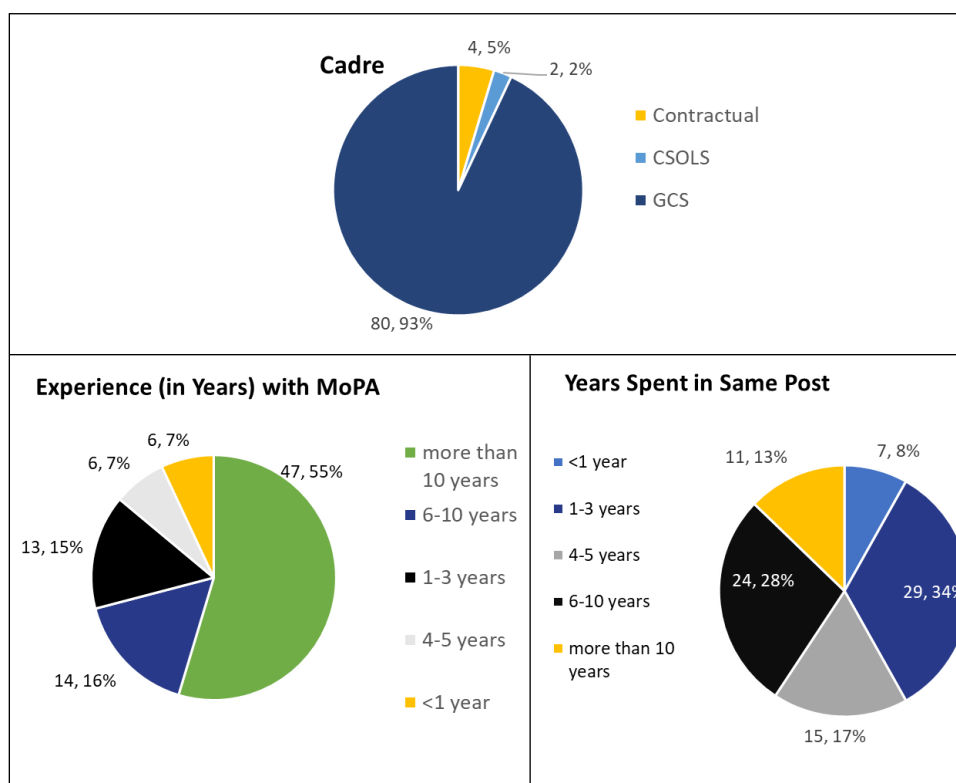

Figure 11: Analysis of respondent profile

Respondent analysis elucidates that majority of respondent (93%) are from GCS cadre, followed by contractual (4%) and CSOLS (2%). The cadre for MoPA is specific to the Ministry and majority of employees stay with MoPA for entire career.

Years of Experience in MoPA: 55% (47) of the employee have more than 10 years of experience in the Ministry. Also, **7% (6) of the employee** have also been inducted recently (<1 year in the Ministry) indicating a need for an induction programme for the Ministry.

<u>Years Spent in the Same Post:</u> 34% of employees have seen change in designation in last 1-3 years, they may need trainings to reinforce competencies or acquire new competencies in domain, functional or behavioral category.

4.2.2 Competency needs identified across Ministry

4.2.2.1   Domain Competency Analysis

The graph below identifies the top 9 domain competencies highlighted by the Ministry in the survey.

Figure 12: Organization level domain competency needs

Top domain competency needs from the CNA response analysis are legislative/parliamentary process, manual of parliamentary procedures, youth parliament scheme, policies, and schemes of Government, acts and regulations, establishment rules and regulations, procurement, payment and inventory management, and budget and financial planning. Further analysis was done on the domain competency requirements for each designation level is depicted in the graphs below (Fig 15).

Figure 13: Designation-wise domain competency needs

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

4.2.2.2   Functional Competency Analysis

The graph below identifies the top 7 functional competencies highlighted by the Ministry in the survey.

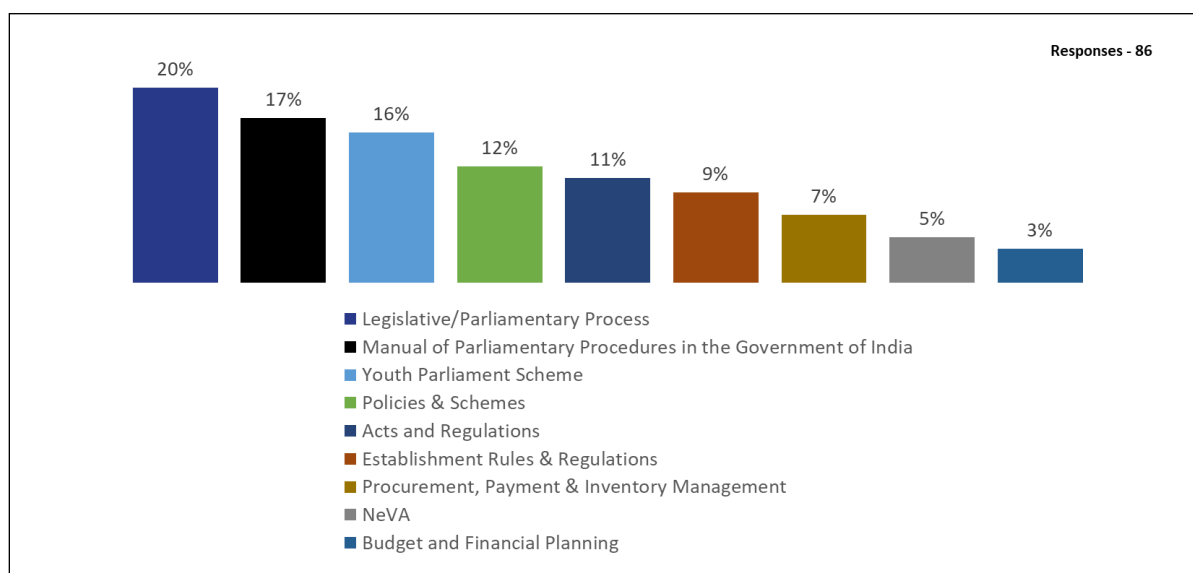
Figure 14: Organization level functional competency needs

Top functional competency needs from the CNA response analysis are e-Office, noting & drafting, MS office, computer proficiency, legislative/parliamentary process, establishment rules, protocol, and right to

information act. Further analysis was done on the functional competency requirements for each designation level is depicted in the graphs below (Fig 17).
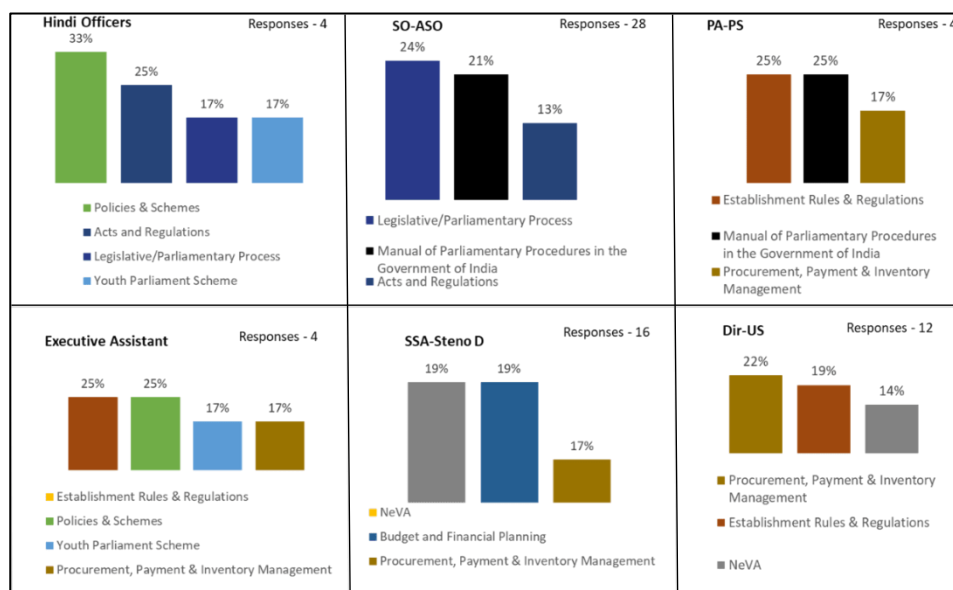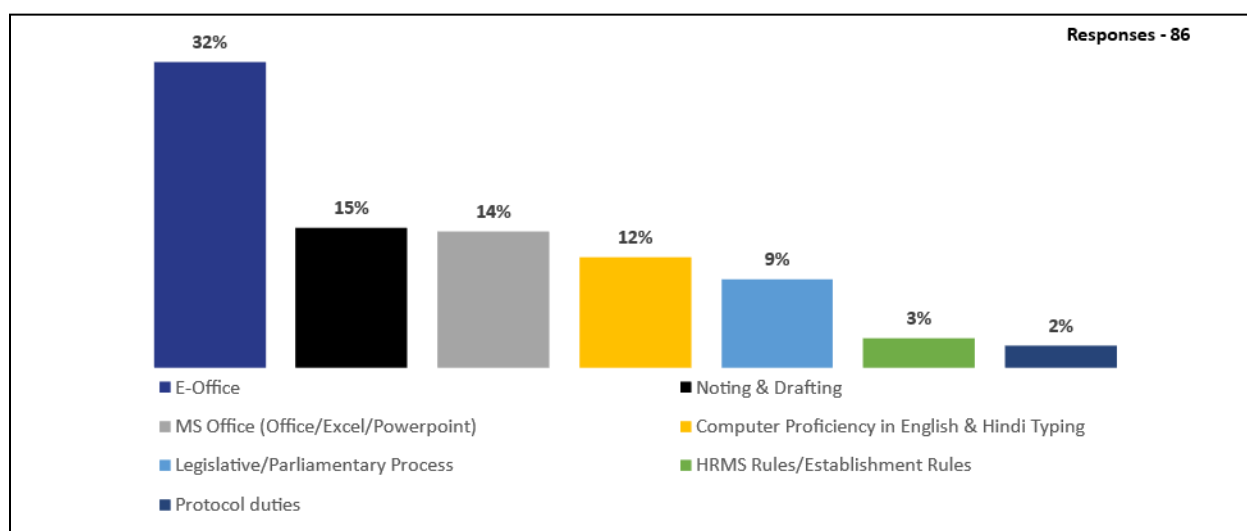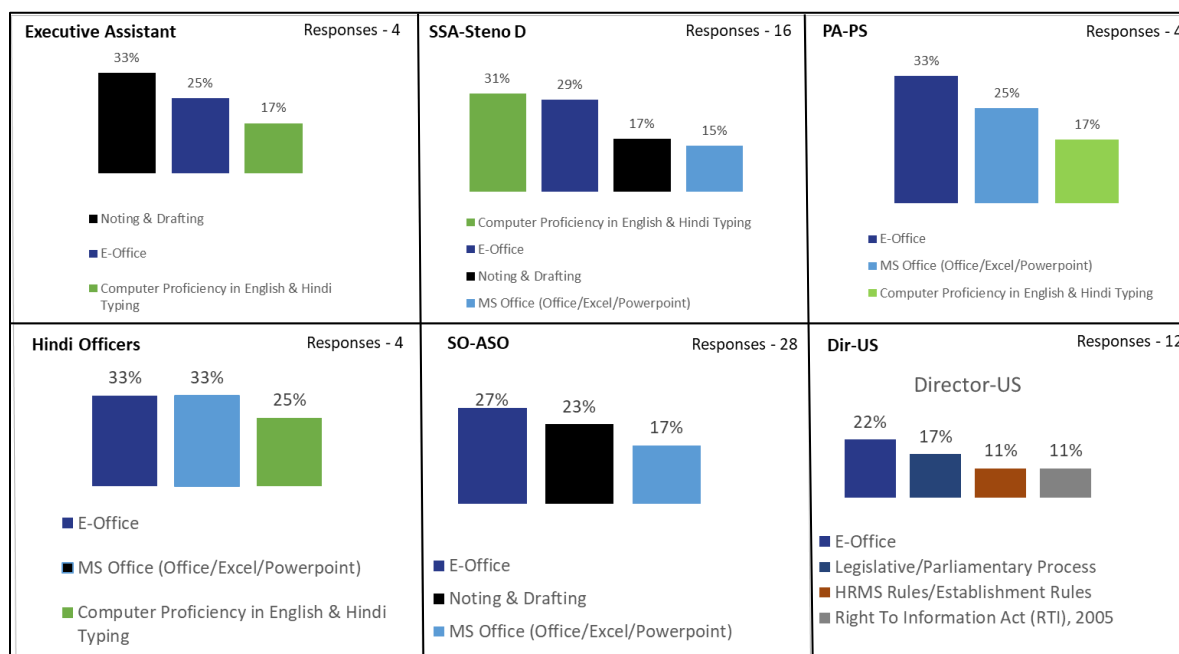

Figure 15: Designation-wise functional competency needs

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

4.2.2.3   Behavioural Competency Analysis

The graph below identifies the top 10 behavioral competencies highlighted by the Ministry in the survey.
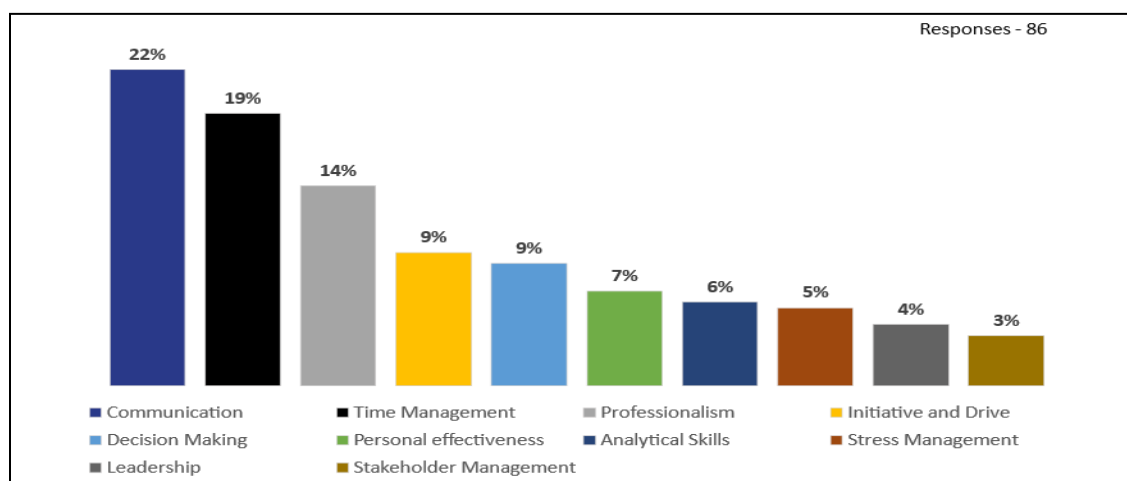
Figure 16: Organization level behavioral competency needs

