

# Mission Karmayogi

CAPACITY BUILDING COMMISSION

October 2021

Technical Advisory support to Capacity Building Commission | MoCA

Ministry of Civil Aviation

***DRAFT – FOR DISCUSSION PURPOSES***

ASIAN DEVELOPMENT BANK

# Table of Contents

<b>Abbreviations</b> .....	<b>4</b>
<b>1. Context</b> .....	<b>6</b>
<b>2. Introduction</b> .....	<b>8</b>
<b>3. Overview of the Ministry</b> .....	<b>10</b>
3.1. Vision of the Ministry: .....	10
3.2. Organizational Structure of the Ministry .....	10
3.3. Areas of responsibilities of the Ministry .....	10
<b>4. Objective &amp; goals of departments</b> .....	<b>12</b>
4.1. Directorate General of Civil Aviation.....	12
4.2. Domestic air connectivity and aviation security .....	13
4.3. Airports Authority of India and Airport development .....	13
4.4. Air Service Agreements and Parliamentary affairs .....	14
4.5. UAVs, Training & skill development and Digital initiatives.....	15
4.6. Economic regulation and economic matters.....	15
4.7. Financial advisory and controller.....	16
<b>5. Requirements of the departments</b> .....	<b>17</b>
<b>6. Self-assessment by the Ministry</b> .....	<b>23</b>
<b>7. Capacity Building</b> .....	<b>26</b>
7.1. Capacity Building Plan .....	26
7.1.1. MoCA’s Vision for Capacity Building.....	26
7.1.2. Steps in the Capacity Building Planning Process.....	27
7.2. Capacity Building Initiatives.....	28
<b>8. Annexure 1: Sample list of career training programs</b> .....	<b>31</b>

# List of Figures

Figure 1-Details of Mission Karmayogi .....	6
Figure 2-Approach to define the broad contours of the Capacity Building Plan.....	8
Figure 3-MoCA Organizational Structure .....	10
Figure 4-Departments in MoCA.....	11
Figure 5-Competency Framework.....	17
Figure 6-Key considerations for identification of initiatives in short - medium term .....	28

DRAFT

# List of Tables

Table 1-Directorate General of Civil Aviation.....	12
Table 2-Domestic air connectivity and aviation security.....	13
Table 3-AAI and Airport Development .....	14
Table 4-Air Service Agreements and Parliamentary affairs.....	14
Table 5-UAVs, Training & skill development and Digital initiatives .....	15
Table 6-Economic Regulation and Economic matters .....	16
Table 7-Financial advisory and controller.....	16
Table 8-Key areas of work responsibility .....	18
Table 9-Competency requirements: Domain, Behavioral & Functional .....	20
Table 10-Competencies Gap Assessment .....	23
Table 11-Capacity Building for MoCA .....	26
Table 12-Capacity Building Plan .....	27
Table 13-Sample Courses for developing competencies .....	31
Table 14-Sample courses for developing competencies at Indian Universities.....	32

# Abbreviations

Abbreviation	Full Form
AAI	Airports Authority of India
AAICLAS	AAI Cargo Logistics and Allied Services Company Limited
AI	Artificial Intelligence
AIATSL	Air India Air Transport Services Limited
AIESL	Air India Engineering Services Limited
AIMS	Accounting Information Management System
AME	Aircraft Maintenance Engineer
AODB	Airport Operational Database
BCAS	Bureau of Civil Aviation Security
B2B	Business to Business
B2G	Business to Government
CARs	Civil Aviation Requirements
CBC	Capacity Building Commission
CDP	Capacity Development Plan
CGA	Controller General of Accounts
CPGRAMS	Centralized Public Grievances Redressal and Monitoring Systems
CRS	Commission of Railway Safety
DGCA	Directorate General of Civil Aviation
DPIIT	Department for Promotion of Industry and Internal Trade
DSS	Decision support systems
FAQs	Frequently Asked Questions
FDI	Foreign Direct Investment
FICCI	Federation of Indian Chambers of Commerce & Industry
FTO	Flying Training Organisation
GIFT city	Gujarat International Finance Tec-City
GoI	Government of India
GST	Goods and Services Tax
HR	Human Resource
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
IFSCA	International Financial Services Centres Authority
IGRUA	Indira Gandhi Rashtriya Uran Akademi
ISP	Integrated Switching Panel

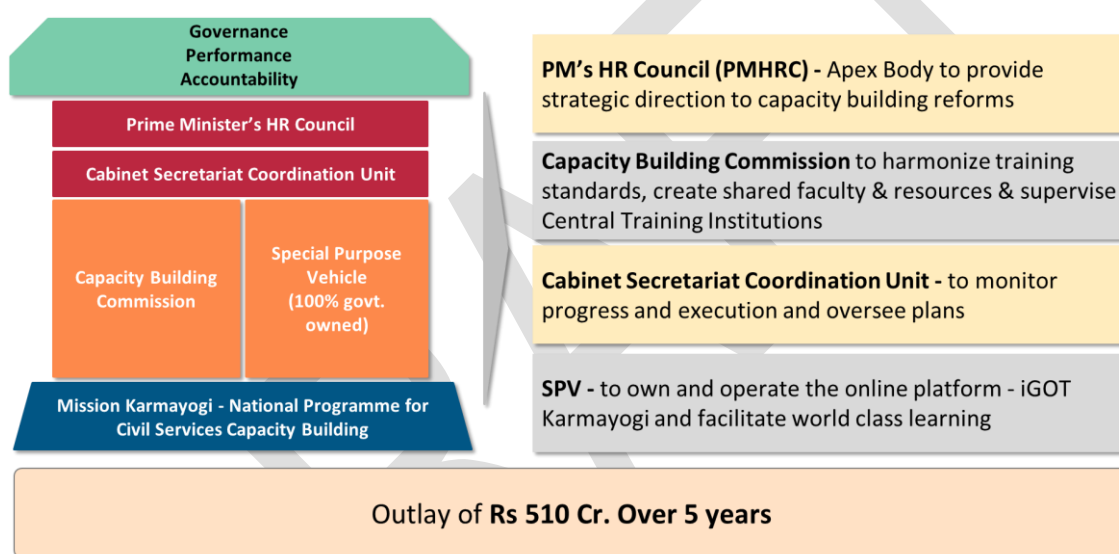
ISTM	Institute of Secretariat Training and Management
IT	Information Technology
JS	Joint Secretary
MCTP	Mid-Career Training Programme
MIT	Massachusetts Institute of Technology
MoCA	Ministry of Civil Aviation
MoD	Ministry of Defence
MoFPI	Ministry of Food Processing Industries
MoF	Ministry of Finance
MoL&E	Ministry of Labour & Employment
MRO	Maintenance, Repair and Overhaul
NCAP	National Civil Aviation Policy
NITI Aayog	National Institution for Transforming India
NPCSCB	National Programme for Civil Services Capacity Building
NPNT	No permission no take-off
PHL	Pawan Hans Limited
PMHRC	Prime Minister's Public Human Resource Council
PPP	Public Private Partnership
RBI	Reserve Bank of India
RCS	Regional Connectivity Scheme
RGNAU	Rajiv Gandhi National Aviation University
RTI Act	Right to Information Act
SARPs	Standards and Recommended Practices
SPV	Special Purpose Vehicle
SEBI	Securities and Exchange Board of India
SEZ	Special Economic Zone
UAS	Unmanned Aircraft Systems
UAVs	Unmanned Aerial Vehicles
UDAN	Ude Desh ka Aam Naagrik
UN	United Nations

# 1. Context

Mission Karmayogi<sup>1</sup> was launched by the Union cabinet in September 2020<sup>2</sup>. It is a National Programme for Civil Services Capacity Building (NPCSCB), which aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. The framework for implementation and monitoring of the program would involve the Prime Minister’s Public Human Resource Council (PMHRC) which is the apex body for the program. Under the apex body, there will be a Cabinet Secretariat Coordination Unit that will monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans. A capacity building commission is set up for functional supervision of training institutions and would facilitate in preparation of the annual capacity building plans and a SPV (Special Purpose Vehicle) is set up for operating the digital assets created for NPCSCB on behalf of the Government of India.

The figure below illustrates the details of NPCSCB.

