



CAPACITY  
BUILDING  
COMMISSION

# CAPACITY BUILDING COMMISSION

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## Capacity Building Commission, Government of India

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

# Annual Capacity Building Plan of Department of Investment and Public Asset management to develop a Capacity Building Agenda

### About the Programme

**Mission Karmayogi** was launched by Government of India in September 2020 as a **National Programme for Civil Services Capacity Building (NPCSCB)**. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. A key component of NPCSCB is **Capacity Building Commission (CBC)**.

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

As part of its mandate, CBC facilitate the preparation of **Annual Capacity Building Plan (ACBP)** for participating Ministries / Departments / Organizations (MDOs). ACBP is a document which entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department.

### About Ministry of Finance and the department

The Ministry of Finance is a ministry within the Government of India concerned with the economy of India, serving as the Treasury of India. It concerns itself with taxation, financial legislation, financial institutions, capital markets, Centre and State finances, and the Union Budget. The Ministry of Finance oversee six departments:

- Department of Expenditure
- Department of Revenue
- Department of Public Enterprises
- Department of Investment and Public Asset Management
- Department of Financial Services
- Department of Economic Affairs



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Department of Investment and Public Asset Management (DIPAM) – DIPAM deals with all matters relating to management of Central Government investments in equity including disinvestment of equity in Central Public Sector Undertakings. The Four major areas of its work relate to:

- Strategic Disinvestment
- Minority Stake Sales
- Capital Restructuring
- Advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets)

The detailed structure for the Ministry of Finance and DIPAM is provided in [Annexure 1](#)

## About Report

This document details out the Draft Annual Capacity Building Plan for the department basis the capacity-building needs and gaps identified. Potential training and non-training interventions have been suggested as a part of this document.

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## Abbreviations

ACBP	Annual Capacity Building Plan
AI/ML	Artificial Intelligence and machine Learning
CAG	Comptroller and Auditor General of India
CBC	Capacity Building Commission
CBDT	Central Board of Direct Taxes
CBI	Central Bureau of Investigation
CBIC	Central Board of Indirect Taxes and Customs
CBU	Capacity Building Unit
CNA	Capacity Need Analysis
CPGRAM	Centralized Public Grievance Redress and Monitoring System
CPSEs	Central Public Sector Enterprises
CVO	Chief Vigilance Officer
DCF	Discounted Cash Flow
DIPAM	Department of Investment and Public Asset Management
DoPT	Department of Personnel and Training
ETF	Exchange Traded Fund
FRAC	Framework for Roles Activities & Competencies
FS	Financial Statement
GeM	Government E-Marketplace
IEG	Institute of Economic Growth
iGOT	Integrated Government Online Training
IICA	Indian Institute of Corporate Affairs
IIMC	Indian Institute of Mass Communication
IIPA	Indian Institute of Public Administration
IPO	Initial Public Offer
IPV6	Internet Protocol version 6
ISTM	Institute of Secretariat Training and Management
MDOs	Ministries / Departments / Organizations
MOM	Minutes of Meeting
NIC	National Informatics Centre
NPCSCB	National Programme for Civil Services Capacity Building
OFS	Offer for Sale
PAC	Public Accounts Committee
PMHRC	Prime Minister's Public Human Resource Council
PRAGATI	Pro-Active Governance and Timely Implementation
R&I	Receipts & issuance
SMEs	Subject Matter Experts
SPV	Special Purpose Vehicle
SUUTI	Specified Undertaking of the Unit Trust of India
UTI	Unit Trust of India

## 1. Introduction

### Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively.

The Government of India in September 2020 launched the **National Programme for Civil Services Capacity Building** ('NPCSCB') referred to as "Mission Karmayogi". It is a National Programme for Civil Services Capacity Building (NPCSCB) that 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 governance improvement 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 towards the recognition that a 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme, meant to transition officials from a rule-based to a role-based approach.

The framework for implementation and monitoring of the program would involve the following:

- **Prime Minister's Public Human Resource Council (PMHRC):** Apex body for the program
- **Cabinet Secretariat Coordination Unit:** Under the apex body to monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans
- **Capacity Building Commission:** Set up for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)
- **Karmayogi SPV (Special Purpose Vehicle):** Set up for operating the digital assets created for NPCSCB on behalf of the Government of India that owns and operates iGOT Karmayogi platform.
- **iGOT (Integrated Government Online Training):** It helps in instituting the shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel efficacy success.

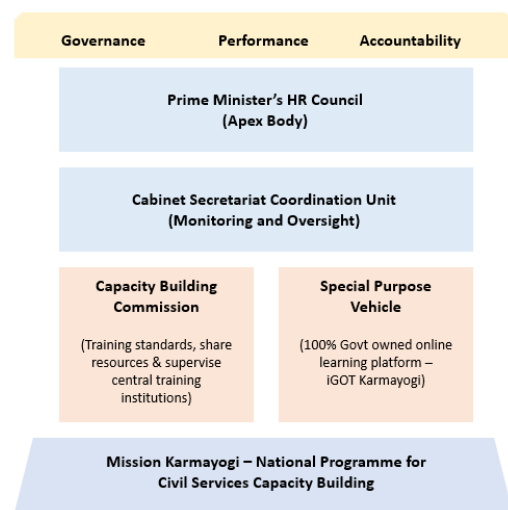


Figure 1: Framework for implementation & monitoring

FRAC stands for Framework for Roles Activities & Competencies. For each unique position in Government, FRAC defines the Roles, Activities, and Competencies needed by an individual for effective performance.

## Capacity Building Commission (CBC)

A key component of National Programme for Civil Services Capacity Building (NPCSCB) is the Capacity Building Commission (CBC). CBC was notified on 1st April 2021 wide Gazette notification F. No. T-16017/09/2020-iGOT issued by Department of Personnel and Training (DoPT).

The Commission will have the responsibility of, inter-alia, coordinating the preparation of annual capacity building plans, undertake monitoring and evaluation of plan implementation and facilitate creation of shared resources amongst Training Institutions imparting training to civil servants.

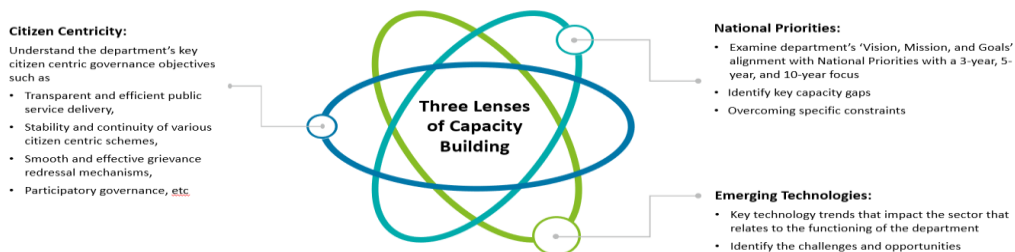
The core purpose of the Commission is to build a learning culture and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to perform different key functions. To facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs) and submit the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC) is one of the key functions. The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

## Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal-driven and performance oriented.

CBC suggests three overarching lenses to help identify goals of a Capacity Building Plan:



*Figure 2: Lenses to be focused for building capacity building plan*



The Annual Capacity Building Plan shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.



*Figure 3: Capacity Building Interventions*

## Context of this document

This Draft ‘Annual Capacity Building Plan’ document will baseline DIPAM’s (Department of Investment and Public Asset Management) capacity-building needs and gaps and will further suggest the potential training and non-training interventions to address these gaps and needs. Some of the key aspects that will be discussed are as follows:

- Overview of the Ministry of Finance and DIPAM
- Mapping of department and roles/areas of responsibilities
- Summary of Capacity requirements/gaps through Capacity Needs Analysis
- Suggesting the potential Capacity Building interventions at Individual and Organizational Level

## 2. Capacity Requirements of DIPAM

### 2.1 Key Areas of Responsibility

To baseline competency requirements at each unique designation/role level, competency mapping was conducted to identify competency needs and corresponding level of proficiencies. The various unique designations covered as a part of competency assessment are highlighted below:

- ✓ Additional Secretary
- ✓ Joint Secretary
- ✓ Economic Advisor/ Advisor (Cost)
- ✓ Director
- ✓ Joint Director
- ✓ Deputy Secretary
- ✓ Under Secretary
- ✓ Deputy Director
- ✓ Assistant Director
- ✓ Section Officer
- ✓ Assistant Section Officer
- ✓ Principal Staff Officer
- ✓ Senior Principal Private Secretary
- ✓ Principal Private Secretary/ Private Secretary

## 2.2 Capacity Requirements at Individual Level

Identification of the desired competency levels for various hierarchy clusters for Domain, Functional and Behavioral competencies is a pre-requisite to conducting self-assessment for Capacity Needs Analysis. Following are the competencies identified and corresponding levels of proficiencies for the department officials:

### Proficiency Level as per the Department

Advanced Basic

Domain Competencies		
Additional Secretary/ Joint Secretary/ Economic Advisor/ Advisor (Cost)	Director/ Joint Director/ Deputy Secretary	Under Secretary/Deputy Director/Assistant Director/Section Officer/ Assistant Section Officer
<ul style="list-style-type: none"> <li>✓ Corporate Finance</li> <li>✓ Basics of Finance &amp; Accounting</li> <li>✓ Minority Stake sales</li> <li>✓ Disinvestment</li> <li>✓ Value Creation for CPSEs (including Mergers and acquisitions)</li> <li>✓ Tools and policy for Asset monetization<sup>1</sup></li> <li>✓ Legal, Regulatory &amp; Statutory Aspects</li> </ul>		<ul style="list-style-type: none"> <li>✓ Disinvestment</li> <li>✓ Minority Stake sales</li> </ul>
		<ul style="list-style-type: none"> <li>✓ Corporate Finance</li> <li>✓ Basics of Finance &amp; Accounting</li> <li>✓ Tools and policy for Asset monetization<sup>1</sup></li> <li>✓ Legal, Regulatory &amp; Statutory Aspects</li> </ul>
Functional Competencies		
Additional Secretary/ Joint Secretary/ Economic Advisor/ Advisor (Cost)	Director/ Joint Director/ Deputy Secretary	Under Secretary/Deputy Director/Assistant Director/Section Officer/ Assistant Section Officer/ Principal Staff Officer/ Senior Principal Private Secretary/ Principal Private Secretary / Private Secretary
<ul style="list-style-type: none"> <li>✓ Stakeholder management</li> </ul>	<ul style="list-style-type: none"> <li>✓ Stakeholder Management</li> <li>✓ Data/resource management</li> <li>✓ MS office Applications</li> <li>✓ Government e-Marketplace</li> <li>✓ RTI matters</li> <li>✓ Grievance redressal via CPGRAM</li> </ul>	<ul style="list-style-type: none"> <li>✓ Data/ resource management</li> <li>✓ Minutes of meeting</li> <li>✓ MS office Applications</li> <li>✓ Government e-Marketplace</li> <li>✓ RTI matters</li> <li>✓ Grievance redressal via CPGRAM</li> </ul>
<ul style="list-style-type: none"> <li>✓ MS office applications</li> <li>✓ Data/resource management</li> <li>✓ Government e-Marketplace (GeM)</li> </ul>		<ul style="list-style-type: none"> <li>✓ Stakeholder management</li> </ul>
Common Competencies	<ul style="list-style-type: none"> <li>✓ Parliamentary procedures</li> <li>✓ Procedure pertaining to court cases</li> <li>✓ E-Office &amp; DIPAM Internal Dashboard</li> <li>✓ Matters related to Chief Vigilance Officer (CVO)</li> </ul>	

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).

Behavioral Competencies		
Additional Secretary/ Joint Secretary/ Economic Advisor/ Advisor (Cost)	Director/ Joint Director/ Deputy Secretary	Under Secretary/Deputy Director/Assistant Director/Section Officer/ Assistant Section Officer/ Principal Staff Officer/ Senior Principal Private Secretary/ Principal Private Secretary / Private Secretary
<ul style="list-style-type: none"> <li>✓ Decision Making</li> <li>✓ Leadership</li> <li>✓ Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Leadership</li> <li>✓ Networking</li> <li>✓ Negotiation</li> <li>✓ Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>✓ Decision making</li> <li>✓ Networking</li> <li>✓ Negotiation</li> <li>✓ Leadership</li> </ul>
<b>Common Competencies</b>	<ul style="list-style-type: none"> <li>✓ Ethics</li> <li>✓ Empathy</li> <li>✓ Time management</li> <li>✓ Stress Management</li> <li>✓ Rule Consciousness</li> </ul>	

The detailed training interventions corresponding to each capacity requirement at an individual level have been highlighted as part of [Annexure 5](#).

### 2.3 Capacity Requirements at Organizational Level

Following represents the Capacity Requirements that are required for all designations and roles within the department:

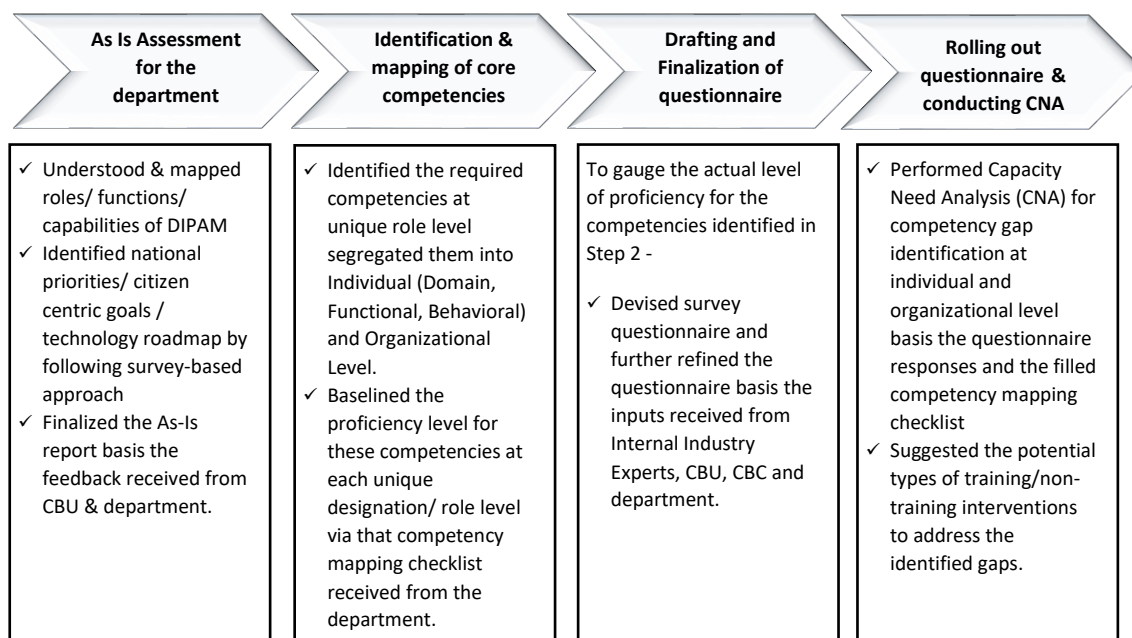
1	Understanding of DIPAM's <b>Vision, Mission, Mandate</b>
2	Understanding of <b>Roles &amp; Responsibilities</b> within department
3	<b>Gender Sensitivity and Prevention of Sexual Harassment</b> at Workplace
4	<b>Managing Conflicts at Workplace</b>
5	<b>Automation of manual tasks in performing operational activities</b>
6	<b>Emerging technologies such as Virtual Data Room and Advanced Analytics</b>
7	<b>Environmental, Social and Governance Laws and Framework</b>

The detailed training interventions corresponding to capacity requirements at an organization level have been highlighted as part of [Section 4.4](#) and [Annexure 5](#)

## 3. Self-Assessment by DIPAM

To understand unique roles, responsibilities and capacity requirements of the department, a series of meetings were conducted with the CBU team. Basis the discussions with DIPAM CBU, CBC, department officials and secondary research, below approach and methodology was followed for conducting the Capacity Needs Analysis (CNA):

### 3.1 Capacity Need Analysis – Approach



*Figure 5: Approach to Capacity Need Analysis*

**Note:** For detailed CNA approach, please refer to the **CNA Report (deliverable 2)** that has already been shared with department.

### 3.2 Capacity Requirements - Individual level

Based on the responses received across competencies and across levels, the response data was analyzed to identify the type of competency gaps and competency needs arising out of questionnaire. To assess the individual competency requirements the following steps were carried out:

1. Identification of **unique designations** across the department
2. Mapping the broader roles being performed by these designations' and identifying the associated attitude, skills and knowledge required for performing these role
3. Lastly, carrying out **a gap analysis** by drawing a comparison of the declared competency levels in the survey with the desired/required level as provided by the department.

The analysis and some key broader level insights for the competency assessment exercise are as follows:

### 3.2.1 Overview of responses

- Out of 72 employees, **40 employees** (approx. 56%) responded to the survey.
- **24 out of 40 respondents (60%)** belong to Under Secretary/Deputy Director/Assistant Director/Section Officer/ Assistant Section Officer/ Principal Staff Officer/ Senior Principal Private Secretary/ Principal Private Secretary / Private Secretary
- **Majority** of respondents have a tenure of **3-5 years** in DIPAM.

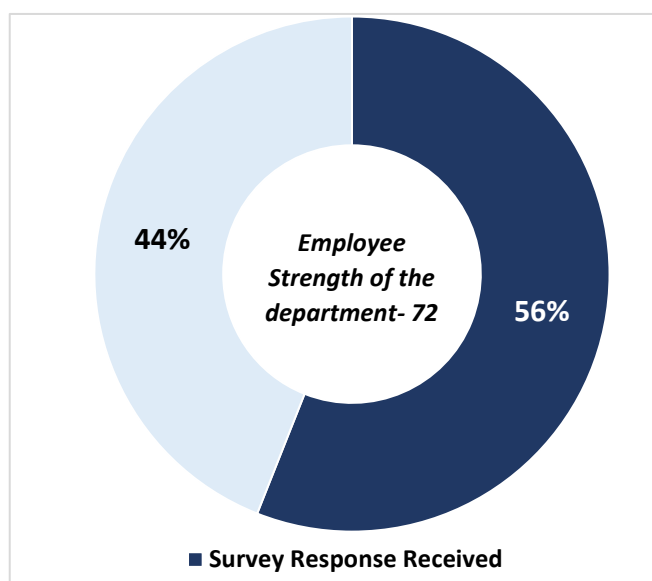
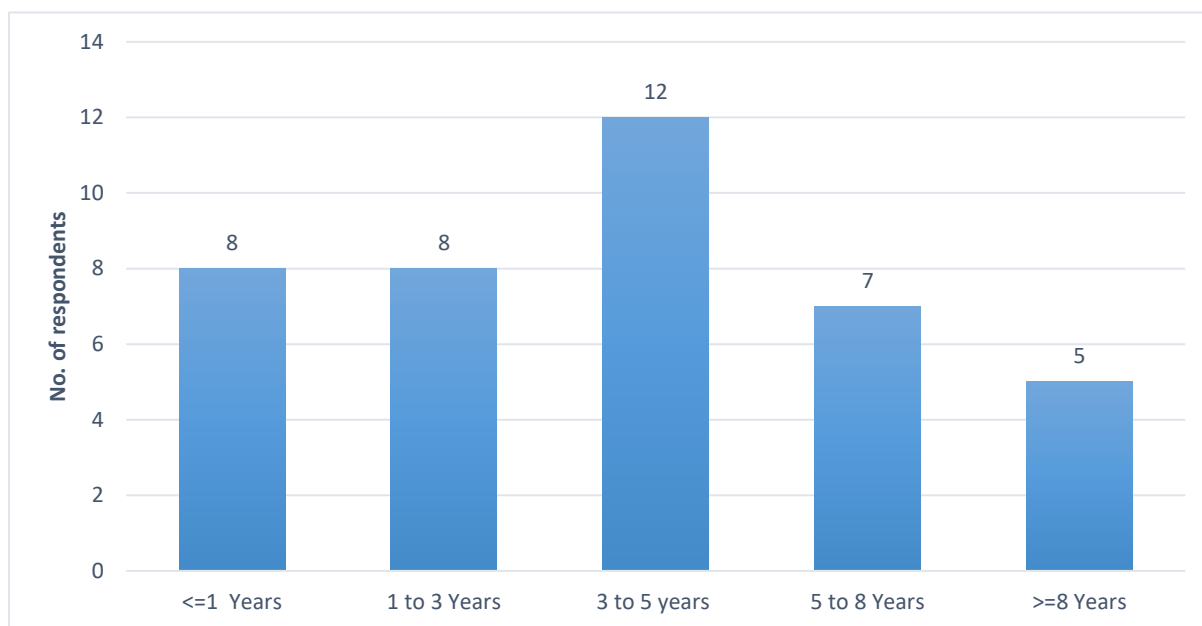


Figure 6: Response received from DIPAM



Figure 7: Designation wise Respondents



**Figure 8:** No. of Respondents based on No. of years in DIPAM

### 3.2.2 Top Competency Needs across levels

The department has expressed an interest in learning certain competencies through their response to the questionnaire. These interest areas have been identified as competency needs at Domain, Functional and Behavioral level.

