ANNUAL CAPACITY BUILDING PLAN REPORT

For the office of
the Controller General of Patents Designs
And Trade Marks (CGPDTM)

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List of Abbreviations

ACBP: Annual Capacity Building Plan
CGPDTM: Controller General of Patents, Designs and Trade Marks
CBC: Capacity Building Commission
CBU: Capacity Building Unit
CBP: Competency Building Product
MDO: Ministries, Departments and Organisations
NSCSTI: National Standards for Civil Service Training Institutes

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Executive Summary

This report has been drafted as a supporting document for the first-ever Annual Capacity Building Plan (ACBP) for the office of the Controller General of Patents Designs and Trade Marks (CGPDTM). It presents the bases for the recommendations made in the ACBP.

Section 1 of this report starts with an introduction to Mission Karmayogi, its principles and the mandate of the Capacity Building Commission (CBC). It further explains the purpose of creating an ACBP. Section 2 describes, in brief, the intellectual property ecosystem of the country. This section underlines the role played by intellectual property rights, their definition and protection, in propelling innovation at the national level. Section 3 is an overview of the office of CGPDTM. It describes the various sections and units of the office. It also presents evidence of growth in the number of applications the office has received and processed in the past few years thereby establishing the need for enhanced capacity both at the individual and organisational levels.

This is followed by Section 4. This section lists the capacity-building initiatives that have been identified to address the individual and organisational needs of CGPDTM. It provides a rationale for identifying recommendations and making them a part of the ACBP. This section is immediately followed by the Annual Capacity Building Plan for CGPDTM for 2023. It lists each intervention along with details such as a suggested timeline and the steps that will be taken to implement the interventions successfully.

Section 6 of the report describes the findings of the capacity needs analysis exercise which form the basis of the recommendations made in Section 4 and which form a part of the ACBP. Finally, Section 7 of describes in detail the approach and methodology used to carry out the entire capacity needs analysis exercise.

It is important to note that this document is designed to be dynamic and will evolve over time to cover all the positions across different units of CGPDTM.

Below are the capacity-building initiatives that have been shortlisted as a part of the Annual Capacity Building Plan of CGPDTM for the year 2023:

Table 1: Snapshot of initiatives shortlisted for the ACBP of CGPDTM

No.	Intervention	Nature of intervention
1	Induction training program for incoming contractual staff (Trademarks)	Short-term
2	Refresher training program for existing Examiners and Controllers - Patents	Short-term
3	Onboarding CBP providers	Short-term
4	Creation of Subject Matter Expert resource pool for RGNIIPM	Short-term

5	Establishing Key Result Areas (KRAs) as a for incoming contractual staff	Short-term
6	Workforce pipeline for IP ecosystem	Short-term
7	Process streamlining and organisational restructuring	Short-term
8	Capacity building policy of CGPDTM	Medium-term
9	Capacity building and handholding of CBU members	Medium-term
10	Job descriptions and work allocation orders for all positions across units of CGPDTM	Medium-term

1. INTRODUCTION

ABOUT MISSION KARMAYOGI

The National Programme for Civil Services Capacity Building (NPCSCB), also known as Mission Karmayogi, is a step towards competency-based capacity enhancement and improved personnel management practices in the government. The program also envisions and lays out the roadmap for a future-ready government workforce that is agile, tech-enabled and citizen-centric. Each of these attributes will enable officials to deliver on long-term national goals while being prepared to face

unforeseen challenges confidently. Mission Karmayogi is guided by specific core principles that apply to all capacity-building interventions under its ambit. These principles have been listed in Figure 1 below. The institutional structure of the Mission is given below in Figure 2.

Figure 1: Principles of Mission Karmayogi
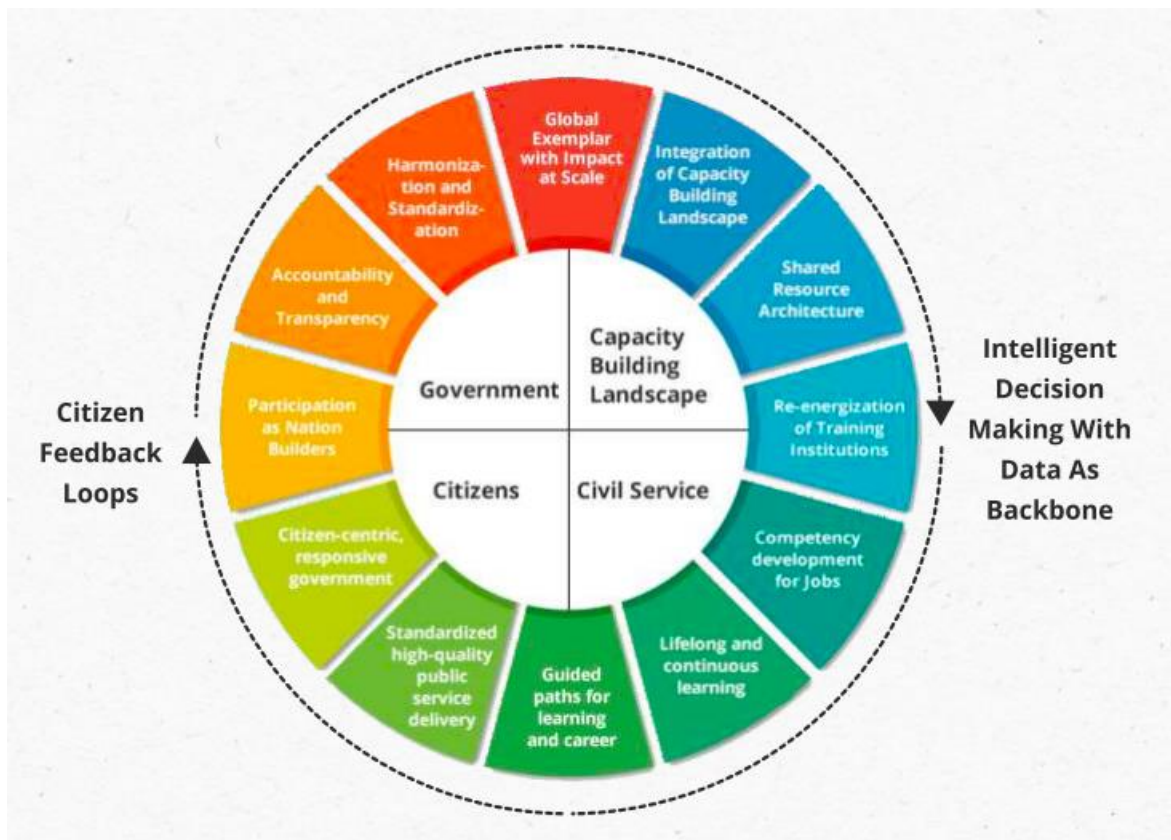
Source: Mission Karmayogi Booklet, DoPT