Figure 1-Details of Mission Karmayogi



The mandate of the Capacity Building Commission (CBC) is to:

- Facilitate preparation of Annual Capacity Building Plans of departments, ministries and agencies
- Prepare and present Annual State of Civil Service Report to the Prime Minister’s HR Council
- Make Policy recommendations to Department of Personnel & Training on personnel/ HR and Capacity Building
- Evolve a harmonious de-siloed approach to improve civil service capacity
- Analyze learning/ competency related data from iGOT-Karmayogi, online training platform
- Drive standardization, harmonization and shared understanding of Capacity Building activities
- Create shared learning resources, including internal and external faculty and resource centers
- Functional supervision over all Central Training Institutions
- Audit of Human Resources in Government and outcomes of the Capacity Building efforts
- Approve Knowledge Partners and Content Validation mechanism for training of civil servants
- Organize a global HR Summit

CBC is currently conceptualizing and developing capacity development plan for six pilot Ministries including - Ministry of Civil Aviation (MoCA), Ministry of Food Processing Industries (MoFPI), Ministry of Defence (MoD), Ministry of Labour & Employment (MoL&E), Ministry of Social Justice and Empowerment and Department of Commerce. As the

<sup>1</sup> Mission Karmayogi, DoPT. Link- <https://dopttrg.nic.in/igotmk/NPCSCB.html>

<sup>2</sup> Press Information Bureau, GoI. link-<https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1655663>

first step, CBC is interacting and working along with these Ministries to chart out their goals, identify their competency requirement and preparation of their capacity development plan.

This report provides a broad overview of the vision and the goals of Ministry of Civil Aviation. It summarizes the competency requirements of the various departments of the Ministry, and highlights some of the interventions that can be marshaled in short and medium terms.

DRAFT



## 2. Introduction

Each Ministry has defined Vision, roadmap and goals. To achieve those goals, there are a set of competencies required by each department of the ministry. The purpose of this study is to identify the competency requirement and capability gaps in the Ministry and suggest initiatives to address those gaps which would in turn help in efficiently and smoothly achieving the Vision and goals of the Ministry. These initiatives would form part of the annual Capacity Building Plan. The plan would help in identification of the key challenges in next 1-3 years. This section covers the approach undertaken by the team in order to deliver the Capacity Building Plan.

As part of this engagement, the team has adopted a consultative approach in defining the broad contours of the capacity building plan. The key steps followed by the team are as follows:

1. Understanding the Vision, Mission and Goals for the identified ministries
2. Assessing the role played by Ministry in achieving its objectives and the identifying the required competencies
3. Determining the gaps and capacity building requirements in consultation with the department heads of the Ministry
4. Identifying the initiatives required for capacity building: Assessment of competencies required/ gaps vis-à-vis the measures to strengthen the same

To begin with, the team performed desktop research to understand the Vision, Mission and Goals for the identified ministries. Subsequently, discussions were held with the Joint Secretaries/ heads of various departments at the Ministry of Civil Aviation. The research and discussions helped in understanding the Vision and Goals of each department within the Ministry and helped in assessing the role played by the Ministry in achieving its objectives. The desired competencies for each department were identified along with the current capability gaps based the self-assessment of the Joint Secretaries/ heads of departments. After assessing the requirements and the gaps, appropriate initiatives have been identified for strengthening the competencies.

*Figure 2-Approach to define the broad contours of the Capacity Building Plan*

#	Details
Step 1: Alignment of objective with the Ministry	As the first step, a joint meeting with the secretary & the joint secretaries is to be conducted. In the meeting the mandate & the objective of the CBC is to be clearly articulated. It should be clarified that the framework of CBC is not limited to training but also includes institutional and systemic capacity development. In this meeting, Ministries expectation from the program should also be clearly identified.
Step 2: Understanding the role & function of the Ministry	Following the meeting, team shall conduct a thorough review of the following areas: <ul style="list-style-type: none"> <li>○ Ministry’s mandate, policies, roles, functions, recent developments and trendlines from Ministry website, portals and documents, web search and study reports</li> <li>○ Ministry’s key programs, priorities, strategic objectives and goals, emerging trends/ focus areas</li> <li>○ National priorities and how Ministry fulfils/ contributes to same</li> </ul>
Step 3: Comprehend role & responsibility of each department/division of the Ministry	Team should also have clear and complete understanding on the following areas for each division/ unit headed by a JS/AS. <ul style="list-style-type: none"> <li>○ Identify the areas of responsibility of the division/unit</li> <li>○ Understand/ identify emerging trends, government priorities and Ministry objectives that fall within purview of division/unit</li> <li>○ Understand specific schemes/programmes managed by division/unit</li> </ul>
Step 4 – Consultation with the department head/Joint Secretaries	Team to conduct multiple consultations with the Joint Secretaries & their department to understand the following areas: <ul style="list-style-type: none"> <li>○ Entire spectrum of roles and responsibilities, functions and activities undertaken by each unit and the priority and frequency of respective activities</li> <li>○ Interrelationships with other units within the Ministry and coordination/ cooperation with government agencies outside the Ministry and the larger set of stakeholders the unit engages with for each functional responsibility</li> </ul>

	<ul style="list-style-type: none"> <li>○ Current and emerging trends and future possibilities and how it could impact the role and functioning of the unit</li> <li>○ Understand the broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome</li> </ul> <p>Apart from getting a comprehensive understanding of the roles and responsibility of each department, consultation to be held with the departments to understand:</p> <ul style="list-style-type: none"> <li>○ The competency required to execute the key functions of the department</li> <li>○ Identify the competency gaps as per the experience of the head of the department or his/ her self-assessment</li> <li>○ Discuss current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives</li> </ul>
Step 5 – Situational analysis and key findings	<p>Based on the consultation with the key stakeholders, the team to conduct a preliminary competency &amp; functional mapping, highlighting:</p> <ul style="list-style-type: none"> <li>○ Key skills required in the ministry</li> <li>○ Key competency gaps as per the interactions</li> </ul> <p>For the identified gaps, identify the key interventions that the Ministry can undertake. This may include training courses or other systemic or institutional intervention.</p>
Step 6 – Workshop on way forward	<p>Conduct Workshop with relevant stakeholders to:</p> <ul style="list-style-type: none"> <li>➤ Discuss key findings, synergies and commonalities</li> <li>➤ CBP preparation</li> </ul>

In this regard, the subsequent sections of the report cover the following:

#### 1. Overview of the Ministry

This section focuses on the Ministry’s Vision, Mission and goals. It includes the various areas of responsibilities of the ministry’s’ departments and the organizations/regulators that come under the purview of the ministry.

#### 2. Objective & goals of departments

After understanding the Ministry’s overall Vision and organizational structure, this section deep dives into the roles and responsibilities of various departments of the Ministry. These departments have specific focus areas and defined goals. This section incorporates department specific vision, mission and goals and the role it plays as part of the ministry to achieve the same. This section also touches upon the competency gaps as identified by the various departments.

#### 3. Requirements of the departments

This section elaborates on the areas of work responsibilities of the ministry and identifies the competencies required to deliver the same. It further categorizes the competencies into a framework as required by an individual.

#### 4. Self-assessment by the Ministry

After elaborating the competencies required in the previous section, this section assesses the current competency gaps in the ministry. The gap assessment is based on consultation with the Ministry and helps in identification of the areas of focus on a priority basis.

#### 5. Way forward

The last section identifies the initiatives required to strengthen the competency gaps. The initiatives are categorized as quick impact and long-term initiatives, depending upon the ease of implementation and dependencies. This section also incorporates ministry/department specific and generic skill initiatives.

# 3. Overview of the Ministry

This chapter elaborates on the Vision and Mission of the Ministry of Civil Aviation (MoCA). It further describes the organizational structure of MoCA and the various departments in it and their portfolio consisting of the various sub-sectors in the Aviation sector.

## 3.1. Vision of the Ministry:

The Ministry of Civil Aviation (MoCA) has a clear goal of providing people access to safe, secure, sustainable and affordable air connectivity services. With this overall objective, the Ministry aims<sup>3</sup>:

- a) To create world-class civil aviation infrastructure for better facilities of global standards.
- b) To establish effective regulatory framework, including for safety, in harmony with international standards.
- c) To connect presently unserved and underserved areas of the country.
- d) To develop skilled human resource according to the needs of the sector.
- e) To deploy advanced technologies for the optimal growth of the sector.
- f) To ensure maximum satisfaction of users / optimize consumer satisfaction.

The Ministry is responsible for the formulation and implementation of policies and programs for the development of civil aviation sector. In addition, the Ministry is accountable for the administration of the Aircraft Act, 1934, Aircraft Rules, 1937 and various other legislations pertaining to the aviation sector in the country.

## 3.2. Organizational Structure of the Ministry

In terms of administrative powers, Ministry has control over Directorate General of Civil Aviation, Bureau of Civil Aviation Security and Indira Gandhi Rashtriya Udan Academy and affiliated Public Sector Undertakings like National Aviation Company of India Limited, Airports Authority of India and Pawan Hans Helicopters Limited (see figure below).