The top behavioral competency needs for the Ministry are communication, time management, professionalism, initiative and drive, decision making, personal effectiveness, analytical skills, stress management, leadership, and stakeholder management. Further analysis was done on the behavioral competency requirements for each designation level is depicted in the graphs below (Fig 19).
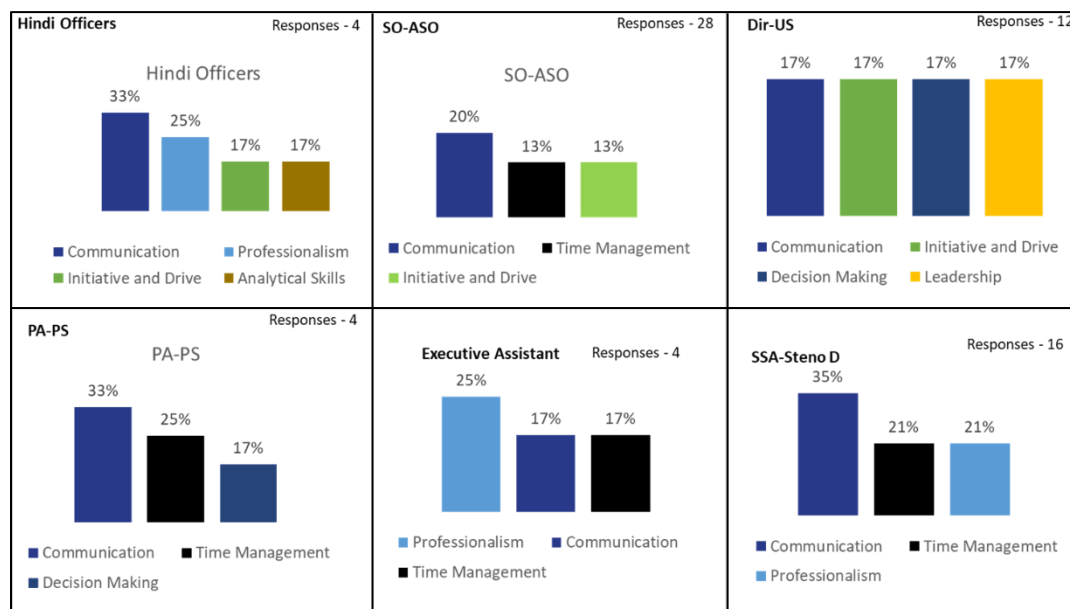
Figure 17: Designation-wise behavioral competency needs

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

4.3 Detailed competency needs analysis at unique position level

Competency requirement across the Ministry at an individual level emanating from the need analysis exercise and further validated through discussions with the sections is outlined in the table for each unique role:

Table 4: Detailed competencies role wise

| Incumbent	Role	Domain	Behaviour	Functional
Additional Secretary	Additional Secretary	• Knowledge of parliamentary processes and procedures • Knowledge of acts, rules and regulations	• Decision making • Critical thinking • Leadership • Communication • Team Management & development	• Digital Fluency • Correspondence management and coordination • Handling RTI Matters

Director (Legislative I, Legislative II and Hindi)	Director (Legislative I and Legislative II)	• Knowledge of parliamentary processes and procedures:
		  ✓Parliamentary questions
		  ✓Laying of papers
		  ✓Government's stand on bills
		  ✓President's address
		  ✓Consultative committees
		• Knowledge of acts, rules and regulations:
		  ✓Rule 377 of LS
		  ✓Rule 180 A-E of RS
		  ✓Zero hour
		  ✓RTI act
			• Decision making
			• Critical thinking
			• Leadership
			• Communication
			• Team Management & Development
				• Digital Fluency
				• Correspondence management and coordination
				• Roster management & Nomination processes
				• Handling RTI Matters

	Director (Hindi)	• Proficiency in Hindi and English • Event management (organising meetings of Hindi Salahkar Committee, Hindi workshops for employees, etc) • Effective methods of translation and transliteration	• Decision making • Critical thinking • Leadership • Communication • Team Management & Development	• Digital Fluency • Handling Parliamentary matters • Training and capacity building

Incumbent	Role	Domain	Behaviour	Functional

DS (National eVidhan Application, Admin, General and Accounts & Purchase)	DS (National eVidhan Application)	• Project management (planning, implementation, monitoring)
		• Financial planning (release of funds to States, etc)
		• Knowledge of acts, rules and regulations
		  ✓ IT act
		  ✓ Cybersecurity standards
		  ✓ Data privacy laws
		  ✓ GFR – Contract Management
		• Understanding web and mobile app development process
			• Decision making
			• Critical thinking
			• Leadership
			• Communication
			• Team Management & Development
			• Change management
				• Digital Fluency
				• Project management
				• Documentation (DPR, RFP, etc)
				• Website Management
				• Correspondence management
				• Financial management (budget/PFMS)

	DS (Admin and General)	• Knowledge of establishment rules & regulations:
		  ✓ Conduct and service rules
		  ✓ Classification, control and appeal rules
		  ✓ Leave travel concession rules
		  ✓ Pension rules
		• Human resource management (recruitment, employee engagement, etc)
		• Vehicle management (bills related to repairs, general maintenance, etc)
			• Decision making
			• Critical thinking
			• Leadership
			• Communication
			• Time Management
			• Team Management & Development
				• Knowledge on General Administration and establishment matters
				• Noting and Drafting
				• Financial Management (Budget/ PFMS)
				• Digital fluency
				• Vigilance and Disciplinary Matters
				• Roster Planning for Duties

	DS (Accounts & Purchase)	• Budget preparation and financial planning
		• Settlement of audit objections
		• Knowledge of acts, rules and regulations:
		  ✓ GFR – Material Management
		  ✓ GFR - Public Procurement Framework
		• Procurement & inventory management (Furniture, Stationary, Office equipment)
			• Decision making
			• Critical thinking
			• Leadership
			• Communication
			• Team Management & Development
				• Digital Fluency
				• Financial management (budget/PFMS)
				• Noting & Drafting
				• Correspondence management
				• GeM platform

DS (Lok Sabha, Rajya Sabha, Research and Committee	DS Assurance (Lok Sabha & Rajya Sabha)	• Knowledge of parliamentary processes and procedures:
		  ✓ Culling of Assurances
		  ✓ Laying of implementation reports
		• Monitoring status of implementation of assurances
		• Advising ministries on procedural matters related to assurance
			• Decision making
			• Critical thinking
			• Leadership
			• Communication
			• Team Management & Development
			• Stakeholder management
				• Digital Fluency
				• Monitoring & Evaluation
				• Noting & Drafting
				• Correspondence management

	DS (Research)	• Knowledge of constitutional matters and parliamentary matters of historical or reference value	• Decision making • Critical thinking • Leadership	• Digital Fluency • Noting & Drafting • Correspondence management

Incumbent	Role	Domain	Behaviour	Functional
DS (Youth Parliament, Member Emoluments, Protocol & Welfare, RTI & Public Grievance Cell)		• Scrutinising matters related to the Office of Profit and Powers, Privileges & Immunities of Members of Parliament	• Communication • Team Management & Development • Stakeholder management	• Research & Analysis
	DS (Committee)	• Knowledge of parliamentary processes and procedures: ✓ Consultative Committees • Handling matters related to consultative committees (constitution of the committee, functioning, circulating notice, etc) • Handling payments and returns (TA/DA to MPs)	• Decision making • Critical thinking • Leadership • Communication • Team Management & Development • Stakeholder management	• Digital Fluency • Noting and drafting • Correspondence management • Record Management • File retention schedule
	DS (Youth Parliament)	• Event Management (conducting Kishore Sabha and Tarun Sabha) • Implementation and monitoring of the National Youth Parliament Scheme • Management and updation of the National Youth Parliament Scheme Portal	• Decision making • Critical thinking • Leadership • Communication • Team Management & Development	• Digital Fluency • Event Management • Handling RTI matters • Correspondence management • Handling Parliamentary matters

	DS (Member Emoluments, Protocol & Welfare)	• Knowledge of acts, rules and regulations:
		  ✓Salary, Allowances and Pension of Members of Parliament Act
		  ✓Leaders of Opposition in Parliament Act
		  ✓Salary, Allowances of Officers of Parliament Act
		  ✓Leader and Chief Whips of recognized parties and groups in Parliament Act
		• Litigation Management (Court Cases)
		• Event management (All India Whips Conference)
		• Providing protocol services (foreign parliamentary delegations, clearance of visits etc.)
		• Making provisions for welfare of Members of Parliament
			• Decision making
			• Critical thinking
			• Leadership
			• Communication
			• Team Management & Development
			• Stakeholder management
				• Digital Fluency
				• Financial management (Budget/PFMS)
				• Correspondence management
				• Handling RTI matters

	DS (RTI and Public Grievance Cell)	• Knowledge of acts, rules and regulations ✓RTI Act 2005 and RTI rules 2012 • Grievance redressal mechanism • Knowledge on CPGRAMS portal • Knowledge on landmark cases and judgments in CIC and Court	• Decision making • Critical thinking • Leadership • Communication • Team Management & Development • Stakeholder Management	• Digital Fluency • Noting and Drafting • Correspondence management • Handling Parliamentary matters

US (Legislative I)	US (Legislative I)	• Knowledge of parliamentary process and procedures:
		  ✓Government's business in Parliament
		  ✓Summoning and prorogation of the two Houses of Parliament
			• Communication
			• Initiative & Drive
			• Stakeholder management
			• Teamwork and collaboration
				• Digital Fluency
				• Roster management
				• Correspondence management
				• AoBR 1961

Incumbent	Role	Domain	Behaviour	Functional
		• Providing guidance to ministries/departments regarding parliamentary matters		• Handling RTI Matters
US (Legislative II and Hindi)	US (Legislative II)	• Knowledge of acts, rules and regulations: ✓ Rule 377 of Lok Sabha ✓ Rule 180 A-E of Rajya Sabha • Monitoring matters raised in Zero Hour, under Rule 377 in LS, and Rule 180 A-E in RS	• Communication • Initiative & Drive • Stakeholder management • Teamwork and collaboration	• Digital Fluency • Roster management • Correspondence management • Handling RTI Matters • AoBR 1961
	US (Hindi)	• Proficiency in translation (Hindi) • Event management (organising meetings of Hindi Salahkar Committee, Hindi workshops for employees, etc)	• Communication • Initiative & Drive • Teamwork and collaboration	• Digital Fluency • Handling Parliamentary matters • Proficiency in Hindi typing
US Assurance	US Assurance (Lok Sabha and Rajya Sabha)	• Knowledge of parliamentary processes and procedures: ✓ Culling of Assurances ✓ Laying of implementation reports • Monitoring status of implementation of assurances • Advising ministries on procedural matters related to assurance	• Communication • Initiative & Drive • Teamwork and collaboration	• Digital Fluency • Monitoring & Evaluation • Noting & Drafting • Correspondence management
US (Member Emoluments and Hon'ble Ministers Personal Section /Ministers Personal Section)	US (Member Emoluments and Hon'ble Ministers Personal Section / Ministers Personal Section)	• Knowledge of acts, rules and regulations: ✓ Salary, Allowances and Pension of Members of Parliament Act ✓ Leaders of Opposition in Parliament Act ✓ Salary, Allowances of Officers of Parliament Act ✓ Leader and Chief Whips of recognized parties and groups in Parliament Act • Litigation management (court cases) • Event management (All India Whips Conference) • Providing protocol services (foreign parliamentary delegations, clearance of visits etc.) • Making provisions for welfare of Members of Parliament	• Communication • Initiative & Drive • Teamwork and collaboration	• Project management • Digital Fluency • Correspondence management • Monitoring & Evaluation
US (Committee, and Research)	US (Research)	• Knowledge of constitutional matters and parliamentary matters of historical or reference value • Examining matters related to the Office of Profit and Powers, Privileges & Immunities of Members of Parliament • Knowledge of parliamentary procedures and processes	• Communication • Initiative & Drive • Detail Orientation • Teamwork and collaboration	• Digital Fluency • Noting & Drafting • Correspondence management • Research & Analysis

Incumbent	Role	Domain	Behaviour	Functional
	US (Committee)	• Knowledge of parliamentary processes and procedures: ✓ Consultative Committees • Handling matters related to consultative committees (constitution of the committee, functioning, circulating notice, etc) • Handling payments and returns (TA/DA to MPs)	• Communication • Initiative & Drive • Teamwork and collaboration	• Digital Fluency • Noting and drafting • Correspondence management

US (Admin, National e-Vidhan Application, Accounts & Purchase, General)	US (Admin, General)	• Knowledge of establishment rules & regulations:
		  ✓Conduct and service rules
		  ✓Classification, control and appeal rules
		  ✓Leave travel concession rules
		• Human resource management (recruitment, training, retirals, etc)
		• Administrative Support (allocation of accommodation, coordination with CPWD, etc)
		• Litigation management (court cases)
			• Communication
			• Initiative & Drive
			• Time Management
			• Teamwork and collaboration
				• Knowledge on General Administration and establishment matters
				• Noting and Drafting
				• Financial Management (Budget/ PFMS)
				• Digital fluency
				• Vigilance and Disciplinary Matters
				• Roster management
				• Human resource management

	US (National e-Vidhan Application)	• Project management (planning, implementation, monitoring)
		• Financial planning (release of funds to States, etc)
		• Knowledge of acts, rules and regulations
		  ✓IT act
		  ✓Cybersecurity standards
		  ✓Data privacy laws
		  ✓GFR – Contract Management
			• Communication
			• Initiative & Drive
			• Teamwork and collaboration
				• Digital Fluency
				• Project management
				• Correspondence management
				• Financial management (budget/PFMS)

	US (Accounts & Purchase)	• Budget preparation and financial planning
		• Settlement of audit objections
		• Processing of bills and authorisation of payments
		• Knowledge of acts, rules and regulations:
		  ✓GFR – Material Management
		  ✓GFR - Public Procurement Framework
		  ✓Procurement & inventory management:
		  ✓Furniture
		  ✓Stationary
		  ✓Office equipment
			• Communication
			• Initiative & Drive
			• Teamwork and collaboration
				• Digital Fluency
				• Financial management (budget/PFMS)
				• Noting & Drafting
				• GeM platform

US (Youth Parliament, Protocol & Welfare and	US (Youth Parliament)	• Event Management (conducting Kishore Sabha and Tarun Sabha) • Implementation and monitoring of the National Youth Parliament Scheme • Management and updation of the National Youth Parliament Scheme Portal	• Communication • Initiative & Drive • Teamwork and collaboration	• Digital Fluency • Handling Parliamentary matters • Correspondence management • Event Management

Incumbent	Role	Domain	Behaviour	Functional
RTI & Public Grievance Cell)	US (Protocol & Welfare)	• Knowledge on protocol services (foreign parliamentary delegations, clearance of visits etc.) • Making provisions for welfare of Members of Parliament	• Communication • Initiative & Drive • Teamwork and collaboration	• Financial Management • Digital Fluency
	US (RTI & Public Grievance Cell)	• Knowledge of acts, rules and regulations ✓RTI Act 2005 and RTI rules 2012 • Handling RTI matters • Grievance redressal • Knowledge on CPGRAMS portal • Knowledge on landmark cases and judgments in CIC and Court	• Communication • Initiative & Drive • Teamwork and collaboration	• Digital fluency • Handling Parliamentary matters • Correspondence management

SO (Legislative I)	SO (Legislative I)	• Knowledge of parliamentary process and procedures:
		  ✓Government's business in Parliament
		  ✓Summoning and prorogation of the two Houses of Parliament
		• Providing guidance to ministries/departments regarding parliamentary matters
			• Teamwork and Collaboration
			• Communication
			• Time Management
			• Initiative & Drive
				• Digital Fluency
				• Noting & Drafting
				• Roster management
				• Handling RTI Matters
				• AoBR 1961

No incumbent	SO (Legislative II)	• Knowledge of acts, rules and regulations:
		  ✓Rule 377 of Lok Sabha
		  ✓Rule 180 A-E of Rajya Sabha
		• Monitoring matters raised in Zero Hour, under Rule 377 in LS, and Rule 180 A-E in RS
			• Teamwork and Collaboration
			• Communication
			• Time Management
			• Initiative & Drive
				• Digital Fluency
				• Roster management
				• Noting & Drafting
				• Handling RTI Matters
				• AoBR 1961