The top 5 competency needs across Domain, Functional, Behavioral level is as follows:

Domain Competencies	Functional Competencies	Behavioral Competencies
✓ <i>Minority Stake Sales</i>	✓ <i>Record/Information management tools</i>	✓ <i>Negotiation skills</i>
✓ <i>Disinvestment</i>	✓ <i>MS Office and Collaboration tools</i>	✓ <i>Networking skills</i>
✓ <i>Measuring financial performance of CPSEs (including Capital Re-structuring)</i>	✓ <i>Awareness of Procedural Knowledge</i>	✓ <i>Stress management</i>
✓ <i>Value Creation for CPSEs</i>	✓ <i>Confidentiality and transaction information handling</i>	✓ <i>Code of conduct</i>
✓ <i>Tools and policy for Asset monetization<sup>1</sup></i>	✓ <i>Stakeholder Escalation mechanism</i>	✓ <i>Effective communication</i>

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).

Other top Domain competency that has been identified across the department includes *Closure of CPSEs*.

Following graphs represent the top competency needs across domain, functional and behavioral level as highlighted by the department:

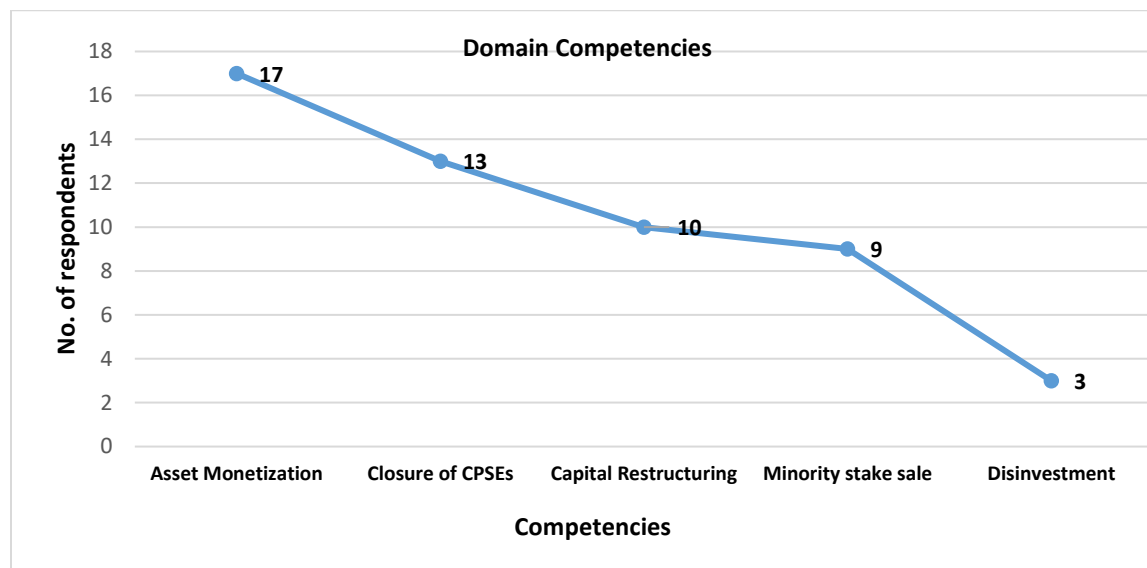


Figure 9: Top Domain Competency Needs as highlighted by the department

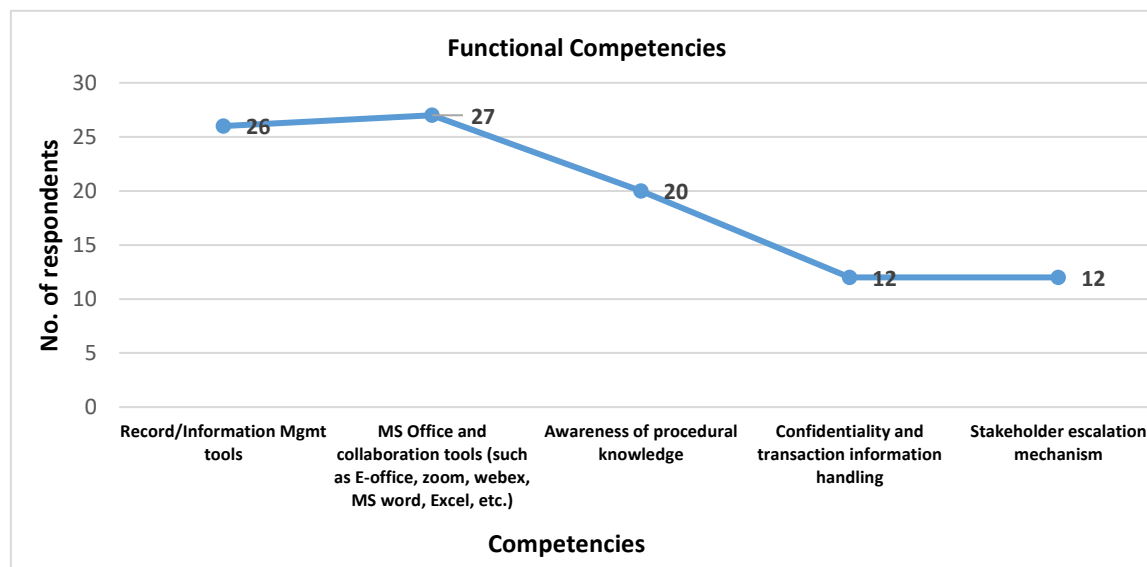


Figure 10: Top Functional Competency Needs as highlighted by the department



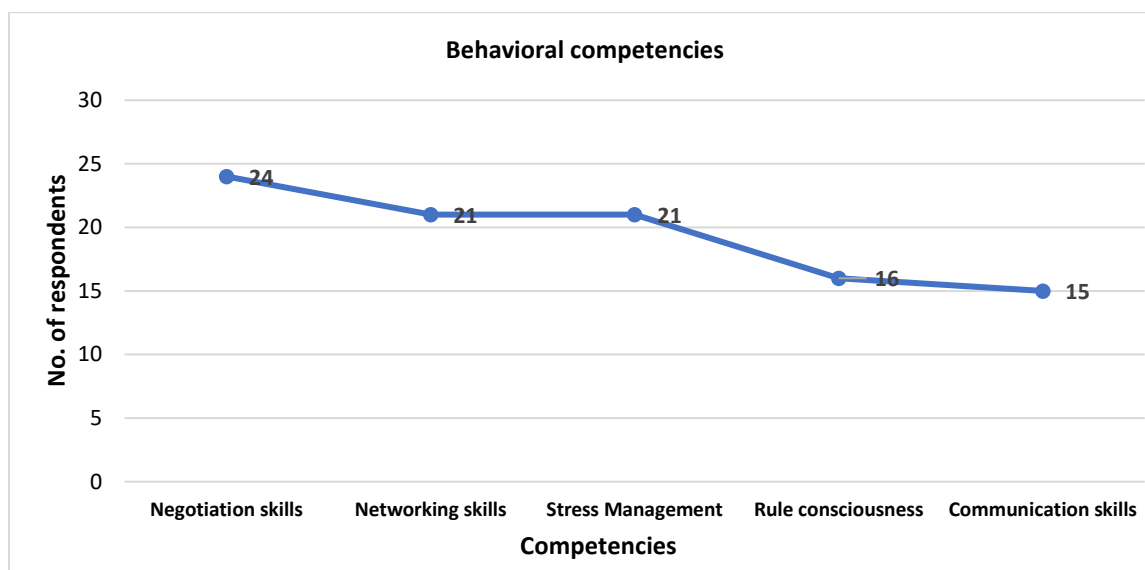


Figure 11: Top behavioral competency needs as highlighted by the department

### 3.2.3 Top competency gaps across designations

To identify the competency gaps at domain, functional and behavioral level, a comparison was drawn between the competencies required by unique designations in present or in future and the competencies currently possessed by these designations via their responses to questionnaire.

Basis the analysis of the questionnaire responses, a summary of the concentration of gaps across designations is highlighted in the form of charts and insights below:

- Competency gaps recorded were **highest** for the officials working in the role of **Under Secretary/ Deputy Director/ Assistant director/ Section officer/ Assistant Section officer**

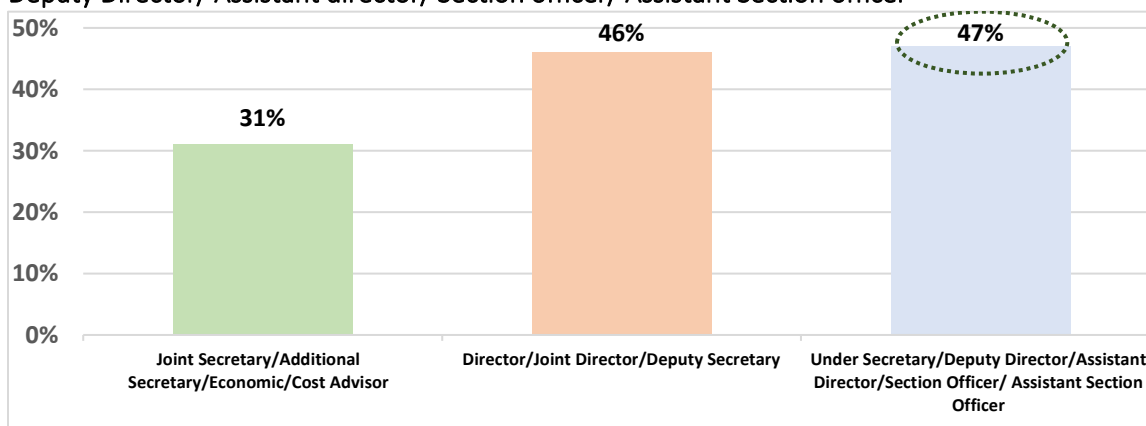
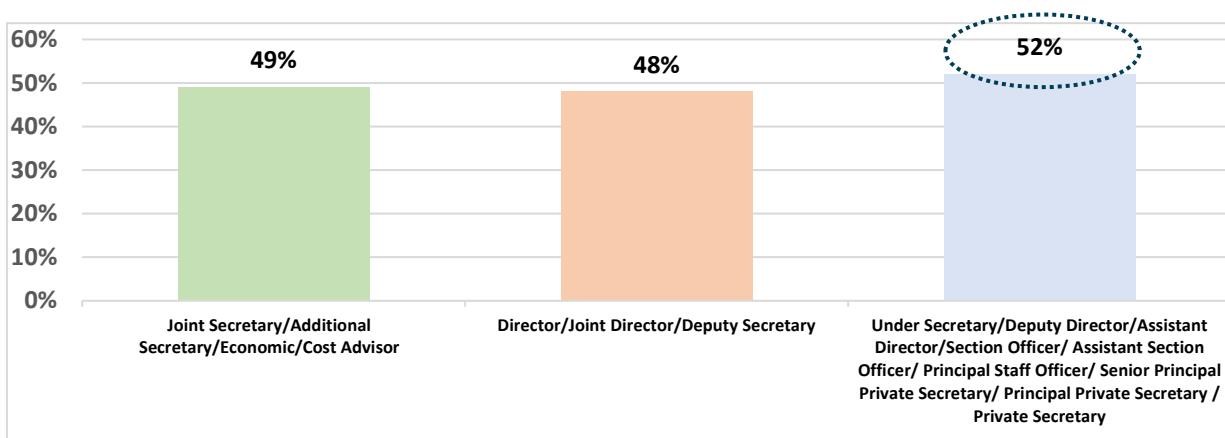
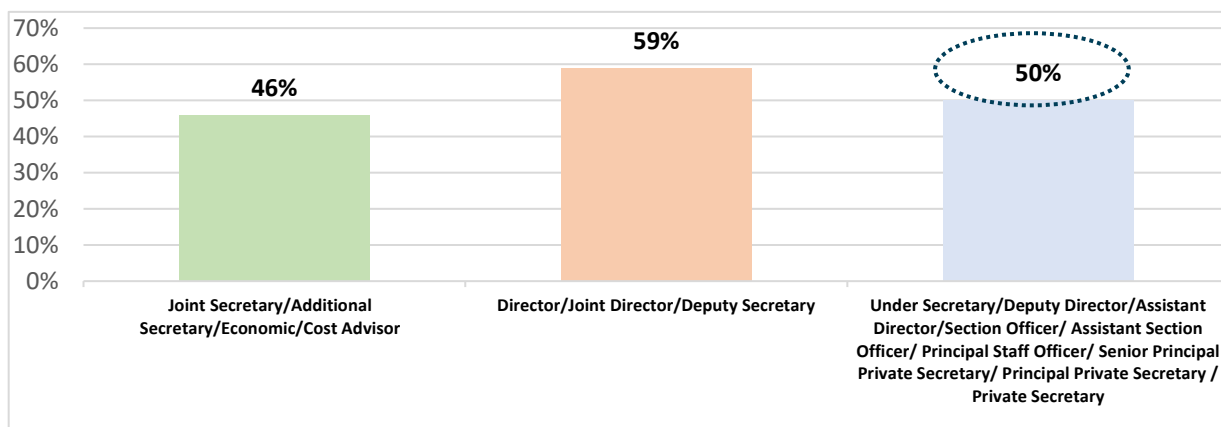


Figure 12: Depth of Domain Competency gaps at a designation level



*Figure 13: Depth of Functional Competency gaps at a designation level*



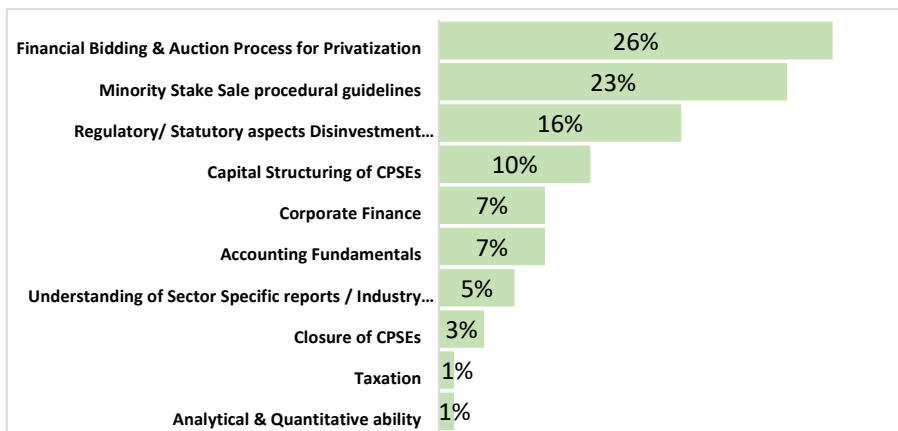
*Figure 14: Depth of Behavioral Competency gaps at a designation level*

Analysis of the responses to the questionnaire further highlighted the top competency gaps across various unique designations for domain, functional and behavioral competencies. An overview of these gaps has been presented in below given sections (a) to (c) below:

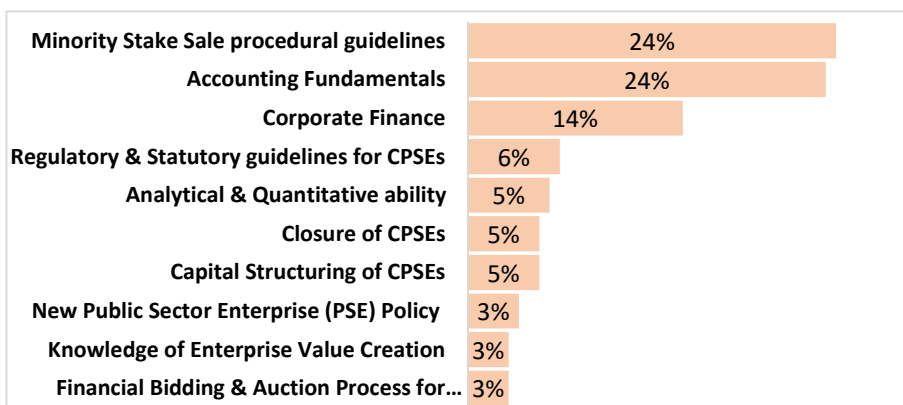
*a) Top Domain Competency Gaps across levels*

- **Minority Stake sale** procedural knowledge including IPOs, FPOs, OFS, Buybacks and ETF has been identified as the most required competencies across the department.
- Knowledge on **parliamentary procedures** is the most required competency at **Under Secretary/Deputy Director/Assistant Director/Section Officer/ Assistant Section Officer**

Additional  
Secretary/Joint  
Secretary/  
Economic  
Advisor/Advisor  
(Cost)



Director/Joint  
Director/Deputy  
Secretary



Under Secretary/  
Deputy Director/  
Assistant Director/  
Section Officer/  
Assistant Section  
Officer

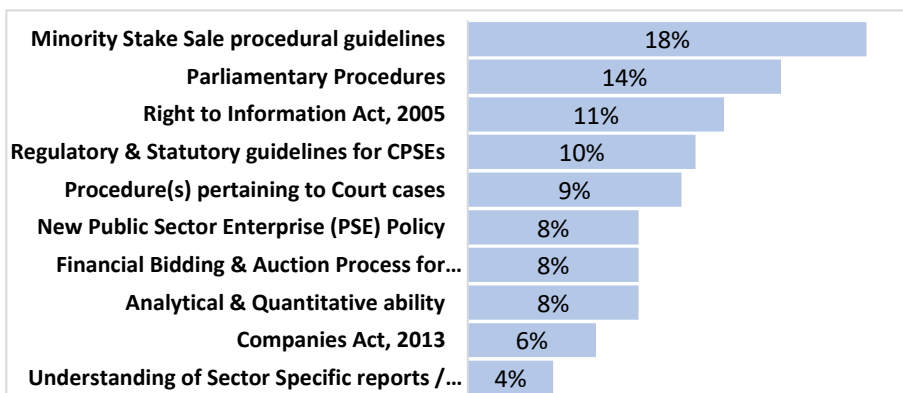
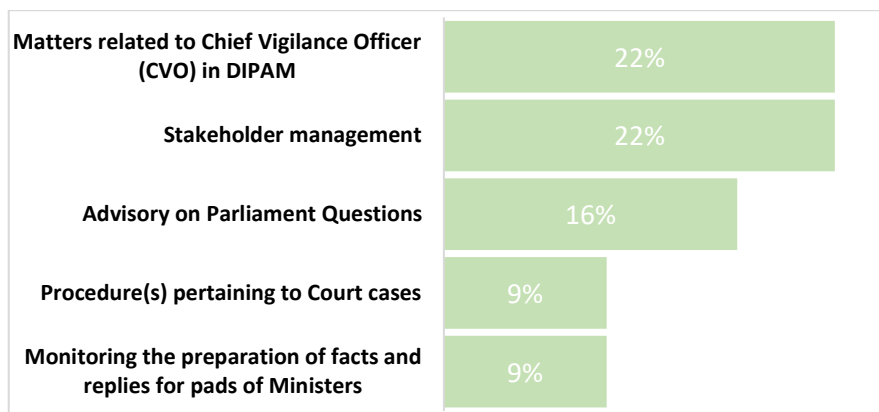


Figure 15: Top Domain Competency gaps across unique designations

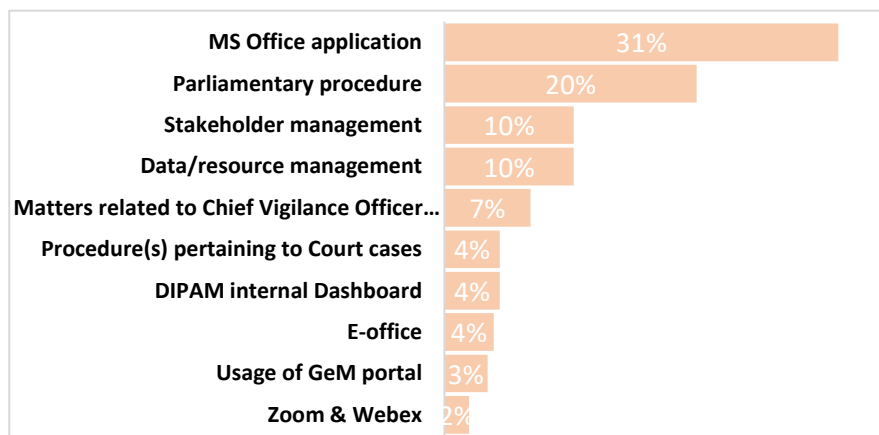
### b) Top Functional Competency Gaps across levels

- Need as well as competency gaps for functional tools like MS Office applications was prevalent across Director and below levels.
- Other Key functional competencies gaps that were highlighted were pertaining to Stakeholder Management and Parliamentary procedures to be followed.