Figure 3-MoCA Organizational Structure<sup>4</sup>



## 3.3. Areas of responsibilities of the Ministry

For the ease of delivery of its services, the Ministry has divided its responsibilities amongst six departments where each department is headed by a Joint Secretary (see figure below). The portfolio of these departments is broad, covering a wide range of responsibilities such as managing publicity and social media for the ministry, drafting of policies for airport, airlines and other allied services. Their portfolio highlights the range of capabilities required in the Ministry to effectively deliver on its area of work.

<sup>3</sup> Annual Report 2018-19, MoCA. Link-[https://www.civilaviation.gov.in/sites/default/files/MoCA\\_Annual\\_Report\\_2018\\_19.pdf](https://www.civilaviation.gov.in/sites/default/files/MoCA_Annual_Report_2018_19.pdf)

<sup>4</sup> MoCA website, PwC Analysis

Figure 4-Departments in MoCA<sup>5</sup>



<sup>5</sup> MoCA website, PwC Analysis

# 4. Objective & goals of departments

Air travel demand in India witnessed a double-digit growth during the last decade and India was enroute to become the 3rd largest aviation market by mid 2020s, as per the IATA, prior to the COVID-19 pandemic. However, the crisis brought on by the pandemic has adversely affected the growth trajectory of the country’s aviation market and the economics of the industry. Nevertheless, the sector has strong growth prospects.

India has the potential to be among the global top three nations in terms of domestic and international passenger traffic. In order to realize the sector’s growth potential, the government aims to provide an ecosystem for harmonized growth of various aviation sub-sectors, i.e., Airlines, Airports, Cargo, MRO, General Aviation, Aerospace Manufacturing, Skill Development, etc. through policies such as the National Civil Aviation Policy (NCAP 2016) and documents such as Strategy for New India@75-NITI Aayog and Vision 2040 for the Civil Aviation Industry in India. The strategy document by NITI Aayog<sup>6</sup> describes the short-term strategy for civil aviation sector by focusing on enhancing the affordability of flying by enabling an increase in domestic ticket sales. It also targets to double air cargo and expand MRO industry in India. In the long run, the sector targets to grow its total air passengers by six times and its air cargo tonnage by five times as described in the Vision 2040 for the Civil Aviation Industry in India<sup>7</sup> document. It also targets to increase its MRO revenue by ten times. To achieve these short- and long-term goals the Ministry has distributed the sub-sectors to various departments which have a wide portfolio of responsibilities. These documents provide short-term, medium-term and long-term milestones to be achieved for the enhancement of the Aviation sector.

For these areas of responsibilities, the departments have defined goals and objectives. These goals are often not quantitative, but they provide clear direction on the actions the Ministry is required to undertake for the development of the sub-sector which in turn enhances the Aviation sector. This section discusses these goals and objective for each department:

## 4.1. Directorate General of Civil Aviation

This department is headed by Shri Satyendra Kumar Mishra, and looks after the establishment needs of Directorate General of Civil Aviation (DGCA) and the disinvestment of Air India. The table below provides goal of the department in each of these areas along with its role in accomplishing these goals.

Table 1-Directorate General of Civil Aviation

Department Head	Area of focus	Vision/goal of the Department	Role of the Department
Shri. Satyendra Kumar Mishra	Air India and its subsidiaries	To carry out a strategic disinvestment	<ul style="list-style-type: none"> <li>• Draft policies and laws</li> <li>• Administer a methodical disinvestment for Air India</li> <li>• Look after establishment needs of DGCA (manpower, promotions, services, government intervention, etc.)</li> <li>• Coordinate and monitor vigilance activities of the Ministry and of attached offices and autonomous bodies.</li> <li>• Coordinate with and incorporate needs of other ministries, requirements for technical assistance.</li> </ul>
	DGCA	Promote and see regulators match global standards	
	Vigilance	Ensure no corrupt practices occur in the ministry	

Several competencies are required for the effective execution of the work responsibilities of the department. During the discussions with the JS, it was found that strengthening the department’s capabilities on following fronts may enhance its functioning:

<sup>6</sup> Strategy for New India@75, NITI Aayog

<sup>7</sup> Vision 2040 for the Civil Aviation Industry in India, Global Aviation Summit 2019

- Require technical trainings/ on-site programs at airline shopfloor and aircraft manufacturer plants for the staff at DGCA to develop expertise in the domain and aspire to match global standards.
- Develop specialization in public policy for ease of drafting policies and laws.
- Trainings required in specialized domains such as contract management (PPP projects), legal for increasing quality of output from the staff.

## 4.2. Domestic air connectivity and aviation security

This department is headed by Smt. Usha Padhee, and looks after the development of Domestic Transport which incorporates UDAN-RCS, General Aviation. The table below provides goal of the department in each of these areas along with its role in accomplishing these goals.

Table 2-Domestic air connectivity and aviation security

Department Head	Area of focus	Vision/goal of the Department	Role of the Department
Smt. Usha Padhee	Domestic Transport + RCS + PHL + General Aviation	Develop airports and operationalize domestic routes connecting regional and remote areas	<ul style="list-style-type: none"> <li>• Formulate, implement and monitor schemes/ policies to enhance regional air connectivity in the country</li> <li>• Control and coordinate with various agencies (AAI, BCAS, DGCA, etc.) to ensure the safety of citizens and development of airports</li> <li>• Work closely with AAI and other bodies to enhance domestic air connectivity</li> <li>• Biennially organize WINGS event in collaboration with FICCI</li> <li>• Ensure streamlined processes in these focus areas</li> </ul>
	Aviation Security (BCAS) & e-SAHAJ	Ensure minimum lapses and zero lives lost	
	Publicity & Social Media	Spread awareness of MoCA's initiatives towards the growth and development of aviation sector	
	Aviation Exhibition/ WINGS	Platform for the promotion of accessibility to sector stakeholders, investments, policy formation and regional connectivity in the civil aviation industry	
	Krishi UDAAN	Promote air transportation of agricultural products to different parts of the country	

During the discussions with the JS, it was found that the strengthening the department's capabilities on following fronts may enhance its functioning:

- Orientation of the staff across levels to better align with department's key goals and objectives
- Inculcation of soft skills/ behavioral values such as (empathy, compassion, appreciation, sensitivity to others) in the team
- Domain/segment knowledge to increase quality of output from the staff via an immersion program in different departments
- Motivation of staff which can be enabled through a performance-based mechanism for annual evaluation/ promotions
- Process for smooth handover of work for the new officers joining the department across levels
- Project management (implementation and monitoring) skills requires to be developed among the employees

## 4.3. Airports Authority of India and Airport development

The department is headed by Smt. Rubina Ali and looks after development of airports in the country which includes administration of Airports Authority of India (AAI) and private airport operators. The table below provides goal of the department in each of these areas along with its role in accomplishing these goals.



Table 3-AAI and Airport Development

Department Head	Areas of Focus	Vision/goal of the department	Role of the department
Smt. Rubina Ali	AAI, Airport Development and Administration	Expand brownfield airports and operationalize greenfield airports	<ul style="list-style-type: none"> <li>Regulate and administer AAI and private airports</li> <li>Control and coordinate with the private airport operators for resolving the political issues and legal issues.</li> <li>Administer and coordinate with the Commission of Railway Safety for administrative, logistics, accounting matters, etc.</li> <li>Draft and coordinate through the signed concession agreements.</li> </ul>
	Railway Safety	Ensure minimum accidents and operational disruptions	

During the discussions with the respective JS, it was found that strengthening the department's capabilities on following fronts may enhance its functioning:

- To enhance ministry's capabilities in negotiating with private airport operators. Also enhance skills to monitor and regulate the performance of the private operators.
- Specializations to be developed in domains such as corporate finance, legal, and airport operations.
- The staff should have aviation sector experience to deliver better quality of output.

#### 4.4. Air Service Agreements and Parliamentary affairs

This department is headed by Shri Angshumali Rastogi and looks after the development of international transport which incorporates bilateral and multilateral air service agreements. The table below provides goal of the department in each of these areas along with its role in accomplishing these goals.