Figure 2: Institutional framework of Mission Karmayogi
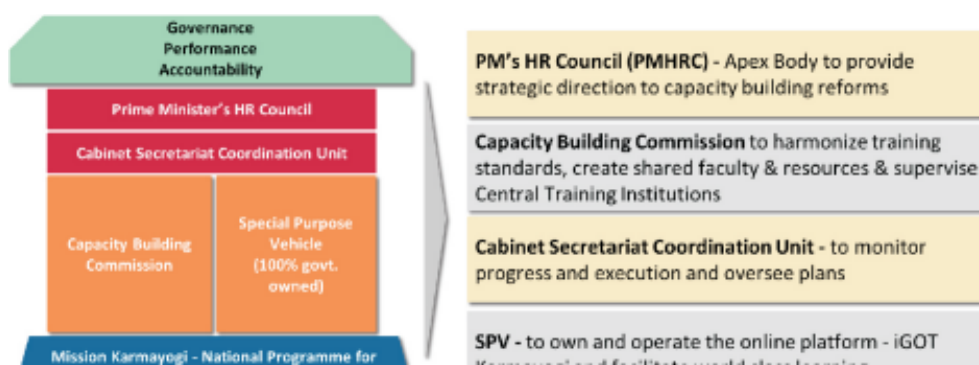
ABOUT CBC

The Capacity Building Commission (CBC) was formally constituted as an independent body in April 2021 to drive standardisation and harmonisation of capacity-building efforts across the Indian civil services landscape. CBC's mission is to create optimal learning opportunities for civil servants with the aim of building an agile and future-ready workforce. The core purpose of the Commission is to shape a uniform and credible approach to capacity-building of all government officials of the country. Figure 3 below presents the official mandate of the CBC.

Figure 3: Mandate of the CBC
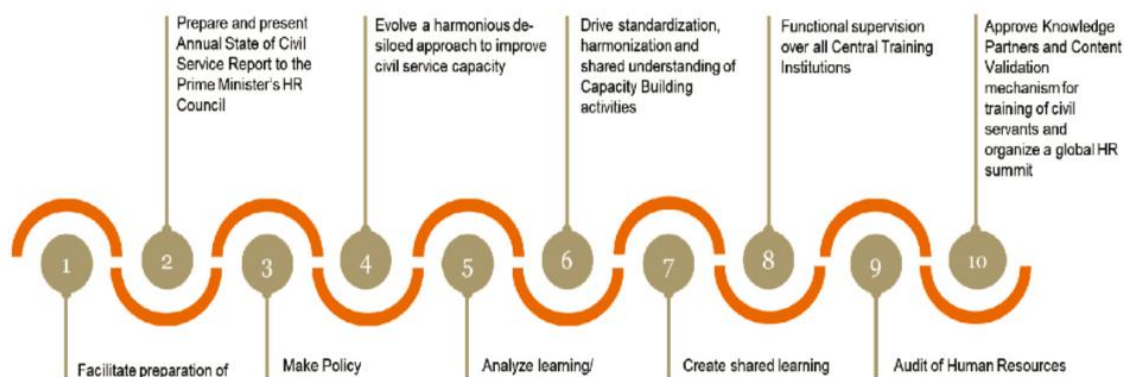
Source: Gazette Notification F. No. T-16017/09/2020

ABOUT ACBP

The Annual Capacity Building Plan of a Ministry, Department or Organisation (MDO) of the government is an actionable document which lists the initiatives that need to be implemented in a

particular year to address the capacity needs of that MDO. The ACBP is expected to address both the individual and organisational capacity needs of the MDO. Interventions in the ACBP must be detailed to the greatest extent possible in terms of timelines and the role of implementation partners. The process to be followed to create the ACBP of an MDO is given in Figure 4 below.

The objective of creating an ACBP is to:

- understand and document the capacity-building needs of an MDO at the individual, and organisational levels and
- identify interventions to address these needs.