Additional Secretary/ Joint Secretary/ Economic Advisor/Advisor (Cost)



Director/Joint Director/Deputy Secretary



Under Secretary / Deputy Director/ Assistant Director/ Section Officer/ Assistant Section Officer/ Principal Staff Officer/ Senior Principal Private Secretary/ Principal Private Secretary / Private Secretary

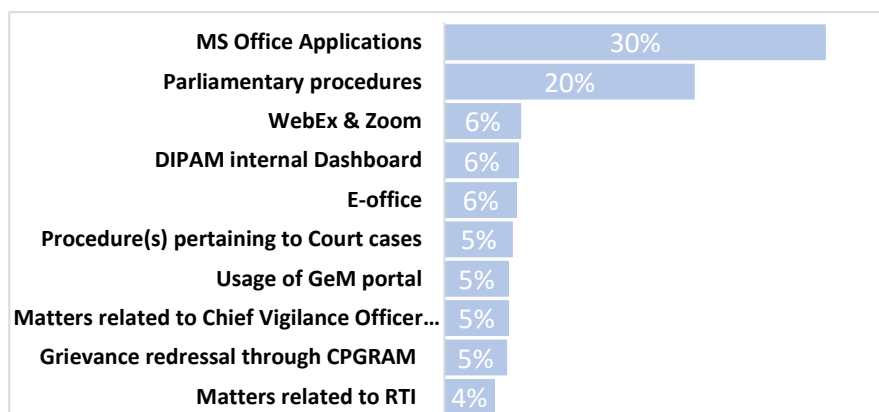


Figure 16: Top Functional Competency gaps across unique designations

### c) Top Behavioral Competency Gaps across levels

- Behavioral competencies pertaining to **Negotiation skills** were highlighted as gaps at Joint Director and above levels.
- Other key Behavioral competencies gaps that were highlighted across levels were **Stress Management and Networking**.

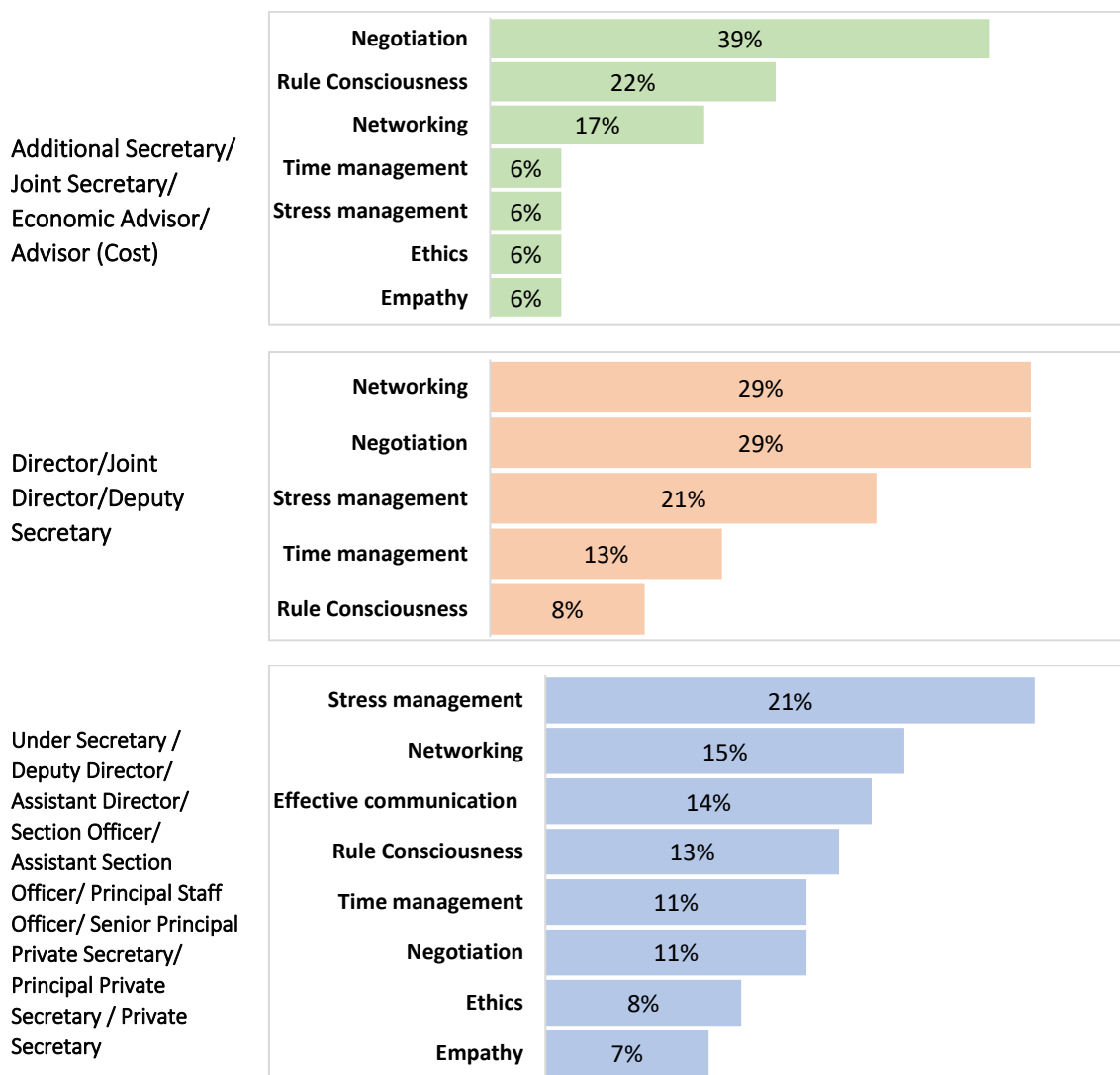


Figure 17: Top Behavioral Competency gaps across unique designations

A description of **detailed competency needs and gaps across designations** at an individual level is outlined in [Annexure 3](#)

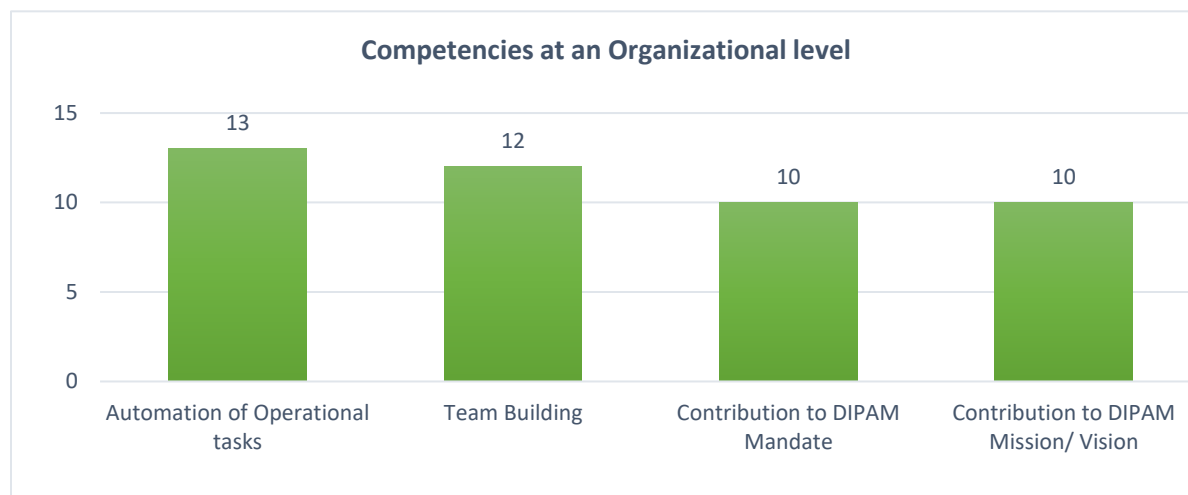
### 3.3 Capacity requirements - Organizational level

- To perform the competency assessment at Organizational level, firstly the competency clusters were identified such as contribution to vision/mission/mandates, team building initiatives and emerging technologies
- Secondly, capacity requirements were identified that can be attributed to each competency cluster
- Further, these capacities were mapped against various organizational dimensions such as Systems and processes, technology and data, partnerships, and relationships, etc

The analysis of responses to questionnaire highlighted the following –

- Competencies required at Organizational level include *Understanding of Role's contribution to DIPAM's Vision/Mission/Mandate, participating in team building initiatives and automation of Operational tasks.*
- *Virtual Data Room, Advanced Analytics and Environment, Social & Governance (ESG) laws & framework* are some of the **emerging technologies and global initiatives** that the department has shown interest in learning.

A view of competency need assessment at organizational level is given below:



**Figure 18:** Top Competency Needs at Organizational Level

### 3.3.1 Making DIPAM Future Ready

Future readiness through Capacity Building is essential for DIPAM, as its key focus areas need to be aligned with the competencies required under the three lenses of capacity building namely emerging technologies, national priorities, and citizen centricity. Based on the responses of the questionnaire, the Department has shown great enthusiasm to learn about such competencies. An overview of competencies required is highlighted below:

	Key Focus Areas	Identified Competencies
<b>National Priorities</b>	<ul style="list-style-type: none"> <li>✓ Private participation</li> <li>✓ \$5 trillion economy</li> <li>✓ Atmanirbhar Bharat</li> <li>✓ Strategic disinvestments</li> <li>✓ Capital management of CPSEs</li> </ul>	<ul style="list-style-type: none"> <li>✓ New Public Sector Enterprise Policy</li> <li>✓ Role alignment to Vision/ Mission/ Mandate of DIPAM</li> </ul>
<b>Emerging Technologies</b>	<ul style="list-style-type: none"> <li>✓ Latest technologies in disinvestment space</li> <li>✓ Centralized CPSE dashboard</li> </ul>	<ul style="list-style-type: none"> <li>✓ Advanced Analytics</li> <li>✓ Virtual Data Rooms</li> <li>✓ ESG Laws &amp; Framework</li> </ul>
<b>Citizen Centricity</b>	<ul style="list-style-type: none"> <li>✓ Promote public shareholding</li> <li>✓ Efficiency of CPSEs through accountability</li> <li>✓ Advanced Analytics</li> <li>✓ Faster response to grievances</li> <li>✓ Strengthening information symmetry</li> </ul>	<ul style="list-style-type: none"> <li>✓ Procedural Knowledge</li> <li>✓ Decision Making</li> <li>✓ Escalation mechanism</li> <li>✓ Conflict management</li> <li>✓ Confidentiality &amp; sensitivity of transactions</li> <li>✓ Stakeholder management</li> </ul>
<b>Common Competencies</b>	<ul style="list-style-type: none"> <li>✓ Regulatory &amp; Statutory guidelines for CPSEs</li> <li>✓ Tools and policy for Asset Monetization<sup>1</sup></li> <li>✓ Measuring financial performance of CPSEs (including Capital Re-structuring &amp; Capital budgeting of CPSEs)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reserve Price Fixation methodology</li> <li>✓ Financial Bidding &amp; Auction Process</li> </ul>

A description of the detailed common competency requirements of the department at an organizational level is outlined in [Annexure 4](#)

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).

## 4. Annual Capacity Building Plan

While the CNA conducted highlights the competency needs and gaps at individual and organizational level, the subsequent section focus on potential institute, platforms and training interventions for the competency needs identified.

### 4.1 List of potential training institutions/platforms

Potential training interventions have been suggested through various courses available on multiple training platforms/Institutions (Refer [Annexure 5](#)). Training Interventions include induction programs, online trainings, classroom training programs, internal knowledge sharing sessions, regular/refresher/ progressive courses etc. Based on the availability of courses and the level of training required, the potential interventions have been categorized under aforesaid types. The prospective training institutions/platforms include:

Institutions/Platforms	Description
iGOT Karmayogi platform <sup>1</sup>	An online training platform developed for capacity building of civil servants.
Central training Institutions (CTIs)	Includes training institutions such as Institute of Secretariat Training and Management (ISTM), Indian Institute of Public Administration (IIPA), Indian Institute of mass communication, CBI Academy, Institute of Economic growth (IEG), Central Hindi Training Institute (CHTI), National Informatics Centre (NIC), etc.
Eminent training institutions	Includes institutions such as IIM Bangalore, IIM Calcutta, IIM Lucknow, ISB, Swayam, etc. and such other eminent institutions as may be identified by the department.
Digital learning platform	Includes digital platforms such as Udemy, Coursera, FutureSkills prime, SkillsLearn, etc.
DIPAM/DPE/guest speakers	Includes competencies/areas on which knowledge transfer sessions may be imparted by DIPAM, DPE and other guest speakers.

### 4.2 Quick Wins in terms of training interventions for the department

“Quick wins” have been categorized as the training interventions which can be initiated by the department on priority for long term impact on capacity building. Following are training intervention that are being implemented within the department currently:

- 1. Recommended training courses via iGOT:** Team from Karmayogi Bharat visited DIPAM conducted a session on an iGOT registration and portal overview (including usage of iGOT mobile application) on 24<sup>th</sup> March 2023. On the spot registrations were also done by the department officials. The trainings such as introduction to emerging technologies, stress management, etc. have also been initiated by the department.

<sup>1</sup>iGOT Karmayogi is an online training platform developed for capacity building of civil servants. It is a solutioning space that combines five functional hubs for online learning, competency management, career management, discussions, and networking. This will enable officials to deliver more effectively, eventually enhancing government execution capabilities.



2. **DAKSHTA Programme (Proposed):** A 10-day online training program followed by 5-day in-person training at ISTM focused for ASOs/ SOs, is underway for implementation within the department and list of participants is being finalized. Once approved, the department officials will undergo the following modules for training:

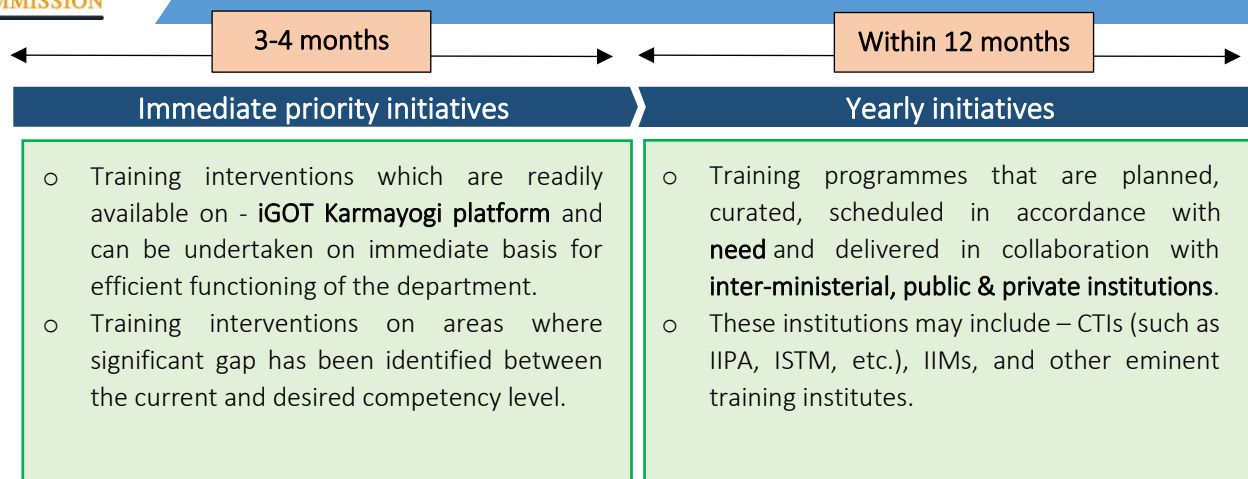
Functional Competencies	Behavioral Competencies
<ul style="list-style-type: none"> <li>✓ Parliamentary Procedures &amp; Court/CAT cases</li> <li>✓ General Financial Rules / Delegation of Financial Powers</li> <li>✓ Public Procurement</li> <li>✓ Tender Documents – RFP, Bid, Award, QCBS</li> <li>✓ GeM Portal, PFMS, Sanctions, Income-Tax</li> <li>✓ Record Management</li> <li>✓ Gender Sensitisation</li> <li>✓ Data Analytics</li> <li>✓ GoI Allocation &amp; Transaction Rules</li> <li>✓ Handling Public Grievances, Sevottam &amp; Appeals</li> <li>✓ Departmental &amp; Cyber Security</li> <li>✓ Negotiation skills</li> </ul>	<ul style="list-style-type: none"> <li>✓ Team Building</li> <li>✓ Interpersonal skills</li> <li>✓ Stress Management (through yoga)</li> </ul>

On similar lines as the program for ASO/SO, identification and design of a structured program tailored for Under Secretary/ Deputy Secretary is also underway.

#### 4.3 Interventions at Individual level

Basis the Capacity Need Analysis, competency requirements at domain, functional, and behavioral level have been identified at unique designation levels. Following sections highlight prospective interventions at individual level across the various aforesaid categories, which can then be further discussed to develop action plans.

The training interventions follow two approaches i.e., Immediate priority initiatives and Yearly priority initiatives.



Below section highlights **unique designations along with their roles, competency gaps and proposed training and non-training interventions.**

***Please note:** The section lays down training interventions basis the **competency gaps** that were identified in our Gap Analysis. The detailed training plan basis the **competency needs** of the department is highlighted [Annexure 5](#)*

## I. Additional Secretary



### Additional Secretary

#### Role(s)

SS

- All matters pertaining to disinvestment/ minority stake sales/ Asset monetization
- Matters relating to CVO and Valuation Committee
- Coordination and people management
- Integrity at workplace



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Disinvestment
- ✓ Knowledge of minority stake sales
- ✓ Accounting & Finance
- ✓ Valuation
- ✓ Regulatory Reporting and guidelines for DIPAM



#### Functional Competencies

- ✓ Vigilance
- ✓ Stakeholder management
- ✓ Cross-functional relationship building



#### Behavioral Competencies

- ✓ Negotiation skills
- ✓ Networking skills
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- Stakeholders in Governance

### Behavioral

- Code of Conduct for Government Employees
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

### Domain

- ✓ Measuring financial performance of CPSEs (including Capital Re-structuring of CPSEs)
- ✓ New PSE policy
- ✓ Knowledge on SEBI Regulations<sup>5</sup>
- ✓ Minority stake sales
- ✓ Regulatory & Statutory guidelines for CPSEs
- ✓ , Unit Trust of India Act, 1963

### Domain

- ✓ Financial Management

### Domain

- ✓ Finance master class for business leadership
- ✓ Financial Accounting & Analysis
- ✓ Mergers, acquisitions and corporate re-structuring

### Functional

- ✓ Managing difference of opinion
- ✓ Cross-functional/multi-stakeholder relationship management

### Functional

- ✓ Vigilance course/Vigilance course for CVO

### Behavioral

- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence

<sup>5</sup>Professionals from SEBI/NISM may be appointed for imparting knowledge transfer sessions on SEBI regulations.

## II. Joint Secretary



### Joint Secretary

#### Role(s)

- Advisory pertaining to Disinvestment/ Minority Stake Sales/ Asset monetization
- Training & Capacity building
- Establishment & Administration
- Collaboration and record management
- Coordination and people management
- Integrity at workplace



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Disinvestment/ Minority stake sale Policy making & Implementation
- ✓ Corporate Finance, Valuation
- ✓ Accounting & Finance
- ✓ Procedural Knowledge on Closure of CPSEs
- ✓ Implementation of Training modules / Knowledge management
- ✓ Handling CAG and PAC matters pertaining to DIPAM



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ Vigilance
- ✓ Procedure(s) pertaining to Court cases
- ✓ MS Office Applications
- ✓ DIPAM Internal Dashboard
- ✓ Stakeholder management



#### Behavioral Competencies

- ✓ Inter-personal skills
- ✓ Negotiation skills
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- Parliamentary Procedures
- Procedural Knowledge on noting and drafting
- Stakeholders in governance

### Behavioral

- Code of Conduct for Government Employees
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE & other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

Digital learning platforms

### Domain

- ✓ New PSE Policy
- ✓ Financial bidding & auction process
- ✓ Share Purchase Agreement, Reserve Price Fixation
- ✓ Regulatory & statutory guidelines for CPSEs
- ✓ SEBI regulations<sup>5</sup>
- ✓ Measuring financial performance of CPSEs (including Capital Re-structuring of CPSEs)
- ✓ Minority stake sales
- ✓ Closure of CPSEs
- ✓ Understanding of sector specific report/industry outlook

### Functional

- ✓ Managing difference of opinion
- ✓ Cross-functional/multi-stakeholder relationship management
- ✓ DIPAM internal dashboard
- ✓ Procedure pertaining to court cases

### Domain

- ✓ Financial Management

### Functional

- ✓ Vigilance course

### Domain

- ✓ Finance master class for business leadership
- ✓ Financial Accounting & Analysis
- ✓ Financial strategy for Value creation
- ✓ Mergers, acquisition and corporate re-structuring

### Behavioral

- ✓ Leadership, communication program on persuasion and influence

### Domain

- ✓ Business Intelligence and data analytics

<sup>5</sup>Professionals from SEBI/NISM may be appointed for imparting knowledge transfer sessions on SEBI regulations.