No incumbent	SO (Admin)	• Knowledge of establishment rules & regulations:
		  ✓Conduct and service rules
		  ✓Classification, control and appeal rules
		  ✓Leave travel concession rules
		• Human resource management (recruitment, employee engagement, etc)
		• Administrative support (allocation of accommodation, coordination with CPWD, etc)
			• Teamwork and Collaboration
			• Communication
			• Time Management
			• Initiative & Drive
				• Noting and Drafting
				• Financial Management (Budget/ PFMS)
				• Digital fluency
				• Vigilance and Disciplinary Matters
				• Roster management
				• Human Resource Management

No incumbent	SO (General)	• Vehicle management (bills related to repairs, general maintenance, etc)	• Teamwork and Collaboration • Communication • Time Management • Initiative & Drive	• Digital Fluency • Noting and Drafting • GFR, DFPR rules

Incumbent	Role	Domain	Behaviour	Functional
No incumbent	SO (RTI & Public Grievance Cell)	• Knowledge of acts, rules and regulations ✓ RTI Act • Handling RTI matters • Grievance redressal mechanism • Knowledge on CPGRAMS portal • Knowledge on landmark cases and judgments in CIC and Court	• Teamwork and Collaboration • Communication • Time Management • Initiative & Drive	• Office Procedures • Noting and drafting • Digital Fluency • Knowledge on General management & establishment matters
No incumbent	SO (Committee)	• Knowledge of parliamentary processes and procedures: ✓ Consultative Committees (constitution, functions, scope, etc) • Handling matters related to consultative committees (constitution of the committee, functioning, circulating notice, etc) • Handling payments and returns (TA/DA to MPs)	• Teamwork and Collaboration • Communication • Time Management • Initiative & Drive	• Digital fluency • Handling Parliamentary matters • Knowledge on General management & establishment matters • Noting and drafting

No incumbent	SO (National e-Vidhan Application)	• Understanding web and mobile app development process
		• Project management (planning, implementation, monitoring and evaluation)
		• Financial planning (release of funds to States, etc)
		• Knowledge of acts, rules and regulations
		  ✓ IT act
		  ✓ Cybersecurity standards
		  ✓ Data privacy laws
		  ✓ GFR – Contract Management
			• Teamwork and Collaboration
			• Communication
			• Time Management
			• Initiative & Drive
				• Digital Fluency
				• Project management
				• Financial management (budget/PFMS)
				• Monitoring & Evaluation

No incumbent	SO (Accounts & Purchase)	• Budget preparation and financial planning
		• Settlement of audit objections
		• Processing of bills and authorisation of payments
		• Knowledge of acts, rules and regulations:
		  ✓ GFR – Material Management
		  ✓ GFR - Public Procurement Framework
		  ✓ Procurement & inventory management:
		  ✓ Furniture
		  ✓ Stationary
		  ✓ Office equipment
			• Teamwork and Collaboration
			• Communication
			• Time Management
			• Initiative & Drive
				• Digital Fluency
				• Inventory management
				• Financial management (budget/PFMS)
				• Noting & Drafting
				• GeM platform

No incumbent	SO (Lok Sabha & Rajya Sabha)	• Knowledge of parliamentary processes and procedures:
		  ✓ Culling of Assurances
		  ✓ Laying of implementation reports
		• Monitoring status of implementation of assurances
		• Advising ministries on procedural matters related to assurance
			• Teamwork and Collaboration
			• Communication
			• Time Management
			• Initiative & Drive
				• Digital Fluency
				• Monitoring & Evaluation
				• Noting & Drafting
				• Handling RTI matters

Incumbent	Role	Domain	Behaviour	Functional
No incumbent	SO (Research)	• Knowledge of constitutional matters and parliamentary matters of historical or reference value • Examining matters related to the Office of Profit and Powers, Privileges & Immunities of Members of Parliament • Knowledge of parliamentary procedures and processes	• Teamwork and Collaboration • Communication • Time Management • Initiative & Drive	• Digital Fluency • Noting & Drafting • Research & Analysis

SO (Members Emoluments)	SO (Members Emoluments)	• Knowledge of acts, rules and regulations:
		  ✓ Salary, Allowances and Pension of Members of Parliament Act
		  ✓ Leaders of Opposition in Parliament Act
		  ✓ Salary, Allowances of Officers of Parliament Act
		  ✓ Leader and Chief Whips of recognized parties and groups in Parliament Act
		• Litigation Management (Court Cases)
		• Event management (All India Whips Conference))
			• Teamwork and Collaboration
			• Communication
			• Time Management
			• Initiative & Drive
				• Project management
				• Digital Fluency
				• Monitoring & Evaluation
				• Noting & Drafting

SO (Youth Parliament and Protocol & Welfare)	SO (Youth Parliament)	• Event Management (conducting Kishore Sabha and Tarun Sabha) • Implementation and monitoring of the National Youth Parliament Scheme • Management and updation of the National Youth Parliament Scheme Portal	• Teamwork and Collaboration • Communication • Time Management • Initiative & Drive	• Digital Fluency • Handling RTI matters • Event Management • Handling parliamentary matters • Correspondence management
	SO (Protocol & Welfare)	• Providing protocol services (foreign parliamentary delegations, clearance of visits etc.) • Making provisions for welfare of Members of Parliament (welfare activities	• Teamwork and Collaboration • Communication • Time Management • Initiative & Drive	• Financial Management • Knowledge on General management & establishment matters • Digital Fluency • Handling Parliamentary matters

ASO (Legislative I) (4)	ASO (Legislative I)	• Knowledge of parliamentary process and procedures:
		  ✓ Government's business in Parliament
		  ✓ Summoning and prorogation of the two Houses of Parliament
		• Providing guidance to ministries/departments regarding parliamentary matters
			• Time Management
			• Communication
			• Initiative & Drive
			• Teamwork and Collaboration
				• Digital Fluency
				• Noting & Drafting
				• Roster management
				• Correspondence management
				• Handling RTI Matters

ASO (Legislative II) (2)	ASO (Legislative II)	• Knowledge of acts, rules and regulations:
		  ✓ Rule 377 of Lok Sabha
		  ✓ Rule 180 A-E of Rajya Sabha
		• Monitoring matters raised in Zero Hour, under Rule 377 in LS, and Rule 180 A-E in RS
			• Time Management
			• Communication
			• Initiative & Drive
			• Teamwork and Collaboration
				• Digital Fluency
				• Noting & Drafting
				• Roster management
				• Correspondence management
				• Handling RTI Matters

Incumbent	Role	Domain	Behaviour	Functional
ASO (Youth Parliament) (2)	ASO (Youth Parliament)	• Event Management (conducting Kishore Sabha and Tarun Sabha) • Implementation and monitoring of the National Youth Parliament Scheme • Management and updation of the National Youth Parliament Scheme Portal	• Time Management • Communication • Initiative & Drive • Detail orientation • Teamwork and Collaboration	• Digital Fluency • Event Management • Correspondence management • Handling parliamentary matters • Handling RTI Matters

ASO (National e-Vidhan Application) (4)	ASO (National e-Vidhan Application)	• Understanding web and mobile app development process
		• Project management (planning, implementation, monitoring and evaluation)
		• Financial planning (release of funds to States, etc)
		• Knowledge of acts, rules and regulations
		  ✓IT act
		  ✓Cybersecurity standards
		  ✓Data privacy laws
		  ✓GFR – Contract Management
			• Time Management
			• Communication
			• Initiative & Drive
			• Teamwork and Collaboration
				• Digital Fluency
				• Project management
				• Financial management (budget/PFMS)
				• Monitoring & Evaluation
				• Handling RTI Matters
				• Correspondence management

ASO (Accounts & Purchase) (2)	ASO (Accounts & Purchase)	• Budget preparation and financial planning
		• Settlement of audit objections
		• Processing of bills and authorisation of payments
		• Knowledge of acts, rules and regulations:
		  ✓GFR – Material Management
		  ✓GFR - Public Procurement Framework
		  ✓Procurement & inventory management:
		  ✓Furniture
		  ✓Stationary
		  ✓Office equipment
			• Time Management
			• Communication
			• Initiative & Drive
			• Analytical skills
			• Teamwork and Collaboration
				• Digital Fluency
				• Inventory management
				• Financial management (budget/PFMS)
				• Noting & Drafting
				• Handling RTI Matters
				• GeM platform

ASO (LS) (2)	ASO (Assurance Lok Sabha)	• Knowledge of parliamentary processes and procedures:
		  ✓Culling of Assurances
		  ✓Laying of implementation reports
		• Monitoring status of implementation of assurances
		• Advising ministries on procedural matters related to assurance
			• Time Management
			• Communication
			• Initiative & Drive
			• Teamwork and Collaboration
				• Digital Fluency
				• Monitoring & Evaluation
				• Noting & Drafting
				• Handling RTI Matters

ASO (RS) (1)	ASO (Assurance Rajya Sabha)	• Knowledge of parliamentary processes and procedures:
		  ✓Culling of Assurances
		  ✓Laying of implementation reports
		• Monitoring status of implementation of assurances
		• Advising ministries on procedural matters related to assurance
			• Time Management
			• Communication
			• Initiative & Drive
			• Teamwork and Collaboration
				• Digital Fluency
				• Monitoring & Evaluation
				• Noting & Drafting
				• Handling RTI Matters

Incumbent	Role	Domain	Behaviour	Functional
ASO (Committee) (1)	ASO (Committee)	• Knowledge of parliamentary processes and procedures: ✓ Consultative Committees • Record Management • Event management (arrangements for holding meetings of consultative committees) • Handling matters related to consultative committees (constitution of the committee, functioning, circulating notice, etc) • Handling payments and returns (TA/DA to MPs)	• Time Management • Communication • Initiative & Drive • Teamwork and Collaboration	• Digital fluency • Handling RTI matters • Noting and drafting • Correspondence management
ASO (Research) (1)	ASO (Research)	• Knowledge of constitutional matters and parliamentary matters of historical or reference value • Examining matters related to the Office of Profit and Powers, Privileges & Immunities of Members of Parliament • Knowledge of parliamentary procedures and processes	• Time Management • Communication • Initiative & Drive • Teamwork and Collaboration	• Digital Fluency • Noting & Drafting • Research & Analysis

ASO (ME) (1)	ASO (Members Emoluments)	• Knowledge of acts, rules and regulations:
		  ✓Salary, Allowances and Pension of Members of Parliament Act
		  ✓Leaders of Opposition in Parliament Act
		  ✓Salary, Allowances of Officers of Parliament Act
		  ✓Leader and Chief Whips of recognized parties and groups in Parliament Act
		• Litigation Management (Court Cases)
		• Event management (All India Whips Conference))
			• Time Management
			• Communication
			• Initiative & Drive
			• Teamwork and Collaboration
				• Project management
				• Digital Fluency
				• Monitoring & Evaluation
				• Financial Management

ASO (Protocol & Welfare, RTI, and Public Grievance) (1)	ASO (Protocol & Welfare, RTI, and Public Grievance)	• Providing protocol services (foreign parliamentary delegations, clearance of visits etc.) • Making provisions for welfare of Members of Parliament (welfare activities • Knowledge of acts, rules and regulations ✓RTI Act 20005 & RTI Rules 2012	• Time Management • Communication • Initiative & Drive • Teamwork and Collaboration	• Digital Fluency • Handling Parliamentary matters • Office Procedures • Noting and drafting
ASO (General) (1)	ASO (General)	• Administrative Support (allocation of accommodation, coordination with CPWD, etc) • Litigation management (court cases)	• Time Management • Communication • Initiative & Drive • Analytical skills • Teamwork and Collaboration	• Financial Management • Digital Fluency • Handling Parliamentary matters • Office Procedures • Noting and drafting

Incumbent	Role	Domain	Behaviour	Functional
ASO (Admin) (3)	ASO (Admin)	• Knowledge of establishment rules & regulations: ✓ Conduct and service rules ✓ Classification, control and appeal rules ✓ Leave travel concession rules • Human resource management (recruitment, employee engagement, etc) • Administrative support (allocation of accommodation, coordination with CPWD, etc)	• Time Management • Communication • Initiative & Drive • Teamwork and Collaboration	• Knowledge on General Administration and establishment matters • Noting and Drafting • Financial Management (Budget/ PFMS) • Digital fluency • Vigilance and Disciplinary Matters • Roster management
Assistant Director (Hindi)	Assistant Director (Hindi)	• Proficiency in Hindi • Event management (organising meetings of Hindi Salahkar Committee, Hindi workshops for employees, etc)	• Communication • Teamwork and Collaboration • Learning agility	• Proficiency in documentation (quarterly reports, official correspondence, reports and brochures) • Proficiency in Hindi language • Record Management & File retention schedule • Office Procedures • Noting & drafting
Senior Translation Officer (Hindi)	Senior Translation Officer (Hindi)	• Proficiency in Hindi • Event management (organising meetings of Hindi Salahkar Committee, Hindi workshops for employees, etc)	• Communication • Teamwork and Collaboration • Learning agility	• Proficiency in documentation (quarterly reports, official correspondence, reports and brochures) • Proficiency in Hindi language • Record Management & File retention schedule • Office Procedures • Noting & drafting
Junior Translation Officer (Hindi) (1)	Junior Translation Officer (Hindi)	• Proficiency in Hindi • Event management (organising meetings of Hindi Salahkar Committee, Hindi workshops for employees, etc)	• Communication • Teamwork and Collaboration • Learning agility	• Proficiency in documentation (quarterly reports, official correspondence, reports and brochures) • Proficiency in Hindi language • Record Management & File retention schedule • Office Procedures • Noting & drafting

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 Ministry.