Figure 4: Process of creating the ACBP
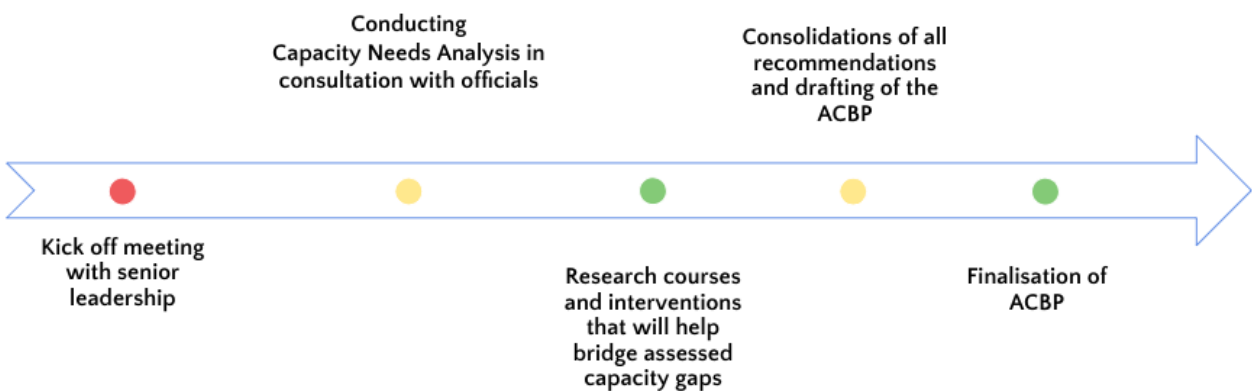
Source: CBC

2. OFFICE OF THE CONTROLLER GENERAL OF PATENTS DESIGNS AND TRADE MARKS

The administration of intellectual property is primarily undertaken by the Controller General of Patents, Designs and Trademarks (CGPDTM), a subordinate office under the Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry. The CGPDTM is responsible for administering the laws relating to Patents, Designs, Trade Marks and Geographical Indications within the territory of India. It plays a key role in promoting the use and awareness of the IP system across the country.

Each of the CGPDTM Office- Patent Office, Designs Office, Trademarks Office, Geographical Indications Registry Office- functions under the superintendence and control of the CGPDTM. The CGPDTM is also responsible for managing the Rajiv Gandhi National Institute of Intellectual Property Management (RGNIIPM) at Nagpur and National IP Archive at Ahmedabad. India has acceded to a number of international conventions such as Marrakesh Treaty, Madrid Agreement (2013), Patent Cooperation Treaty (PCT).

Box 1: Modernisation of CGPDTM

Modernisation of CGPDTM

CGPDTM has taken several measures to overhaul its operations and respond to evolving needs of IP stakeholders. Some of these efforts have enhanced transparency and accountability.

- A comprehensive suite of secure online services for users to make it easier for them to submit their IP applications and track applications status in real time.
- Real-time list of patents that have lapsed or ceased in specific technological fields
- Quick access to all relevant documentation for users and comprehensive payment gateway (Bharat Kosh)
- Small, medium and micro-enterprises (SMMEs) recognised as "small entity" category of users
- PCT-related services, access to local high quality and cost-effective IP services (quality patent search reports)
- Patent database
- Credits system based on application processing
- Cross location examination of Patent applications among 4 patent offices
- SMS alerts to users on major filing and processing events
- Digitisation of all IP records- both old and current
- Complete electronic processing of Patents and Trademarks applications through dedicated

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> modules
> - Integrated Patent Search and Application Status System (InPASS)
> - Automated digitisation process with bar code-based digitisation and document uploading system
>
> Additionally, some specific measures such as quality certification, customer service standardisation, open houses are being considered to enhance citizen engagement further.

India has taken significant strides as it has moved upwards from 81st in 2015 to 40th in 2022 as per Global Innovation Index Report 2022[1]. The CGPDTM office has set an ambitious target of being in the top 25 nations of the Global Innovation Index. This vision has to be aligned with following three factors:

- National Priority: The CGPDTM Office has set the bold vision of achieving near-zero pendencies by 2025 in order to foster innovation driven economic growth and job creation. The CGPDTM Office envisions overhauling its National Institute of Intellectual Property Management (RGNIIPM) for building capacity of law enforcement and judicial officials.
- Citizen Centricity: The CGPDTM Office envisions to provide high quality digital IP education and training solutions as Bharat IP Academy. This shall not only upgrade the skills of various personnel involved in IP administration but also contribute to enhanced IPR awareness.
- Emerging Technologies: There is a surge in multi-disciplinary applications mostly in frontier technologies that calls for augmentation in these fields. The CGPDTM Office envisions to drive strategic partnerships and cooperation agreements with scientific offices/ departments such as ISRO, CSIR, DRDO, CDSCO etc. to empower IP officials with the practical training in frontier technologies. The CGPDTM Office also envisions utilising emerging technologies and analytics to improve IP practices, particularly in assessing patent prosecution effectiveness, enhancing predictability and IP portfolio management.

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[1] Global Innovation Index, 2022, WIPO. https://www.wipo.int/edocs/pubdocs/en/wipo-pub-2000-2022-en-main-report-global-innovation-index-2022-15th-edition.pdf

3. RECOMMENDATIONS

This section lays out some of the recommended interventions that are expected to address the capacity needs of CGPDTM.