## III. Economic Advisor/Advisor (Cost)



### Economic Advisor/Advisor (Cost)

#### Role(s)

- Matters pertaining to Disinvestment/ Minority stake sales/ Asset monetization
- Matters related to parliamentary procedures
- Establishment & Administration
- Collaboration and record management
- Coordination and people management
- Integrity at workplace



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Analysis of disinvestment and budget trends
- ✓ DIPAM policy matters
- ✓ Regulatory & Statutory guidelines w.r.t. CPSEs
- ✓ Accounting & Finance (including taxation)
- ✓ Handling of court cases
- ✓ Valuation



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ Vigilance
- ✓ MS Office Applications
- ✓ GeM portal
- ✓ Stakeholder management



#### Behavioral Competencies

- ✓ Inter-personal skills
- ✓ Negotiation skills
- ✓ Networking skills
- ✓ Code of Conduct
- ✓ Rule consciousness



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- Parliamentary Procedures
- Preparation of Cabinet notes
- GeM portal
- Stakeholders in Governance

### Behavioral

- Code of Conduct for Government Employees
- Effective Communication
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

### Domain

- ✓ New PSE Policy,
- ✓ SEBI Regulations<sup>§</sup>
- ✓ Financial bidding & auction process
- ✓ Share Purchase Agreement
- ✓ Reserve Price Fixation
- ✓ Measuring financial performance of CPSEs (including Capital Re-structuring of CPSEs)
- ✓ Regulatory & Statutory guidelines w.r.t. CPSEs

### Domain

- ✓ Formulation and implementation of Budget and Income Tax
- ✓ GST workshop

### Functional

- ✓ MS Office applications
- ✓ Vigilance course/Vigilance course for CVO

### Domain

- ✓ Financial Accounting & Analysis
- ✓ Mergers, acquisition and corporate re-structuring

### Behavioral

- ✓ Leadership, communication program on persuasion and influence
- ✓ Interpersonal effectiveness and leadership excellence

<sup>§</sup>Professionals from SEBI/NISM may be appointed for imparting knowledge transfer sessions on SEBI regulations.



## IV. Director



### Director

#### Role(s)

- All matters pertaining to Disinvestment/Minority stake sales/Asset monetization
- Matters relating to capital management
- Establishment & Administration
- Collaboration and record management
- Coordination and people management
- Integrity at workplace



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Drafting policy guidelines w.r.t DIPAM
- ✓ Policy making and implementation for asset monetization
- ✓ Procedural Knowledge on Closure of CPSEs
- ✓ Corporate Finance, Valuation
- ✓ Accounting & Finance
- ✓ Measuring financial performance of CPSE (including Capital Re-structuring & Dividend management)



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ Vigilance
- ✓ Procedure(s) pertaining to Court cases
- ✓ Right to Information
- ✓ Advisory on Preparation, Usage and drafting of standard templates
- ✓ CPGRAM
- ✓ MS Office Applications
- ✓ GeM portal
- ✓ Stakeholder management



#### Behavioral Competencies

- ✓ Inter-personal skills
- ✓ Negotiation skills
- ✓ Networking skills
- ✓ Stress management
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- Parliamentary Procedures
- Procedural Knowledge on noting and drafting
- Stakeholders in Governance
- GeM portal
- Right to Information Act- Part I & II

### Behavioral

- Code of Conduct for Government Employees
- Stress management



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

Digital learning platforms

### Domain

- ✓ New PSE Policy
- ✓ Measuring financial performance of CPSEs (including Capital Re-structuring of CPSEs)
- ✓ Closure of CPSEs
- ✓ Minority Stake sales
- ✓ Liquidation of companies
- ✓ Regulatory & Statutory guidelines for CPSEs
- ✓ SEBI regulations<sup>5</sup>

### Functional

- ✓ Grievance redressal via CPGRAM
- ✓ GeM portal
- ✓ Usage of standard templates
- ✓ Cross-functional/multi-stakeholder relationship management
- ✓ Procedure pertaining to court cases

### Domain

- ✓ Financial Management
- ✓ Basics of economics
- ✓ Financial econometrics using R

### Functional

- ✓ Vigilance course/Vigilance course for CVO
- ✓ MS office applications, E-Office

### Behavioral

- ✓ Stress management

### Domain

- ✓ Finance master class for business leadership
- ✓ Financial Accounting & Analysis
- ✓ Financial Strategy for Value creation
- ✓ Applied economics
- ✓ Mergers, acquisition and corporate re-structuring

### Functional

- ✓ E-Office

### Behavioral

- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence

### Domain

- ✓ Business Intelligence and data analytics

<sup>5</sup>Professionals from SEBI/NISM may be appointed for imparting knowledge transfer sessions on SEBI regulations.

## V. Deputy Secretary



### Deputy Secretary

#### Role(s)

- Matters pertaining to Disinvestments/ Minority stake sales
- Matters pertaining to capital management
- Establishment & Administration
- Collaboration and record management
- Coordination and people management



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Disinvestment policy
- ✓ Corporate Finance
- ✓ Accounting & Finance
- ✓ Measuring financial performance of CPSEs (including Capital re-structuring and dividend management)
- ✓ Valuation



#### Functional Competencies

- ✓ Procedure(s) pertaining to Court cases
- ✓ Vigilance
- ✓ MS Office Applications
- ✓ Data/resource management
- ✓ Stakeholder management



#### Behavioral Competencies

- ✓ Inter-personal skills
- ✓ Negotiation skills
- ✓ Networking skills
- ✓ Time management
- ✓ Stress management
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- Stakeholders in Governance

### Behavioral

- Code of Conduct for Government Employees
- Stress management
- COMMIT: Time management
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

Digital learning platforms

### Domain

- ✓ Financial bidding & auction process
- ✓ Share Purchase Agreement
- ✓ Reserve Price Fixation
- ✓ Measuring financial performance of CPSEs (including Capital Re-structuring of CPSEs)
- ✓ Regulatory & statutory guidelines for CPSEs
- ✓ SEBI regulations<sup>5</sup>

### Functional

- ✓ Managing difference of opinion
- ✓ Cross-functional/multi-stakeholder relationship management
- ✓ Procedure pertaining to court cases

### Domain

- ✓ Financial Management

### Functional

- ✓ Vigilance course/Vigilance course for CVO
- ✓ MS Office applications
- ✓ Record management and RTI

### Behavioral

- ✓ Stress management

### Domain

- ✓ Finance master class for business leadership
- ✓ Financial Accounting & Analysis
- ✓ Mergers, acquisition and corporate re-structuring

### Behavioral

- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence

### Domain

- ✓ Business Intelligence and data analytics

<sup>5</sup>Professionals from SEBI/NISM may be appointed for imparting knowledge transfer sessions on SEBI regulations.

## VI. Joint Director



### Joint Director

#### Role(s)

- Matters pertaining to Disinvestment/Minority Stake Sales
- Matters pertaining to capital management
- Matters relating to National Investment Fund and Valuation committee
- Establishment & Administration
- Collaboration and record management
- Coordination and people management



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Disinvestment policy
- ✓ Minority stake sales
- ✓ Corporate Finance
- ✓ Accounting & Finance
- ✓ Regulatory & statutory guidelines for CPSEs
- ✓ Measuring financial performance of CPSEs (including Capital re-structuring and dividend management)
- ✓ Fund management and valuation



#### Functional Competencies

- ✓ Procedure(s) pertaining to Court cases
- ✓ Preparation, usage and drafting of standard templates
- ✓ MS Office Applications
- ✓ E-office
- ✓ WebEx
- ✓ DIPAM Internal Dashboard
- ✓ Stakeholder management



#### Behavioral Competencies

- ✓ Inter-personal skills
- ✓ Networking skills
- ✓ Stress management
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- Procedural Knowledge on noting and drafting
- Stakeholders in governance

### Behavioral

- Code of Conduct for Government Employees
- Stress management
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

Digital learning platforms

### Domain

- ✓ New PSE Policy
- ✓ Financial bidding & auction process
- ✓ Share Purchase Agreement, Reserve Price Fixation
- ✓ Minority stake sales
- ✓ Measuring financial performance of CPSEs (including Capital Re-structuring of CPSEs)
- ✓ Regulatory & statutory guidelines for CPSEs
- ✓ SEBI regulations<sup>5</sup>

### Functional

- ✓ WebEx
- ✓ DIPAM internal dashboard
- ✓ Usage of standard templates
- ✓ Procedure pertaining to court cases

### Domain

- ✓ Financial Management

### Functional

- ✓ MS office applications
- ✓ E-office
- ✓ Record management and RTI

### Behavioral

- ✓ Stress management

### Domain

- ✓ Finance master class for business leadership
- ✓ Financial Accounting & Analysis
- ✓ Mergers, acquisition and corporate re-structuring

### Behavioral

- ✓ Inter-personal effectiveness and leadership excellence

### Domain

- ✓ Business Intelligence and data analytics

<sup>5</sup>Professionals from SEBI/NISM may be appointed for imparting knowledge transfer sessions on SEBI regulations.

## VII. Under Secretary



### Under Secretary

#### Role(s)

- Matters pertaining to Disinvestment/ Minority stake sales
- Matters relating to capital management
- Matters relating to training and capacity building
- Establishment & Administration
- Collaboration and record management
- Coordination and people management
- Integrity at workplace



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Accounting & Finance
- ✓ Regulatory and statutory guidelines for CPSEs
- ✓ Measuring financial performance of CPSEs (including Capital re-structuring and dividend management)
- ✓ Procedure(s) pertaining to Court cases
- ✓ Rendering support in Internal audit
- ✓ Drafting training guidelines/modules



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ Procedural knowledge w.r.t IPv6 policy implementation, grievance redressal
- ✓ Preparation, usage and drafting of standard templates
- ✓ Vigilance
- ✓ GeM, CPGRAM
- ✓ MS Office Applications
- ✓ WebEx
- ✓ Stakeholder management
- ✓ Right to Information



#### Behavioral Competencies

- ✓ Inter-personal skills
- ✓ Networking skills
- ✓ Time management
- ✓ Stress management
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- GeM portal
- Parliamentary procedures
- Procedural Knowledge on noting and drafting
- Stakeholders in Governance
- Right to Information – Part I & II

### Behavioral

- Code of Conduct for Government Employees
- Stress management
- Ethics & values
- COMMIT: Time management



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

Digital learning platforms

### Domain

- ✓ New PSE Policy
- ✓ Financial bidding & auction process
- ✓ Understanding of sector specific reports/industry outlook
- ✓ Minority stake sales,
- ✓ Measuring financial performance of CPSEs (including Capital Re-structuring)
- ✓ Regulatory & statutory guidelines for CPSEs
- ✓ Unit Trust of India Act, 1963
- ✓ Procedure pertaining to court cases

### Domain

- ✓ Advanced course on record management
- ✓ Procedural knowledge on Court Cases

### Domain

- ✓ Financial Accounting & Analysis

### Domain

- ✓ Business Intelligence and data analytics

### Functional

- ✓ WebEx
- ✓ DIPAM internal dashboard
- ✓ IPv6 policy implementation
- ✓ Grievance redressal via CPGRAM
- ✓ Usage of standard templates

### Functional

- ✓ Vigilance course/Vigilance course for CVO
- ✓ MS Office applications
- ✓ E-office
- ✓ Handling parliamentary matters
- ✓ Record management & RTI

### Behavioral

- ✓ Stress management

### Behavioral

- ✓ Inter-personal effectiveness and leadership excellence



## VIII. Deputy Director



### Deputy Director

#### Role(s)

- Matters pertaining to disinvestment/minority stake sale
- Establishment and Administration
- Meeting, collaboration, and record management
- Coordination & people management
- Maintaining integrity at work



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Knowledge of procedures w.r.t disinvestment and minority stake sale
- ✓ Analytical & Quantitative ability
- ✓ New Public Sector Enterprise (PSE) Policy



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ Hindi Translation
- ✓ Grievance redressal through CPGRAM
- ✓ Matters related to RTI
- ✓ Procedure(s) pertaining to Court cases
- ✓ Vigilance
- ✓ MS Office Applications
- ✓ Usage of Standard templates
- ✓ Stakeholder Management



#### Behavioral Competencies

- ✓ Networking
- ✓ Negotiation
- ✓ Time management
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- GeM portal
- Parliamentary procedures
- Procedural Knowledge on noting and drafting
- Stakeholders in Governance
- Right to Information – Part I & II

### Behavioral

- Code of Conduct for Government Employees
- COMMIT: Time management



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institution

Digital learning platforms

### Domain

- ✓ New PSE Policy
- ✓ Financial bidding & auction process
- ✓ Minority stake sales
- ✓ Procedure pertaining to court cases

### Functional

- ✓ DIPAM Internal dashboard
- ✓ E-office
- ✓ IPv6 policy implementation
- ✓ Grievance redressal via CPGRAM
- ✓ Usage of standard templates
- ✓ Managing difference of opinion
- ✓ Cross-functional/multi-stakeholder relationship management

### Functional

- ✓ Vigilance course/Vigilance course for CVO
- ✓ MS office applications
- ✓ E-office
- ✓ Handling parliamentary matters
- ✓ Hindi Word Processing / Hindi Typing course

### Behavioral

- ✓ Leadership, communication program on persuasion and influence
- ✓ Inter-personal effectiveness and leadership excellence

### Domain

- ✓ Business Intelligence and data analytics

## IX. Assistant Director



### Assistant Director

#### Role(s)

- Matters pertaining to disinvestment/minority stake sale
- Establishment and Administration
- Meeting, collaboration, and record management
- Coordination & people management
- Maintaining integrity at work



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Accounting Fundamentals
- ✓ Regulatory & Statutory guidelines for CPSEs
- ✓ Monitoring and resolution of court cases
- ✓ Basics of Minority Stake sales



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ MS Office Applications
- ✓ Usage of Standard templates
- ✓ Stakeholder Management
- ✓ RTI



#### Behavioral Competencies

- ✓ Time management
- ✓ Negotiation Skill
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis

### Functional

- MS Office Applications
- GeM portal
- Procedural Knowledge on noting and drafting
- Parliamentary procedures
- Stakeholders in Governance
- Right to Information – Part I & II

### Behavioral

- Code of Conduct for Government Employees
- COMMIT: Time management
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

### Domain

- ✓ Financial bidding & auction process
- ✓ Regulatory & Statutory guidelines for CPSEs
- ✓ Minority stake sales
- ✓ Procedure pertaining to court cases

### Functional

- ✓ DIPAM Internal dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Managing difference of opinion
- ✓ WebEx
- ✓ Usage of standard templates
- ✓ Cross-functional/multi-stakeholder relationship management

### Functional

- ✓ MS Office application
- ✓ E-office
- ✓ Handling parliamentary matters

### Domain

- ✓ Financial Accounting & Analysis

### Behavioral

- ✓ Inter-personal effectiveness and leadership excellence
- ✓ Leadership, communication program on persuasion and influence

## X. Principal Staff Officer



### Principal Staff Officer

#### Role(s)

- Establishment and Administration
- Supervision of/assistance w.r.t. the work allocated by Secretary
- Meeting, collaboration, and record management
- Coordination & people management
- Maintaining integrity at work



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ Grievance redressal
- ✓ Hindi Translation
- ✓ MS Office Applications
- ✓ DIPAM internal dashboard
- ✓ Data/ Resource Management
- ✓ Cross functional & multi-stakeholder relationship building
- ✓ RTI



#### Behavioral Competencies

- ✓ Effective communication
- ✓ Networking
- ✓ Time management
- ✓ Stress management
- ✓ Ethics & Empathy
- ✓ Code of conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Functional

- MS Office Applications
- Parliamentary Procedures
- GeM portal
- Procedural Knowledge on noting and drafting
- Stakeholders in Governance
- Right to Information – Part I and II

### Behavioral

- Code of Conduct for Government Employees
- Stress management
- Effective communication
- COMMIT: Time management
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions (CTIs)

Digital learning platforms

### Functional

- ✓ DIPAM Internal dashboard
- ✓ WebEx
- ✓ Grievance redressal via CPGRAM
- ✓ Cross-functional/multi-stakeholder relationship management

### Functional

- ✓ E-office
- ✓ MS office applications
- ✓ Handling parliamentary matters
- ✓ Noting, drafting and preparation of Cabinet notes
- ✓ Record management and RTI
- ✓ Advanced course on record management
- ✓ Hindi word processing/Hindi typing course

### Behavioral

- ✓ Stress management
- ✓ Communication theory and development communication

### Behavioral

- ✓ Leadership, communication program on persuasion and influence
- ✓ Effective business communication
- ✓ Communication & presentation skills
- ✓ Inter-personal effectiveness and leadership excellence

### Behavioral

- ✓ Communicating with empathy

## XI. Senior Principal Private Secretary/Principal Private Secretary/ Private Secretary



### Senior Principal Private Secretary/Principal Private Secretary/ Private Secretary

#### Role(s)

- Establishment and Administration
- Managing secretarial work on behalf of officers
- Meeting, collaboration, and record management
- Coordination & people management
- Maintaining integrity at work



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Functional Competencies

- ✓ Parliamentary Procedures
- ✓ Procedural knowledge w.r.t operational tasks
- ✓ Grievance redressal
- ✓ Hindi Translation
- ✓ MS Office Applications
- ✓ Data/ Resource management
- ✓ RTI



#### Behavioral Competencies

- ✓ Effective communication
- ✓ Networking
- ✓ Time management
- ✓ Stress management
- ✓ Ethics



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Functional

- MS Office Applications
- Parliamentary Procedures
- GeM portal
- Procedural Knowledge on noting and drafting
- Stakeholders in Governance
- Right to Information Act, 2005

### Behavioral

- Code of Conduct for Government Employees
- COMMIT: Time management
- Stress management
- Effective communication
- COMMIT: Time Management



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

### Functional

- ✓ DIPAM Internal dashboard
- ✓ WebEx
- ✓ Grievance redressal via CPGRAM

### Functional

- ✓ Vigilance course/Vigilance course for CVO
- ✓ MS office applications
- ✓ E-office
- ✓ Handling parliamentary matters
- ✓ Noting, drafting and preparation of Cabinet notes
- ✓ Record management and RTI
- ✓ Advanced course on record management
- ✓ Hindi word processing/Hindi typing course

### Behavioral

- ✓ Stress management
- ✓ Communication theory and development communication

Central Training Institutes (CTIs)

### Behavioral

- ✓ Effective business communication
- ✓ Leadership, communication program on persuasion and influence
- ✓ Communication & presentation skills
- ✓ Inter-personal effectiveness and leadership excellence

Eminent training institutions



## XII. Section Officer



### Section Officer

#### Role(s)

- Establishment and Administration
- Meeting, collaboration, and record management
- Coordination & people management
- Parliamentary Procedures and Grievance Redressal
- Integrity at workplace



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Collection, identification and marking of Parliament Questions
- ✓ Drafting resolution for court cases



#### Functional Competencies

- ✓ Grievance redressal mechanism
- ✓ Vigilance
- ✓ MS Office Applications
- ✓ GeM
- ✓ DIPAM Internal Dashboard
- ✓ E-Office
- ✓ RTI



#### Behavioral Competencies

- ✓ Effective Communication
- ✓ Code of Conduct
- ✓ Stress Management



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Parliamentary Procedures
- Procedural Knowledge on noting and drafting
- 

### Functional

- MS Office Applications
- GeM
- Right to Information- Part I & II

### Behavioral

- Code of Conduct for Government Employees
- Effective communication
- Stress management
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

Central Training Institutes (CTIs)

Eminent training institutions

### Functional

- ✓ WebEx
- ✓ DIPAM internal dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Usage of standard templates
- ✓ Procedure pertaining to court cases

### Domain

- ✓ Handling parliamentary matters
- ✓ Noting, drafting and preparation of cabinet notes

### Functional

- ✓ Vigilance course/Vigilance course for CVO
- ✓ MS Office
- ✓ E-Office
- ✓ Record management and RTI

### Behavioral

- ✓ Communication theory and development
- ✓ communication
- ✓ Stress management

### Behavioral

- ✓ Effective business communication
- ✓ Communication and presentation skills
- ✓ Leadership communication on persuasion and influence

## XIII. Assistant Section Officer



### Assistant Section Officer

#### Role(s)

- Rendering assistance to Section Officers/Senior officials
- Establishment and Administration
- Meeting, collaboration, and record management
- Coordination & people management
- Maintaining integrity at work



### Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, a comparison was carried out between the current and the desired skillset level of the competencies



#### Domain Competencies

- ✓ Knowledge related to transactions w.r.t. disinvestment, minority stake sale
- ✓ Assistance in Audit, parliamentary procedures and resolving court cases/RTI complaints
- ✓ Supervise the activities and performance of Cash Section (DDO)



#### Functional Competencies

- ✓ Grievance redressal through CPGRAM
- ✓ Vigilance
- ✓ MS Office Applications
- ✓ E-Office
- ✓ DIPAM Internal Dashboard
- ✓ Data/Resource management
- ✓ RTI



#### Behavioral Competencies

- ✓ Effective Communication
- ✓ Negotiation skills
- ✓ Networking Skills
- ✓ Stress Management
- ✓ Code of Conduct



## Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



### Domain

- Financial Statement Analysis
- Parliamentary Procedures
- Procedural Knowledge on noting and drafting

### Functional

- MS Office Applications
- GeM portal
- Right to Information – Part I & II

### Behavioral

- Code of Conduct for Government Employees
- Effective communication
- Stress management
- COMMIT: Time Management
- Ethics & values



## Yearly Requirements

### Recommended Training Partners

Knowledge sessions by DIPAM, DPE and other guest speakers

### Domain

- ✓ New PSE Policy
- ✓ Financial bidding & auction process
- ✓ Unit Trust of India, 1963
- ✓ Minority stake sales
- ✓ Procedure pertaining to court cases

### Functional

- ✓ WebEx
- ✓ DIPAM internal dashboard
- ✓ IPv6 policy implementation
- ✓ Grievance redressal via CPGRAM

### Domain

- ✓ Handling parliamentary matters
- ✓ Cash & accounts management

### Functional

- ✓ Vigilance course/Vigilance course for CVO
- ✓ MS office applications
- ✓ E-office
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Advanced course on record management
- ✓ Record management & RTI

### Behavioral

- ✓ Communication theory & development communication
- ✓ Stress management

### Behavioral

- ✓ Leadership, communication program on persuasion and influence
- ✓ Effective business communication
- ✓ Communication and presentation skill
- ✓ Inter-personal effectiveness and leadership excellence

### Domain

- ✓ Business Intelligence and data analytics

### Behavioral

- ✓ Communicating with empathy

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in [Annexure 5](#)

**Periodic Progress of effectiveness of training shall be monitored by the CBU**

Besides the training interventions listed in the tables above, **non-training interventions** such as *Case study, role play, on-site, gamification, etc.* are also imperative to ensure an effective capacity building. A List of competency areas (basis their nature) have been identified where adopting such non-training interventions will create a value addition and thereby ensure their efficient delivery. This list is outlined in the table below:

Competency Type	Competency area	Non-training intervention type (Non-exhaustive)
Functional	Managing difference of opinion	Case study/Role play
	Cross-functional & multi-stakeholder relationship management	Case study/role play/gamification
Behavioral	Ethics & empathy	Case study/role play
	Effective communication	Case study/role play
	Networking	On-site/Role play
	Negotiation	Case study/Role play
	Time management	Case study/gamification
	Stress management	Role play

Note: The department may identify and partner with relevant accredited institutes/platforms for co-creation of case studies, gamification, and conduction of role plays, etc.