Table 4-Air Service Agreements and Parliamentary affairs

Department Head	Area of focus	Vision/goal of the Department	Role of the Department
Shri. Angshumali Rastogi	Air Service Agreements	Capture ~30% of the long-haul market (>5000km) by the Indian carriers	<ul style="list-style-type: none"> <li>Negotiate with foreign governments on bilateral rights for air service agreements/traffic rights.</li> <li>Negotiate with agencies such as UN, ICAO or other multilateral organizations.</li> <li>Provide a mechanism for addressing public grievances and a redressal mechanism for the same.</li> <li>Coordinate with cargo terminal operators for enhancing air cargo and improving logistics infrastructure.</li> </ul>
	Co-ordination & Welfare and RTI	Efficient handling of public grievances	
	Parliament & Official Language		
	Air Cargo including cargo matters pertaining to AAICLAS	Promote the growth of air cargo including trade facilitation and logistics infrastructure	

During the discussions with the JS, it was found that strengthening the department's capabilities on following fronts may enhance its functioning:

- Require an advanced knowledge management portal/database to enable data management and situation analysis through use of big data and AI tools. It would be beneficial for knowledge transfer to the new officers joining the department.
- Process for smooth handover of work for the new officers joining the department across levels
- Generic training module on soft skills/ behavioral values training required across staff of all levels across all departments.
- Develop expertise in skills specific to this department such as negotiation, legal aspects.

- Motivation of staff which can be enabled through a performance-based mechanism for annual evaluation/ promotions

#### 4.5. UAVs, Training & skill development and Digital initiatives

The department is headed by Shri Amber Dubey and looks after the development of objectives and mission statements to achieve the vision of the ministry. The table below provides goal of the department in each of these areas along with its role in accomplishing these goals.

Table 5-UAVs, Training & skill development and Digital initiatives

Department Head	Area of focus	Vision/goal of the Department	Role of the Department
Shri Amber Dubey	Vision/Mission of the Ministry	To set objectives of the Ministry to achieve its vision	<ul style="list-style-type: none"> <li>• Draft policies and laws</li> <li>• Control and coordinate with regulators such as DGCA, AAI, etc. for evolving segments such as drones, FTOs, AMEs, etc.</li> <li>• Associate with Intelligence Bureau and Security agencies to help mitigate and resolve IT threats and attacks on the Ministry and related entities.</li> <li>• Develop policies and documents (NCAP) for uplifting the subsections of the industry such as MRO, aircraft leasing, aerospace manufacturing, etc.</li> <li>• Set-up universities and partner with organisations to enhance the capabilities and skillsets (technical and soft skills) of the staff in</li> <li>• Connect the public/citizens to the concerned authority through the grievance redressal mechanism like AirSewa</li> <li>• Ensure streamlined processes in all related authorities with the ministry.</li> </ul>
	Unmanned Aerial Vehicles (UAVs)/Drones	Develop drone market in India & make it comparable to other economies such as China and USA.	
	IGRUA, National Aviation University and Flying Training Organization (FTO)	Promote flying schools (FTOs) and improve quality of engineers (AMEs)	
	NCAP	To create an ecosystem to make flying affordable for the masses and enhance air cargo volumes	
	HR & Skill Development	To upgrade the skillset of the staff and match global standards	
	IT Cell & Digital initiatives	To make a robust security system to have zero security leaks and cyber-attacks.	

During the discussions with the JS, it was found that the strengthening the department’s capabilities on following fronts may enhance its functioning:

- Developing science of policy and legal drafting skill
- Aligning the staff towards the adoption of technology for quick and efficient procedures.
- Developing expertise in specialized segments such as MRO, drones, Aircraft leasing such that the policies are aligned with the requirement of the sector
- Enhancing technical skills at the regulator and flying schools’ levels (DGCA, FTOs, IGRUA) by providing on-site trainings at an airline shop floor, aircraft manufacturing plant, etc. to match the global standards of working.

#### 4.6. Economic regulation and economic matters

This department is headed by Shri Piyush Srivastava and looks after the economic regulation, air cargo, aviation finance, MRO, and other work related to economic matters. The table below provides goal of the department in each of these areas along with its role in accomplishing these goals.



Table 6-Economic Regulation and Economic matters

Department Head	Area of focus	Vision/goal of the Department	Role of the Department
Shri Piyush Srivastava	Economic Regulation	To enable fair and transparent economic regulation of airports	•
	Air Cargo including Cargo matters pertaining to AAICLAS; Trade facilitation and Logistics	To promote the growth of air cargo	
	Economic survey, Global Economic Development, India's economic agenda	To define and monitor economic development targets	
	Competition and Tax related issues in Civil Aviation	To promote the growth of various sub-sectors in the Aviation industry	
	Aircraft Financing and leasing	Build ministry capabilities and grow this segment	
	MRO, Aircraft Manufacturing and Aerospace	Position India as an MRO hub	
	Other work related to economic matters		

#### 4.7. Financial advisory and controller

This department is headed by Shri Vimalendra Anand Patwardhan and looks after the financial advisory and budgeting of the ministry. The table below provides goal of the department in each of these areas along with its role in accomplishing these goals.

Table 7-Financial advisory and controller

Department Head	Area of focus	Vision/goal of the Department	Role of the Department
Shri Vimalendra Anand Patwardhan	Financial Advisor, Financial Controller and Budgeting	Prepare financial budget and procure funds for the ministry	<ul style="list-style-type: none"> <li>• Submit budget proposals.</li> <li>• Act as a financial controller for the ministry.</li> <li>• Coordinate with various parliamentary committees, Ministry of Finance and department of expenditure.</li> </ul>

During the discussions with the JS, it was found that strengthening the department's capabilities on following fronts may enhance its functioning:

- Developing department specific knowledge in areas of commercial accounts, commercial law, RBI regulations, SEBI regulations.
- Practical exposure of working at an audit wing of a department or in the revenue services organization would improve the quality of the output.
- Require an in-depth practical understanding of the functioning of the government for working at the role of Financial Advisor.

The next section discusses analyses the work responsibilities of various departments, collectively at Ministry's level and identifies the required competencies for these work responsibilities.

# 5. Requirements of the departments

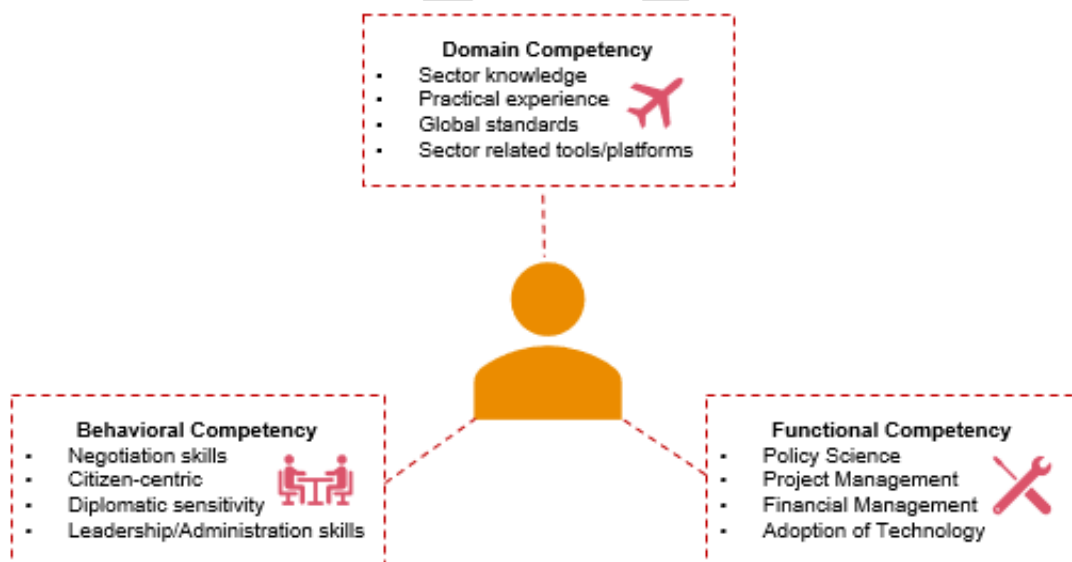
This chapter condenses the key work areas for the Ministry and focuses on the required competencies for efficient and smooth execution of all the areas of its work responsibility.

Competencies required at an organization level can be typically classified into three categories:

- **Domain competency:** This segment includes competencies required to build understanding and expertise related to the sector, department and the respective focus areas.
- **Behavioral competency:** This segment includes competencies related to behavior and soft skills such as negotiation skills, self-motivation, interpersonal skills, etc. One of the important competencies under this segment is the citizen centricity/ stakeholder focus capability.
- **Functional competency:** This segment includes competencies related to the functional aspects of the department such as science of policy designing and implementation, project management, financial planning, etc. and most importantly, technological know-how.

These competencies include combination of theoretical and practical knowledge, cognitive skills, adoption of technology and automation, values and behavior to improve performance. The following figure illustrates the skillset required in each competency.