These recommendations are expected to cover both individual and organisational capacity needs of the office. They are based on inputs from the following sources:

- Suggestions shared by officials from CGPDTM office and RGNIIPM
- Explicit requirements of the office shared by the senior leadership
- Discussions with CBU members
- Consultations with the CBC
- Secondary research (Patent examination training model such as IPET/RPET, training interventions from Global/Indian universities and international/national IP academies)

In order to be readily implementable, each recommendation was expected to fulfill the following criteria:

1. Alignment with key principles of Mission Karmayogi:

The ACBP exercise is guided by the principles of Mission Karmayogi. Priority or recommended interventions must therefore be aligned with the principles of the Mission as elaborated upon in Section 1 above. To be specific, these interventions must be based on the roles played by individual officials as opposed to the rules that are applicable to them. In addition, these interventions must take into consideration the 70:20:10 principle of adult learning, must enable democratised learning, should be citizen centric and overall should contribute to a participative, responsive and intelligent governance.

2. Alignment with the vision and priorities of leadership of CGPDTM:

It is the vision of the office of CGPDTM to achieve zero pendencies by the year 2025. This must be the guiding North Star for the interventions recommended in this report. All recommended interventions must therefore contribute directly to this goal and associated priorities of the office.

3. Consideration for current capabilities of CGPDTM to execute:

The CGPDTM is a subordinate office of the Department of Promotion of Industry and Internal Trade (DPIIT) which is housed within the Ministry of Commerce and Industry. The status of CGPDTM places restrictions on its autonomy and availability of resources such as workforce and finances. All recommended interventions must be based on the resources that are readily available to CGPDTM.

Based on the above criteria, 12 recommendations were identified to address the capacity needs of CGPDTM both at the individual and organisational levels. These recommendations were further divided into three categories based on the amount of time required for implementation/delivery:

- *Short-term interventions*: These are expected to be delivered in the next 3-6 months,
- *Medium-term interventions:* These are expected to be delivered in the next 7-12 months
- *Long term interventions:* These are expected to be delivered 12 months or more

The 12 interventions categorised as short, medium and long term have been listed in Table 2 and 3 below. Out of these 12, 10 short- and medium-term interventions, given their nature and immediate implementability, were shortlisted and made a part of the **Annual Capacity Building Plan of CGPDTM, 2023**. Section 4 of this report contains the detailed implementation plans for each of these interventions. Descriptions and key considerations for identified long-term interventions have been given in the section below.

Table 2: List of short-term and medium-term capacity interventions identified for CGPDTM

No.	Intervention	Time based categorisation	Type of intervention (individual/organisational)
1	Induction training program for incoming contractual staff (Trademarks)	Short-term	Individual
2	Refresher training program for existing Examiners and Controllers - Patents	Short-term	Individual
3	Onboarding Competency Building Products (CBPs) providers	Short-term	Individual
4	Creation of Subject Matter Expert resource pool for RGNIIPM	Short-term	Organisational
5	Establishing Key Result Areas (KRAs) as a for incoming contractual staff	Short-term	Organisational
6	Workforce pipeline for IP ecosystem	Short-term	Organisational

7	Process streamlining and organisational restructuring	Short-term	Organisational
8	Capacity building policy of CGPDTM	Medium-term	Organisational
9	Capacity building and handholding of CBU members	Medium-term	Organisational
10	Job descriptions and work allocation orders for all positions across units of CGPDTM	Medium-term	Organisational

For training interventions (1, 2 and 3), suitable training partners will be selected based on the identified competencies. A detailed list of training providers is provided in the Annexure- 10.

In addition to the above 10 the following long-term interventions have also been identified:

Table 3: List of long-term capacity interventions identified for CGPDTM

1	Effective training management at RGNIIPM	Long-term	Organisational
2	Fully functional Performance management system of CGPDTM	Long-term	Organisational

Long term interventions

Other than short- and medium-term interventions, the office of CGPDTM may also implement interventions that might take longer than a year to implement. Some of these interventions may be critical in creating and perpetuating the conditions within which CGPDTM office can start to see benefits of some of the prioritised interventions. These have been described as follows:

Long term intervention 1: Effective training management at RGNIIPM

In order to deliver against the vision of the CGPDTM, it will be important to improve the overall capacity and effectiveness of RGNIIPM to build the capacity of players in the IP ecosystem both within and outside CGPDTM. This will require a focus on improving the institute's capacity to deliver capacity building interventions. This may include (but will not be limited to) the following:

- Hand-holding faculty members in order to deliver effectively designed capacity building interventions
- Improving systems for evaluation of interventions and programs such that they are aligned with global standards
- Facilitating capacity building of faculty especially in fields such as learner engagement methods and didactics

Long term intervention 2: Fully functional Performance management system of CGPDTM

In order to ensure that capacity building interventions actually translate into better performance on the job, there is a need for defining standards of performance and measuring the performance of individuals against such standards. This would help officials get a better understanding of the expectations of their position. Performance standards for specific positions would also help develop their respective career trajectories which would help both individual officials and the department in career and workforce planning respectively.