## 4.4 Interventions at Organizational level

Interventions at Organizational level are essential to support the capacity building plan. These initiatives enhance the department-wide shared environment in which officials work. This encompasses changes made to processes, assets, partnerships, and relationships as well as to technology, data, and personnel management. Tables in Section 4.4.1 and 4.4.2 highlight prospective organizational interventions across the various aforesaid categories, which can then be further discussed to develop action plans. However, more extensive research may be needed to build an implementation strategy for the same.

### 4.4.1 Immediate priority initiatives

The list of **iGOT training interventions** at an Organizational level that can be undertaken by the department on an immediate basis (*Immediate priority initiatives*) is outlined in the table below:

S No.	Area	Course Name	Competency type
1	Emerging technologies	Introduction to Emerging Technologies	Organizational
		Data driven decision making for Government	
		Basics of e-Governance & Digital India	
2	Global Initiatives	A Course on Environmental Social and Governance	

		Sustainable development goals	
		Reform initiatives of Government of India	
3	Vigilance	Preventive Vigilance	
4	Information Security	Information Security Basics	
5	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Sensitivity	
		Prevention of Sexual Harassment of Women at Workplace	
		Gender Equality and Development – Overview	
6	Conflict Management	COMMIT: Conflict Management and Negotiation	

#### 4.4.2 Yearly frequency initiatives

The list of training interventions for competency areas at an organizational level that can be met in Mid-Long term (*Yearly frequency initiatives*) is summarized in the table below:

Competency type	Competency name/area	Institute/Facilitator name	Course name
Organizational	Vision/mission/mandate understanding	DIPAM Internal Knowledge Sharing Session	-
	Role & Responsibilities Understanding	DIPAM Internal Knowledge Sharing Session	-
	Automation of manual tasks	1. Institute of Secretariat Training and Management 2. National Informatics Centre (NIC)	1. MS Office 2. E-Office
	Conflict management	1. IIM Calcutta 2. IIM Bangalore	1. Managerial Leadership and Conflict Resolution 2. Workplace Conflict - An Opportunity for Growth
	Emerging technologies (Virtual Data room and Advanced Analytics)/Other global initiatives	1. Institute of Secretariat Training and Management 2. Indian Institute of Mass Communication	1. Sustainable development goals 2. Emerging Technologies OTT, AI, DA

Besides the competencies at an Organizational level listed in table above, *team building/ collaboration activities/initiatives* are also recommended for the inculcating a **positive team culture**. **Non-training interventions** such as *Case study, on-site, role play, gamification, etc.* are an effective means to impart learning on such team initiatives. The department may identify and partner with relevant accredited institutes/platforms for co-creation of case studies, gamification, and conduction of role plays, etc.

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in [Annexure 5](#)

## 4.5 Proposed induction program

**Induction program for DIPAM** (in association with Indian School of Business) is currently under progress which focuses on various procedural guidelines of matters handled by the department.

We recommend the following aspects to be covered as a part of induction program:

Organizational	Domain	Functional	Behavioral
<ul style="list-style-type: none"> <li>✓ Vision/ mission/ mandate understanding<sup>#</sup></li> <li>✓ Role &amp; Responsibilities Understanding</li> <li>✓ Training on Gender Sensitivity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Accounting Fundamentals (Basic theories, concepts, principles)</li> <li>✓ Basics of Finance/Financial analysis &amp; decision making (Financial statement analysis<sup>#</sup>, ratio analysis<sup>#</sup>, valuation method<sup>#</sup>, cost structures, Capital budgeting, etc.)</li> <li>✓ New Public Sector Enterprise (PSE) Policy <sup>#</sup></li> <li>✓ Minority stake sales (Concepts such as IPO, FPO, OFS, ETF, buyback, etc.)<sup>#</sup></li> <li>✓ Fundamentals of Strategic disinvestment<sup>#</sup></li> <li>✓ Capital management of CPSEs<sup>#</sup></li> <li>✓ Asset monetization<sup>1</sup> policy</li> <li>✓ Basics of Economics</li> <li>✓ Matters w.r.t Right to Information</li> </ul>	<ul style="list-style-type: none"> <li>✓ Parliamentary procedures</li> <li>✓ Procedures pertaining to court cases</li> <li>✓ DIPAM Internal Dashboard<sup>#</sup></li> <li>✓ Data visualization &amp; communication</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ethics &amp; Empathy</li> <li>✓ Code of Conduct</li> </ul>

<sup>#</sup>Proposed training interventions by Indian School of Business (ISB).

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).

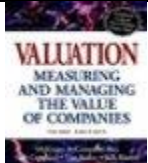
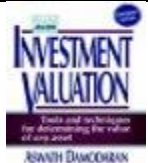
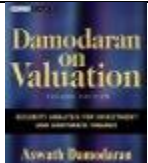

## 4.6 Other Interventions

### 4.6.1 Enhancement of Internal Knowledge and Document sharing portal

We recommend that all past transactions for disinvestments/ public asset management undertaken by the department should be made available in templated formats on the portal to provide detailed process understanding and ready references to newly inducted department officials.

### 4.6.2 Recommended books for the Department

Along with the above training and Non training interventions, the below given books have been recommended to the department for increasing their knowledge on the domain specific skills pertaining to DIPAM

	<b>Valuation: Measuring and Managing the Value of Companies</b> Applicable for: JS and Above
	<b>Investment Valuation: Tools and Techniques for Determining the Value of Any Asset - Asset Valuation</b> Applicable for: All employees of the department
	<b>Damodaran on Valuation: Security Analysis for Investment and Corporate Finance</b> Applicable for: All employees of the department
	<b>Financial Statement Analysis by K R Subramanyam</b> Applicable for: All employees of the department

### 4.6.3 Digital content on Value creation and other key domain areas

Besides the Digital learnings listed in the training calendar, we also recommend some digital content such as YouTube videos, articles, Unacademy lessons, TED talks, etc. pertaining to **value creation** and other key domain areas like financial accounting, liquidation of companies etc. which can be readily accessed by the department. A quick reference to this content will help the officials in getting a better understanding of set areas. Thus, we recommend the department to leverage such resources for an efficient capacity building in the short as well as long-run.

Area	Content description	Competency type	Facilitator	Duration	Identifier/Source
Value creation	Making Public Services Better	Domain	YouTube	12 min	<a href="https://www.youtube.com/watch?v=A8_xn5JerXY">https://www.youtube.com/watch?v=A8_xn5JerXY</a>



Value creation	Creating Value in the Public Sector	Domain	YouTube	17 min	<a href="https://www.youtube.com/watch?v=UKfvhiLiR3s">https://www.youtube.com/watch?v=UKfvhiLiR3s</a>
Value creation	What is economic value, and who creates it?	Domain	YouTube	19 min	<a href="https://www.youtube.com/watch?v=uXrCeIQxWyc">https://www.youtube.com/watch?v=uXrCeIQxWyc</a>
Value creation	Creating and Capturing Value in Your Business Ecosystems	Domain	YouTube	23mins	<a href="https://www.youtube.com/watch?v=hxQHSyk5oyc">https://www.youtube.com/watch?v=hxQHSyk5oyc</a>
Value creation	Valuation vs Value Creation: Why the Latter is a better measure for Business Growth	Domain	Forbes	-	<a href="https://www.forbes.com/sites/forbesbusinesscouncil/2022/09/22/valuation-versus-value-creation-why-the-latter-is-a-better-measure-for-business-growth/?sh=24b64e443fe9">https://www.forbes.com/sites/forbesbusinesscouncil/2022/09/22/valuation-versus-value-creation-why-the-latter-is-a-better-measure-for-business-growth/?sh=24b64e443fe9</a>
Finance & Accounting	Financial Statement Analysis & reporting	Domain	YouTube	35mins	<a href="https://www.youtube.com/watch?v=OT5RdoJAKhY&amp;list=PLPjSqlTyvDeUTEAOGhip_ubjN3y8oqT13">https://www.youtube.com/watch?v=OT5RdoJAKhY&amp;list=PLPjSqlTyvDeUTEAOGhip_ubjN3y8oqT13</a>
Liquidation of companies	Leaning Objectives & Meaning of Liquidation of Companies	Domain	Unacademy	54mins	<a href="https://unacademy.com/lesson/leaning-objectives-meaning-of-liquidation-of-companies/FU6DOXBV">https://unacademy.com/lesson/leaning-objectives-meaning-of-liquidation-of-companies/FU6DOXBV</a>
Exchange traded funds	Invest in Exchange Traded Funds (ETF)	Domain	Udemy	2hrs	<a href="https://www.udemy.com/course/invest-exchange-traded-funds/">https://www.udemy.com/course/invest-exchange-traded-funds/</a>

#### 4.6.4 Tie ups with research agencies for sector specific reports

The department can subscribe to various research reports issued by independent integrated research firms that provides insights, opinion and analysis on the Indian economy, public sector and relevant industries such as CRISIL Research, Dub & Bradstreet, etc. We recommend that such insights be made available to department officials through the internal knowledge dashboard as well.

#### 4.6.5 Interventions for other MDOs and CPSEs

Considering asset and capital management is a continuous exercise which also requires interventions from CPSEs leadership and their administrative MDOs, **it is imperative that the capability also needs to be built at CPSE and MDO levels.** This, in turn, will help DIPAM achieve its vision. Hence, **a list of courses has been curated to enhance understanding of CPSEs and respective MDOs on following topics:**

Competency area	Course Name	Institute/Platform
Finance & Accounts	Financial Management	Indian Institute of Public Administration
Mergers & Acquisitions	Mergers, Acquisitions, and Restructuring*	ISB
Value Creation	Financial Strategy for Value Creation	IIM Lucknow ISB
Finance & Accounts	Understanding Financial Position of an Organization	iGOT
Basics of Economics	Introduction to Economics	iGOT
Statutory & Legal aspects	GST applicability on government related activities	iGOT
Statutory & Legal aspects	Reform initiatives of Government of India	iGOT
Companies Act, 2013	Certificate course on Insolvency and Bankruptcy Laws & Procedures	IICA
Statutory and legal aspects	Capsule course on SEBI (LODR) regulations	Unacademy
Finance & Accounts	Applied Econometrics	Swayam (IIT Madras)
Companies Act, 2013	Six months Certificate Program on Corporate Law	IICA

We recommend DIPAM to work with concerned MDOs to identify/nominate the applicable courses that can be undertaken by various CPSEs. The respective MDOs may facilitate the access to these courses by CPSE leadership, thereby ensuring that the CPSEs get trained. Further, DIPAM may continuously monitor the progress of this capacity building exercise.

## Annexures

### Annexure 1 - Overview of Ministry of Finance and DIPAM



#### Overview of the Ministry of Finance

Aspect	Description
About	<p>The Ministry of Finance is a ministry within the Government of India concerned with the economy of India, serving as the Treasury of India. It concerns itself with taxation, financial legislation, financial institutions, capital markets, centre and state finances, and the Union Budget.</p> <p>It is the apex controlling authority of four central civil services namely Indian Revenue Service, Indian Economic Service, and Indian Civil Accounts Service. It is also the apex controlling authority of one of the central commerce services namely Indian Cost and Management Accounts Service.</p>
Departments	<ul style="list-style-type: none"> <li>• Department of Expenditure</li> <li>• Department of Revenue</li> <li>• Department of Public Enterprises</li> <li>• Department of Investment and Public Asset Management</li> <li>• Department of Financial Services</li> <li>• Department of Economic Affairs</li> </ul>

#### 1. Department of Investment and Public Asset Management

Department of Investment and Public Asset Management (DIPAM) deals with all matters relating to management of Central Government investments in equity including disinvestment of equity in Central Public Sector Undertakings. The four major areas of its work relate to the following:

- Strategic Disinvestment
- Minority Stake Sales
- Capital Restructuring
- Advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets)

The department also deals with all matters relating to sale of Central Government equity through offer for sale or private placement or any other mode in the erstwhile Central Public Sector Undertakings.

#### 2. Department of Public Enterprises

The Department of Public Enterprises is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. It lays down policy guidelines on performance improvement and evaluation, autonomy and financial delegation, and personnel

management in CPSEs. It furthermore collects and maintains information in the form of a Public Enterprises Survey on several areas in respect of CPSEs.

### **3. Department of Revenue**

The Department of Revenue functions under the overall direction and control of the Secretary (Revenue). It exercises control in respect of matters relating to all the Direct and Indirect Union Taxes through two statutory Boards namely, the Central Board of Direct Taxes (CBDT) and the Central Board of Indirect Taxes and Customs (CBIC).

### **4. Department of Expenditure**

The Department of Expenditure is the nodal Department for overseeing the public financial management system in the Central Government and matters connected with state finances. It is responsible for the implementation of the recommendations of the Finance Commission and Central Pay Commission, monitoring of audit comments/ observations, preparation of Central Government Accounts. It further assists central Ministries/ Departments in controlling the costs and prices of public services, reviewing system and procedure to optimize outputs and outcomes of public expenditure.

### **5. Department of Economic Affairs**

The Department of Economic Affairs is the nodal agency of the Union Government to formulate and monitor country's economic policies and programs that have a bearing on domestic and international aspects of economic management. A principal responsibility of this department is the preparation and presentation of the Annual Economic Survey and Union Budget to the parliament, and budget for the state Governments under President's Rule and union territory administrations.

### **6. Department of Financial Services**

Department of Financial Services covers the functioning of Banks, Financial Institutions, Insurance Companies, and the National Pension System. The Department of Financial Services (DFS) oversees several key programs/initiatives and reforms of the Government concerning the Banking Sector, the Insurance Sector, and the Pension Sector in India.

## **Overview of Department of Investment & Public Asset Management**

### **Vision and Mission**

#### **Vision:**

- Promote people's ownership of Central Public Sector Enterprises to share in their prosperity through disinvestment.
- Efficient management of public investment in CPSEs for accelerating economic development and augmenting Government's resources for higher expenditure

#### **Mission:**

- List CPSEs on stock exchanges to promote people's ownership through public participation and improving efficiencies of CPSEs through accountability to its shareholders.
- To bring in operational efficiencies in CPSEs through strategic investment, ensuring their greater contribution to economy.
- Adopt a professional approach for financial management of CPSEs in the national interest and investment aimed at expanding public participation in ownership of CPSEs.

### **Mandate**

As per the present allocation of business rules, the mandate of the Department is as follows:

- All matters relating to management of Central Government investments in equity including disinvestment of equity in Central Public Sector Undertakings.
- All matters relating to sale of Central Government equity through offer for sale or private placement or any other mode in the erstwhile Central Public Sector Undertakings.
- Decisions on the recommendations of Administrative Ministries, NITI Aayog, etc. for disinvestment including strategic disinvestment.
- All matters related to Independent External Monitor(s) for disinvestment and public asset management.
- Decisions in matters relating to Central Public Sector Undertakings for purposes of Government investment in equity like capital restructuring, bonus, dividends, disinvestment of government equity and other related issues.
- Advise the Government in matters of financial restructuring of the Central Public Sector Enterprises and for attracting investment in the said enterprises through capital market.
- The Unit Trust of India Act, 1963 (52 of 1963) along with subjects relating to Specified Undertaking of the Unit Trust of India (SUUTI).

### **Functions**

Vertical/Areas	Description
Strategic Disinvestment	Strategic disinvestment implies the sale of substantial portion of the Government shareholding of a central public sector enterprise (CPSE) of up to 50%, or such higher percentage as the competent authority may determine, along with transfer of management control.

Minority stake sale	Minority stake sale is done by various modes such as Offer for Sale (OFS), Initial Public Offer (IPO), Exchange-traded Fund (ETF), or private placement.
Capital re-structuring	Advising Govt. in matters of financial restructuring of the CPSES and for attracting investment in CPSEs through capital market.
Asset monetization cell	Asset monetization program of the Government aims at unlocking the value of public assets. These assets could be core assets that are under operation by a public agency and generating value for the public as well as non-core assets which are in surplus or un-used/under-used by the public agency, with no clear and present plan for optimal use in near future. DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).
Others	All Matters relating to Disinvestment, listing of Stocks, including audit and court cases.

## Organizational structure

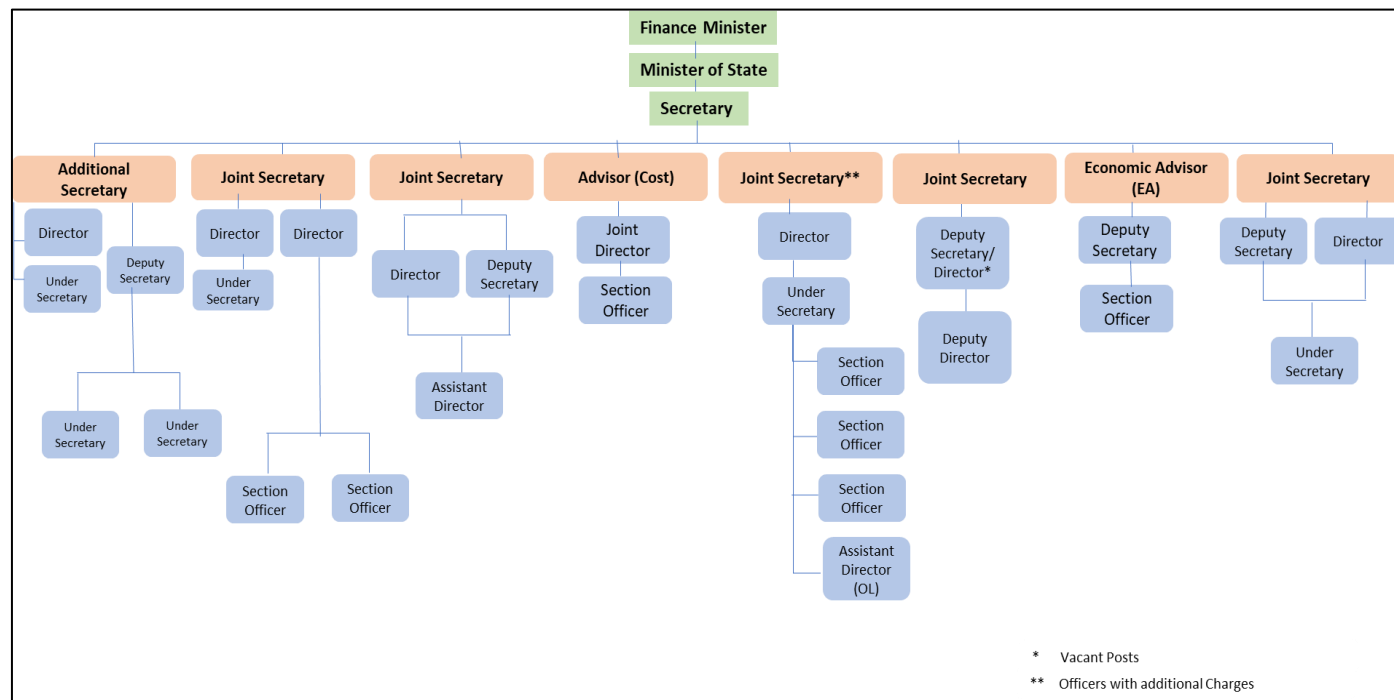


Figure 4: Organizational Structure of DIPAM

## Areas of Responsibilities of the department

DIPAM, as a department under Ministry of Finance, oversees *four major areas* i.e., Strategic Disinvestment, Minority Stake Sales, Capital Restructuring and Asset Monetization<sup>1</sup> across various sectors. There is significant cross sharing of resources which results in multiple responsibilities being handled by unique roles/designations. The roles are defined based on sector specific matters relating to Stocks, audit, and Court cases w.r.t CPSEs and their respective Ministry/ Dept. As the work allocation is sectoral in nature, sector specific knowledge becomes imperative to ensure the CPSEs are performing at desired level. The department consists of 57 core employees and other supporting staff and is headed by the Secretary.