5.1 Individual capacity building initiatives (training interventions)

As part of the plan, training courses both online & offline, have been identified from different training providers across functional and behavioural areas. Based on ease of implementation (availability of existing programs on iGOT catering to specific needs), stakeholder buy-in, etc., implementation plan for the training courses have been divided into 4 quarters. Further, the courses have been categorized as L1, L2, L3 and L4 based on duration of the course. Training calendars for different designations are presented in the following subsections.
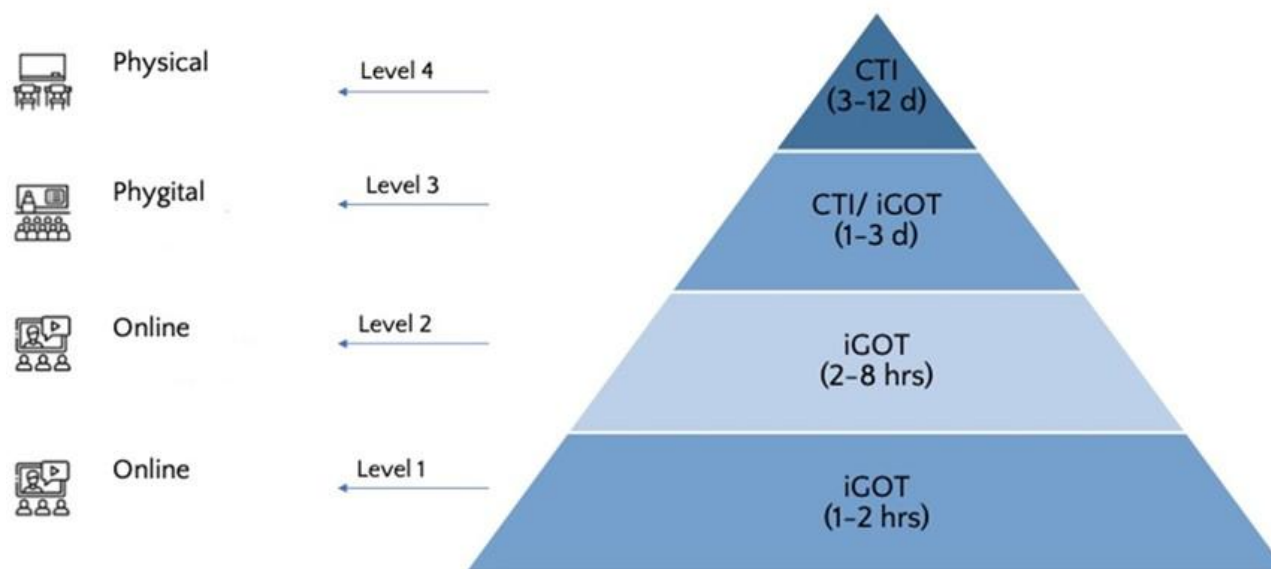
Figure 18: categorization of courses

5.1.1 Training calendar at SO-ASO level

Table 5: Training calendar at SO & ASO level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies amongst government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations	Online	iGOT	WITP	2h 20 m	L2	Q1
Functional	-	DAKSHTA on iGOT*	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	-	13h 40m	L3	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	L3	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	L2	Q2

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

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Office procedure	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	L2	Q2
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines the basic functions of excel consisting of formulas, charts, print/ basic layouts, etc.	Online	iGOT	Microsoft	7h 3m	L2	Q3
Functional	Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities	Online	iGOT	Microsoft	2h 56m	L2	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	L1	Q3
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	L1	Q4
Behavioural	Communication	Effective Communication	This course will help learners understand the basics and the effectiveness of communication	Online	iGOT	IIMB	5h 34m	L2	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Problem Solving	Problem Solving	This course provides an overview of the SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem-solving	Online	iGOT	ISTM	35m	L1	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	35m	L1	Q3
Behavioural	Result Orientation	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals	Online	iGOT	DoPT	40m	L1	Q3
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar	Online	iGOT	Art of Living	1h 11m	L1	Q3
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values	Online	iGOT	IIPA	3h 11m	L2	Q4
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar	Online	iGOT	Art of Living	1h 16m	L1	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	L1	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 shall provide a standardized and structured approach to the practice of yoga for individuals to promote well being	Offline	-	Art of Living/ MDNIY	2 days	L3	Q4
Behavioural	Teamwork	Motivation, Team Building and Leadership	This course focuses on basic and advanced concepts of individual and group motivation and team development	Offline	-	IIM Indore	3 days	L4	Q4

5.1.2 Training calendar at US level

Table 6: Training calendar at US level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency	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	L2	Q1
Functional	Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities	Online	iGOT	Microsoft	2h 56m	L2	Q1
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies amongst government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations	Online	iGOT	WITP	2h 20m	L2	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Establishment Matters	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	38m	L1	Q1
Functional	Establishment and Human Resource Management	HR for Non-HR Managers	This course provides a robust introduction to the key principles, policies, and practices of human resource management. It helps the participants to understand various functions performed by HR, assemble sufficient knowledge about day-to-day HR activities. The course also targets to develop a certain level of camaraderie and healthy relationship between HR and other functions of the organization	Offline	-	ASCI	3 days	L4	Q1
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	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	L2	Q2
Functional	e-Office and office management	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	L2	Q2
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content	Online	iGOT	ISTM	1h 10m	L1	Q2
Functional/ Behavioral	-	VIKAS	Bouquet of courses on Functional and Behavioural competencies of employees: Functional Competencies RTI, Parliamentary Procedures, GFR, MS Office suite, CPGRAM, Cabinet Note, APAR, Budgeting, Litigation Management, Contract Management, PFMS, Legislative	Phygital	iGOT	CBC	10h	L1	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			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	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q3
Functional	Handling RTI matters	RTI- Information Officers/ Appellate Authority	TBD	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	Q3
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe	Online	iGOT	IIPA	1h 59m	L1	Q3
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	L1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation	Online	iGOT	GSITI	1h 25m	L1	Q4
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Establishment and Human Resource Management	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals	Online	iGOT	DoPT	40 m	L1	Q4
Behavioural	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	L2	Q1
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar	Online	iGOT	Art of Living	1h 26m	L1	Q2
Behavioural	Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices	Online	iGOT	ISTM	35m	L1	Q2
Behavioural	Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving for problem solving	Online	iGOT	ISTM	35m	L1	Q3
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar	Online	iGOT	Art of Living	1h 11m	L1	Q3
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	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	L1	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Result orientation	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	L2	Q4
Behavioural	Stress Management	Yoga	The course provides a standardized and structured approach to the practice of yoga for individuals to promote well being	Offline	-	Art of Living/ MDNIY	2 days	L3	Q4
Behavioural	Teamwork	Motivation, Team Building and Leadership	This course focuses on basic and advanced concepts of individual and group motivation and team development	Offline	-	IIM Indore	3 days	L3	Q4

5.1.3 Training calendar at DS-Dir level

Table 7: Training calendar at DS-Dir level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q1
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about •File management system •Management of DAK •Decision making in government •Record management	Online	iGOT	ISTM	2h 17m	L1	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	L1	Q1
Functional	Establishment Matters	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	38m	L1	Q1
Functional	Handling RTI matters	Right to Information - Public Information Officers/ Appellate Authority	TBD	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	Q1
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	Q1
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 28m	L2	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies amongst government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations	Online	iGOT	WITP	2h 20m	L2	Q2
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	L1	Q2
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q2
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	Q2
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe	Online	iGOT	IIPA	1h 59m	L1	Q2
Functional	Establishment and Human Resource Management	HR for Non-HR Managers	This course provides a robust introduction to the key principles, policies, and practices of human resource management. It helps the participants to understand various functions performed by HR, assemble sufficient knowledge about day-to-day HR activities. The course also targets to develop a certain level of camaraderie and healthy relationship between HR and other functions of the organization	Offline	-	ASCI	3 days	L3	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
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	60h	L4	Q4
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being	Online	iGOT	Art of Living	1h 7m	L1	Q1
Behavioural	Stress Management	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	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	L3	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	L4	Q2
Behavioural	Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework	Online	iGOT	ISTM	35m	L1	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	35m	L1	Q3
Behavioural	Problem Solving	Problem Solving, Decision Making	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	Offline	-	NILERD	5 days	L4	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
		and Stress Management	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 balance in decision making, fostering creativity, evaluating options, utilizing decision-making trees, practicing proactive and practical thinking, conducting situation analysis, employing mind mapping techniques, and managing stress						
Behavioural	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	L2	Q3
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	L4	Q3
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego and Self. When these 7 levels are in harmony, our performance and productivity is better and we can be more effective leaders. The more we know about the various aspects of ourselves, the better we are able to manage ourselves. Self-awareness, Self-control and Self-confidence all increase with Self-knowledge	Online	iGOT	Art of Living	1h 26m	L1	Q4
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	Q4

5.1.4 Training calendar at AS level

Table 8: Training calendar at AS 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	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q1
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	Q1
Functional	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	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	Q2
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q2
Functional	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	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Establishment and Human Resource Management	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals	Online	iGOT	DoPT	40 m	L1	Q2
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q3
Functional	Monitoring & Evaluation	Impact evaluation of policies, programmes and projects	This course covers a practical approach to designing, conducting, and interpreting impact evaluations. It brings together researchers, evaluation experts, and development practitioners in a collaborative and instructive online space	Online	-	ILO	60h	L4	Q3
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	Online	iGOT	CBC to create a course in collaboration with DMEO	2h	L1	Q4
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being	Online	iGOT	Art of Living	1h 7m	L1	Q1
Behavioural	Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar	Online	iGOT	Art of Living	1h 26m	L1	Q1

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
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	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	L3	Q2
Behavioural	Team Management & Development	Building High-Performance Teams	This course focuses on building high performing team and enhance skills of trust, collaboration and diversity by building shared values, purpose and goals	Offline	-	ISB	2 days	L3	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	L4	Q2
Behavioural	Problem Solving	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices	Online	iGOT	ISTM	35m	L1	Q3
Behavioural	Decision Making	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	L1	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
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 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	Offline	-	NILERD	5 days	L4	Q4
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	L4	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	L2	Q4

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Communication	Mastering Negotiation and Influence	This course focuses on developing strategies on negotiation of one-to-one, multi-party and multi-issue. This course will enable the participant in skills of influence and persuasion	Offline	-	ISB	2 days	L3	Q3
Behavioural	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	L4	Q3
Behavioural	Communication	Communications for Public Policy Delivery	This course focuses on the impact of communication in achieving successful public policy and how it works with other policy levers to achieve sustainable change in citizen behavior, from a practitioner's perspective	Offline	-	Lee Kuan Yew School of Public Policy	5 Days	L4	Q3
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	L4	Q4
Behavioural	Visionary Leadership	Leadership and Change Management	This course will focus on Leadership in Complex Situations. It will also deal with various Leadership Styles, Managing Change, Taking Charge and Leading Strategy	Offline/ Online	-	IIM A	5 days	L4	Q4
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

5.1.5 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 Ministry:

Table 9: Additional Training courses calendar

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It teaches about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen	Online	iGOT	Microsoft	1h 15m	L1	Q1
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications	Online	iGOT	Invest India	25 min	L1	Q1
Functional	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	L2	Q1
Functional	Official language knowledge	Rajbhasha Hindi	This module provides an overview of Rajbhasha adhiniyam, 1963	Online	iGOT	FCI	23m	L1	Q2
Functional	Cabinet note preparation	Preparation of Cabinet Notes	This course focuses on Indian government's Cabinet notes preparation process, rules and procedures, inter-ministerial consultations, and handling special circumstances. The course also focuses on Indian government administration and decision-making processes	Online	iGOT	ISTM	5h 10m	L2	Q2
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application-based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q2
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	Online	iGOT	ISTM	2h	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation						
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	Handling parliamentary matters	Parliament at Work	The module covers the legislative process in Parliament, including the classification and stages of bills, constitutional amendments, and the President's assent. It also explains the constitution, types, composition, and functions of parliamentary committees, including financial committees. Additionally, it covers the importance and types of parliamentary questions, handling procedures, and government assurances, including their monitoring and categorization	Online	iGOT	ISTM	5h 41m	L2	Q3
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis	Online	iGOT	ISTM	2h	L1	Q3
Functional	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	Q3
Functional	Policy Making	Public Policy and the VUCA World	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem	Online	iGOT	IIPA	2h 7m	L1	Q3
Functional	Policy Making	Public Policy: Design and Implementation for Success Programme	This course consists of modules that will enable you to understand how public policies should evolve to meet the needs of a changing society	Online	-	Lee Kuan Yew School of Public Policy	40hrs	L4	Q3

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Policy Making	Global Politics, Social and Policy Development	This course focuses on the origins of geopolitics, exploring its evolution and implications in the modern world. Participants will analyze complex global issues such as global health, global governance, and the future of international relations. Also, the course focuses the interplay between international relations and global technology, global health, and global governance, fostering a comprehensive understanding of their interconnectedness in today's global landscape and the concept of Policy development based on the analysis of the above factors	Online	-	Lee Kuan Yew School of Public Policy	12 hrs	L3	Q3
Functional	Policy Making	Public Policy and Program Evaluation Workshop	This workshop focuses to empower employees in fostering a culture of evidence-based policy making. Participants will gain insights into the significance of integrating rigorous evidence into the policy decision-making process. Also, they will acquire the essential skills needed to develop effective program evaluation designs and explore a diverse range of methods and techniques for program evaluation	Offline	-	GRAAM - Cornell	13 days	L4	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 content. Successful completion of the course will help participants create a cyber secure Digital ecosystem	Online	iGOT	i4C	1h 16m	L1	Q4
Functional	Governance	Good Governance: Navigating Law for Public Managers	This course focuses on exploring 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 hrs)	L4	Q4
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	Online	iGOT	LBSNAA	1h 35m	L1	Q1

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

5.1.6 Responsibility Allocation

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

Table 10: Responsibility Allocation Matrix

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

5.1.7 Monitoring and Evaluation Matrix

The CBU of the Ministry 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 Ministry.

5.2   Recommended books and Ted talks

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

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

5.2.1 Recommended Books
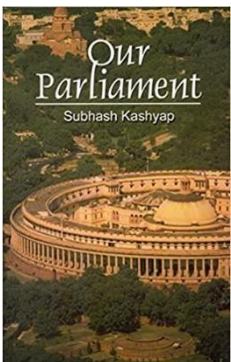
"Indian Parliament: A Comprehensive Guide" by Subhash C. Kashyap provides a detailed and lucid account of the functioning, roles, and evolution of the Indian Parliament, making it an invaluable resource for anyone seeking in-depth knowledge of Indian democracy and parliamentary procedures.

The book allows the reader to develop deeper understanding about the functioning, roles, hierarchy, and evolution of the Indian Parliament, gaining a comprehensive understanding of Indian democracy and parliamentary procedures.
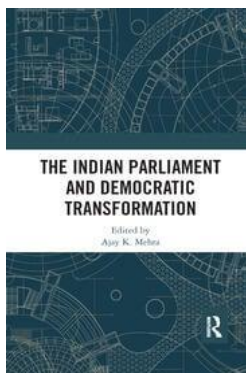
"The Indian Parliament and Democratic transformation- the book traces the trajectory of the Indian Parliament from its formation to present day. The book explores parliamentary democracy through its formative years and highlight the Parliament's function as a representative and accountable institution, its procedures and responsibility, its connection with the other arms of the state, its relationship with grassroots democracy and the press, and its critical role in framing foreign policy and national security."

The book provides a foundation for understanding democratic governance, legislative processes, representation, and civic engagement. It allows the reader to foster political awareness, critical thinking, and informed citizenship.
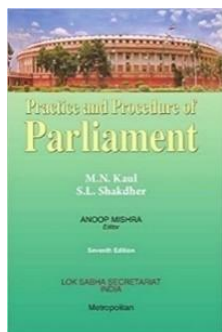
The book 'Practice and Procedure of Parliament' has undergone multiple revisions since its initial publication in 1968, staying up-to-date with constitutional amendments, changes in rules, and new precedents. It serves as a valuable and authoritative resource on parliamentary practices, widely utilized by various stakeholders including Presiding Officers, Parliamentarians, and legal professionals.

https://eparlib.nic.in/bitstream/123456789/762633/1/Practice_and_Procedure_of_Parliament_7th_ed_2016_English.pdf

5.2.2 Recommended Ted Talks

Magnus Hall points out the importance of the young decision makers in our lives. He tells about his experience combined with the norms of the society. Magnus Hall has for the past nineteen years worked in education and school administration at an international high school in Gothenburg, Sweden. He is also an officer (reserve) in the Swedish army. Associated with his work, Magnus has served on the Governing Body of the European Youth Parliament, promoting democracy and active citizenship as well as speaking internationally on these topics. He remains actively involved in the organisation. He holds bachelor's degree in international economics from Gothenburg University and a Master's degree from Nottingham University, England. Magnus lives in Gothenburg, Sweden and in his spare time enjoys the outdoors, running, skiing, writing and renovating his old house in the countryside.

Magnus Hall: Let the youth decide

With the first talk of the day Esther immediately gripped the audience by her powerful and personal talk about organising a youth parliament and making sure all the voices in our society are heard. Her talk was both inspirational and energising. Esther van Duin is a Youth Representative of UNESCO. She finished her Bachelor Arts & Cultures at Maastricht University and as of September 2015 she will be a student International Development studies. She focusses upon cultural diversity, heritage and education. Esther speaks to thousands of young people concerning these topics, is very involved with current affairs and policy change. A young student passionately representing our generation, Esther strives to use her voice to stand up and make a change!