Figure 5-Competency Framework



Based on the goal and focus areas of each department, competency needs of the Ministry have been identified. These competency requirement ranges from the art of drafting policy, sectoral knowledge to skills related to networking & negotiation and customer-centric capabilities. The table below illustrates the competency requirement in different departments of the Ministry.

Table 8-Key areas of work responsibility

Department	Areas of work responsibility										
	Sector growth and development		Stakeholder Management					Financial planning and budgeting	Citizen Centric work	Automation and Process Efficiency	
	(1)		(2)					(3)	(4)	(5)	
	Public Policy: Drafting policies and laws	Domain specific knowledge	Coordinating among regulators, other agencies of MoCA <i>(Inter-departmental coordination)</i>	Coordinate and control private operators/ service providers <i>(External coordination)</i>	Coordinate with other ministries and parliament <i>(Inter-ministerial coordination)</i>	Negotiate with foreign governments and agencies <i>(Foreign coordination)</i>	Team development and management <i>(Intra-departmental coordination)</i>	Budget management	Smooth grievance redressal for citizens; Marketing and branding	Develop focus areas to match the latest global standards	Automation and encourage a technology driven mechanism
Directorate General of Civil Aviation	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Domestic air connectivity and aviation security	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Airports Authority of India and Airport development		✓	✓	✓	✓		✓	✓	✓	✓	✓
Air Service Agreements and Parliamentary affairs		✓	✓	✓	✓	✓	✓	✓		✓	✓

UAVs, Training & skill development and Digital initiatives	✓	✓	✓	✓	✓		✓	✓	✓	✓
Financial advisory and controller		✓	✓		✓		✓	✓		✓

Note: '✓' connotes the Medium to High relevance of work responsibility area to a department

DRAFT

Table 9-Competency requirements: Domain, Behavioral &amp; Functional

DOMAIN			
#	Areas of work responsibility		Competency Requirements
1)	Sector growth and development	Public Policy: Drafting policies and laws	Sector dynamics, existing policies/ schemes and regulations, etc.
		Domain specific knowledge	<ul style="list-style-type: none"> <li>• Sub-sectors/ focus areas</li> <li>• Access to technical/ business expertise such as                             <ul style="list-style-type: none"> <li>○ airlines – network planning, cost economics, business drivers, etc.</li> <li>○ airports – tariff regulatory framework, ISPs, revenue streams, etc.</li> <li>○ MROs – regulations, compliance, etc.</li> <li>○ Drones/ UAVs</li> <li>○ Training Institutes</li> <li>○ Aircraft Manufacturers – acquisition costs, fuel and maintenance needs, etc.</li> <li>○ Helicopter operations – cost economics, infrastructure requirements, etc.</li> <li>○ Air service agreements – Freedoms of the Air, Bilateral and multilateral terms, etc.</li> <li>○ Other areas such as CAR, Slots, Licensing, Security related aspects.</li> </ul> </li> </ul>
2)	Stakeholder Management	Coordinating among regulators, other agencies of MoCA	<ul style="list-style-type: none"> <li>• Organizational knowledge</li> <li>• Basic understanding of technical areas (including inter dependencies) of concerned agencies. For instance, Bilateral, CAR, Licensing, Slot Regulations, etc.</li> </ul>
		Coordinate and control private operators/ service providers	Existing agreements and regulations – such as related to airlines, airports, aircraft manufacturers, other independent service providers
		Coordinate with other ministries and parliament	<ul style="list-style-type: none"> <li>• Sub-sectors/ focus areas including the latest developments and plans</li> <li>• Similar/ dependent initiatives undertaken by other ministries</li> </ul>
		Negotiate with foreign governments and agencies	Domain specific knowledge; for instance: Bilateral/ multilateral agreements and key ingredients
		Team development and management	Departmental and Organizational knowledge
3)	Financial planning and budgeting	Budget management	Budget allocations and goals for the sector
4)	Citizen Centric work	Smooth grievance redressal for citizens; Marketing and branding	Sector's vision, mission, and goals
5)	Automation and Process Efficiency	Develop focus areas to match the latest global standards	Latest developments (Domain specific) across comparable countries

		Automation and encourage a technology driven mechanism	Sector related systems such as AIMS, AODB, Digi Yatra Platform etc.
--	--	--	---

BEHAVIORAL/ SOFT SKILLS			
#	Areas of work responsibility		Competency Requirements
1)	Sector growth and development	Public Policy: Drafting policies and laws	<ul style="list-style-type: none"> <li>• Citizen-Centric</li> <li>• Good Governance</li> </ul>
		Domain specific knowledge	<ul style="list-style-type: none"> <li>• Stakeholder focused</li> <li>• Strategic networking</li> </ul>
2)	Stakeholder Management	Coordinating among regulators, other agencies of MoCA	Negotiation skills, Interpersonal skills
		Coordinate and control private operators/ service providers	<ul style="list-style-type: none"> <li>• Negotiation skills, Interpersonal skills</li> <li>• Stakeholder focused</li> <li>• Citizen - centric</li> </ul>
		Coordinate with other ministries and parliament	<ul style="list-style-type: none"> <li>• Negotiation skills, Interpersonal skills</li> <li>• Diplomatic sensitivity</li> </ul>
		Negotiate with foreign governments and agencies	<ul style="list-style-type: none"> <li>• Negotiation skills, Interpersonal skills</li> <li>• Diplomatic sensitivity</li> <li>• Strategic networking</li> </ul>
		Team development and management	<ul style="list-style-type: none"> <li>• Negotiation skills, Interpersonal skills</li> <li>• Leadership/ Administration skills/ Good Governance</li> <li>• Performance/output oriented</li> </ul>
3)	Citizen Centric work	Smooth grievance redressal for citizens; Marketing and branding	Stakeholder focused
4)	Automation and Process Efficiency	Develop focus areas to match the latest global standards	Strategic networking
		Automation and encourage a technology driven mechanism	Strategic networking

FUNCTIONAL			
#	Areas of work responsibility		Competency Requirements
1)	Sector growth and development	Public Policy: Drafting policies and laws	<ul style="list-style-type: none"> <li>• Policy designing and implementation</li> <li>• Economic analysis and financial planning</li> <li>• Project/ scheme management</li> <li>• Legal drafting</li> <li>• Analytical thinking</li> </ul>

		Domain specific knowledge	<ul style="list-style-type: none"> <li>• Sector development planning</li> <li>• Knowledge of relevant technologies</li> </ul>
2)	Stakeholder Management	Coordinating among regulators, other agencies of MoCA	Project/ scheme management
		Coordinate and control private operators/ service providers	Contract management
		Coordinate with other ministries and parliament	<ul style="list-style-type: none"> <li>• Data/ Knowledge management</li> <li>• Strategic thinking</li> </ul>
		Negotiate with foreign governments and agencies	<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Understanding of Legal aspects</li> <li>• Strategic thinking</li> </ul>
		Team development and management	<ul style="list-style-type: none"> <li>• Project/ scheme management</li> <li>• Functional knowledge specific to job requirements/ Organizational alignment</li> </ul>
3)	Financial planning and budgeting	Budget management	<ul style="list-style-type: none"> <li>• Financial planning/ Budget management</li> <li>• Strategic thinking</li> <li>• Analytical thinking</li> </ul>
4)	Citizen Centric work	Smooth grievance redressal for citizens; Marketing and branding	<ul style="list-style-type: none"> <li>• Understanding of software platforms</li> <li>• Social/ public branding and marketing</li> </ul>
5)	Automation and Process Efficiency	Develop focus areas to match the latest global standards	Technological understanding and awareness
		Automation and encourage a technology driven mechanism	<ul style="list-style-type: none"> <li>• Working knowledge of technology-based tools/ software</li> <li>• Knowledge management</li> </ul>

## 6. Self-assessment by the Ministry

Various competencies which are required with respect to the type of work responsibilities, have been discussed in the previous chapter. This chapter, to some extent, attempts to present the importance of these competencies and assesses the maturity level of these competencies vis-à-vis the present situation of the Ministry. This is predominantly based on the interactions undertaken with the Joint secretaries/ department heads of the respective departments of the Ministry of Civil Aviation and is as per the self-assessment shared by them.

It is to be noted that the identification of actual gaps/ level of interventions can only be determined based on a dedicated gap assessment exercise, which would include detailed interactions with the resources across levels and assessment of the existing competencies, study of the existing training programs, etc. Hence, for the purposes of this study, the observations noted from the discussions with the Joint Secretaries/ department heads have been considered to identify the potential areas, where focus needs to be drawn down. These are mentioned in the table below.