The roles within the department have been segregated at a sectoral level (Refer [Annexure 2](#)). However, following provides an overview of the various activities performed by the department and the corresponding designations responsible:

S.No.	Designation	Activities Performed	No. of officials
1	<b>Additional Secretary</b>	<ul style="list-style-type: none"> <li>• Matters relating to disinvestment, listing of Stocks, including audit and Court cases, relating to CPSEs under Ministry/ Dept for the concerned sectors</li> <li>• Functioning of the Vigilance Office</li> <li>• ETFs listing, regulation &amp; deployment</li> <li>• Nodal Office for all matters relating to:               <ul style="list-style-type: none"> <li>○ IPv6 Policy Implementation</li> <li>○ e-governance</li> <li>○ IT</li> <li>○ DIPAM website</li> </ul> </li> <li>• Functioning of Asset Monetization<sup>1</sup> Cell</li> <li>• Involvement of Valuation Committee in various disinvestments, privatization, minority stake sale, capital restructuring and asset monetization<sup>1</sup>.</li> <li>• Governance matters of Enemy Property Act, 1968</li> </ul>	1
2	<b>Joint Secretary</b>	<ul style="list-style-type: none"> <li>• Matters relating to disinvestment, listing of stocks, including audit and court cases, relating to CPSEs under Ministry/ Dept for the concerned sectors</li> <li>• Media policy relating to disinvestment</li> <li>• Management of Minority stake sale (OFS, IPOs, Buyback)</li> <li>• Managing matters related to UTI/SUUTI</li> <li>• Responsible for policies related matters for strategic Disinvestment</li> <li>• Training &amp; Capacity building program for Employees</li> <li>• Managing C&amp;AG and PAC matters</li> <li>• Administrative responsibilities such as establishment, parliamentary matters, R&amp;I, Budget (DDG), Internal Audit, Hindi Section, NIC etc.</li> </ul>	4

		<ul style="list-style-type: none"> <li>Functioning of Centralized Public Grievance Redress and Monitoring System</li> <li>Coordinating PRAGATI; a platform to drive Digital India programs</li> <li>Matters related Grievance officer for DIPAM</li> <li>Supervising Demand Grant Proposals</li> </ul>	
3	<b>Economic Advisor</b>	<ul style="list-style-type: none"> <li>Matters relating to disinvestment, listing of Stocks, including audit and Court cases, relating to CPSEs under Ministry/ Dept for the concerned sectors</li> <li>Managing internal and external stakeholders relating to parliamentary questions</li> <li>Regulations of guidelines on Capital restructuring of CPSEs</li> <li>Involvement in Standing committee matters</li> </ul>	1
4	<b>Adviser (Cost)</b>	<ul style="list-style-type: none"> <li>Managing Special National Investment Fund, Investment commission and National Investment fund for DIPAM</li> <li>Supporting Valuation Committee</li> </ul>	1

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets)

## Sectoral Technology Roadmap

Following technological aspects may be incorporated into capacity building exercise for DIPAM to maintain relevance and continuity with respect to the objectives of the department.

- **Virtual Data Room (VDR):** A Virtual Data Room is an online cloud-based database which stores and shares confidential information globally for a financial transaction. The Virtual Data Room can be configured and managed from anywhere in the world, allowing provisioning for both the seller and the buyer in a fraction of the time versus physical data rooms. Divesting companies can also view an automated dashboard to understand the status of investors' reviews. DIPAM will leverage VDR for completing capital restructuring and asset monetization<sup>1</sup> where potential buyers/ stakeholders can access data from anywhere in the world.
- **Vendor Due Diligence (VDD):** Vendor Due Diligence refers to the practice of comprehensive, objective assessment (selection, screening, evaluation, and verification) of the positioning and prospects of the vendors or suppliers that an enterprise plans to do business with. Various aspects considered while performing VDD include market environment and the enterprise's position, financial performance and trends, cash flows and financing, opportunities, and risks, etc. DIPAM can leverage VDD in strategic disinvestments, capital re-structuring and asset monetization transactions to identify and minimize risks, speed the disinvestment process, and maximize value creation.
- **Usage of Advanced Analytics in Disinvestment:** Advanced analytics are being used to forecast revenue of seller and performance of potential buyers. To further drive value, sellers are leveraging analytics, by aligning leadership with deal perimeters, and building stand-alone operating models. This gives potential buyers confidence that the business has been properly prepared for separation. With the help of Advanced Analytics, DIPAM will draw insights on possible future performance of CPSEs and



expected pricing before negotiating with buyers. DIPAM can further leverage historical data and industry trends to inculcate a culture of data driven decision making which will promote timely Government intervention for disinvestment of CPSEs.

- **CPSE dashboard:** Building a central CPSE dashboard which will contain all the information regarding listed and unlisted CPSEs in India. This will help in identifying data discrepancies and will help in maintaining transparency between linking department, CPSEs and respective ministries. The objectives of the dashboard will be:
  - Single point data availability for all CPSEs
  - Faster and efficient data analysis
  - Comparison between similar CPSEs
  - Sector wise analysis of CPSEs

## **Citizen Centric Goals**

Since DIPAM does not directly interface with citizens, but instead serves them as customers. The stakeholders in considering 'citizen centric goals' have been identified as CPSEs and their shareholders. Following are the department's key citizen centric services and governance objectives.

1. **Improve / promote public shareholding in CPSEs:** Upon conducting adequate due diligence, feasibility and viability study, the department may consider retaining public shareholding in CPSEs as the primary objective in such cases would be to ensure adequate governance over the functioning of the CPSEs that provide products/ services towards serving the citizens of the country while ensuring profitability.
2. **Improving efficiencies of CPSEs through accountability to its shareholders:** Ensuring the CPSEs vision, mission, goals, and objectives are aligned with the expectations of its shareholders.
3. **Faster response to grievances** – Acknowledgement and appropriate resolution of grievances raised electronically.
4. **Strengthening information symmetry in consonance with consumer protection guidelines associated with equity exposure in financial markets:** Ensuring a complete disclosure of information w.r.t CPSE stocks, trading, listing/de-listing, buy-back, dividend policy, etc. to inculcate a culture of information symmetry among the investors.
5. **Advisory pertaining to dividend policy:** Monitoring the dividend given by CPSEs and ensuring the implementation of minimum dividend policy for maximization of minority shareholder value/interest.
6. **Promoting measures for widening and deepening of capital markets**

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).

## **Department's Legacy Capacity Building Programs**

DIPAM being a lean department gives high priority to training & development of newly joined officers as well as existing officers. Since officers are inducted into the department at various levels with different skill sets, to standardize the knowledge base for all following capacity building programs/ trainings are conducted:

- 1. Intra Department Capacity Building Sessions:** In house training sessions are being conducted Bi-monthly by Subject Matter Experts (SMEs) within the department to educate the employees on various topics such as procedural guidelines of disinvestment, privatization, capital restructuring, minority stake sale and asset monetization<sup>1</sup>; Accounting fundamentals and corporate finance concepts, functional trainings on other critical activities conducted by the department. These sessions are conducted in the presence of Additional secretaries and Joint secretaries. This type of collaborative model of skill development helps the officers acquire knowledge on diverse topics and enhance their skillsets across domain, functional and organizational level.
- 2. Classroom training and workshops:** In order to hone the understanding of DIPAM officers on matters relating to disinvestment, minority stake sales, capital restructuring, digital transformation & emerging technologies in disinvestment space etc., classroom training and workshops are conducted on regular basis. Subject Matter Experts (SMEs), Industry leaders and Professors from premier Institutes are invited to conduct such sessions. Case study and simulation-based learning is provided to improve the effectiveness of the sessions and make them more interactive. Further, the sessions are followed by assessments and questionnaires to test the level of understanding of the subjects covered in training.
- 3. Proposed Induction programs** – DIPAM's Induction program will aim to provide basic understanding for all new joiners by upskilling them in all critical requirements across various levels. The objectives of the programs are as follows:
  1. Provide new joiners with overview of department functions
  2. Elucidate key processes and functions of DIPAM
  3. Facilitate peer to peer growth by providing a common landing platform

The Induction program will cover the topics such as accounting fundamentals, basics of finance, financial analysis and decision making, economics for managers, personal leadership through EI etc. The overall learning journey/trajjectory shall be determined for each officer at start of each year.

- 4. Proposed Campus Immersion programs:** The immersion program will focus on functional & Behavioral skills specific to DIPAM. It will cover key topics such as corporate finance, capital markets and disinvestment procedures which act as both, guidance for new joiners and refresher for existing employees. The objectives of the program are as follows:
  - Focus on key functional & Behavioral skills care to the department
  - Revisit & understand disinvestment process in India
  - Understand innovation & growth and its applicability in DIPAM

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).

Customized Immersion program will also be conducted which will focus on skill development and re-orientation of senior leaders of DIPAM such as Secretary, Additional Secretary, Joint Secretary. This will enable them to focus on short- & long-term objectives such as change management, formulating long term vision of DIPAM, strategic disinvestment decisions etc.

## 5. Proposed E-Learning course for DIPAM facilitated by ISB:

Department of Investment and Public Asset Management (DIPAM) in association with Indian School of Business (ISB) has proposed the design and delivery of a 6-hour E-Learning induction modules for current officers at DIPAM and the officers who will be joining in the future.

### Following E-courses modules have been recommended by ISB:

- I. *About DIPAM* (Overview of the department, Vision/mission/mandate of DIPAM, Organizational structure, etc.)
  - II. *Overview of Disinvestment landscape* (Evolution of government policies, different ways of Disinvestment, New Public Sector Enterprise Policy, Closure of CPSEs, major past transactions, etc.)
  - III. *Review of Financial concepts and framework* (Understanding Financial Statement & ratios, Concepts of determining value of PSEs, Basics of technical analysis/market trends, etc.)
  - IV. *Strategic Disinvestment* (Understanding process of Strategic disinvestment, Selection of strategic buyers and Reserve price fixation, Key terminologies & definitions, key committees and their roles, etc.)
  - V. *Minority stake sales* (Ways of minority stake sales – IPO, FPO, OFS, ETF, etc., Understanding the process and standard guidelines, shareholders’ perspectives, etc.)
  - VI. *Capital management of CPSEs* (Government Policies on Capital management/Re-structuring, choice of methods, Capital management w.r.t PSUs lined up for strategic disinvestment, etc.)
6. **Internal Knowledge and Document sharing portal:** DIPAM is currently using an internal knowledge and document sharing portal for its existing employees. The portal is only accessible to their internal employees and serves the need of both knowledge and document sharing. Currently the portal has major sections like Dashboard, Ongoing transactions, Resources, User Manuals and Circulars etc. Some other key features of this portal are also in development stage
- **Dashboard:** This section covers the details of all the disinvestments of CPSEs over the years with visual representation in form of charts and graphs. The dashboard also showcases sector wise CPSEs and dividend receipts etc and other key information pertaining to disinvestments
  - **Completed Transactions:** This section shows the information pertaining to all the completed transactions w.r.t IPOs, OFS, Buyback of shares, strategic disinvestments, and ETFs.
  - **Resources:** This Section will contain information (in form of documents, tutorials, booklets, research papers etc.) related to major functions and focus areas of DIPAM such as IPO, FPO, OFS, buy backs, capital restructuring, strategic disinvestment, asset monetization<sup>1</sup>, etc.
  - **User Manual:** This section will cover information regarding department, personnel, internal services, contact details etc.
  - **Circulars:** This section covers all the current & previous circulars pertaining to, new policies/schemes, past judgements related to disinvestment of any CPSEs, committee matters etc.

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).

## Annexure 2 - Sector Wise work allocation



S.No.	Designation	Sector	Count
1	Additional Secretary	1. Coal 2. Mines 3. Commerce And Industries 4. Atomic Energy 5. Micro, small & Medium Enterprises Industries 6. Space 7. Civil Aviation 8. Shipping 9. Housing and Urban Affairs	1
2	Joint Secretary	1. Defence 2. Finance 3. Health & family Welfare 4. Chemicals & Fertilizers 5. Water Resources 6. New & Renewable Energy 7. Environment & Forests 8. Power 9. Steel 10. Heavy industries 11. Consumer Affairs, Food & Public Distribution 12. Communication 13. Railways 14. MEITY 15. M/o Petroleum & Natural Gas	4
3	Economic Advisor	1. Science & Technology	1
4	Adviser (Cost)	1. Ayush 2. Information & Broadcasting 3. Tourism 4. Agriculture 5. Textiles 6. Education (HRD) 7. Social Justice & Empowerment 8. Development of NER	1

## Annexure 3 - Detailed Competency Needs & Gaps across designations:

Capacity needs at unique designation level				Competency Gaps	
S. No.	Designation as applicable to the MDO	Role(s)	Attitude, skills, knowledge required	Area	Type Domain (D)/Functional (F)/Behavioral (B)
1	<b>Joint Secretary</b>	Advisory pertaining to Disinvestment/Minority Stake Sale	Disinvestment/Minority stake sale Policy making & Implementation	<ul style="list-style-type: none"> <li>• New Public Sector Enterprise (PSE) Policy</li> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• Share Purchase Agreement/ SHA</li> <li>• Reserve Price Fixation methodology</li> <li>• IPO (Initial Public Offering)</li> <li>• FPO (Follow on Public Offering)</li> <li>• OFS (Offer for Sale)</li> <li>• Buybacks</li> <li>• ETF (Exchange Traded Funds)</li> </ul>	Domain
			Corporate Finance	<ul style="list-style-type: none"> <li>• Business Valuation</li> <li>• Financial Modelling</li> <li>• Investment Valuation (DCF, NPV models, and D/E ratio)</li> </ul>	Domain

			Knowledge of Accounting & Finance	<ul style="list-style-type: none"> <li>• Cost Analysis (Cost-Benefit analysis, Cost allocation, Cost effective analysis)</li> <li>• Capital restructuring of CPSEs</li> </ul>	Domain
			Procedural Knowledge on Transaction Lifecycle	<ul style="list-style-type: none"> <li>• Closure of CPSEs</li> </ul>	Domain
		Training & Capacity building	Implementation of Training modules / Knowledge management	<ul style="list-style-type: none"> <li>• Understanding of Sector Specific reports / Industry outlook / past learning of DIPAM</li> </ul>	Domain
		Joint Secretary	Establishment and Administration	Handling CAG and PAC matters pertaining to DIPAM	<ul style="list-style-type: none"> <li>• Companies Act, 2013</li> </ul>
Parliamentary Procedures	<ul style="list-style-type: none"> <li>• Advisory on Parliament Questions</li> <li>• Monitoring the preparation of facts and replies for pads of Ministers</li> </ul>			Functional	
Vigilance	<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>			Functional	
			Procedural knowledge	<ul style="list-style-type: none"> <li>• Procedure(s) pertaining to Court cases</li> </ul>	Functional

		Meeting, collaboration, and record management	MS Office Applications/other applications	<ul style="list-style-type: none"> <li>SharePoint, E-office</li> <li>DIPAM internal Dashboard</li> </ul>	Functional
		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>Managing difference of opinion</li> <li>Data/resource management</li> <li>Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional
			Inter-personal skills	<ul style="list-style-type: none"> <li>Negotiation</li> </ul>	Behavioral
	<b>Joint Secretary</b>	Ensuring integrity at work	Code of conduct	<ul style="list-style-type: none"> <li>Rule consciousness</li> </ul>	Behavioral
2	<b>Additional Secretary</b>	Matters pertaining to disinvestment	Knowledge of Accounting, Finance and Valuation	<ul style="list-style-type: none"> <li>Capital Structuring of CPSEs</li> </ul>	Domain
			Regulatory Reporting and guidelines for DIPAM	<ul style="list-style-type: none"> <li>The Unit Trust of India Act, 1963 (52 of 1963)</li> <li>SEBI regulations</li> </ul>	Domain
		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional

			Interpersonal skills	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Negotiation</li> </ul>	Behavioral
3	Economic Advisor/Advisor (Cost)	Matters pertaining to Disinvestment	Analysis of Disinvestment and budget trends	<ul style="list-style-type: none"> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• Share Purchase Agreement/ SHA</li> <li>• Reserve Price Fixation methodology</li> </ul>	Domain
			Handling DIPAM Policy matters	<ul style="list-style-type: none"> <li>• New Public Sector Enterprise (PSE) Policy</li> </ul>	Domain
			Corporate Finance	<ul style="list-style-type: none"> <li>• Regulatory &amp; Statutory guidelines for CPSEs</li> </ul>	Domain
			Knowledge of Accounting & Finance (taxation)	<ul style="list-style-type: none"> <li>• Capital Structuring of CPSEs</li> <li>• Taxation</li> </ul>	Domain
		Establishment and Administration	Handling of audit and court cases related to CPSEs of assigned ministries	<ul style="list-style-type: none"> <li>• Procedure(s) pertaining to Court cases</li> </ul>	Functional
			Parliamentary procedures	<ul style="list-style-type: none"> <li>• Advisory on Parliament Questions</li> </ul>	Functional
			Vigilance	<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional
		Meeting, collaboration, and record management	MS Office and other applications	<ul style="list-style-type: none"> <li>• MS Outlook</li> <li>• SharePoint</li> <li>• GeM portal</li> </ul>	Functional



		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>Managing difference of opinion</li> <li>Data/resource management</li> <li>Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional
	Economic Advisor/Advisor (Cost)		Inter-personal skills	<ul style="list-style-type: none"> <li>Networking</li> <li>Negotiation</li> </ul>	Behavioral
		Managing Integrity at workplace	Code of conduct	<ul style="list-style-type: none"> <li>Rule consciousness</li> </ul>	Behavioral
4	Director	All matters pertaining to Disinvestment	Drafting policy guidelines w.r.t DIPAM	<ul style="list-style-type: none"> <li>New Public Sector Enterprise (PSE) Policy</li> <li>Econometric modelling</li> </ul>	Domain
			Procedural Knowledge on Transaction Lifecycle	<ul style="list-style-type: none"> <li>Closure of CPSEs</li> </ul>	Domain
			Understanding of Accounting & Finance, Corporate Finance	<ul style="list-style-type: none"> <li>Business Valuation</li> <li>Financial Modelling</li> <li>Financial Statement Analysis</li> <li>Regulatory &amp; Statutory guidelines for CPSEs</li> </ul>	Domain

				<ul style="list-style-type: none"> <li>Analytical &amp; Quantitative ability</li> <li>Investment Valuation (DCF, NPV models, and D/E ratio)</li> <li>Accounting Fundamentals</li> <li>Working Capital management</li> <li>Capital Budgeting for CPSE valuation</li> <li>Cost Analysis (Cost-Benefit analysis, Cost allocation, Cost effective analysis)</li> <li>Capital Structuring of CPSEs</li> </ul>	
		Matters relating to Capital management	Knowledge related to Capital Re-structuring, dividend management, CPSE stocks, etc.	<ul style="list-style-type: none"> <li>Buybacks</li> <li>IPO (Initial Public Offering)</li> <li>FPO (Follow on Public Offering)</li> <li>ETF (Exchange Traded Funds)</li> <li>OFS (Offer for Sale)</li> <li>SEBI regulations</li> </ul>	Domain
		Establishment and administration	Monitoring and resolution of court cases	<ul style="list-style-type: none"> <li>Procedure(s) pertaining to Court cases</li> </ul>	Functional
			Addressing concerns raised through RTI	<ul style="list-style-type: none"> <li>Right to Information Act, 2005</li> </ul>	Functional
			Standard templates	<ul style="list-style-type: none"> <li>Preparation, usage and</li> </ul>	Functional

				drafting of standard templates (OM/Letter/DO/Press notes/Cabinet Notes/MOM)	
			Parliamentary procedure/Procedural knowledge	<ul style="list-style-type: none"> <li>• Advisory on Parliament Questions</li> <li>• Supervising the drafting and scheduling of replies</li> <li>• Monitoring the preparation of facts and replies for pads of Ministers</li> <li>• Grievance redressal through CPGRAM</li> </ul>	Functional
			Vigilance	<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional
		Matters related to Asset monetization <sup>1</sup>	Policy making and implementation for Asset monetization <sup>1</sup>	<ul style="list-style-type: none"> <li>• Knowledge of Enterprise Value Creation</li> <li>• Liquidation of companies</li> </ul>	Domain
	<b>Director</b>	Meeting, collaboration, and record management	MS office and other applications	<ul style="list-style-type: none"> <li>• NIC emails services</li> <li>• STATA</li> <li>• BharatVC</li> <li>• MS Excel, MS word, MS PowerPoint, Adobe, MS</li> </ul>	Functional