[Esther van Duin: How youth can change the world](#)

5.3 Organizational capacity building initiatives

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

- People
- Process
- Technology
- Policy

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

Table 12: Organization Level Intervention

Dimension	Observed Challenge	Suggested interventions	Dimension
Systems and Processes		**Knowledge Dissemination:** Employees at Ministry are domain experts on Parliamentary and legislative procedure, a strong knowledge dissemination mechanism is missing to transfer this knowledge to other ministries and state legislatures	Implement a mentorship programs/ workshops/ process walkthroughs/ live session invites, where domain experts from the Ministry provide guidance and support to employees from other ministries and state legislatures, facilitating knowledge transfer and skill development
Resources and Assets		**Transfer/Rotation policy:** Absence of institutionalized rotation policy for employees	Implement an institutionalized rotation policy that mandates the transfer of employees across different sections periodically, promoting cross-functional exposure, knowledge sharing, and skill development while minimizing stagnation and encouraging fresh perspectives
		Learning Culture: Continuous learning and passing on institutional memory/knowledge for new joiners	Encourage experienced employees to actively pass on their institutional memory and knowledge to new joiners through structured onboarding processes and mentorship programs
Partnerships and Relationships		**New partnership:** Ministry is assigned with a huge responsibility of implementation of NeVA in a federal structure	Collaborate with communication experts and employ persuasive techniques, such as data-driven presentations, compelling storytelling, and effective stakeholder engagement, to convey the benefits and impact of NeVA

Dimension	Observed Challenge	Suggested interventions	Dimension
	Technology and Data	Promote use of technology-based tools and portals used by the Ministry to the whole of Government ecosystem	Develop user-friendly dashboards and interactive visualizations that present the insights in an easily understandable format, enabling policymakers, researchers, and the public to gain meaningful insights about the parliamentary ecosystem.
	Personnel Management	**Refresher course/ optional training:** More than 50% of the respondents have not attended any training program 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 through an annual capacity building plan.
		Knowledge sharing within divisions: Divisions within the MoPA do not get the opportunity to share ideas or best practices with each other.	Use of eoffice KMS and Enterprise Document management system: eoffice KMS enables users to create and manage electronic documents that can be viewed, searched, and shared. It is also capable of keeping track of the different versions modified by different users (Tracking history). It also contains a dynamic workflow to keep document in various stage. It has advanced features like metadata, indexing, storage and retrieval, collaboration, etc. which may be used to create repository of key knowledge documents and help create institutional memory.

5.4 Induction module for the Ministry

Induction is a critical component 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 Ministry. 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 Ministry for better coordination and collaboration. Proposed induction module for the Ministry is summarized below:

Table 13: Indicative Induction Module for Ministry

S. No	Modules	Details	Duration
1.	Overview of the Parliament	• Overview of the Parliamentary system: bicameral legislature, composition of the two houses, sessions of the Parliament, etc. • Functions and significance of the Parliament	20 minutes
2.	Introduction to the Ministry of Parliamentary Affairs (MoPA)	• History and background of the Ministry • Overview of the Ministry's mission, vision, and key functions • Introduction to the organizational structure of MoPA and key personnel • Summary of the roles and responsibilities of various divisions	30 minutes
3.	Parliamentary Procedures and Processes	• Understanding parliamentary motions and questions • Overview on general procedure regarding laying of papers • Overview of the President's address, budget session and assurances • Overview of Rule 377 of the Lok Sabha, Rule 180 A-E of Rajya Sabha and Zero Hour	40 minutes
4.	Legislative Process	• Overview of legislative processes • Brief on subordinate legislation	15 minutes
5.	Overview of Parliamentary Committees	• Brief on the parliamentary committees: types of committees, composition, functions, etc. • Scope and functions of consultative committees • General procedures surrounding nomination of members of Parliament to Government committees, councils, boards, etc	30 minutes
6.	Schemes of MoPA	• Overview of the National e-Vidhan Application and the National Youth Parliament Scheme	15 minutes
7.	Ethics and Values	• Understanding of the ethical values and principles that underpin public service delivery • Overview of the Code of Conduct for public servants and the need for ethical conduct in the workplace • Discussion on the importance of transparency, accountability, and integrity in public service delivery	20 minutes

6.   Conclusion

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

7 Annexures

7.1 Heatmap for functional and behavioural competencies

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

Table 14: Heat map for trainings on functional competencies

Role	Digital Fluency (50)	Noting and drafting (33)	Correspondence Mgmt. and coordination (23)	Financial Mgmt. (19)	Handling RTI matters (17)	Roster Mgmt. (11)	Handling Parliamentary matters (11)	Monitoring and evaluation (10)	Project Mgmt. (7)	Knowledge on General Mgmt. & establishment matters (6)	Office Procedure (6)
Director Leg I & Leg II	✓		✓		✓	✓					
Director Hindi	✓						✓				
DS NeVA	✓		✓	✓					✓		
DS Admin & General	✓	✓		✓		✓				✓	
DS A&P	✓	✓	✓	✓							
DS Assr. (LS&RS)	✓	✓	✓					✓			
DS Research	✓	✓	✓								
DS Committee	✓	✓	✓	✓							
DS YP	✓		✓		✓		✓				
DS ME & PW	✓		✓	✓	✓						
DS RTI & PG Cell	✓	✓	✓				✓				
US (Leg I)	✓		✓		✓	✓					
US (Leg II)	✓		✓		✓	✓					
US (Hindi)	✓						✓				
US Assr. (LS&RS)	✓	✓	✓					✓			
US (ME & HMPS/MPS)	✓		✓					✓	✓		
US (Research)	✓	✓	✓								
US (Committee)	✓	✓	✓								
US (Admin & General)	✓	✓				✓				✓	
US (NeVA)	✓		✓	✓					✓		
US (A&P)	✓	✓		✓							
US (YP)	✓		✓				✓				

Role	Digital Fluency (50)	Noting and drafting (33)	Correspondence Mgmt. and coordination (23)	Financial Mgmt. (19)	Handling RTI matters (17)	Roster Mgmt. (11)	Handling Parliamentary matters (11)	Monitoring and evaluation (10)	Project Mgmt. (7)	Knowledge on General Mgmt. & establishment matters (6)	Office Procedure (6)
US (P&W)	✓			✓							
US (RTI & PG Cell)	✓		✓				✓				
SO (Leg I)	✓	✓			✓	✓					
SO (Leg II)	✓	✓			✓	✓					
SO (Admin)	✓	✓		✓		✓					
SO (Gen)	✓	✓									
SO (RTI & PG Cell)	✓	✓								✓	✓
SO (Committee)	✓	✓					✓			✓	
SO (NeVa)	✓			✓				✓	✓		
SO (A&P)	✓			✓							
SO (LS & RS)	✓	✓		✓				✓			
SO (Research)	✓	✓									
SO (ME)	✓	✓						✓	✓		
SO (YP)	✓			✓							
SO (P&W)	✓			✓			✓			✓	
ASO (Leg I)	✓	✓	✓		✓	✓					
ASO (Leg II)	✓	✓	✓		✓	✓					
ASO (YP)	✓		✓		✓		✓				
ASO (NeVA)	✓		✓	✓	✓			✓	✓		
ASO (A&P)	✓	✓		✓	✓						
ASO (Assurance LS)	✓	✓			✓			✓			
ASO (Assurance RS)	✓	✓			✓			✓			
ASO (Committee)	✓	✓	✓		✓						
ASO (Research)	✓	✓									
ASO (ME)	✓			✓				✓	✓		
ASO (P&W, RTI & PG)	✓	✓					✓				✓
ASO (Gen)	✓	✓		✓			✓				✓
ASO (Admin)	✓	✓		✓	✓					✓	
Asst Director (Hindi)		✓									✓
STO (Hindi)		✓									✓
JTO (Hindi)		✓									✓

Table 15: Heat map for trainings on behavioural competencies

Role	53 Communication	39 Initiative & drive	36 Teamwork & collaboration	27 Time management	18 Leadership	11 Critical thinking	11 Decision Making	11 Team management & development	8 Stakeholder Management
Director Leg I & Leg II	✔				✔	✔	✔	✔	
Director Hindi	✔				✔	✔	✔	✔	
DS NeVA	✔				✔	✔	✔	✔	
DS Admin and General	✔			✔	✔	✔	✔	✔	
DS A&P	✔				✔	✔	✔	✔	
DS Assurance (LS&RS)	✔				✔	✔	✔	✔	✔
DS Research	✔				✔	✔	✔	✔	✔
DS Committee	✔				✔	✔	✔	✔	✔
DS YP	✔				✔	✔	✔	✔	✔
DS ME & PW	✔				✔	✔	✔	✔	✔
DS RTI and PG Cell	✔				✔	✔	✔	✔	✔
US (Leg I)	✔	✔	✔		✔				✔
US (Leg II)	✔	✔	✔		✔				✔
US (Hindi)	✔	✔	✔		✔				
US Assurance (LS&RS)	✔	✔	✔		✔				
US (ME and HMPS/MPS)	✔	✔	✔		✔				
US (Research)	✔	✔	✔		✔				
US (Committee)	✔	✔	✔		✔				

Role	Communication 53	Initiative & drive 39	Teamwork & collaboration 36	Time management 27	Leadership 18	Critical thinking 11	Decision Making 11	Team management & development 11	Stakeholder Management 8
US (Admin, General)	✔	✔	✔						
US (NeVA)	✔	✔	✔						
US (A&P)	✔	✔	✔						
US (YP)	✔	✔	✔						
US (P&W)	✔	✔	✔						
US (RTI & PG Cell)	✔	✔	✔						
SO (Leg I)	✔	✔	✔	✔					
SO (Leg II)	✔	✔	✔	✔					
SO (Admin)	✔	✔	✔	✔					
SO (Gen)	✔	✔	✔	✔					
SO (RTI & PG Cell)	✔	✔	✔	✔					
SO (Committee)	✔	✔	✔	✔					
SO (NeVa)	✔	✔	✔	✔					
SO (A&P)	✔	✔	✔	✔					
SO (LS & RS)	✔	✔	✔	✔					
SO (Research)	✔	✔	✔	✔					
SO (ME)	✔	✔	✔	✔					
SO (YP)	✔	✔	✔	✔					
SO (P&W)	✔	✔	✔	✔					
ASO (Leg I)	✔	✔	✔	✔					
ASO (Leg II)	✔	✔	✔	✔					

Role	Communication (53)	Initiative & drive (39)	Teamwork & collaboration (36)	Time management (27)	Leadership (18)	Critical thinking (11)	Decision Making (11)	Team management & development (11)	Stakeholder Management (8)
ASO (YP)	✔	✔	✔	✔					
ASO (NeVA)	✔	✔	✔	✔					
ASO (A&P)	✔	✔	✔	✔					
ASO (Assurance LS)	✔	✔	✔	✔					
ASO (Assurance RS)	✔	✔	✔	✔					
ASO (Committee)	✔	✔	✔	✔					
ASO (Research)	✔	✔	✔	✔					
ASO (ME)	✔	✔	✔	✔					
ASO (P&W, RTI & PG)	✔	✔	✔	✔					
ASO (Gen)	✔	✔	✔	✔					
ASO (Admin)	✔	✔	✔	✔					
Asst. Director (Hindi)	✔		✔						
STO (Hindi)	✔		✔						
JTO(Hindi)	✔		✔						

7.2 CBU constitution letter

No.15/24/2021-Admn
Government of India
Ministry of Parliamentary Affairs

93, Parliament House,
New Delhi.
Dated: 09.12.2022

OFFICE MEMORANDUM

Subject: Capacity Building UNIT (CBU) of the Ministry -reg.

***

The undersigned is directed to refer to Capacity Building Commission's email dated 08.12.2022 on the above subject and to state that Capacity Building Unit (CBU) has been formed in this Ministry for purpose of Capacity Building Commission. The details are as follows:

Sl. No.	Name	Designation	Remarks
1.	Dr. Satya Prakash	Additional Secretary	Head of CBU
2.	Shri Dhirendra Choubey	Deputy Secretary	Member
3.	Shri Mukesh Kumar	Under Secretary	Member
4.	Shri S. S. Patra	Under Secretary	Member
5.	Shri Kiran Kumar	Under Secretary	Nodal Officer
6.	Shri Naveen Bhardwaj	Assistant Section Officer	Member

(Kiran Kumar)
Under Secretary to the Govt. of India
Tele No. 011-23034467

Capacity Building Commission,
[Kind Atten: Shri Hemang Jani, Secretary]
Floor-22, Jawahar Vyapar Bhawan,
New Delhi-110001.
Email- cbc-dopt@gov.in

7.3   CBU Roles and Responsibilities

Roles and Responsibilities of Capacity
Building Units (CBUs)

Introduction:

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

Composition of CBU:

The CBU will consist of the following personnel:

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

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

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

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

Roles and Responsibilities of Capacity Building Units in Implementing ACBPs:

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

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

1. **Kickstart the ACBP Process**: The capacity-building initiative under the Mission Karamyogi must be initiated by the CBU of the Department. Based on the need for building the capacities (both at the individual and organizational levels) the CBU must start the process.

2. **Updation of Annual Capacity Building Plan**: CBUs must update their capacity building plan that meets their institutional vision and needs, obtain approval from the competent authority for the annual training calendar, and ensure that the ACBP rollout is facilitated across the department. The CBU will lead all the processes required to build capacity within the MDO, including the creation of ACBP in close association with the CBC in the first year.

3. **Capacity Building Calendar:** The next step after the creation of ACBP is to create a Capacity Building Calendar that lists the training and organizational interventions that need to be implemented on priority to address the capacity gaps identified at the individual and organizational levels of the MDO. The CBU will develop this calendar in a phase-wise manner and ensure that all divisions of the MDO follow it. Some interventions, particularly training interventions, will recur multiple times in one year based on certain conditions.
   - CBU should issue Office Memorandum (O/M) signed by the Secretary to ensure implementation of identified interventions in the training calendar.
   - Ensure officials are onboarded on IGOT
   - Mandate 50 hours of training
   - Ensure quarterly completion of the targets and have review mechanism in place

4. **Competency Mapping and Capacity Needs Analysis (CNA):** CBUs are responsible for updating and identifying individual competencies needs and tracking individual progress in acquiring competencies specific to their roles periodically. They should integrate and streamline the competency needs analysis with any new or redundant activities and evaluate the impact of training on individual competency development.

5. **Implementation of Annual Capacity Building Plan:** The CBU is accountable for comprehensively understanding the department's training calendar and identifying feasible interventions. They will be responsible for the implementation of mandatory training and non-training interventions, holding regular meetings to structure the plan for each month. Additionally, the CBU will establish Quarterly Key Performance Indicators (KPIs) to ensure the department's compliance with the training calendar which will include completion rates, attendance rates, and milestones.

6. **Monitoring and Evaluation**: CBUs would facilitate the monitoring and evaluation of Annual Capacity Building Plans, sharing quarterly reports and relevant data in accordance with the measurement framework established by the Capacity Building Commission (CBC). Additionally, the Mission Karmayogi dashboard enables continuous performance analysis, data-driven goal setting, and real-time monitoring of capacity building interventions. The attached template can serve as a reference for reporting purposes.

7. **Course/Module Design and Delivery**: CBUs should manage course/module design with the support of Central Training Institutes, nodal training institutes attached to the ministry, regularly update induction program and refresher training across levels, and roll out capacity building programs. CBUs will explore potential partners for implementing new training and non-training interventions and identify appropriate training delivery models, including web-based e-learning, in-person, or blended learning. In cases where assistance is needed, the CBU may seek guidance from the CBC for course development

8. **Communication:** CBUs should ensure a regular flow of information to CBC (email: cbmu@ttcglocal.com; cbc-dopt@gov.in) They should share the progress made towards the ACBP's implementation.

Phase 1 Task List for CBUs: June – December'23

1. Ensure registration of all officials on the iGOT platform.

2. Facilitate completion of the DAKSHTA course by all SOs and ASOs, encompassing Phase I (online on iGOT) and Phase II (in-person at ISTM) by December'23.