ANNUAL CAPACITY BUILDING PLAN

Intervention 1: Induction training program for incoming contractual staff (Trademarks)

Objective and potential impact area: To design and deliver an induction training program for the capacity building of incoming contractual staff of the CGPDTM Office

This intervention is expected to impact the personnel management dimension of the CGPDTM office. Specifically:
- It has the potential to help new joinees achieve the expected standard of performance in a shorter period of time/reduce the overall time between joining and delivery of good quality work
- It may increase the productivity and confidence of new joinees that may further reduce the need for handholding and on-the-job training

Nature of intervention: Short-term   **Time to delivery**: 3 months

No	What/Steps	How	Who	When
1	Analysing and aligning the needs	• Specify the roles and responsibilities based on department documents (such as R&R, duty list etc.	CG Admin and CBU	Jan 7, 2023

		● Gather previous induction trainings (such as detailed drafting order, tutorials)	RGNIIPM	Jan 10, 2023
		● List the behavioral, functional and domain competencies and associated proficiency levels	CBU	Jan 7, 2023
		● Analyse needs in training design and delivery	RGNIIPM	Jan 14, 2023
2	Designing the course outline	● Draft programme-level learning objectives and topics	RGNIIPM CG Admin	Jan 21, 2023
		● Identify number of modules and draft module-level learning objectives	RGNIIPM CG Admin	Jan 31, 2023
		● Develop the curriculum based on programme-level and module-level learning objectives (and other details- target audience, competency mapped, duration etc.)	RGNIIPM CEGIS TM Officials	Jan 31, 2023
		● Identify criteria for resource allocation (faculty, subject matter experts)	CG Admin	Jan 31, 2023
		● Allocate the modules to the faculty (Departmental and External)	RGNIIPM CG Admin	Feb 4, 2023
		● Identify gaps in resource allocation to source other relevant CBP providers (such as online learning portals)** ** Engagement plan for onboarding CBP Providers	CBU CEGIS	Feb 4, 2023
		● Design a standardised Session Plan template to assist faculty/subject matter experts (such as methodology used, learning resources, delivery mode, duration, assessment plan etc.)	RGNIPM CEGIS	Feb 15, 2023
		● Design learner feedback survey	RGNIIPM CEGIS	Feb 25, 2023
		● Obtain the approval for the designed induction plan (curriculum, session plan)	CG Admin CBU	Feb 15, 2023

3	Develop the training	● Coordinate and follow up with faculty to develop and share the learning resources as per the Session Plan for feedback	CG Admin	Mar 18, 2023
		● Develop session plan as per the template	Faculty/Subject Matter Experts TM Officials	Mar 18, 2023
		● Develop supplementary learning materials by faculty/subject matter experts (such as readings, documents, FAQs) to support learners post-training	TM Officials	Mar 25, 2023
		● Orient faculty/subject matter experts on assessment practices	RGNIIPM CEGIS	Mar 25, 2023
		● Develop the programme implementation schedule and cohort planning	RGNIIPM CG Admin	Mar 25, 2023
		● Obtain the approval on the programme implementation schedule	CG Admin CBU	Mar 25, 2023
4	Implement the training	● Conduct the in-person training and facilitate with the necessary support	RGNIIPM	Apr 1, 2023
5	Evaluate the training	● Conduct learner feedback survey	RGNIIPM	Apr 15, 2023

Intervention 2: Refresher training for existing Examiners and Controllers- Patents

Objective and potential impact area: To design and deliver a refresher training program for the capacity building of permanent staff of the CGPDTM Office

This intervention is expected to impact personnel management by:
- Improving the overall productivity of officials by equipping them with the tools they need to do their job well
- Improving the efficiency of officials
- Increasing the confidence and motivation levels of officials by helping them feel more comfortable in the workplace

Nature of intervention: Short-term   **Time to delivery**: 6 months

No	What/Steps	How	Who	When
1	Analysing and aligning the needs	● List the behavioral, functional and domain competencies and associated proficiency levels	CG Admin CBU	Jan 7, 2023
		● Design the structured questionnaire to assess the training needs at the individual level (if possible)	QC CBU	Jan 31, 2023
		● Constitute a committee to collate training requirements based on internal consultation (such as technical and legal matters, within the Patent Laws framework)	CG Admin CBU	Jan 31, 2023
2	Designing the course outline	● Draft programme-level learning objectives and topics	RGNIIPM CG Admin	Feb 11, 2023
		● Identify number of modules and draft module-level learning objectives	RGNIIPM CG Admin	Feb 15, 2023
		● Develop the curriculum based on programme-level and module-level learning objectives (and other details- target audience, competency mapped, duration etc.)	RGNIIPM CEGIS QC	Feb 25, 2023
		● Identify criteria for resource allocation (faculty)	CG Admin	Feb 28, 2023

		(such as experience, exposure, availability of time etc.)		
		● Allocate the modules to the faculty (Departmental and External)	RGNIIPM CG Admin	Mar 4, 2023
		● Identify needs in resource allocation to source other relevant CBP providers (such as online learning portals)** ** Onboarding plan for CBP Providers	CBU CEGIS	*Mar 31, 2023
		● Design a standardised Session Plan template to assist faculty/subject matter experts (such as methodology used, learning resources, delivery mode, duration, assessment plan etc.)	RGNIPM CEGIS	Mar 31, 2023
		● Design learner feedback survey	RGNIIPM CEGIS	Apr 15, 2023
		● Obtain the approval for the designed refresher plan (curriculum, session plan)	CG Admin CBU	Apr 15, 2023
3	Develop the training	● Coordinate and follow up with faculty to develop and share the learning resources as per the Session Plan for feedback	CG Admin	May 15, 2023
		● Develop session plan as per the template	Faculty/Subject Matter Experts QC	May 31, 2023
		● Develop supplementary learning materials by faculty/subject matter experts (such as readings, documents, FAQs) to support learners post-training	QC	June 15, 2023
		● Orient faculty/subject matter experts on assessment practices	RGNIIPM CEGIS	June 30, 2023
		● Develop the programme implementation schedule and cohort planning	RGNIIPM CG Admin	June 30, 2023