Table 10-Competencies Gap Assessment

Category	Competency	Importance/ Priority	1	2	3	Gaps
		Very High High Medium	Acceptable fit	Good fit	Excellent fit	
Domain	<b>Sector knowledge - General</b>	High	✓			<ul style="list-style-type: none"> <li>Enhance firsthand knowledge relating to the department</li> <li>Orientation with organization’s goals and objective</li> <li>Develop understanding of the business and technical matters associated with the department’s focus areas</li> </ul>
	- Sector basics – coverage, stakeholders,	High	✓			
	- Policies, laws, regulations	Medium	✓			
	- Organizational/ Departmental Awareness	Very High		✓		
	<b>Technical aspects concerning the sector</b>	High	✓			
	- UAVs (including air navigation management, payload/ height restrictions)	High	✓			
	- MRO (airline checks, aircraft manufacturers – service/ maintenance requirements, compliance etc.)	High	✓			
	- Airport development standards and specifications	High		✓		
	- Helicopter and sea-plane operations (safety, payload, flight navigation, infrastructure requirements, etc.)	High	✓			
	- Civil Aviation Rules, Licensing, Safety and Security related aspects (DGCA/ BCAS)	Very High		✓		



Category	Competency	Importance/ Priority	1	2	3	Gaps
		Very High High Medium	Acceptable fit	Good fit	Excellent fit	
	<b>Domain/Segment specific Knowledge</b>	Very High		✓		
	- Slot's allocation	Very High		✓		
	- Airlines – network planning, cost economics, business drivers, etc.	Very High	✓			
	- Airports – tariff regulatory framework, ISPs, revenue streams, etc.	Very High		✓		
	- Air service agreements – Freedoms of the Air, Bilateral and multilateral terms, etc.	Very High			✓	
<b>Behavioral/ Soft Skills</b>	People first, Empathy	Very High		✓		<ul style="list-style-type: none"> <li>Develop a more citizen-centric approach by incorporating soft skills such as empathy, appreciation, compassion, sensitivity to others</li> </ul>
	Leading others	High		✓		<ul style="list-style-type: none"> <li>Effective team management</li> <li>Ability to engage and enable the team to excel</li> </ul>
	Consultation and Consensus Building, Communication skills	High		✓		<ul style="list-style-type: none"> <li>Requirement of formal training to develop strong negotiation skills and strategic networking/ diplomatic sensitivity</li> <li>Build consensus through dialogue, persuasion, reconciliation of diverse views/interests and trusting relationships.</li> <li>Knowledge management of previous experiences</li> </ul>
	Planning and Coordination	High	✓			<ul style="list-style-type: none"> <li>Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people.</li> </ul>
	Integrity, Taking Accountability	Very High	✓			<ul style="list-style-type: none"> <li>Self-drive and commitment to deliver good quality work and contribute to achieving the goals of the Ministry</li> </ul>
	Result Orientation, Initiative and Drive	Very High	✓			<ul style="list-style-type: none"> <li>Develop ownership of work to drive outputs and increase efficiency</li> <li>Achievement oriented approach along with streamlined processes</li> </ul>

Category	Competency	Importance/ Priority	1	2	3	Gaps
		Very High High Medium	Acceptable fit	Good fit	Excellent fit	
						required for inter-ministerial coordination
	Conceptual Thinking, Problem Solving	High			✓	<ul style="list-style-type: none"> <li>Building capabilities to identify key or underlying issues in complex situations, to better manage the limited resources available</li> </ul>
	Communication Skills	Very High		✓		<ul style="list-style-type: none"> <li>Articulates information to others in language that is clear, concise, and easy to understand.</li> <li>Ability to listen and understand unspoken feelings and concerns of others.</li> </ul>
Functional	Policy design and implementation	Very High		✓		<ul style="list-style-type: none"> <li>Specific courses related to policy designing and development</li> </ul>
	Department specific competency	High	✓			<ul style="list-style-type: none"> <li>Enhancement of department specific skills (such as contract management, corporate finance, legal, etc.) required to improve quality of output</li> <li>Process for effective hand-over</li> <li>Some training for new joiners to quickly understand the department and role expectations/responsibilities</li> </ul>
	Adoption of technology	Very High	✓			<ul style="list-style-type: none"> <li>Ability to adopt the new technologies (both proactively and normally)</li> </ul>
	Data/ Knowledge Management	Very High	✓			<ul style="list-style-type: none"> <li>One stop solution for data storage, analysis and management</li> </ul>
	Project/ Scheme Management	High	✓			<ul style="list-style-type: none"> <li>Formal training on effective project management practices</li> </ul>
	Legal Drafting	Medium			✓	

# 7. Capacity Building Plan

The previous chapter identified the competencies which are required to strengthen the effective functioning of the Ministry. This chapter covers the elements of capacity building plan and talks about the initiatives, which can be considered for strengthening the competencies at the each of departments of the Ministry.

## 7.1. Capacity Building Plan

### 7.1.1. MoCA's Vision for Capacity Building

Based on a broad responsibility and competency mapping, supported by a preliminary systemic and institutional assessment through discussions with JSs/ head of the departments at the Ministry of the Civil Aviation, a strategic vision and direction of the capacity building initiative specific for the Ministry has been developed as presented in below Table.

Table 11-Capacity Building for MoCA

Activity	Details
<b>Vision</b>	<ul style="list-style-type: none"> <li>➤ Creating an enabling environment to enhance knowledge &amp; skills of employees such that it strengthens Ministry's capabilities to effectively and efficiently attains its intended objectives.</li> </ul>
<b>Citizen-centric goals</b>	<ul style="list-style-type: none"> <li>➤</li> <li>➤ Develop and deliver programmes that create and improve economic value to people engaged in the sector</li> <li>➤ Efficient handling of public grievances</li> </ul>
<b>Technology centric goals</b>	<ul style="list-style-type: none"> <li>➤</li> <li>➤ Enhance adoption of modern and emerging technologies to improve policy making, data processing, performance monitoring, financial management and audit</li> <li>➤ Leverage the technology to enhance process efficiencies (for both internal and external interactions and data management needs of the Ministry)</li> </ul>
<b>System requirements</b>	<ul style="list-style-type: none"> <li>➤ Structured training calendar for Capacity Building Plan (CBP)</li> <li>➤ Tie-up with concerned universities for Behavioral, Domain, and Functional training programs</li> <li>➤ Resource planning – internal &amp; external, institutional, financial, time requirements of staff for CBP</li> <li>➤ Buy-in from the stakeholders involved</li> <li>➤ Staff incentives for meeting individual CBP targets</li> <li>➤ Outcome monitoring mechanism for trainings</li> <li>➤ Knowledge repository framework</li> </ul>
<b>Identification of training partners</b>	<ul style="list-style-type: none"> <li>➤ Mid-Career Training Program by DoPT</li> <li>➤ i-GOT Platform</li> <li>➤ Global universities – to be identified based on a detailed assessment</li> </ul>

<b>Immediate-term training targets</b>	➤ Identification of high priority competencies and suitable training programs
--	---

### 7.1.2. Steps in the Capacity Building Planning Process

The following table details out the Capacity Building Plan for further consideration.