3. Identify mandatory trainings aligned to the training calendar and ensure timely completion of the same.

4. Establish quarterly Key Performance Indicators (KPIs) to ensure the implementation of the training calendar prepared in collaboration with CBC.

5. Identify potential partners for domain-specific capacity building interventions to enhance targeted expertise.

6. Maintain comprehensive records of all training and non-training capacity building interventions conducted as part of the Annual Capacity Building Plan (ACBP),

including participant attendance, training materials, and feedback and their participation on iGOT

7. Share quarterly updates with Capacity Building Commission (CBC) on the status of ACBP Implementation.

7.4   Implementation Strategy for ACBP

Capacity Building Plan: Implementation strategy

Understand:

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

EY has been mandated to undertake the ACBP development exercise in Ministry of Parliamentary Affairs. As part of the Annual Capacity Building Plan (ACBP) development exercise, training requirements have been identified by the ACBP team based on identified competency gaps through Competency Need Analysis (CNA). Some of these training areas have been mapped with existing courses on the iGOT platform. However, it was observed during the study that the Departmental officials have not accessed the iGOT portal in the past. Hence to implement the training programmes an orientation of the portal was a key imperative. Further, based on several focus group discussions held with the officials of the Ministry, 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 3ʳᵈ March 2023 at the

Parliament House Annexe and was attended by Director, Deputy Secretaries, Under Secretaries, SOs, ASOs, SSAs and JSAs. In total the workshop was attended by more than 50 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.

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 Ministry 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.

A snippet of the course on 'Parliamentary Procedures' was played and video testimonials of iGOT users sharing their positive experiences were shown.

Key Takeaways

- iGOT team also requested feedback from the Ministry on how to make the iGOT platform better (since it is still in an evolving stage).
- Plan for creation of an in-house content team at the Ministry was also suggested during the workshop for creation of domain relevant and Ministry specific courses.
- A suggestion for incorporating the functionalities of playback speeds and transcripts on the iGOT platform were given by the attendees.

- Dr. Satya Praksh, AS, was made the nodal officer and Mr. Mukesh Kumar, US Administration was made the MDO Admin for monitoring the progress of registration of the employees of the Ministry 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 19: Snapshots from the workshop

OM for Nodal Officer and MDO Admin MoPA:

15/6/2020-Admin Section

I/21462/2023

F. No. 15/6/2020-Admn.
Government of India
Ministry of Parliamentary Affairs
(Administration Section)

93, Parliament House
New Delhi
Dated: 15.03.2023

OFFICE MEMORANDUM

Subject: Nomination of Nodal Officer and MDO Admin regarding Mission Karmayogi –reg.

***

The undersigned is directed to refer to Karmayogi Bharat, Department of Personnel & Training's mail dated 06.03.2023 on above subject and to share following details of Nodal Officer and MDO Admin in r/o M/o Parliamentary Affairs for overall supervision, monitoring and coordination regarding Mission Karmayogi :

Nodal Officer	Dr. Satya Prakash, Additional Secretary asmpa@nic.in 011-23034734 / 011-23017893 R. No. 87 Parliament House, New Delhi-110001 9891207444
MDO Admin	Shri Mukesh Kumar, Under Secretary, mukesh.kumar.mopa@nic.in 011-23034899 R.No. 94, Parliament House, New Delhi. 9818594812

(Mukesh Kumar)
Under Secretary to the Govt. of India
Tele No.011- 2303899

Department of Personnel and Training,
Karmayogi Bharat,
[Ms. Priyanka Agarwal (Team Lead)]
Email- priyanka.agarwal@karmayogi.in, vinayakyp.kb@karmayogi.in.

7.6 Finalized CNA questionnaire for the Ministry

Capacity Needs Assessment (CNA) Form for MoPA

Capacity Needs Assessment (CNA) Form

क्षमता आवश्यकता आकलन (सीएनए) प्रपत्र

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

फॉर्म का उद्देश्य आपकी वर्तमान भूमिकाओं और जिम्मेदारियों और योग्यता आवश्यकताओं (व्यवहार, डोमेन और कार्यात्मक) को भूमिका निभाने के साथ-साथ भविष्य की तैयारी के लिए मंत्रालय की क्षमता बढ़ाने के सुझावों को समझना है।

* Indicates required question

1. Email *

2. Your Name *

   आपका नाम

3. Your designation *

आपका पदनाम

Mark only one oval.

○ Secretary (सचिव)

○ Additional Secretary (अपर सचिव)

○ Deputy Secretary (उप सचिव)

○ Director (निर्देशक)

○ Under Secretary (अवर सचिव)

○ Principal Private Secretary (प्रमुख निजी सचिव)

○ Section Officer (अनुभाग अधिकारी)

○ Private Secretary (निजी सचिव)

○ Assistant Section Officer (सहायक अनुभाग अधिकारी)

○ Personal Assistant (निजी सहायक)

○ SSA (वरिष्ठ सचिवालयिक सहायक)

○ JSA (कनिष्ठ सचिवालयिक सहायक)

○ MTS (मल्टी टास्किंग स्टाफ)

○ Drivers (चालक)

○ Other: _____

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

कृपया उस डिवीजन/विंग/अनुभाग/कार्यालय का चयन करें जिसके लिए आप काम करते हैं?

Tick all that apply.

☐ Legislative-I

☐ Legislative-II

☐ Committee Section

☐ Member's Emoluments Section

☐ Protocol and Welfare Section

☐ Assurance (LS) & (RS) Sections

☐ Youth Parliament Section

☐ Administration Section

☐ Accounts and Purchase Section

☐ Hindi Section

☐ Research Cell

☐ General Section

☐ NeVA Cell

☐ Other: _____

Roles and Responsibilities (भूमिकाएँ और उत्तरदायित्व)

Nature (प्रकृति):

Strategic Roles & Responsibilities: The activities with long term horizon or having significant impact on functioning of
Ministry. For ex: Budget &
Expenditure Planning, Visioning exercise,
Goal settings for Employees, Mapping of Parliament
Sessions, Annual recruitment/manpower plan, Annual plan for conducting Youth
Parliament Competitions and Conferences, Inventory Management, Onboarding NeVA by
State Legislatures
& their capacity building, etc.

सामरिक भूमिकाएं और उत्तरदायित्व (Strategic Roles & Responsibilities): मंत्रालय के कामकाज़ पर दीर्घकालिक अथवा महत्वपूर्ण
प्रभाव डालने वाले कार्यकलाप। जैसे बजट एवं व्यय योजना, विज़न अभ्यास, कर्मचारियों
के लिए लक्ष्य निर्धारण, संसद सत्रों का प्रतिचित्रण, वार्षिक भर्ती/जनशक्ति योजना, युवा संसद प्रतियोगिताएं
और सम्मेलन आयोजित करने के लिए वार्षिक योजना, सूची प्रबंधन, राज्य विधानमंडलों द्वारा नेवा को अपनाया
जाना और उनका क्षमता निर्माण इत्यादि।

Routine Roles & Responsibilities: The activities that impact the day to day operations of the ministry. For ex: Supporting Parliamentary proceedings, Note taking, Salary
processing, Accounting, Procurement,
Payments, Recruitments, Establishment matters, Flow of work of Legislatures; etc.

नेमी भूमिकाएँ और उत्तरदायित्व : मंत्रालय के दिन-प्रतिदिन के प्रचालन को प्रभावित करने वाले
कार्यकलाप जैसे की : संसदीय कार्यवाहियों में सहायता करना, नोट लेना, वेतन संसाधन, लेखांकन, अधिप्राप्ति,
भुगतान, भर्तियां, स्थापना संबंधी मामले, विधानमंडलों के कार्य का प्रवाह आदि ।

Frequency: Daily/Monthly/Quarterly/Annually

आवृत्ति: दैनिक/मासिक/तिमाही/वार्षिक

Please list down your broad roles and responsibilities (Top 3).

कृपया अपनी भूमिकायें और ज़िम्मेदारियाँ को सूचीबद्ध करें (शीर्ष 3)

8.   Top 1st Roles & Responsibility   *

     (शीर्ष पहली भूमिका और उत्तरदायित्व)

     _____

     _____

     _____

9. Nature of 1st Roles & Responsibility   *
    (पहली भूमिका और उत्तरदायित्व की प्रकृति)

    Mark only one oval.

    ◯ Strategic (सामरिक)

    ◯ Routine (नेमी)

10. Frequency of 1st Roles & Responsibility   *
    (पहली भूमिका और उत्तरदायित्व की आवृत्ति)

    Mark only one oval.

    ◯ Daily (दैनिक)

    ◯ Monthly (मासिक)

    ◯ Quarterly (तिमाही)

    ◯ Annually (वार्षिक)

11. Top 2nd Roles & Responsibility   *

    (शीर्ष दूसरी भूमिका और उत्तरदायित्व)

    _____

    _____

    _____

    _____

    _____

12. Nature of 2nd Roles & Responsibility   *
    (दूसरी भूमिका और उत्तरदायित्व की प्रकृति)

    Mark only one oval.

    ◯ Strategic (सामरिक)

    ◯ Routine (नेमी)

13. Nature of 2nd Roles & Responsibility *
(द्रूसरी भूमिका और उत्तरदायित्व की आवृत्ति)

Mark only one oval.

◯ Daily (दैनिक)
◯ Monthly (मासिक)
◯ Quarterly (तिमाही)
◯ Annually (वार्षिक)

14. Top 3rd Roles & Responsibility *

(शीर्ष तीसरी भूमिका और उत्तरदायित्व)

_____

_____

_____

_____

_____

15. Nature of 3rd Roles & Responsibility *
(तीसरी भूमिका और उत्तरदायित्व की प्रकृति)

Mark only one oval.

◯ Strategic (सामरिक)
◯ Routine (नेमी)

16. Nature of 3rd Roles & Responsibility *
(तीसरी भूमिका और उत्तरदायित्व की आवृत्ति)

Mark only one oval.

◯ Daily (दैनिक)
◯ Monthly (मासिक)

17. Please list other key roles and responsibilities (not listed above) *

कृपया अन्य प्रमुख भूमिकाओं और जिम्मेदारियों को सूचीबद्ध करें (जो ऊपर सूचीबद्ध नहीं है)।

_____

_____

_____

_____

Previous Trainings (पिछले प्रशिक्षण)

Please answer the following three questions related to the last training that you attended
(कृपया पिछले प्रशिक्षण जिसमे आपने भाग लिया था। उससे से संबंधित निम्नलिखित तीन प्रश्नों के उत्तर दें)

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

(आपने पिछली बार किसी प्रशिक्षण कार्यक्रम में कब भाग लिया था?)

Mark only one oval.

⬭ < 3 months (<3 महीने पहले)

⬭ 3-6 months (3-6 महीने पहले)

⬭ 7-12 months (7-12 महीने पहले)

⬭ more than 1 year ago (पिछले 1 वर्ष से भी पहले)

⬭ Never (कभी नहीं)

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

(उन विषयों/क्षेत्रों/विषयों की सूची बनाएं जिनके लिए आपने प्रशिक्षण प्राप्त किया था।)

_____

_____

20. What was the mode of the training programs? *
(प्रशिक्षण कार्यक्रमों का तरीका क्या था?)

Mark only one oval.

- ◯ Online (ऑनलाइन)
- ◯ Classroom (कक्षा में)
- ◯ Hybrid (मिश्रित)
- ◯ Not Applicable (लागू नहीं है)

21. Who was the provider/ institute for the last training session?) (ISTM/PRIDE etc.) *

पिछले प्रशिक्षण सत्र के लिए आयोजक/संस्थान कौन था? (आईएसटीएम/ पीआरआईडीई इत्यादि)

Please write Not Applicable if you have never attended a training session

यदि आपने कभी प्रशिक्षण सत्र में भाग नहीं लिया है तो कृपया Not Applicable लिखें

_____

_____

_____

_____

_____

Functional Competencies (कार्यात्मक क्षमताएं)

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

ये विभाग/मंत्रालय के निर्बाध कार्य या प्रचालन के लिए या प्रभागों/विभागों/मंत्रालयों में अत्यंत जरूरी अपेक्षाएं हैं। यह भारत सरकार में काम करने के सामान्य तरीके को समाहित करता है उदाहरण के लिए, खरीद, जीएफआर, आचरण नियम, कार्यालय प्रक्रियाएं, परियोजना प्रबंधन, बजट, संचार, स्थापना मामलों, वित्तीय स्थिरता आदि के बारे में समझ और अनुप्रयोग।

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

संसदीय कार्य मंत्रालय में अपनी भूमिका और गतिविधियों को कुशलतापूर्वक निपटाने के लिए अपेक्षित कुछ प्रमुख कार्यात्मक दक्षताएं नीचे सूचीबद्ध हैं:

a. E-Office (ई-कार्यालय)

b. PFMS (Public Financial Management System) (पीएफएमएस (सार्वजनिक वित्तीय प्रबंधन प्रणाली))

c. Right To Information Act (RTI), 2005 (सूचना का अधिकार अधिनियम (आरटीआई), 2005)

d. Government e-Marketplace (GeM) (सरकारी ई-बाजार (जेम))

e. General Financial Rules (GFR), 2017 (सामान्य वित्तीय नियम (जीएफआर), 2017)

f. Delegation of Financial Powers Rules, 1978 (वित्तीय शक्तियों का प्रत्यायोजन नियम, 1978)

g. HRMS Rules/Establishment Rules (एचआरएमएस नियम / स्थापना नियम)

h. Budgeting and Accounts (बजट और लेखा)

i. Procurement Rules and Tender writing (खरीद नियम और टेंडर लेखन)

j. MS Office (Office/Excel/Powerpoint) (एमएस ऑफिस (कार्यालय/एक्सेल/पावरपॉइंट))

k. Computer Proficiency in English & Hindi Typing (अंग्रेजी और हिंदी टंकण में कंप्यूटर प्रवीणता)

l. Noting & Drafting (टिपण और मसौदा लेखन)

m. Protocol duties (प्रोटोकॉल ड्यूटी)

n. How to use Social Media (सोशल मीडिया का उपयोग कैसे करें)

o. LIMBS (एलआईएमबीएस)

p. Court cases/litigations (न्यायालयों के मामले/मुकदमे)

q. Basics of GST (जीएसटी की बुनियादी बातें)

r. Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)

22. Top 1st Functional Competency you feel, you require for the role?

शीर्ष पहली कार्यात्मक योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- ◯ E-Office (ई-कार्यालय)
- ◯ PFMS (Public Financial Management System) (पीएफएमएस (सार्वजनिक वित्तीय प्रबंधन प्रणाली))
- ◯ Right To Information Act (RTI), 2005 (सूचना का अधिकार अधिनियम (आरटीआई), 2005)
- ◯ Government e-Marketplace (GeM) (सरकारी ई-बाजार (जेम))
- ◯ General Financial Rules (GFR), 2017 (सामान्य वित्तीय नियम (जीएफआर), 2017)
- ◯ Delegation of Financial Powers Rules, 1978 (वित्तीय शक्तियों का प्रत्यायोजन नियम, 1978)
- ◯ HRMS Rules/Establishment Rules (एचआरएमएस नियम / स्थापना नियम)
- ◯ Budgeting and Accounts (बजट और लेखा)
- ◯ Procurement Rules and Tender writing (खरीद नियम और टेंडर लेखन)
- ◯ MS Office (Office/Excel/Powerpoint) (एमएस ऑफिस (कार्यालय/एक्सेल/पावरपॉइंट))
- ◯ Computer Proficiency in English & Hindi Typing (अंग्रेजी और हिंदी टाइपिंग में कंप्यूटर प्रवीणता)
- ◯ Noting & Drafting (टिप्पण और मसौदा लेखन)
- ◯ Protocol duties (प्रोटोकॉल ड्यूटी)
- ◯ How to use Social Media (सोशल मीडिया का उपयोग कैसे करें)
- ◯ LIMBS (एलआईएमबीएस)
- ◯ Court cases/litigations (न्यायालयों के मामले/मुकदमे)
- ◯ Basics of GST (जीएसटी की बुनियादी बातें)
- ◯ Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)