				<ul style="list-style-type: none"> <li>Outlook, MS teams, SharePoint</li> <li>• Zoom</li> <li>• WebEx</li> <li>• GeM portal</li> </ul>	
		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>• Data/resource management</li> <li>• Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional
			Inter-personal skills	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Negotiation</li> <li>• Stress management</li> </ul>	Behavioral
5	Deputy Secretary	Matters pertaining to disinvestment	Knowledge of disinvestment policy	<ul style="list-style-type: none"> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• Expression of Interest (EOI)</li> <li>• Share Purchase Agreement/ SHA</li> <li>• Reserve Price Fixation methodology</li> </ul>	Domain
			Basics of Accounting & Finance	<ul style="list-style-type: none"> <li>• Accounting Fundamentals</li> <li>• Working Capital management</li> <li>• Capital Budgeting for CPSE valuation</li> <li>• Cost Analysis (Cost-Benefit analysis, Cost</li> </ul>	Domain

				<ul style="list-style-type: none"> <li>allocation, Cost effective analysis)</li> <li>• Capital Re-structuring of CPSEs</li> </ul>	
			Corporate Finance	<ul style="list-style-type: none"> <li>• Business Valuation</li> <li>• Financial Modelling</li> <li>• Financial Statement Analysis</li> <li>• Regulatory &amp; Statutory guidelines for CPSEs</li> <li>• Analytical &amp; Quantitative ability</li> <li>• Investment Valuation (DCF, NPV models, and D/E ratio)</li> </ul>	Domain
		Matters relating to Capital management	Knowledge related to Capital Re-structuring, dividend management, CPSE stocks, etc.	<ul style="list-style-type: none"> <li>• IPO (Initial Public Offering)</li> <li>• FPO (Follow on Public Offering)</li> <li>• ETF (Exchange Traded Funds)</li> <li>• SEBI regulations</li> </ul>	Domain
	<b>Deputy Secretary</b>	Establishment and administration	Vigilance	<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional
			Procedural knowledge	<ul style="list-style-type: none"> <li>• Procedure(s) pertaining to Court cases</li> </ul>	Functional

		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>• Managing difference of opinion</li> <li>• Data/resource management</li> <li>• Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional
			Inter-personal skills	<ul style="list-style-type: none"> <li>• Networking, negotiation</li> <li>• Time management</li> <li>• Stress management,</li> </ul>	Behavioral
		Meeting, collaboration and record management	MS Office and other applications	<ul style="list-style-type: none"> <li>• NIC email services</li> <li>• MS excel, MS word, MS PowerPoint, Adobe, MS Teams, SharePoint</li> <li>• WebEx</li> </ul>	Functional
6	<b>Joint Director</b>	Matters pertaining to disinvestment	Knowledge of disinvestment policy	<ul style="list-style-type: none"> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• Expression of Interest (EOI)</li> <li>• Share Purchase Agreement/ SHA</li> <li>• New Public Sector Enterprise (PSE) Policy</li> </ul>	Domain

				<ul style="list-style-type: none"> <li>• Reserve Price Fixation methodology</li> </ul>	
			Basics of Accounting & Finance	<ul style="list-style-type: none"> <li>• Accounting Fundamentals</li> <li>• Cost Analysis (Cost-Benefit analysis, Cost allocation, Cost effective analysis)</li> <li>• Capital Re-structuring of CPSEs</li> </ul>	Domain
			Corporate Finance	<ul style="list-style-type: none"> <li>• Financial Statement Analysis</li> <li>• Regulatory &amp; Statutory guidelines for CPSEs</li> <li>• Analytical &amp; Quantitative ability</li> <li>• Investment Valuation (DCF, NPV models, and D/E ratio)</li> </ul>	Domain
		Matters relating to Capital management	Knowledge related to Capital Re-structuring, dividend management, CPSE stocks, etc.	<ul style="list-style-type: none"> <li>• Buybacks</li> <li>• IPO (Initial Public Offering)</li> <li>• FPO (Follow on Public Offering)</li> <li>• ETF (Exchange Traded Funds)</li> <li>• OFS (Offer for Sale)</li> <li>• SEBI regulations</li> </ul>	Domain

		Matters relating to National Investment Fund and Valuation Committee	Fund management and valuation	<ul style="list-style-type: none"> <li>• Business Valuation</li> <li>• Working Capital management</li> <li>• Capital Budgeting for CPSE valuation</li> <li>• Financial Modelling</li> </ul>	Domain
	Joint Director	Establishment and Administration	Procedural knowledge	<ul style="list-style-type: none"> <li>• Procedure(s) pertaining to Court cases</li> </ul>	Functional
			Standard Templates	<ul style="list-style-type: none"> <li>• Preparation, usage and drafting of standard templates (OM/Letter/DO/Press notes/Cabinet Notes/MOM)</li> </ul>	Functional
		Meeting, collaboration and information management	MS office and other applications	<ul style="list-style-type: none"> <li>• Adobe acrobat</li> <li>• WebEx</li> <li>• E-office</li> <li>• Dipam Internal Dashboard</li> </ul>	Functional
		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>• Data/resource management</li> </ul>	Functional
Inter-personal skills	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Stress management</li> </ul>		Behavioral		
7	Under Secretary	All matters pertaining to Disinvestment	Knowledge of Finance & Accounts, Corporate Finance	<ul style="list-style-type: none"> <li>• Regulatory &amp; Statutory guidelines for CPSEs</li> <li>• Analytical &amp; Quantitative ability</li> </ul>	Domain



				<ul style="list-style-type: none"> <li>• New Public Sector Enterprise (PSE) Policy</li> </ul>	
		All matters pertaining to Capital management	Knowledge related to Capital Re-structuring, dividend management, CPSE stocks, etc.	<ul style="list-style-type: none"> <li>• IPO (Initial Public Offering)</li> <li>• FPO (Follow on Public Offering)</li> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• The Unit Trust of India Act, 1963 (52 of 1963)</li> </ul>	Domain
		Establishment and Administration	Monitoring and resolution of court cases	<ul style="list-style-type: none"> <li>• Procedure(s) pertaining to Court cases</li> </ul>	Domain
	Addressing concerns raised through RTI		<ul style="list-style-type: none"> <li>• Right to Information Act, 2005</li> </ul>	Domain	
	Rendering support in Internal Audit		<ul style="list-style-type: none"> <li>• Companies Act, 2013</li> </ul>	Domain	
	Vigilance		<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional	
	Under Secretary		Procedural Knowledge	<ul style="list-style-type: none"> <li>• IPv6 Policy Implementation in DIPAM</li> <li>• Grievance redressal through CPGRAM</li> <li>• Usage of GeM portal</li> </ul>	Functional
			Parliamentary procedure	<ul style="list-style-type: none"> <li>• Collection, identification and marking of</li> </ul>	Functional

				<ul style="list-style-type: none"> <li>Parliament Questions</li> <li>Drafting and scheduling of replies</li> <li>Preparation of facts and replies for pads of Ministers</li> </ul>	
			Standard template	<ul style="list-style-type: none"> <li>Preparation, usage and drafting of standard templates (OM/Letter/DO/Press notes/Cabinet Notes/MOM)</li> </ul>	Functional
		Training & Capacity building	Drafting of training guidelines/modules	<ul style="list-style-type: none"> <li>Understanding of Sector Specific reports / Industry outlook</li> </ul>	Domain
		Meeting, collaboration, and record management	MS office / other applications	<ul style="list-style-type: none"> <li>NIC email services</li> <li>MS excel, MS word, MS PowerPoint, Adobe, MS Outlook, MS Teams, SharePoint</li> <li>WebEx</li> </ul>	Functional
	<b>Under Secretary</b>	Coordination and people management	Stakeholder Management	<ul style="list-style-type: none"> <li>Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional

				<ul style="list-style-type: none"> <li>• Data/resource management</li> </ul>	
			Interpersonal Skills	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Time management</li> <li>• Stress management</li> </ul>	Behavioral
		Ensuring integrity at workplace	Code of Conduct	<ul style="list-style-type: none"> <li>• Rule consciousness</li> </ul>	Behavioral
8	Deputy Director	Matters pertaining to disinvestment/minority stake sale	Knowledge of procedures w.r.t disinvestment and minority stake sale	<ul style="list-style-type: none"> <li>• New Public Sector Enterprise (PSE) Policy</li> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• FPO (Follow on Public Offering)</li> <li>• OFS (Offer for Sale)</li> <li>• Right to Information Act, 2005</li> </ul>	Domain
			Corporate Finance	<ul style="list-style-type: none"> <li>• Regulatory &amp; Statutory guidelines for CPSEs</li> <li>• Analytical &amp; Quantitative ability</li> </ul>	Domain
		Establishment and administration	Parliamentary procedures/Procedural knowledge	<ul style="list-style-type: none"> <li>• Collection, identification and marking of Parliament Questions</li> <li>• Drafting and scheduling of replies</li> </ul>	Functional

				<ul style="list-style-type: none"> <li>• Preparation of facts and replies for pads of Ministers</li> <li>• Hindi Translation</li> <li>• IPv6 Policy Implementation in DIPAM</li> <li>• Grievance redressal through CPGRAM</li> <li>• Matters related to RTI</li> <li>• Procedure(s) pertaining to Court cases</li> </ul>	
			Standard templates	<ul style="list-style-type: none"> <li>• Preparation, usage and drafting of standard templates (OM/Letter/DO/Press notes/Cabinet Notes/MOM)</li> </ul>	Functional
			Vigilance	<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional
	<b>Deputy Director</b>	Meeting, collaboration and information management	MS Office and other applications	<ul style="list-style-type: none"> <li>• MS excel, MS word, MS PowerPoint, MS Outlook, MS Teams, SharePoint</li> <li>• Zoom</li> <li>• E-office</li> <li>• DIPAM internal dashboard</li> </ul>	Functional

				<ul style="list-style-type: none"> <li>• GeM portal</li> </ul>	
		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>• Managing difference of opinion</li> </ul>	Functional
			Inter-personal skills	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Negotiation</li> <li>• Time management</li> </ul>	Behavioral
		Ensuring integrity at work	Code of Conduct	<ul style="list-style-type: none"> <li>• Rule consciousness</li> </ul>	Behavioral
9	Assistant Director	Matters pertaining to disinvestment/minority stake sale	Knowledge of Corporate Finance and Accounting Fundamentals	<ul style="list-style-type: none"> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• Regulatory &amp; Statutory guidelines for CPSEs</li> <li>• IPO (Initial Public Offering)</li> <li>• FPO (Follow on Public Offering)</li> </ul>	Domain
				Monitoring and resolution of court cases	<ul style="list-style-type: none"> <li>• Procedure(s) pertaining to Court cases</li> </ul>
		Establishment and Administration	Addressing concerns raised through RTI	<ul style="list-style-type: none"> <li>• Right to Information Act, 2005</li> </ul>	Domain
			Parliamentary procedures/Procedural knowledge	<ul style="list-style-type: none"> <li>• Collection, identification and marking of Parliament Questions</li> <li>• Drafting and scheduling of replies</li> <li>• Preparation of facts and replies</li> </ul>	Functional

				for pads of Ministers	
				<ul style="list-style-type: none"> <li>Grievance redressal through CPGRAM</li> </ul>	
			Standard templates	<ul style="list-style-type: none"> <li>Preparation, usage and drafting of standard templates (OM/Letter/DO/Press notes/Cabinet Notes/MOM)</li> </ul>	Functional
		Meeting, collaboration and record management	MS office and other applications	<ul style="list-style-type: none"> <li>MS Excel, MS PowerPoint, MS Outlook, MS teams, SharePoint</li> <li>Zoom</li> <li>WebEx</li> <li>E-office</li> <li>DIPAM Internal dashboard</li> </ul>	
		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>Managing difference of opinion</li> <li>Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional
	<b>Assistant Director</b>		Inter-personal skills	<ul style="list-style-type: none"> <li>Negotiation</li> <li>Time management</li> </ul>	Behavioral

10	Principal Staff Officer	Establishment and administration	Parliamentary procedures/Procedural knowledge	<ul style="list-style-type: none"> <li>• Collection, identification and marking of Parliament Questions</li> <li>• Drafting and scheduling of replies</li> <li>• Preparation of facts and replies for pads of Ministers</li> <li>• Grievance redressal through CPGRAM</li> </ul>	Functional
		Meeting, collaboration and record management	MS and other applications	<ul style="list-style-type: none"> <li>• MS excel, MS word, MS PowerPoint, MS outlook, MS teams, SharePoint</li> <li>• Zoom</li> <li>• WebEx</li> <li>• E-Office</li> <li>• DIPAM internal dashboard</li> </ul>	Functional
		Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>• Data/resource management</li> <li>• Cross functional &amp; multi-stakeholder relationship building (including seeking approvals) &amp; communication</li> </ul>	Functional
			Inter-personal skills	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Networking, negotiation</li> </ul>	Behavioral

				<ul style="list-style-type: none"> <li>• Time management</li> <li>• Stress management</li> </ul>	
	<b>Principal Staff Officer</b>	Ensuring integrity at workplace	Code of conduct	<ul style="list-style-type: none"> <li>• Ethics</li> <li>• Empathy</li> <li>• Rule consciousness</li> </ul>	Behavioral
11	<b>Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary</b>	Establishment and administration	Parliamentary procedures/Procedural knowledge	<ul style="list-style-type: none"> <li>• Collection, identification and marking of Parliament Questions</li> <li>• Drafting and scheduling of replies</li> <li>• Preparation of facts and replies for pads of Ministers</li> <li>• Hindi translation</li> <li>• Grievance redressal through CPGRAM</li> <li>• Matters related to RTI</li> <li>• Procedure(s) pertaining to Court cases</li> </ul>	Functional
Vigilance			<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional	
Meeting, collaboration, and information management		MS Office and other applications	<ul style="list-style-type: none"> <li>• NIC email services, MS Excel, MS word, MS PowerPoint, MS Outlook, SharePoint</li> </ul>	Functional	



				<ul style="list-style-type: none"> <li>• Zoom</li> <li>• WebEx</li> <li>• E-office</li> <li>• DIPAM internal dashboard</li> <li>• GeM portal</li> </ul>	
	<b>Principal Private Secretary/Private Secretary</b>	Coordination and people management	Stakeholder management	<ul style="list-style-type: none"> <li>• Data/resource management</li> </ul>	Functional
			Inter-personal skills	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Networking</li> <li>• Time management</li> <li>• Stress management</li> </ul>	Behavioral
		Maintaining integrity at work	Code of conduct	<ul style="list-style-type: none"> <li>• Ethics</li> </ul>	Behavioral
12	<b>Section Officer</b>	Establishment and Administration	Record Keeping of Parliament cases and communication with ministries.	<ul style="list-style-type: none"> <li>• Collection, identification and marking of Parliament Questions</li> <li>• Drafting and scheduling of replies</li> <li>• Preparation of facts and replies for pads of Ministers</li> </ul>	Domain
			Drafting a resolution for court cases	<ul style="list-style-type: none"> <li>• Procedure(s) pertaining to Court cases</li> </ul>	Domain
			Addressing concerns raised through RTI	<ul style="list-style-type: none"> <li>• Right to Information Act, 2005</li> </ul>	Domain
	<b>Section Officer</b>	Establishment and Administration	Procedural knowledge	<ul style="list-style-type: none"> <li>• Uploading answers of parliamentary questions on web portals of Lok</li> </ul>	Functional

				<ul style="list-style-type: none"> <li>sabha and Rajya sabha</li> <li>• Grievance redressal through CPGRAM</li> </ul>	
			Vigilance	<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional
		Meeting, collaboration and record management	MS office and other applications	<ul style="list-style-type: none"> <li>• MS excel, MS word, MS PowerPoint, MS outlook, MS teams, SharePoint</li> <li>• Zoom</li> <li>• WebEx</li> <li>• E-office</li> <li>• DIPAM internal dashboard</li> <li>• GeM portal</li> </ul>	Functional
		Coordination and people management	Inter-personal skills	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Stress management</li> </ul>	Behavioral
13	<b>Assistant section officer</b>	Rendering assistance to Section Officers/Senior officials	Knowledge related to transactions w.r.t. disinvestment, minority stake sale, capital re-structuring	<ul style="list-style-type: none"> <li>• Regulatory &amp; Statutory guidelines for CPSEs</li> <li>• Analytical &amp; Quantitative ability</li> <li>• IPO (Initial Public Offering)</li> <li>• FPO (Follow on Public Offering)</li> <li>• OFS (Offer for Sale)</li> </ul>	Domain

				<ul style="list-style-type: none"> <li>• New Public Sector Enterprise (PSE) Policy</li> <li>• Financial Bidding &amp; Auction Process for Privatization</li> <li>• The Unit Trust of India Act, 1963 (52 of 1963)</li> </ul>	
		Establishment and Administration	Assistance in Audit, parliamentary procedures and resolving court cases/RTI complaints	<ul style="list-style-type: none"> <li>• Collection, identification and marking of Parliament Questions</li> <li>• Drafting and scheduling of replies</li> <li>• Procedure(s) pertaining to Court cases</li> <li>• Hindi Translation</li> <li>• Right to Information Act, 2005</li> <li>• Companies Act, 2013</li> </ul>	Domain
			Supervise the activities and performance of Cash Section (DDO)	<ul style="list-style-type: none"> <li>• Cash &amp; Accounts Management</li> </ul>	Domain
			Procedural knowledge	<ul style="list-style-type: none"> <li>• Grievance redressal through CPGRAM</li> <li>• IPv6 Policy Implementation in DIPAM</li> </ul>	Functional
			Parliamentary Procedure	<ul style="list-style-type: none"> <li>• Preparation &amp; analysis of proposals</li> </ul>	Functional
			Vigilance	<ul style="list-style-type: none"> <li>• Matters related to Chief Vigilance Officer (CVO) in DIPAM</li> </ul>	Functional

		Meeting, collaboration, and record management	MS office and other applications	<ul style="list-style-type: none"> <li>• MS excel, MS word, MS PowerPoint, Adobe, MS outlook, MS teams, SharePoint</li> <li>• Zoom</li> <li>• WebEx</li> <li>• E-office</li> <li>• DIPAM internal dashboard</li> <li>• GeM portal</li> </ul>	Functional
		Coordination & people Management	Stakeholder Management	<ul style="list-style-type: none"> <li>• Data/resource management</li> </ul>	Functional
			Interpersonal Skill	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Networking, negotiation</li> <li>• Stress management</li> </ul>	Behavioral
	<b>Assistant Section Officer</b>	Maintaining integrity at work	Code of Conduct	<ul style="list-style-type: none"> <li>• Ethics</li> <li>• Empathy</li> <li>• Rule consciousness</li> </ul>	Behavioral

*Capacity Need Analysis (CNA)- Individual level*

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).