Table 12-Capacity Building Plan

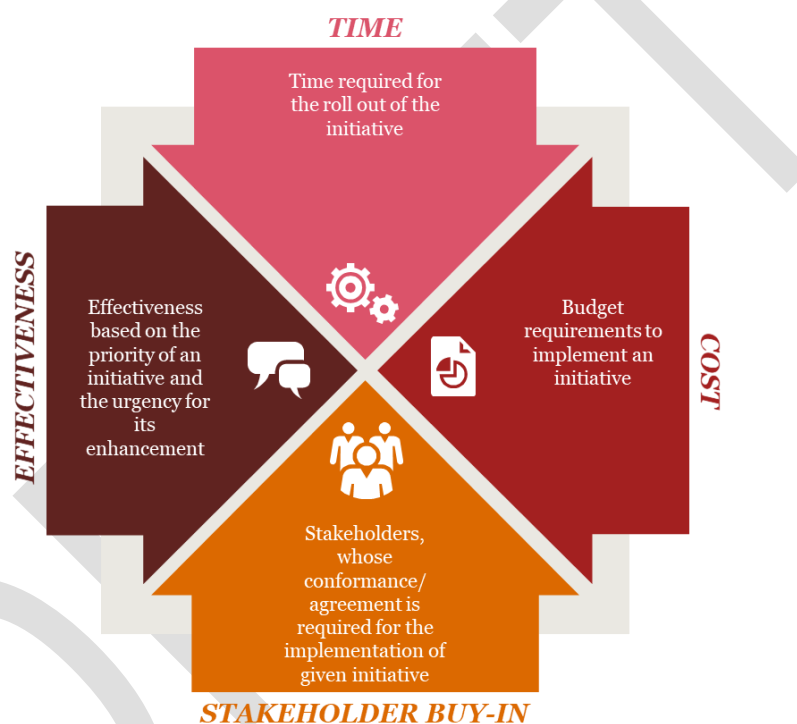
<b>Activity</b>	<b>Details</b>
<b>Gap analysis based on self-assessment</b>	<ul style="list-style-type: none"> <li>➤ Detailed competency framework assessment for all personnel to be covered under the Annual CDP:                             <ul style="list-style-type: none"> <li>○ Functional competencies</li> <li>○ Domain knowledge</li> <li>○ Behavioral competencies</li> </ul> </li> <li>➤ A structured and comprehensive institutional capacity (including assessment of the sufficiency/ gaps in the existing training programs) and systems diagnostics</li> <li>➤ Assessment of knowledge repository processes initiated/adopted by Ministry and assess requirement for future data mining, particularly for better understanding of the sustainability and efficiency contexts and draw appropriate lessons therefrom.</li> <li>➤ Technology Roadmap and training requirements</li> </ul>
<b>CDP preparation</b>	<ul style="list-style-type: none"> <li>➤ Prepare detailed training manual for                             <ul style="list-style-type: none"> <li>○ Induction/ orientation training for staff at all levels in each section/ Unit</li> <li>○ periodic refresher trainings with real life examples and case studies</li> <li>○ onsite internship programs to build domain competencies</li> </ul> </li> <li>➤ The training manual (latest version) should be available online to all staff for self-learning and career advancement</li> <li>➤ Develop online resources for self-learning through real life examples in FAQs and Help functions</li> <li>➤ Develop training modules and material for each competency and proficiency level</li> </ul>
<b>Training Delivery</b>	<ul style="list-style-type: none"> <li>➤ Identify partner institutions and undergo suitable tie-ups</li> <li>➤ Engagement with retired employees/ senior employees for conducting domain/ functional/ behavioral training programs</li> <li>➤ Identify appropriate training delivery models, including web-based e-Learning, online Help and FAQs</li> <li>➤ Prepare approximate cost estimates and resource requirements (time, institutional, financial, etc.)</li> </ul>
<b>Training calendar</b>	<ul style="list-style-type: none"> <li>➤ Develop training calendar and support the rollout of training programs and all allied activities identified in the CDP</li> </ul>

Training monitoring mechanism	Outcomes
	<ul style="list-style-type: none"> <li>➤ Develop knowledge and training outcomes for each training module</li> <li>➤ Certification/ outcome validation process for trainings</li> <li>➤ Structure modality to institutionalize the internal capacity development and training in MoCA</li> <li>➤ Mechanism to track training outcomes and obtain feedback and suggestions for improvements for future training programs</li> </ul>

## 7.2. Capacity Building Initiatives

Based on the ease of implementation (cost and time requirements), stakeholder buy-in, etc., the initiatives have been categorized into quick-impact initiatives and long-term capacity building plans.

Figure 6-Key considerations for identification of initiatives in short - medium term



Quick impact initiatives are those that can be implemented within a short span of time and operationalized soon, without requiring enormous budget and planning. Whereas other capacity enhancement initiatives can be undertaken in the medium term, i.e., over a period of 1-3 years.

It is to be noted that the Long-term capacity building deep dives into the various competencies required at each department and are continuous and iterative initiatives. It requires to be updated and modified time and again and require customization at a department specific level. The benefit of such capacity building planning is that it would build expertise in the departments and better align them with the organizational goals/ objectives.

To further substantiate the capability requirement, an in-depth capability assessment is required. However, based on the preliminary assessment, Government may undertake certain quick-impact initiatives and long-term capacity building plans.

### A. Quick impact initiatives:

1. Domain specific competencies development

- **An immersion program** that exposes the staff to various departments of the ministry and provides them a broad overview of the work undertaken by each department.
2. Functional competencies development:
- **Formal process for a handover exercise** to enable the new officers in understanding the working/ expectations of the department. The same could be undertaken by ensuring an overlap of existing officer and new officer for the concerned position for a defined period to enable a smooth transition.
3. Behavioral competencies development:
- Training on **ethics and work values**

Engagement of retired or existing employees of the Ministry to conduct Domain training programs at various levels.

- Retired employees/ senior employees would have relevant and experiential learnings which would help in establishing a direct connect with the staff and likely to be more impactful
- Appropriate mechanism needs to be developed for the selection of suitable employees for conducting training sessions across various competency categories

**B. Capacity enhancement initiatives**

1. Domain specific competencies development

- **Induction training programs** to provide new joiners (even if transferred within the same Ministry to a different section) with a broad overview of the work undertaken by each Unit/Section, and particular responsibilities to be undertaken
- **On-site training programs** to enable practical and on-ground understanding of technical matters/ latest developments in the concerned focus areas. For instance, organizing a workshop at an aircraft manufacturer's unit to understand the safety and technical aspects associated with an aircraft.

2. Functional competencies development:

- Policy designing and development
- **Business Case tools** – Departments require deep understanding of strategic, economic, financial, commercial and management aspects for formulating a comprehensive business case for schemes and programs formulated by it. Advanced level trainings to decision-makers could be beneficial.
- Development of **case studies/ use cases-based approach** to enable learning/ understanding of various technologies
- **Project management program** that strengthens the capacities of staff in various aspects of managing schemes, particularly in areas such as monitoring, budget management, effective implementation, project marketing, etc.
- **IT enabled systems**
  - **Decision support systems (DSS):** A dedicated DSS, that is integrated across all the schemes and programs of the Ministry, with advanced big data analytics and AI capabilities and alert systems that can go beyond mere data entry to situation analysis including automated monitoring and alerts systems with different interfaces for decision makers and field/operational staff, would greatly improve operational efficiencies and support evidence-based policy making.
  - **Development of institutional memory/ data repository systems** to enable to data management and analysis, which would help in efficient knowledge management, effective policy designing, process efficiency, preparing responses for Parliamentary/ public meetings, marketing initiatives, trends analysis

(for instance citizen complaints related to air travel would help in understanding the nature of most frequent issues and identifying solutions to address the same)

3. Behavioral competencies development:

- Inculcate output-driven attitude in the employees. Work responsibilities linked to **measurable goals** for performance evaluation and appraisals
- Training on **negotiation skills and stakeholder management**
- **Orientation training program** to inculcate necessary behavioral/ individual skills

DRAFT

# 8. Annexure 1: Sample list of career training programs

The table below provides an illustrative list of the relevant training programs, which may be considered to strengthen the Behavioral and Functional competencies at the Ministry.

Table 13-Sample Courses for developing competencies

Name of University/ Program <sup>8</sup>	Competency Requirement	Course Name
Relevant courses suggested in the CMCTP (Common Mid-Career Training Program) conducted by DoPT at LBSNAA in July 2021		
MCTP Classroom course	Financial Management	Budgeting and Financial Management
MCTP Classroom course	Project Management	Program/Project Management
MCTP Classroom course	Policy and scheme design	Data based policymaking
MCTP Classroom course	Contract/Agreement management	Contract Management
MCTP Classroom course	Administration skills	Parliamentary and Legislative Processes
MCTP Classroom course	Strategic Networking	The Arts of communication and Networking
MCTP Classroom course	Team Development and Management	Emotional Intelligence and Leadership
MCTP Classroom course	Negotiation skills	Behavioral Science of Negotiations
MCTP Classroom course	Good Governance	Organizing: People, Power, Change
MCTP Classroom course	Leadership	Building effective teams and talent management
MCTP Online course- Harvard Business School	Negotiation skills	Negotiation Mastery
MCTP Online course- Harvard Business School	Team Management	Management Essentials
MCTP Online course- Yale School of Management	Decision Making	Leading Effective Decision-Making
MCTP Online course- Berkley Executive Education	Leadership	High-Impact Leadership
Name of CTI/Global University <sup>9</sup>	Competency Requirement	Course Name
Relevant courses for training through iGOT platform & Global Universities		
Institute of Secretariat Training and Management (ISTM)	Stakeholder focused	Ethics and Value in Public Governance
Institute of Secretariat Training and Management (ISTM)	Stakeholder focused	Workshop on Emotional Intelligence
Institute of Secretariat Training and Management (ISTM)	Team Development and Management	Workshop on Team Building and Leadership
Institute of Secretariat Training and Management (ISTM)	Good Governance	Good Governance