		● Obtain the approval on the programme implementation schedule	CG Admin CBU	June 30, 2023
4	Implement the training	● Conduct the in-person training and facilitate with the necessary support	RGNIIPM	Jul 1, 2023
5	Evaluate the training	● Conduct learner feedback survey	RGNIIPM	Jul 15, 2023

Intervention 3: Onboarding CBP Providers

Objective and potential impact area:

This intervention may impact the personnel management dimension of CGPDTM. Specifically, it is expected to enable:
- Access to the larger ecosystem of courses and institutes from various CBP Providers
- CGPDTM officials to learn about the latest developments in IP and related concepts
- CGPDTM officials to be able to build functional and behavioural competencies in addition to domain ones

Nature of intervention: Short-term   **Time to delivery**: 6 months

No	What/Steps	How	Who	When
1	Identify suitable CBP Providers	• Curate the list of CBPs mapped with competencies (preferable covering domain, behavioural and functional) and proficiency levels for identified positions	CBU	Jan 7, 2023
		• Support in augmenting the list of CBPs mapped with competencies (behavioural and functional) and proficiency levels for identified positions	CEGIS	Jan 7, 2023
		• List criteria (such as pricing, modality, content relevance, ease of onboarding etc.) for selection of CBP Providers	CG Admin CBU CEGIS	Jan 10, 2023
		• Prioritise CBP Providers from the curated list of CBPs mapped to competencies and proficiency levels	CBU	Jan 15, 2023
2	Onboard CGPDTM Office and IP Officials on iGOT KY	• Orient CGPDTM Office on Mission Karmayogi and iGOT KY onboarding criteria	CBU RGNIIPM CEGIS	Jan 18, 2023
		• Orient IP Officials (users) on Mission Karmayogi and iGOT KY courses	CBU RGNIIPM	Jan 18, 2023
		• Facilitate onboarding of CGPDTM Office (as	CG Admin	Jan 25, 2023

		MDO) and IP officials (as users) on iGOT KY		
3	Route 1: CBPs on iGOT KY	● Access the CBPs from CBP Providers onboarded on iGOT KY	CBU	Jan 25, 2023
4	Route 2: Onboard identified in-house content on iGOT KY for consumption	● Orient and handhold with iGOT Karmayogi Content Quality framework, content onboarding process, test item crafting etc.	CBU RGNIIPM CEGIS	Feb 1, 2023
		● Develop and Roll out RFP to onboard e-learning content development agency (based on selection standards as outlined by CBC) based on identified need for blended or digital content	CBU CG Admin	Feb 28, 2023
		● Prepare the course objectives and other course attributes (such as description, summary etc.) to be shared with e-learning agency	RGNIIPM CEGIS	Feb 28, 2023
		● Prepare the storyboard and organise, sequence content into modules and resources	E-learning Agency	Mar 31, 2023
		● Select the suitable multi-media elements	E-learning agency	Mar 31, 2023
		● Supervise the content development process through review meetings and work demonstrations	RGNIIPM	Mar 31, 2023*
		● Upload course on iGOT KY and Review the course on Content Quality parameters	CBU RGNIIPM CEGIS	Apr 30, 2023*
		● Publish course on iGOT KY	CBU	May 1, 2023
		● Access the CBPs on iGOT KY	CBU	May 15, 2023
5	Route 3: Onboard identified CBP	● Invite potential providers for initial orientation (Mission Karmayogi and iGOT KY onboarding criteria)	CBU	Jan 15, 2023

	Provider on iGOT KY	● Orient the CBP provider on the iGOT KY Content Quality framework and test items crafting	CBU CEGIS	Jan 31, 2023
		● Facilitate CBP Provider in getting content uploaded and published on iGOT KY	CBU CEGIS	Feb 28, 2023
		● Facilitate CBP Provider in getting content integrated and published with their learning portals/platforms	CBU CEGIS	Mar 31, 2023
		● Access the CBPs on iGOT KY	CBU	Apr 15, 2023
6	Route 4: Procure content directly from CBP Providers (Outside iGOT KY)	● Invite potential providers for initial orientation (Mission Karmayogi and iGOT KY onboarding criteria)	CBU	Jan 15, 2023
		● Evaluate the financial and administrative feasibility (tendering etc.) to onboard as institutional training provider	CBU CG Admin	Feb 15, 2023
		● Access eLearning content through its own Learning Management System portal/platform	CBU RGNIIPM	Mar 31, 2023
		● Encourage CBP Providers to onboard directly on iGOT KY	CBU CEGIS	Apr 30, 2023
7	Monitor and Evaluate training effectiveness from relevant CBP Providers	● Monitor consumption of content and learning transfer using telemetry data from iGOT KY/Learning Portals	RGNIIPM	Apr 30, 2023
		● Develop process for analyzing the collated feedback to understand the effectiveness of content and methods in fulfilling the identified competencies	RGNIIPM	Apr 30, 2023
		● Implement the feedback collation process	RGNIIPM	June 30, 2023

Intervention 4: Creation of Subject Matter Expert resource pool for RGNIIPM

Objective and potential impact area: To design and deliver an induction training program for the capacity building of incoming contractual staff of the CGPDTM Office

This intervention is expected to impact the partnerships dimension of CGPDTM. It is expected to:
- Provide access to subject matter experts who can help understand the latest technologies
- Enable officials to make more informed decisions when evaluating applications
- Reduce the amount of time officials take to process applications