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

शीर्ष पहली कार्यात्मक दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

◯ I feel I exhibit the functional competency optimally in my work (मुझे लगता है कि मैं अपने काम में कार्यात्मक क्षमता का बेहतर प्रदर्शन करता हूं)

◯ I feel I possess the functional competency but need support to implement it (मुझे लगता है कि मेरे पास कार्यात्मक क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)

◯ I feel I need some support to develop the functional competency further and to use it in my work (मुझे लगता है कि कार्यात्मक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)

◯ I feel I need significant support to develop the functional competency further and to use it in my work (मुझे लगता है कि कार्यात्मक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)

◯ I feel I do not have the required functional competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक कार्यात्मक क्षमता नहीं है)

24. Top 2nd Functional Competency you feel, you require for the role? *

शीर्ष दूसरी कार्यात्मक योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- ◯ E-Office (ई-कार्यालय)
- ◯ PFMS (Public Financial Management System) (पीएफएमएस (सार्वजनिक वित्तीय प्रबंधन प्रणाली))
- ◯ Right To Information Act (RTI), 2005 (सूचना का अधिकार अधिनियम (आरटीआई), 2005)
- ◯ Government e-Marketplace (GeM) (सरकारी ई-बाजार (जेम))
- ◯ General Financial Rules (GFR), 2017 (सामान्य वित्तीय नियम (जीएफआर), 2017)
- ◯ Delegation of Financial Powers Rules, 1978 (वित्तीय शक्तियों का प्रत्यायोजन नियम, 1978)
- ◯ Budgeting and Accounts (बजट और लेखा)
- ◯ Procurement Rules and Tender writing (खरीद नियम और टेंडर लेखन)
- ◯ MS Office (Office/Excel/Powerpoint) (एमएस ऑफिस (कार्यालय/एक्सेल/पावरपॉइंट))
- ◯ Computer Proficiency in English & Hindi Typing (अंग्रेजी और हिंदी टाइपिंग में कंप्यूटर प्रवीणता)
- ◯ Noting & Drafting (टिपण और मसौदा लेखन)
- ◯ Protocol duties (प्रोटोकॉल ड्यूटी)
- ◯ How to use Social Media (सोशल मीडिया का उपयोग कैसे करें)
- ◯ LIMBS (एलआईएमबीएस)
- ◯ Court cases/litigations (न्यायालयों के मामले/मुकदमे)
- ◯ Basics of GST (जीएसटी की बुनियादी बातें)
- ◯ Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)

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

शीर्ष दूसरी कार्यात्मक दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

⬭ I feel I exhibit the functional competency optimally in my work (मुझे लगता है कि मैं अपने काम में कार्यात्मक क्षमता का बेहतर प्रदर्शन करता हूं)

⬭ I feel I possess the functional competency but need support to implement it (मुझे लगता है कि मेरे पास कार्यात्मक क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)

⬭ I feel I need some support to develop the functional competency further and to use it in my work (मुझे लगता है कि कार्यात्मक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)

⬭ I feel I need significant support to develop the functional competency further and to use it in my work (मुझे लगता है कि कार्यात्मक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)

⬭ I feel I do not have the required functional competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक कार्यात्मक क्षमता नहीं है)

26. Top 3rd Functional Competency you feel, you require for the role?

शीर्ष तीसरी कार्यात्मक योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- ◯ E-Office (ई-कार्यालय)
- ◯ PFMS (Public Financial Management System) (पीएफएमएस (सार्वजनिक वित्तीय प्रबंधन प्रणाली))
- ◯ Right To Information Act (RTI), 2005 (सूचना का अधिकार अधिनियम (आरटीआई), 2005)
- ◯ Government e-Marketplace (GeM) (सरकारी ई-बाजार (जेम))
- ◯ General Financial Rules (GFR), 2017 (सामान्य वित्तीय नियम (जीएफआर), 2017)
- ◯ Delegation of Financial Powers Rules, 1978 (वित्तीय शक्तियों का प्रत्यायोजन नियम, 1978)
- ◯ HRMS Rules/Establishment Rules (एचआरएमएस नियम / स्थापना नियम)
- ◯ Budgeting and Accounts (बजट और लेखा)
- ◯ Procurement Rules and Tender writing (खरीद नियम और टेंडर लेखन)
- ◯ MS Office (Office/Excel/Powerpoint) (एमएस ऑफिस (कार्यालय/एक्सेल/पावरपॉइंट))
- ◯ Computer Proficiency in English & Hindi Typing (अंग्रेजी और हिंदी टाइपिंग में कंप्यूटर प्रवीणता)
- ◯ Noting & Drafting (टिपण और मसौदा लेखन)
- ◯ Protocol duties (प्रोटोकॉल ड्यूटी)
- ◯ How to use Social Media (सोशल मीडिया का उपयोग कैसे करें)
- ◯ LIMBS (एलआईएमबीएस)
- ◯ Court cases/litigations (न्यायालयों के मामले/मुकदमे)
- ◯ Basics of GST (जीएसटी की बुनियादी बातें)
- ◯ Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)

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

शीर्ष तीसरी कार्यात्मक दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

◯ I feel I exhibit the functional competency optimally in my work (मुझे लगता है कि मैं अपने काम में कार्यात्मक क्षमता का बेहतर प्रदर्शन करता हूं)

◯ I feel I possess the functional competency but need support to implement it (मुझे लगता है कि मेरे पास कार्यात्मक क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)

◯ I feel I need some support to develop the functional competency further and to use it in my work (मुझे लगता है कि कार्यात्मक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)

◯ I feel I need significant support to develop the functional competency further and to use it in my work (मुझे लगता है कि कार्यात्मक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)

◯ I feel I do not have the required functional competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक कार्यात्मक क्षमता नहीं है)

Behavioral competencies (व्यवहार क्षमता)

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 MoPA. For example, Initiative, Information seeking, Empathy, self-confidence, communication skills, written and verbal communication improvements, professionalism and attitudinal changes to serve the citizen centric goals, leadership, etc.)

ये प्रमुख व्यवहारों, अभिवृत्ति या सॉफ्ट स्किल्स का एक सेट है जो किसी भूमिका के प्रदर्शन को बढ़ाने के लिए आवश्यक हैं। इन दक्षताओं को MoPA के भीतर कई पदों या भूमिकाओं और कार्यों में प्रदर्शित किया जा सकता है (या हितधारकों या लाभार्थियों द्वारा देखा/महसूस किया जा सकता है)। उदाहरण के लिए, पहल, जिज्ञासा, सहानुभूति, आत्मविश्वास, संचार कौशल, लिखित और मौखिक संचार में सुधार, व्यावसायिकता और नागरिक केंद्रित लक्ष्यों, नेतृत्व आदि की सेवा के लिए व्यवहारिक परिवर्तन।)

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

संसदीय कार्य मंत्रालय में आपकी भूमिकाओं और गतिविधियों के कुशलतापूर्वक निपटान के लिए आवश्यक कुछ प्रमुख व्यावहारिक क्षमताओं की सूची नीचे दी गई है:

a. Leadership (नेतृत्व)

b. Initiative and Drive (पहल और ड्राइव)

c. Professionalism (व्यावसायिकता)

d. Decision Making (निर्णय लेना)

e. Communication (संचार)

f. Critical Thinking (आलोचनात्मक सोच)

g. Stakeholder Management (हितधारक प्रबंधन)

h. Time Management (समय प्रबंधन)

i. Conflict Resolution (विवाद समाधान)

j. Analytical Skills (विश्लेषणात्मक कौशल)

k. Stress Management (तनाव प्रबंधन)

l. Gender Sensitization (लिंग संवेदीकरण)

m. Personal effectiveness (व्यक्तिगत प्रभाव)

28. Top 1st Behavioral Competency you feel, you require for the role? *

शीर्ष पहली व्यवहारिक योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- Leadership (नेतृत्व)
- Initiative and Drive (पहल और ड्राइव)
- Professionalism (व्यावसायिकता)
- Decision Making (निर्णय लेना)
- Communication (संचार)
- Critical Thinking (आलोचनात्मक सोच)
- Stakeholder Management (हितधारक प्रबंधन)
- Time Management (समय प्रबंधन)
- Conflict Resolution (विवाद समाधान)
- Analytical Skills (विश्लेषणात्मक कौशल)
- Stress Management (तनाव प्रबंधन)
- Gender Sensitization (लिंग संवेदीकरण)
- Personal effectiveness (व्यक्तिगत प्रभाव)

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

शीर्ष पहली व्यवहारिक दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

- ( ) I feel I exhibit the behavioral competency optimally in my work (मुझे लगता है कि मैं अपने काम में व्यवहारिक क्षमता का बेहतर प्रदर्शन करता हूं)

- ( ) I feel I possess the behavioral competency but need support to implement it (मुझे लगता है कि मेरे पास व्यवहारिक क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)

- ( ) I feel I need some support to develop the behavioral competency further and to use it in my work (मुझे लगता है कि व्यवहारिक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)

- ( ) I feel I need significant support to develop the behavioral competency further and to use it in my work (मुझे लगता है कि व्यवहारिक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)

- ( ) I feel I do not have the required behavioral competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक व्यवहारिक क्षमता नहीं है)

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

शीर्ष दूसरी व्यवहारिक योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- ◯ Leadership (नेतृत्व)
- ◯ Initiative and Drive (पहल और ड्राइव)
- ◯ Professionalism (व्यावसायिकता)
- ◯ Decision Making (निर्णय लेना)
- ◯ Communication (संचार)
- ◯ Critical Thinking (आलोचनात्मक सोच)
- ◯ Stakeholder Management (हितधारक प्रबंधन)
- ◯ Time Management (समय प्रबंधन)
- ◯ Conflict Resolution (विवाद समाधान)
- ◯ Analytical Skills (विश्लेषणात्मक कौशल)
- ◯ Stress Management (तनाव प्रबंधन)
- ◯ Gender Sensitization (लिंग संवेदीकरण)
- ◯ Personal effectiveness (व्यक्तिगत प्रभाव)

31. Self identified need with regard to Top 2nd Behavioral Competency *

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

शीर्ष तीसरी व्यवहारिक योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- Leadership (नेतृत्व)
- Initiative and Drive (पहल और ड्राइव)
- Professionalism (व्यावसायिकता)
- Decision Making (निर्णय लेना)
- Communication (संचार)
- Critical Thinking (आलोचनात्मक सोच)
- Stakeholder Management (हितधारक प्रबंधन)
- Time Management (समय प्रबंधन)
- Conflict Resolution (विवाद समाधान)
- Analytical Skills (विश्लेषणात्मक कौशल)
- Stress Management (तनाव प्रबंधन)
- Gender Sensitization (लिंग संवेदीकरण)
- Personal effectiveness (व्यक्तिगत प्रभाव)

33. Self identified need with regard to Top 3rd Behavioral Competency *

शीर्ष तीसरी व्यवहारिक दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

◯ I feel I exhibit the behavioral competency optimally in my work (मुझे लगता है कि मैं अपने काम में व्यवहारिक क्षमता का बेहतर प्रदर्शन करता हूं)

◯ I feel I possess the behavioral competency but need support to implement it (मुझे लगता है कि मेरे पास व्यवहारिक क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)

◯ I feel I need some support to develop the behavioral competency further and to use it in my work (मुझे लगता है कि व्यवहारिक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)

◯ I feel I need significant support to develop the behavioral competency further and to use it in my work (मुझे लगता है कि व्यवहारिक क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)

◯ I feel I do not have the required behavioral competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक व्यवहारिक क्षमता नहीं है)

Domain competencies (डोमेन दक्षता)

These are specialized knowledge areas and skills specific to roles in and for MoPA (for example, Understanding Acts, policies, schemes, programmes related to Parliamentary proceedings, assurances, parliamentary notes, data analytics etc).

ये संसदीय कार्य मंत्रालय में और उसके लिए भूमिकाओं हेतु विशिष्ट ज्ञान क्षेत्र और कौशल है (उदाहरण के लिए, संसदीय कार्यवाही से संबंधित अधिनियमों, नीतियों, योजनाओं, कार्यक्रमों को समझना, आश्वासन, संसदीय नोट, डेटा विश्लेषण आदि)।

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

कुछ प्रमुख तकनीकी (डोमेन) दक्षताओं की सूची नीचे दी गई है जो संसदीय कार्य मंत्रालय में आपकी भूमिकाओं और गतिविधियों को कुशलतापूर्वक निपटाने के लिए आवश्यक हो सकती हैं:

a. Acts and Regulations (अधिनियम और विनियम)

b. Policies & Schemes (नीतियां और योजनाएं)

c. Manual of Parliamentary Procedures in the Government of India (भारत सरकार में संसदीय प्रक्रिया की नियम पुस्तिका)

d. Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)

e. Youth Parliament Scheme (युवा संसद योजना)

f. Digital Legislatures (NeVa: National e-Vidhan) (डिजिटल विधानमंडल (नेवा: राष्ट्रीय ई-विधान)

- Various tasks performed by various State Legislatures & work flow thereof (विभिन्न राज्य विधानमंडलों द्वारा निष्पादित किए जाने वाले कार्य और उनका कार्य-प्रवाह)
- Various Modules of NeVA (नेवा के विभिन्न मॉड्यूल्स)

g. Budget and Financial Planning (बजट और वित्तीय योजना)

h. Procurement, Payment & Inventory Management (खरीद, भुगतान और मालसूची प्रबंधन)

i. Establishment Rules & Regulations (स्थापना संबंधी नियम और विनियम)

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

शीर्ष पहली ठोमेन योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- ⬭ Acts and Regulations (अधिनियम और विनियम)
- ⬭ Policies & Schemes (नीतियां और योजनाएं)
- ⬭ Manual of Parliamentary Procedures in the Government of India (भारत सरकार में संसदीय प्रक्रिया की नियम पुस्तिका)
- ⬭ Establishment Rules & Regulations (स्थापना संबंधी नियम और विनियम)
- ⬭ Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)
- ⬭ Youth Parliament Scheme (युवा संसद योजना)
- ⬭ NeVA (नेवा)
- ⬭ Budget and Financial Planning (बजट और वित्तीय योजना)
- ⬭ Procurement, Payment & Inventory Management (खरीद, भुगतान और मालसूची प्रबंधन)

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

शीर्ष पहली ठोमेन दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

- ⬭ I feel I exhibit the domain competency optimally in my work (मुझे लगता है कि मैं अपने काम में ठोमेन क्षमता का बेहतर प्रदर्शन करता हूं)
- ⬭ I feel I possess the domain competency but need support to implement it (मुझे लगता है कि मेरे पास ठोमेन क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)
- ⬭ I feel I need some support to develop the domain competency further and to use it in my work (मुझे लगता है कि ठोमेन क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)
- ⬭ I feel I need significant support to develop the domain competency further and to use it in my work (मुझे लगता है कि ठोमेन क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)
- ⬭ I feel I do not have the required domain competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक ठोमेन क्षमता नहीं है)

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

शीर्ष दूसरी डोमेन योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- ◯ Acts and Regulations (अधिनियम और विनियम)
- ◯ Policies & Schemes (नीतियां और योजनाएं)
- ◯ Manual of Parliamentary Procedures in the Government of India (भारत सरकार में संसदीय प्रक्रिया की नियम पुस्तिका)
- ◯ Establishment Rules & Regulations (स्थापना संबंधी नियम और विनियम)
- ◯ Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)
- ◯ Youth Parliament Scheme (युवा संसद योजना)
- ◯ NeVA (नेवा)
- ◯ Budget and Financial Planning (बजट और वित्तीय योजना)
- ◯ Procurement, Payment & Inventory Management (खरीद, भुगतान और मालसूची प्रबंधन)

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

शीर्ष दूसरी डोमेन दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

- ◯ I feel I exhibit the domain competency optimally in my work (मुझे लगता है कि मैं अपने काम में डोमेन क्षमता का बेहतर प्रदर्शन करता हूं)
- ◯ I feel I possess the domain competency but need support to implement it (मुझे लगता है कि मेरे पास डोमेन क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)
- ◯ I feel I need some support to develop the domain competency further and to use it in my work (मुझे लगता है कि डोमेन क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)
- ◯ I feel I need significant support to develop the domain competency further and to use it in my work (मुझे लगता है कि डोमेन क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)
- ◯ I feel I do not have the required domain competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक डोमेन क्षमता नहीं है)

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

शीर्ष तीसरी डोमेन योग्यता जो आपको लगता है कि आपको भूमिका के लिए आवश्यक है? एक आइटम चुनें?