## Annexure 4 - Detailed Competency Assessment at Organizational level:

Competency Type	Competency Cluster	Capacity required	Designation	Level of proficiency	Dimension
Organizational level skillset	Vision/mission/mandates understanding	Knowledge of how role contributes to Vision/mission/mandates	All	Advanced	Systems, Processes, goals, and objectives
	Roles and responsibilities Understanding	Awareness on roles and responsibilities	All		Systems, Processes, goals and objectives
		Networking	All		Personnel management

	Team building initiatives	Rewards & Recognition Collaboration			Team Management
	Automation of manual tasks	Knowledge and acceptance of new technologies Training and capacity building on automation tools such as online meetings, online sharing of docs across departments/divisions, inter-divisional dashboards.	All		Technology & Data
	Partnership with govt. bodies/educational institutions/multilateral agencies	Stakeholder management Relationship management Research on recent trends	Secretary Additional Secretary Joint Secretary Director Deputy Secretary Joint Director		Partnerships and relationships
	Emerging Technologies	Capacity building on recent trends and technologies such as VDR, Advanced Analytics, ESG.	All		Technology & Data
Organizational level skillset	Inclusion	Training on Gender sensitivity & prevention and redressal of sexual harassment of women at workplace	All	Advanced	Organization Culture
	Conflict management	Capacity building for setting up of institutional mechanism to handle conflicts	All	Advanced	Personnel management

*Capacity Need Analysis (CNA) – Organizational level*

## Annexure 5 – Detailed Training Calendar



Training mode: **Digital Learning**

Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Mandatory / Optional/ Nomination -based	Course length
Functional	Parliamentary procedures	Noting and drafting	iGOT	Basic	1. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary	Mandatory	2hrs
Functional	Parliamentary procedures	Parliamentary Procedures	iGOT	Basic	All	Mandatory	2hrs
Functional	Parliamentary procedures	Preparation of Cabinet Notes	iGOT	Basic	1. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary	Mandatory	5hrs 10min
Functional	MS Excel	Excel Advanced	iGOT	Advanced	1. Director/ Deputy Secretary /Joint Director 2. Under Secretary/ Deputy Director/ Assistant	Mandatory	3hrs 44min

					Director/ Section Officer/Assistant Section Officer 3. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary		
<b>Functional</b>	MS Excel	Microsoft Excel for Beginners	iGOT	Basic	Secretary/ Additional Secretary/ Economic Advisor/Advisor (Cost)/Joint Secretary	Mandatory	6hrs 55min
<b>Functional</b>	MS PowerPoint	Microsoft PowerPoint Beginners	iGOT	Basic	Secretary/ Additional Secretary/ Economic Advisor/ Advisor (Cost)/Joint Secretary	Mandatory	2hrs 41min
<b>Functional</b>	MS Word	Microsoft Word Beginners	iGOT	Basic	Secretary/ Additional Secretary/ Economic Advisor/Advisor (Cost)/Joint Secretary	Mandatory	2hrs 56min
<b>Functional</b>	MS PowerPoint	PowerPoint Advance	iGOT	Advanced	1. Director/ Deputy Secretary /Joint Director 2. Under Secretary/ Deputy Director/ Assistant Director/Section Officer/Assistant Section Officer 3. Principal Staff Officer/Senior Principal Private	Mandatory	2hrs 18min

					Secretary/ Principal Private Secretary/ Private Secretary		
<b>Functional</b>	MS Word	Word Advanced	iGOT	Advanced	1. Director/ Deputy Secretary /Joint Director 2. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 3. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary	Mandatory	2hrs 49 min
<b>Functional</b>	MS Teams	Microsoft Teams	iGOT	Basic	All	Optional	2hrs 14min
<b>Functional</b>	SharePoint	SharePoint	iGOT	Basic	All	Optional	1hr 19min
<b>Functional</b>	MS Outlook	Outlook	iGOT	Basic	All	Optional	1hr 43min
<b>Functional</b>	Government e-Marketplace	Bid Participation (GeM)	iGOT	Basic	1. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary	Optional	21min
<b>Functional</b>	Government e-Marketplace	Buyer Dashboard (GeM)	iGOT	Basic	1. Under Secretary/ Deputy Director/	Optional	16min



					Assistant Director/ Section Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary		
<b>Functional</b>	Government e-Marketplace	Catalogue Management (GeM)	iGOT	Basic	1. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary	Optional	42min
<b>Functional</b>	Government e-Marketplace	Introduction to GeM for Buyers	iGOT	Basic	1. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary	Optional	10min
<b>Functional</b>	Government e-Marketplace	Government E Marketplace	iGOT	Basic	1. Under Secretary/ Deputy Director/ Assistant Director/ Section	Mandatory	1hr 9min

					Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary		
<b>Functional</b>	General Financial Rules	Course on GFR 2017	iGOT	Basic	All	Optional	1hr 43min
<b>Functional</b>	Matters related to RTI	Right to Information Act - Part 1	iGOT	Basic	1. Director/ Deputy Secretary /Joint Director 2. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 3. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary/ Private Secretary	Mandatory	55min
<b>Functional</b>	Matters related to RTI	Right to Information Act, 2005 - Part 2	iGOT	Basic	1. Director/ Deputy Secretary /Joint Director 2. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 3. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private	Mandatory	41min

					Secretary /Private Secretary		
<b>Functional</b>	Stakeholder Management	Stakeholders in Governance	iGOT	Basic	All	<b>Mandatory</b>	53min
<b>Functional</b>	Record management	M15U6 - Record Management	iGOT	Basic	1. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary /Private Secretary	<b>Mandatory</b>	20min
<b>Functional</b>	Procedural knowledge	Office Procedure	iGOT	Basic	1. Director/ Deputy Secretary /Joint Director 2. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer 3. Principal Staff Officer/Senior Principal Private Secretary/ Principal Private Secretary /Private Secretary	<b>Mandatory</b>	2hrs 17min
<b>Functional</b>	E-office	E-Office	National Informatics Centre (NIC)	Advanced	All	Mandatory	4hrs
<b>Behavioral</b>	Communicatio n skills	Effective Communication	iGOT	Basic	All	<b>Mandatory</b>	7hrs 19min

Behavioral	Leadership	Self-Leadership	iGOT	Basic	All	Optional	1hr 16min
Behavioral	Leadership	COMMIT: Leadership	iGOT	Basic	1. Additional Secretary/Joint Secretary/Economic Advisor/ Advisor (Cost)/ 2. Director/Joint Director/Deputy Secretary/ Deputy Director/ Assistant Director	<b>Mandatory</b>	1hr 30min
Behavioral	Stress Management	Stress Management	iGOT	Basic	All	Optional	2hrs 17min
Behavioral	Stress Management	Yoga for excellence	iGOT	Basic	All	Optional	1hr 10min
Behavioral	Rule consciousness	Code of Conduct for Government Employees	iGOT	Basic	All	<b>Mandatory</b>	35min
Behavioral	Time Management	COMMIT: Time management	iGOT	Basic	All	<b>Mandatory</b>	1hr 10min
Behavioral	Critical thinking	COMMIT: Problem solving and decision-making	iGOT	Basic	All	<b>Mandatory</b>	1hr 40min
Behavioral	Ethics	Ethics & values	iGOT	Basic	All	<b>Mandatory</b>	50min
Behavioral	Critical thinking/Decision-making	Master your Decision-Making, and Critical Thinking Skills	Udemy	Basic	1. Additional Secretary/Joint Secretary/Economic Advisor/ Advisor (Cost) 2. Director/Joint Director/Deputy Secretary/ Deputy Director/ Assistant Director	Optional	4hrs 27min
Behavioral	Empathy	Communicating with Empathy	Udemy	Basic	All	Optional	1hr

<b>Domain</b>	Finance & Accounts	Understanding Financial Position of an Organization	iGOT	Basic	1.Secretary/ Additional Secretary/ Economic Advisor/Advisor (Cost)/Joint Secretary 2.Director/ Deputy Secretary /Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer	<b>Mandatory</b>	43min
<b>Domain</b>	Basics of Economics	Introduction to Economics	iGOT	Basic	1.Secretary/ Additional Secretary/ Economic Advisor/Advisor (Cost)/Joint Secretary 2.Director/ Deputy Secretary /Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer	<b>Mandatory</b>	47min
<b>Domain</b>	Statutory & Legal aspects	GST applicability on government related activities	iGOT	Basic	1.Secretary/ Additional Secretary/ Economic Advisor/Advisor (Cost)/Joint Secretary 2.Director/ Deputy	Optional	41mins

					Secretary /Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer		
<b>Domain</b>	Statutory & Legal aspects	Reform initiatives of Government of India	iGOT	Basic	All	Optional	55min
<b>Domain</b>	Value Creation	Value Creating Financial Strategies	ISB	Advanced	1.Secretary/ Additional Secretary/ Economic Advisor/Advisor (Cost)/Joint Secretary 2.Director/ Deputy Secretary /Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer	Nomination -based	-
<b>Domain</b>	Companies Act, 2013	Certificate course on Insolvency and Bankruptcy Laws & Procedures	IICA	Advanced	1. Additional Secretary/Joint Secretary/ Economic Advisor/Advisor (Cost) 2. Director/Joint Director/Deputy Secretary/ Deputy Director/ Assistant Director	Nomination -based	3 months
<b>Domain</b>	Companies Act, 2013	Certificate Course on The Insolvency and Bankruptcy Code	ICAI	Advanced	1.Secretary/ Additional Secretary/ Economic	Optional	32hrs

					Advisor/Advisor (Cost)/Joint Secretary 2. Director/Deputy Secretary /Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer		
<b>Domain</b>	Mergers & acquisitions	Mergers & acquisitions – Virtual <sup>#</sup>	Harvard University	Advanced	1. Additional Secretary/Joint Secretary/ Economic Advisor/ Advisor (Cost) 2. Director/Joint Director/Deputy Secretary/ Deputy Director/ Assistant Director	Nomination -based	1week (8 - 10hrs)
<b>Domain</b>	Finance & Accounts	Mergers, Acquisition & Corporate Re-structuring	Swayam (IIT Kharagpur)	Advanced	1. Additional Secretary/Joint Secretary/ Economic Advisor/ Advisor (Cost) 2. Director/Joint Director/Deputy Secretary/ Deputy Director/ Assistant Director	Optional	8 weeks
<b>Domain</b>	Finance & Accounts	Financial Accounting and Analysis	Swayam (IIM Bangalore)	Advanced	1. Additional Secretary/Joint Secretary/ Economic Advisor/ Advisor (Cost)	Optional	6 weeks

					2. Director/Joint Director/ Deputy Secretary/ Deputy Director/ Assistant Director		
<b>Domain</b>	Statutory and legal aspects	Capsule course on SEBI (LODR) regulations	Unacademy	Advanced	1. Secretary/ Additional Secretary/ Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director/ Deputy Secretary / Joint Director	Nomination -based	10hrs 30min
<b>Domain</b>	Finance & Accounts	Applied Econometrics	Swayam (IIT Madras)	Advanced	Director/Deputy Secretary / Joint Director/ Deputy Director/ Assistant Director	Nomination - based	30hrs
<b>Domain</b>	Companies Act, 2013	Six months Certificate Program on Corporate Law	IICA	Basic	1. Secretary/ Additional Secretary/ Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director/ Deputy Secretary / Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/ Assistant Section Officer	Optional	6 months
<b>Organizational</b>	Analytical and quantitative ability	Business intelligence and data analytics: Generate insights	Coursera	Basic	1. Secretary/ Additional Secretary/ Economic	Optional	13hrs



					Advisor/Advisor (Cost)/Joint Secretary 2. Director/ Deputy Secretary /Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/Assistant Section Officer		
<b>Organizational</b>	Emerging technologies	Introduction to Emerging Technologies	iGOT	Basic	All	<b>Mandatory</b>	2hrs 30min
<b>Organizational</b>	Emerging technologies	A Course on Environmental Social and Governance	iGOT	Basic	All	<b>Mandatory</b>	1hr
<b>Organizational</b>	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Sensitivity	iGOT	Advanced	All	<b>Mandatory</b>	50min
<b>Organizational</b>	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Prevention of Sexual Harassment of Women at Workplace	iGOT	Advanced	All	<b>Mandatory</b>	1hr 51min
<b>Organizational</b>	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Equality and Development – Overview	iGOT	Basic	All	Optional	1hr 45min
<b>Organizational</b>	Emerging technologies	Data driven decision making for Government	iGOT	Basic	All	<b>Mandatory</b>	2hrs 30min

<b>Organizational</b>	Emerging technologies	Sustainable development goals	iGOT	Basic	All	<b>Mandatory</b>	45min
<b>Organizational</b>	Emerging technologies	Basics of e-Governance & Digital India	iGOT	Basic	All	<b>Mandatory</b>	2hrs 15min
<b>Organizational</b>	Conflict Management	COMMIT: Conflict management and negotiation	iGOT	Basic	All	Optional	1hr 30min
<b>Organizational</b>	Matters related to Chief Vigilance Officer (CVO)	Preventive Vigilance	iGOT	Basic	All	Optional	1hr 30min
<b>Organizational</b>	Information security	Information Security Basics	iGOT	Basic	All	<b>Mandatory</b>	1hr 54min

*\*Currently the registration for the said program is closed. However, we recommend that the department should keep a track on upcoming session for such program.*

### Training mode: Physical/Phygital/Classroom Learning

Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course length
<b>Functional</b>	Vigilance	Vigilance course	CBI Academy	Advanced	1.Secretary/ Additional Secretary/Economic Advisor/Advisor (Cost)/Joint Secretary 2.Director/Deputy Secretary /Joint Director 3. Under Secretary/Deputy Director/Assistant Director/ Section Officer/Assistant Section Officer	Nomination- based	-
<b>Functional</b>	Hindi Translation	Hindi Word Processing / Hindi Typing course	Central Hindi Training Institute	Advanced	1.Under Secretary/Deputy Director/Assistant Director/ Section Officer /Assistant Section Officer 2. Principal Staff Officer/Senior Principal Private Secretary/Principal	Nomination- based	4-6 weeks

					Private Secretary/ Private Secretary		
<b>Functional</b>	MS Office applications	Training Program on Advanced Ms-Excel and Data Analysis	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Advanced	1. Director/Deputy Secretary /Joint Director 2. Under Secretary/Deputy Director/Assistant Director/ Section Officer/Assistant Section Officer	Optional	5 days
<b>Behavioral</b>	Communication skills	Communication Theory and Development Communication	Indian Institute of Mass Communication	Advanced	1. Secretary /Additional Secretary/Economic Advisor/ Advisor (Cost)/Joint Secretary 2. Director /Deputy Secretary /Joint Director/Deputy Director/Assistant Director	Nomination-based	-
<b>Behavioral</b>	Leadership	Leadership Communication	1. Indian Institute of Mass Communication 2. IIM Indore	Advanced	1. Secretary /Additional Secretary/Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director /Deputy Secretary /Joint Director/Deputy Director/Assistant Director	Nomination-based	- 3 days (IIM Indore)
<b>Behavioral</b>	Stress Management	Inner Engineering Program	Isha Yoga Centre	Advanced	All	Nomination-based	2-4 days
<b>Behavioral</b>	Stress management	Building Competencies for Personal Excellence	Art of Living, Bangalore	Advanced	All	Optional	5 days
<b>Behavioral</b>	Critical thinking/ decision-making/Stress management	Problem Solving, Decision Making and Stress Management	National Institute of Labour Economics Research and	Advanced	1. Secretary /Additional Secretary/ Economic Advisor/ Advisor (Cost)/ Joint Secretary	Optional	-

			Development (NILERD), Delhi		2. Director/Deputy Secretary /Joint Director/Deputy Secretary/Assistant Director		
<b>Behavioral</b>	Decision-making/Critical thinking	Decision-making for Managerial Effectiveness	IIM Bangalore	Advanced	1. Secretary /Additional Secretary/Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director/Deputy Secretary /Joint Director/Deputy Secretary/Assistant Director	Nomination-based	3 days
<b>Behavioral</b>	Critical/Strategic thinking	Strategic Thinking	IIM Indore	Advanced	1. Secretary /Additional Secretary/Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director /Deputy Secretary /Joint Director/Deputy Secretary/Assistant Director	Nomination-based	3 days
<b>Behavioral</b>	Communication skills	Communication and Presentation Skills	IIM Calcutta	Advanced	1. Secretary /Additional Secretary/Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director /Deputy Secretary /Joint Director/Deputy Secretary/Assistant Director	Nomination-based	5 days
<b>Behavioral</b>	Networking skills	Interpersonal Effectiveness and Leadership Excellence	IIM Calcutta	Advanced	1. Secretary /Additional Secretary/Economic Advisor/ Advisor (Cost)/ Joint Secretary	Nomination-based	5 days

					2. Director /Deputy Secretary /Joint Director/Deputy Secretary/Assistant Director		
<b>Behavioral</b>	Negotiation	Mastering negotiation & influence	ISB	Advanced	1. Secretary /Additional Secretary/Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director /Deputy Secretary /Joint Director/Deputy Secretary/Assistant Director	Nomination-based	2 days
<b>Domain</b>	Finance & Accounts	Financial Management	Indian Institute of Public Administration	Advanced	1.Secretary/ Additional Secretary/Economic Advisor/Advisor (Cost)/Joint Secretary 2.Director/Deputy Secretary /Joint Director 3. Under Secretary/ Deputy Director/ Assistant Director/ Section Officer/ Assistant Section Officer	Nomination-based	-
<b>Domain</b>	Mergers & Acquisitions	Corporate Restructuring, mergers & acquisitions, Buyouts and Divestitures	IIM Bangalore	Advanced	1.Additional Secretary/Joint Secretary/Economic advisor/Advisor (Cost) 2.Director/Joint Director/Deputy Secretary/Deputy director/Assistant Director	Optional	4 days
<b>Domain</b>	Mergers & Acquisitions	Mergers, Acquisitions, and Restructuring*	ISB	Advanced	1.Additional Secretary/Joint Secretary/Economic advisor/ Advisor (Cost)	Nomination-based	3 days

					2. Director/Joint Director/Deputy Secretary/Deputy Director/Assistant Director		
<b>Domain</b>	Finance & Accounts	Training Programme on Financial Econometrics Using R	Institute of Govt. Accounts & Finance	Advanced	Director/Deputy Secretary /Joint Director/Deputy Director/Assistant Director	Nomination-based	-
<b>Domain</b>	Finance & Accounts	Basics of economics	Institute of Economic Growth	Basic	1. Secretary/ Additional Secretary/Economic Advisor/Advisor (Cost)/Joint Secretary 2. Director/Deputy Secretary /Joint Director 3. Under Secretary/Deputy Director/Assistant Director/ Section Officer/Assistant Section Officer	Nomination-based	-
<b>Domain</b>	Others	Public policy	Indian Institute of Public Administration	Advanced	1. Secretary/Additional Secretary /Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director/Deputy Secretary /Joint Director/Deputy Director/Assistant Director	Optional	5 days
<b>Domain</b>	Statutory & Legal aspects	Certificate course on GST	Institute of Cost Accountants of India	Advanced	1. Director/Deputy Secretary /Joint Director 2. Under Secretary/Deputy Director/Assistant Director/ Section Officer/Assistant Section Officer	Nomination-based	72hrs

<b>Domain</b>	Finance & Accounts	Finance Master Class for Business Leadership	IIM Bangalore	Advanced	1.Secretary/ Additional Secretary/Economic Advisor/ Advisor (Cost)/ Joint Secretary 2. Director/Deputy Secretary /Joint Director/Deputy Director/Assistant Director	Nomination-based	4 days
<b>Domain</b>	Value Creation	Financial Strategy for Value Creation	IIM Lucknow	Advanced	1.Secretary/ Additional Secretary/Economic Advisor/Advisor (Cost)/Joint Secretary 2.Director/Deputy Secretary /Joint Director 3. Under Secretary/Deputy Director/Assistant Director/ Section Officer/Assistant Section Officer	Optional	5 days
<b>Organizational</b>	Global Initiatives	Sustainable development goals	Institute of Secretariat Training & Management	Advanced	All	Optional	-
<b>Organizational</b>	Emerging technologies	Artificial Intelligence (AI) and Analytics Based Business Strategy, Creating Business Value	IIM Bangalore	Advanced	1.Secretary/ Additional Secretary/ Economic Advisor/ Advisor (Cost) /Joint Secretary 2. Director/Deputy Secretary /Joint Director/Deputy Director/Assistant Director	Nomination-based	3 days
<b>Organizational</b>	Conflict Management	Workplace Conflict - An Opportunity for Growth	IIM Bangalore	Advanced	All	Optional	3 days

Organizational	Conflict Management	Managerial Leadership and Conflict Resolution	IIM Calcutta	Advanced	1. Secretary/ Additional Secretary/ Economic Advisor / Advisor (Cost)/ Joint Secretary 2. Director/Deputy Secretary /Joint Director/Deputy Director/Assistant Director	Optional	5 days
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\*The said program was conducted by ISB in September 2022. It is advised that the department should collaborate with ISB to re-conduct this program in future.

### Note:

1. For department's efficient capacity building, it is recommended that the officials start undertaking the mandatory training courses on iGOT on an *immediate basis*.
2. For training interventions recommended under the category '*Nomination-based*', officials required to undergo the said training will be nominated/selected by the department.
3. There are certain courses which have been marked as 'Optional'. These courses may be undertaken by the officials on need basis.
4. The department may also identify and undertake courses from other eminent training institutions, besides the institutions/platforms listed in training calendar above.

Further, it has been observed that DIPAM follows the pedagogy of conducting *internal knowledge sharing sessions* on key competency areas. Thus, in addition to the training interventions suggested in training calendar we have also identified the following topics based on insights derived from CNA, that can be taken up by the department in the upcoming sessions:

Competency type	Competency area	Topic/area name
Functional	Procedural knowledge	Procedure pertaining to court cases
Functional	DIPAM internal Dashboard	DIPAM Internal Dashboard
Functional	IPv6 Policy Implementation in DIPAM	IPv6 Policy Implementation
Functional	Grievance redressal	Grievance redressal via CPGRAM
Functional	Preparing minutes of meeting (MOM)	Preparation and usage of standard templates (including preparing minutes of meeting)
Functional	Stakeholder Management	Managing difference of opinion, Cross -functional & multi-stakeholder relationship management
Domain	Statutory & Legal aspects	New Public Sector Enterprise Policy, Unit Trust of India Act, 1963, Enemy Property Act, 1968, Slump sales, etc.



<b>Domain</b>	Asset monetization <sup>1</sup>	Financial Bidding and auction process for privatization (including Share Purchase Agreement and reserve price fixation), tools and policy for asset monetization <sup>1</sup> , Land monetization, measuring financial performance of CPSEs (including capital re-structuring), Closure of CPSEs, Enterprise value creation, etc.
<b>Domain</b>	Minority stake sales	Minority stake sales (including IPO, FPO, OFS, ETF, buyback, etc.)
<b>Domain</b>	Companies Act, 2013	Liquidation of companies, demerger, provisions w.r.t issue/reduction/alteration of share capital, etc.
<b>Domain</b>	Sectoral knowledge	Understanding sector specific reports and industry outlook
<b>Organizational</b>	Understanding DIPAM	DIPAM's vision/mission/mandate understanding
<b>Organizational</b>	Understanding Role & responsibilities	Role & Responsibilities Understanding

**Note:**

1. These internal knowledge sharing sessions will be conducted by DIPAM's subject matter experts or industry experts.
2. While short-term needs of the department on the above identified topics/areas can be met by conducting internal knowledge sharing sessions but for the long-term benefit of the department, we recommend mandatory training modules (in line with proficiency levels) to be co-created/identified by CBC, department, and relevant accredited institutes/platforms.

<sup>1</sup>DIPAM provides advisory pertaining to Asset Monetization to Niti Aayog (Core assets) and DPE (Non-core assets).