Nature of intervention: Short-term   **Time to delivery**: 5 months

No.	What/Steps	How	Who	When
1	Defining the need	• Defining the objective of this exercise	RGNIIPM CEGIS	Mar 15th, 2023
2	Nature of engagement	• Proposed model 1: Empanelment for ongoing consultation • Proposed model 2: One time engagement (Need based)	CG Admin and CBU CEGIS	Mar 31st, 2023
3	Identification of experts	• Listing of topics by RGNIIPM • Listing of internal resources • Listing of external resources	CG Admin Patent Officials RGNIIPM CEGIS	Apr 30th, 2023
4	Terms of engagement	• Drafting ToR for both types of engagement (ongoing and one-time) • Financial and logistical implications • Rolling out an option to apply through the website for consideration as an expert	RGNIIPM with CEGIS	May 30th, 2023

Intervention 5: Establishing Key Result Areas (KRA)for incoming contractual staff

Objective and potential impact area: To establish Key Performance Indicators for the incoming contractual positions.

This intervention may impact personnel management as well as the systems and processes of CGPDTM. It is expected to:
- Enable officials to gain clarity regarding expected performance standards
- Modify processes followed for each of the divisions of CGPDTM based on an improved understanding of what optimal performance is supposed to look like
- Enable senior leadership to hold officials accountable for their performance

Nature of intervention: Short-term   **Time to delivery**: 4 months

No.	What/Steps	How	Who	When
1	Listing of roles	- Detailing the activities and roles of identified positions - Aligning roles with identified competencies	CEGIS CBU	Feb 28th, 2023
2	Listing of deliverables	- Defining deliverables for each role, this will include the following components: - Time-based indicators associated with performance of tasks - Qualitative/quantitative indicators of performance	CEGIS CBU CGPDTM	Mar 31st, 2023
3	Development and validation of KRAs	Development of key result areas based on the goals of the IP Office as well as the established standards of performance	CEGIS CBU CGPDTM	Apr 30th, 2023

Intervention 6: Workforce pipeline for IP ecosystem

Objective and potential impact area: To create a strategy for the identification and capacity building of various players in the IP ecosystem

This intervention is expected to impact the partnerships dimension of CGPDTM. It is expected to:
- Improve the competencies of various players within the IP ecosystem both inside and outside the CGPDTM
- Reduce the number of errors in applications which in turn may help reduce the amount of time it takes to process applications
- Reduce litigation by aligning multiple stakeholders such as legal agents, individual inventors, entrepreneurs and officials regarding concepts of IP

Nature of intervention: Short-term   **Time to delivery**: 6 months

No.	What/Steps	How	Who	When
1	Understanding the landscape	Identify the relevant academic institutions with short/long term courses in IPR laws, IP Commercialisation	CEGIS CBU	Mar 15th, 2023
2	Understanding the need of players in the ecosystem	• Map courses with IP ecosystem related competencies • List the relevant courses/modules for capacity building of officials	CEGIS CBU CGPDTM	Mar 31st, 2023
3	Develop engagement model and potential capacity building interventions	• Identify the potential topics/courses to be delivered for capacity building of officials • Identify the areas where IP officials may be involved as practitioners	CEGIS CBU CGPDTM	Jun 30th, 2023

Intervention 7: Process streamlining and organisational restructuring

Objective and potential impact area: To streamline the processes of CGPDTM

This intervention is expected to impact the systems and processes of CGPDTM. It may:
- Optimise processes of Patent and Trade Mark units of CGPDTM, reducing the overall time
- Encourage a culture of high performance and efficiency among concerned officials

Nature of intervention: Short-term   **Time to delivery**: 6 months

No.	What/Steps	How	Who	When
1	Current State Mapping	● Orient on tools and techniques to map the current process (such as basic QC tools for data collection and analysis	Kaizen Institute CBU	
		● Conduct current state mapping exercise to capture all gaps and challenges	Kaizen Institute CBU	
		● Visualise the current process using Value Stream Mapping and spaghetti diagram tools	Kaizen Institute CBU	
2	Analysis and Solutioning	● Conduct Root Cause Analysis to identify the real reasons	Kaizen Institute	
		● Develop future state map to be evaluated and adopted	Kaizen Institute	
		● Analyse and Apply Breakthrough Kaizen (BK) approach to generate various solutions	Kaizen Institute	
		● Evaluate solutions on its overall feasibility	Kaizen Institute CBU	
3	Implementation and Monitoring	● Integrate solutions with daily work practices	Kaizen Institute CBU	

		● Monitor daily practices to track the gains made using Track & Improve mechanism	CBU	

Intervention 8: Capacity building policy of CGPDTM

Objective and potential impact area: To draft the capacity building policy of CGPDTM

This intervention is expected to impact the personnel management, systems and processes and culture and values dimensions of CGPDTM. It is expected to:
- Bring sustainability to the process of building capacity of CGPDTM officials in a structured manner
- Influence the culture of CGPDTM to make it a learning organisation looking to constantly support its officials through access to knowledge and competency building
- Nudge officials to equip themselves with the attitudes, skills and knowledge to deliver with excellence at work