<sup>8</sup> MCTP-Common Mid-Career Training Program by DoPT

<sup>9</sup> <https://igot.nic.in/>, ISTM website, <https://online.hbs.edu/>, <https://ocw.mit.edu/>, <https://online.wharton.upenn.edu/>



Institute of Secretariat Training and Management (ISTM)	Stakeholder focused	Workshop on Citizen Centric & Service Delivery Approach
Institute of Secretariat Training and Management (ISTM)	Data/Knowledge Management	Knowledge Management
Institute of Secretariat Training and Management (ISTM)	Public Policy	Workshop on Public Policy Formulation
Institute of Secretariat Training and Management (ISTM)	Scheme formulation, legal drafting	Workshop on Policy Formulation to Legislation
Institute of Secretariat Training and Management (ISTM)	PPP	Workshop on Public Private Partnership
Harvard Business School Online	Strategic thinking	Disruptive Strategy
MIT OpenCourseWare	Technology understanding and awareness	Information Technology Essentials
Wharton Online	Leadership and technology	Leadership in the age of Digital Disruption
Wharton Online	Financial Modelling, Strategic thinking	Business and Financial Modelling
Wharton Online	Leadership and Management	Leadership and Management

The table below provides an illustrative list of the relevant training programs/courses available at Indian Universities, which may be considered to strengthen the Behavioral and Functional competencies at the Ministry.

Table 14-Sample courses for developing competencies at Indian Universities

Course Name	Name of the University	Competency Requirement	Course Link	About the course
Personality Development	Savitribai Phule Pune University	Stakeholder focused	<a href="https://onlinecourses.swayam2.ac.in/cec21_mg22/preview">https://onlinecourses.swayam2.ac.in/cec21_mg22/preview</a>	The course aims to cause a basic awareness about the significance of soft skills in professional and interpersonal communications and facilitate an all-round development of personality.
Management Accounting for Decision Making	Indian Institute of Management Bangalore (IIMB)	Financial management for decision making	<a href="https://onlinecourses.swayam2.ac.in/imb21_mg44/preview">https://onlinecourses.swayam2.ac.in/imb21_mg44/preview</a>	This business and management course will show how accounting information is relevant to managers, and how it can be processed and analyzed for effective managerial decision-making.
Infrastructure Development PPPs and Regulation	Indian Institute of Management Bangalore (IIMB)	PPP	<a href="https://onlinecourses.swayam2.ac.in/imb21_mg38/preview">https://onlinecourses.swayam2.ac.in/imb21_mg38/preview</a>	This course is about infrastructure, its characteristics, drivers for commercial outlook and key implications of commercialization/PPPs.
Effective Business Communication	Indian Institute of Management Bangalore (IIMB)	Business communication, team management	<a href="https://onlinecourses.swayam2.ac.in/imb21_mg55/preview">https://onlinecourses.swayam2.ac.in/imb21_mg55/preview</a>	In a business scenario, communication not only helps us share our thoughts but is essential in getting our work done and becoming more successful. This course will help improve these communications skills by exploring the inherent challenges and providing techniques to help overcome hurdles.

Business Organisation and Management	Indira Gandhi National Open University	Team Management and Leadership	<a href="https://onlinecourses.swayam2.ac.in/nou21_mg06/preview">https://onlinecourses.swayam2.ac.in/nou21_mg06/preview</a>	This course acquaints with various dimensions of management, organisation control, communication, motivation, and leadership.
Administration & Public Policy: Concepts and Theories	Scottish Church College, Kolkata	Administration, Public policy	<a href="https://onlinecourses.swayam2.ac.in/cec21_hs37/preview">https://onlinecourses.swayam2.ac.in/cec21_hs37/preview</a>	This course provides an insight into the management of affairs of the government at all levels-national, state and local. This will also help to understand how human and material resources can be used to reach its desired goals. This course will also highlight the formulation and implementation of public policies, organisational structures and machinery of administration as well as administrative practices. Moreover, it addresses a relationship between government, organisations and its environment.
Developing Soft Skills and Personality	Indian Institute of Technology Kanpur (IIT Kanpur)	Stakeholder focused	<a href="https://onlinecourses.nptel.ac.in/noc21_hs57/preview">https://onlinecourses.nptel.ac.in/noc21_hs57/preview</a>	The course aims to cause a basic awareness about the significance of soft skills in professional and interpersonal communications and facilitate an all-round development of personality.
Introduction to Public Administration	Kurukshetra University, Kurukshetra	Public Administration	<a href="https://onlinecourses.swayam2.ac.in/cec21_hs29/preview">https://onlinecourses.swayam2.ac.in/cec21_hs29/preview</a>	This course focuses on the basic principles of an organization, various approaches used in studying the discipline of Public Administration and about the changes and impacts of globalization, privatization, and application of information technology etc. on the structure and functioning of public administrative systems in general.
Administrative Law	University of Kashmir	Legal aspects, administration	<a href="https://onlinecourses.swayam2.ac.in/cec21_lw10/preview">https://onlinecourses.swayam2.ac.in/cec21_lw10/preview</a>	<p>This course will help understand aspects of administrative laws including quasi-legislative quasi-judicial and other ministerial functions of administration.</p> <p>This pertains to decision making of various administrative entities of the government like boards, tribunals or commissions which are a part in making nationwide schemes for trade, taxation, transport, and policing laws.</p>
Advanced Business Negotiation Programme	Indian Institute of Management Bangalore (IIMB)	Negotiation Skills	<a href="https://www.iimb.ac.in/eep/product/162/Advanced_Business_Negotiation_Programme">https://www.iimb.ac.in/eep/product/162/Advanced_Business_Negotiation_Programme</a>	The International Negotiating Skills programme provides a framework for managers/negotiators to analyze and improve their own decision processes and approaches in choosing to reach an international agreement.
Strategic Perspectives on the Design of Public Private	Indian Institute of Management Bangalore (IIMB)	PPP project design, financing	<a href="https://www.iimb.ac.in/eep/product/283/Infrastructure_Development_PPPs_and_Regulation">https://www.iimb.ac.in/eep/product/283/Infrastructure_Development_PPPs_and_Regulation</a>	The programme provides emphasis on the role of government regulation and legal environment on PPP design, and on how project structuring and project

Partnerships (PPPs)				financing choices must be made to ensure optimal risk allocation.
Microsoft EXCEL for Business: Basic and Advanced	Indian Institute of Management Indore (IIMI)	Technology understanding	<a href="https://www.iimdr.ac.in/mdp-calendar/microsoft-excel-for-business-basic-and-advanced/">https://www.iimdr.ac.in/mdp-calendar/microsoft-excel-for-business-basic-and-advanced/</a>	The programme aims to teach the participants how to use Microsoft Excel tool for automation, modelling, reporting, and solving several problems related to business. This is a rigorous hands-on course which is appropriate for beginners as well as proficient excel users.
Administrative Leadership and Good Governance	Indian Institute of Management Ahmedabad (IIMA)	Good Governance	<a href="https://web.iima.ac.in/exed/programme-details.php?id=ODUZ">https://web.iima.ac.in/exed/programme-details.php?id=ODUZ</a>	<p>To ensure good governance and fair administration, organisations are subject to several audit procedures and compliance norms. There are two aspects to this exercise that hamper the entire philosophy of good governance.</p> <ul style="list-style-type: none"> <li>• Despite a host of audit guidelines, corruption and unfair administration do happen.</li> <li>• Compliance norms are a hindrance to everyday affairs and therefore, a deterrent to the operational efficiency of employees.</li> </ul> <p>The motivation behind this programme is to address the above two contemporary challenges from a leadership perspective.</p>
The Essence of Leadership: Explorations from Literature	Indian Institute of Management Bangalore (IIMB)	Leadership	<a href="https://onlinecourses.swayam2.ac.in/imb21_mg54/preview">https://onlinecourses.swayam2.ac.in/imb21_mg54/preview</a>	This course reads between the lines of some of the greatest works of literature and draws out lessons to help transform from being an effective manager to a motivational leader.
Strategic Management	Indian Institute of Management Bangalore (IIMB)	Strategic Management	<a href="https://onlinecourses.swayam2.ac.in/imb21_mg52/preview">https://onlinecourses.swayam2.ac.in/imb21_mg52/preview</a>	Strategic Management is an important concept for managers, decision makers and entrepreneurs. This course will show how a business views itself in its "totality" and in the context of its environment. The course will be taught from the perspective of a manager or chief executive officer (CEO).