Mark only one oval.

- Acts and Regulations (अधिनियम और विनियम)
- Policies & Schemes (नीतियां और योजनाएं)
- Manual of Parliamentary Procedures in the Government of India (भारत सरकार में संसदीय प्रक्रिया की नियम पुस्तिका)
- Establishment Rules & Regulations (स्थापना संबंधी नियम और विनियम)
- Legislative/Parliamentary Process (विधायी/संसदीय प्रक्रिया)
- Youth Parliament Scheme (युवा संसद योजना)
- NeVA (नेवा)
- Budget and Financial Planning (बजट और वित्तीय योजना)
- Procurement, Payment & Inventory Management (खरीद, भुगतान और मालसूची प्रबंधन)

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

शीर्ष तीसरी डोमेन दक्षताओं के लिए स्वयं पहचाने गए अन्तर?

Mark only one oval.

- I feel I exhibit the domain competency optimally in my work (मुझे लगता है कि मैं अपने काम में डोमेन क्षमता का बेहतर प्रदर्शन करता हूं)
- I feel I possess the domain competency but need support to implement it (मुझे लगता है कि मेरे पास डोमेन क्षमता है लेकिन इसे लागू करने के लिए मुझे समर्थन की आवश्यकता है)
- I feel I need some support to develop the domain competency further and to use it in my work (मुझे लगता है कि डोमेन क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे कुछ समर्थन की आवश्यकता है)
- I feel I need significant support to develop the domain competency further and to use it in my work (मुझे लगता है कि डोमेन क्षमता को और विकसित करने और अपने काम में इसका उपयोग करने के लिए मुझे महत्वपूर्ण समर्थन की आवश्यकता है)
- I feel I do not have the required domain competency to use it in my work (मुझे लगता है कि मेरे पास अपने काम में इसका उपयोग करने के लिए आवश्यक डोमेन क्षमता नहीं है)

40. Please rank your knowledge and understanding about the Parliamentary Procedures listed below to ascertain training needs

कृपया प्रशिक्षण आवश्यकताओं का पता लगाने के लिए नीचे सूचीबद्ध संसदीय प्रक्रियाओं के बारे में अपने ज्ञान और समझ को रैंक करें

Mark only one oval per row.

	Complete Knowledge (पूर्ण ज्ञान)	Moderate Knowledge (मध्यम ज्ञान)	No experience (कोई अनुभव नहीं है)
Questions (प्रश्न)	◯	◯	◯
Legislations (विधान)	◯	◯	◯
Sub-Ordinate Legislations (अधीनस्थ विधान)	◯	◯	◯
Paper Laying (सभा-पटल पर कागज-पत्रों का रखा जाना)	◯	◯	◯
Assurances (आश्वासन)	◯	◯	◯
Matters raised in Lok Sabha (Rule 377)/Rajya Sabha (Rule180 A-E)/Zero Hour (लोक सभा (नियम 377)/ राज्य सभा (नियम 180ए-ई) में मामले उठाना/ शून्यकाल)	◯	◯	◯
Consultative Committees (परामर्शदात्री समितियां)	◯	◯	◯
Meeting of			

Parliamentary
Meeting of
Leaders/Whips
Parliamentary
Conference
Leaders/Whips
Conference
(सदस्य-नेताओं
की बैठक/
सचेतक सम्मेलन)

◯　　　◯　　　◯

41. Any other Domain Competency that you feel you require for performing your role efficiently?　　*

कोई अन्य डोमेन योग्यता जो आपको लगता है कि आपको अपनी भूमिका कुशलतापूर्वक निभाने के लिए आवश्यक है?

Technology System (प्रौद्योगिकी प्रणाली)

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

प्रौद्योगिकी प्रणाली सूचना तक पहुंचाने, स्टोर करने, संचारित करने, समझने के लिए कंप्यूटिंग, दूरसंचार और आईटी अवसंरचना के उपयोग करने की क्षमता है (उदाहरण के लिए MS ऑफिस का उपयोग करना, भंडारण, ई-ऑफिस आदि से परिचित होना)। यह एक कर्मचारी की अपने काम को करने के लिए आवश्यक तकनीक का आराम से और कुशलता से उपयोग करने की क्षमता को दर्शाता है।

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

संसदीय कार्य मंत्रालय में उपयोग की जाने वाली कुछ प्रमुख प्रौद्योगिकी प्रणालियों की सूची नीचे दी गई है:

a. Departmental MIS (विभागीय एमआईएस)

b. EHRM (ईएचआरएम)

c. E Office (ई कार्यालय)

d. PFMS (पीएफएमएस)

e. NeVA Portal (नेवा पोर्टल)

f. Claim & Inventory Management (दावा और सूची प्रबंधन)

g. MS Office Application(Word/Excel/Powerpoint) in English & Hindi (अंग्रेजी और हिंदी में एमएस ऑफिस एप्लीकेशन (वर्ड/एक्सेल/पावरपॉइंट))

h. NIC Applications- email, messenger, cloud storage and others (एनआईसी एप्लीकेशन- ईमेल, मैसेंजर, क्लाउड स्टोरेज और अन्य)

i. Data analysis using MS Excel (एमएस एक्सेल का उपयोग करते हुए आंकड़ों का विश्लेषण)

42. Top 1st Technology System you feel, you require to use for the role?

शीर्ष पहली प्रौद्योगिकी प्रणाली जो आपको लगता है, आपको भूमिका के लिए चाहिए? एक आइटम चुनें।

Mark only one oval.

- ◯ Departmental MIS (विभागीय एमआईएस)
- ◯ EHRM (ईएचआरएम)
- ◯ E Office (ई कार्यालय)
- ◯ PFMS (पीएफएम)
- ◯ NeVA Portal (नेवा पोर्टल)
- ◯ Claim & Inventory Management (दावा और सूची प्रबंधन)
- ◯ MS Office Application(Word/Excel/Powerpoint) in English & Hindi (अंग्रेजी और हिंदी में एमएस ऑफिस एप्लीकेशन (वर्ड/एक्सेल/पावरपॉइंट))
- ◯ NIC Applications- email, messenger, cloud storage and others (एनआईसी एप्लीकेशन- ईमेल, मैसेंजर, क्लाउड स्टोरेज और अन्य)
- ◯ Data analysis using MS Excel (एमएस एक्सेल का उपयोग करते हुए आंकड़ों का विश्लेषण)

43. Self identified need with regard to Top 1st Technology System that you use?

आपके द्वारा उपयोग किए जाने वाले शीर्ष 1 प्रौद्योगिकी प्रणाली के लिए स्व-पहचाने गए अंतर?

Mark only one oval.

- ◯ I feel I can use technology system optimally in my work (मुझे लगता है कि मैं अपने काम में प्रौद्योगिकी प्रणाली का बेहतर उपयोग कर सकता हूं)
- ◯ I feel I can use technology system but need support to efficiently use it (मुझे लगता है कि मैं प्रौद्योगिकी प्रणाली का उपयोग कर सकता हूं लेकिन इसे कुशलतापूर्वक उपयोग करने के लिए समर्थन की आवश्यकता है)
- ◯ I feel I need some support to use technology system in my work (मुझे लगता है कि मुझे अपने काम में प्रौद्योगिकी प्रणाली का उपयोग करने के लिए कुछ समर्थन की आवश्यकता है)
- ◯ I feel I need significant support use technology system in my work (मुझे लगता है कि मुझे अपने काम में प्रौद्योगिकी प्रणाली का उपयोग करने के लिए महत्वपूर्ण समर्थन की आवश्यकता है)
- ◯ I feel I do not understand how the technology system works (मुझे लगता है कि मुझे समझ नहीं आता कि प्रौद्योगिकी प्रणाली कैसे काम करती है)

44. Top 2nd Technology System you feel, you require to use for the role?

शीर्ष दूसरी प्रौद्योगिकी प्रणाली जो आपको लगता है, आपको भूमिका के लिए चाहिए? एक आइटम चुनें।

Mark only one oval.

◯ Departmental MIS (विभागीय एमआईएस)

◯ EHRM (ईएचआरएम)

◯ E Office (ई कार्यालय)

◯ PFMS (पीएफएम)

◯ NeVA Portal (नेवा पोर्टल)

◯ Claim & Inventory Management (दावा और सूची प्रबंधन)

◯ MS Office Application(Word/Excel/Powerpoint) in English & Hindi (अंग्रेजी और हिंदी में एमएस ऑफिस एप्लीकेशन (वर्ड/एक्सेल/पावरपॉइंट))

◯ NIC Applications- email, messenger, cloud storage and others (एनआईसी एप्लीकेशन- ईमेल, मैसेंजर, क्लाउउ स्टोरेज और अन्य)

◯ Data analysis using MS Excel (एमएस एक्सेल का उपयोग करते हुए आंकड़ों का विश्लेषण)

45. Self identified need with regard to Top 2nd Technology System that you use?

आपके द्वारा उपयोग किए जाने वाले शीर्ष दूसरी प्रौद्योगिकी प्रणाली के लिए स्व-पहचाने गए अंतर?

Mark only one oval.

◯ I feel I can use technology system optimally in my work (मुझे लगता है कि मैं अपने काम में प्रौद्योगिकी प्रणाली का बेहतर उपयोग कर सकता हूं)

◯ I feel I can use technology system but need support to efficiently use it (मुझे लगता है कि मैं प्रौद्योगिकी प्रणाली का उपयोग कर सकता हूं लेकिन इसे कुशलतापूर्वक उपयोग करने के लिए समर्थन की आवश्यकता है)

◯ I feel I need some support to use technology system in my work (मुझे लगता है कि मुझे अपने काम में प्रौद्योगिकी प्रणाली का उपयोग करने के लिए कुछ समर्थन की आवश्यकता है)

◯ I feel I need significant support use technology system in my work (मुझे लगता है कि मुझे अपने काम में प्रौद्योगिकी प्रणाली का उपयोग करने के लिए महत्वपूर्ण समर्थन की आवश्यकता है)

◯ I feel I do not understand how the technology system works (मुझे लगता है कि मुझे समझ नहीं आता कि प्रौद्योगिकी प्रणाली कैसे काम करती है)

46. Top 3rd Technology System you feel, you require to use for the role?

शीर्ष तीसरी प्रौद्योगिकी प्रणाली जो आपको लगता है, आपको भूमिका के लिए चाहिए? एक आइटम चुनें।

Mark only one oval.

- Departmental MIS (विभागीय एमआईएस)
- EHRM (ईएचआरएम)
- E Office (ई कार्यालय)
- PFMS (पीएफएम)
- NeVA Portal (नेवा पोर्टल)
- Claim & Inventory Management (दावा और सूची प्रबंधन)
- MS Office Application(Word/Excel/Powerpoint) in English & Hindi (अंग्रेजी और हिंदी में एमएस ऑफिस एप्लीकेशन (वर्ड/एक्सेल/पावरपॉइंट))
- NIC Applications- email, messenger, cloud storage and others (एनआईसी एप्लीकेशन- ईमेल, मैसेंजर, क्लाउड स्टोरेज और अन्य)
- Data analysis using MS Excel (एमएस एक्सेल का उपयोग करते हुए आंकड़ों का विश्लेषण)

47. Self identified need with regard to 3rd Technology System that you use?

आपके द्वारा उपयोग किए जाने वाले शीर्ष तीसरी प्रौद्योगिकी प्रणाली के लिए स्व-पहचाने गए अंतर?

Mark only one oval.

- I feel I can use technology system optimally in my work (मुझे लगता है कि मैं अपने काम में प्रौद्योगिकी प्रणाली का बेहतर उपयोग कर सकता हूं)
- I feel I can use technology system but need support to efficiently use it (मुझे लगता है कि मैं प्रौद्योगिकी प्रणाली का उपयोग कर सकता हूं लेकिन इसे कुशलतापूर्वक उपयोग करने के लिए समर्थन की आवश्यकता है)
- I feel I need some support to use technology system in my work (मुझे लगता है कि मुझे अपने काम में प्रौद्योगिकी प्रणाली का उपयोग करने के लिए कुछ समर्थन की आवश्यकता है)
- I feel I need significant support use technology system in my work (मुझे लगता है कि मुझे अपने काम में प्रौद्योगिकी प्रणाली का उपयोग करने के लिए महत्वपूर्ण समर्थन की आवश्यकता है)
- I feel I do not understand how the technology system works (मुझे लगता है कि मुझे समझ नहीं आता कि प्रौद्योगिकी प्रणाली कैसे काम करती है)

Suggestions (सुझाव)

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

कृपया प्रशिक्षण/कार्यशालाओं/आदि पर सुझाव प्रदान करें जो आपको लगता है कि
आपकी भूमिका को बेहतर ढंग से करने में आपकी मदद करेगा।

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49. Preferred mode of training/session *

प्रशिक्षण/सत्र का पसंदीदा तरीका

Mark only one oval.

- ⬭ Online (ऑनलाइन)
- ⬭ Classroom (क्लासरूम)
- ⬭ Hybrid (मिश्रित)
- ⬭ Immersive experiences (गहन अनुभव)

50. Are there any challenges faced by you/your team/your department in delivering *
the objectives of the MoPA? Please share those specific challenges.

क्या संसदीय कार्य मंत्रालय के उद्देश्यों को पूरा करने में आपको/आपकी टीम को/आपके
विभाग को किसी चुनौती का सामना करना पड़ रहा है? कृपया उन विशिष्ट चुनौतियों को
साझा करें।

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51. Do you have any additional comments on how to make functioning of MoPA more effective? *

क्या संसदीय कार्य मंत्रालय के कामकाज को अधिक प्रभावी बनाने के बारे में आपको कोई अतिरिक्त टिप्पणी है?

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Citizen Centricity (नागरिक केंद्रितता)

52. Do you have to interact directly with citizen stakeholders (e.g. pubic announcement, communication, handling grievances/ complaints, etc.) *

क्या आपको नागरिक हितधारकों के साथ सीधे संवाद करना पड़ता है (उदाहरण के लिए सार्वजनिक घोषणा, संचार, शिकायतों को संभालना आदि)

Mark only one oval.

⬭ Yes (हाँ)

⬭ No (नहीं)

53. Please enlist the avenues where such citizen facing interactions takes place. *

कृपया उन प्रणालियों को सुचिबद्ध करें जहां ऐसी नागरिक केन्द्रित संवाद होते हैं।

Please write 'Not Applicable' if you dont' have any citizen centric interactions

यादी आप कोई नागरिक केन्द्रित संवाद नहीं करते है तो 'Not Applicable' लिखें

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