Nature of intervention: Medium-term   **Time to delivery**: 11 months

No.	What/Steps	How	Who	When
1	Analysing and aligning on the objectives of the capacity building policy of CGPDTM	● Listing the objectives of creating a capacity building policy for CGPDTM based on findings of ACBP exercise	CBU members (Support from CEGIS on formation of Objectives)	July 31st, 2023
		● Supplementing the above with information from existing documentation on training and capacity building pertaining to CGPDTM	CBU	
		● Incorporating inputs regarding need for capacity building from RGNIIPM faculty and staff	RGNIIPM	
		Supplementing these objectives with inputs	CBU	

		from staff, senior leadership and from within the CBU		
2	Aligning on the outline of the Capacity Building Policy of CGPDTM	Based on the objectives gathered in Step 1, draft the outline of the Capacity Building Policy of CGPDTM	CBU	Sep 30th, 2023
		Learning from and incorporating elements based on best practices within the government	CBU members with help from CEGIS	
		Aligning the components to Mission Karmayogi principles and frameworks	CBU members with help from CEGIS	
		Listing various clauses of the policy which will need inputs from other sections/units such as finance, procurement etc.	CBU	
		Validation from the top leadership of CGPDTM on the components of the policy	CBU	
3	Consultations regarding details of the Policy	Holding consultations with various departments to understand the type of resources that can be made available to individual officials as a part of the CB policy, e.g., finance, procurement, IT etc.	CBU members (Support from CEGIS to design the workshop)	Oct 31st, 2023
		Holding consultations with RGNIIPM to gather their inputs regarding the contents of the policy, especially on components such as the type of capacity-building interventions that officials can benefit from etc.	CBU	
		Internal discussion and alignment among CBU members	CBU	

		Validation from top leadership of CGPDTM	CBU	
		Seeking approvals from DPIIT/relevant authority	CBU	
4	Drafting of the Capacity Building Policy of CGPDTM	Creation of the first draft of the Capacity Building Policy of CGPDTM	CBU members (support from CEGIS)	Nov 30th, 2023
		Seeking and incorporating inputs from the top leadership	CBU	
		Getting final sign off and officially launching the Policy	CBU	

Intervention 9: Capacity building and handholding of CBU members

Objective and potential impact area: To equip CBU members with competencies that will enable them to facilitate the capacity building of CGPDTM

This intervention is expected to impact the personnel management dimension of CGPDTM. It is expected to:
- Ensure that CBU members are able to carry out the ACBP exercise for ALL positions in the office
- Ensure that the office becomes self-sufficient and that CBU members are able to draft ACBPs of subsequent years without any external suppor**t**

Nature of intervention: Medium-term   **Time to delivery**: 12 months

No.	What/Steps	How	Who	When
1	Competency mapping of CBU members	Listing the roles and activities that CBU members will have to carry out for the capacity building of CGPDTM officials	CEGIS	Jan 31st, 2023
		Mapping the attitudes, skills and knowledge (or competencies) needed to carry out the identified roles and activities		
		Mapping the knowledge resources that they need to refer to, to be effective in their position		
2	Competency-based capacity building of CBU members	Based on findings of the competency mapping exercise, identification of competency building products (online or offline) that can be used to build the required competencies of CBU members	CEGIS	Apr 30th, 2023
		Bringing onboard partners and resources that can help deliver these products		
3	Supporting CBU members in the competency-based	Providing CBU members with the necessary support in carrying out competency mapping of other officials	CEGIS	Dec 15th, 2023

	capacity building of CGPDTM officials	Reviewing and providing course correction support wherever needed in the process followed by the CBU		

Intervention 10: Job descriptions and work allocation orders for all positions across units of CGPDTM

Objective and potential impact area: To draft job descriptions and work allocation orders for all positions of CGPDTM

This intervention is expected to impact the personnel management dimension of CGPDTM.
 It is expected to:

- Clarify job expectations
- Set clear performance standards
- Enable supervisors and managers to have standards for holding their subordinates accountable

Nature of intervention: Medium-term   **Time to delivery**: 12 months

No.	What/Steps	How	Who	When
1	Identification of positions and internal alignment on the scope of this exercise	Listing all the positions that need to be considered for this exercise	CBU members (capacity building of CBU by CEGIS)	May 30th, 2023
		Collection of data regarding the number of officials occupying said positions		
		Gathering data on the variability in roles of the position holders		
		Finalising the list with consensus from the top leadership and from within the CBU		
2	Competency mapping of identified positions	For each identified position, listing activities that the position holder carries out in their day-to-day work	CBU members (capacity building of CBU by	Aug 31st, 2023
		Clustering activities together on the basis of an agreed upon criteria		

		Listing behavioural, functional and domain competencies that are needed by the position holders to be effective in their job	CEGIS)	
3	Conversion into WAOs	Gathering existing work allocation orders issued by the CGPDTM office	CBU with CEGIS	Sep 30th, 2023
		Translating information from the competency mapping exercise into components of a Work Allocation Order		
		Obtaining validation from senior leadership		
		Incorporating inputs if any and making edits based on feedback		
4	Conversion into job descriptions	Gathering existing job descriptions	CBU with CEGIS	Oct 31st, 2023
		Translating information from the competency mapping exercise into components of the job description document		
		Obtaining validation from senior leadership		
		Incorporating inputs if any and making edits based on feedback		
5	Final sign off and incorporation into official documentation	Facilitating the official issuance of Work Allocation Orders and job description based on the outputs of this exercise	CBU	Dec 15th, 2023
		Facilitating incorporation of the same on the CGPDTM website and official communication		

Annual Calendar of all Interventions

Sno.	Intervention	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
**ANNUAL CAPACITY BUILDING PLAN OF CGPDTM FOR THE YEAR 2023 - Annual Calendar**												
1	**Induction training program for incoming contractual staff (Trademarks)**	■	■	■	■								
1	*Analysing and aligning the needs*	■											
1.1	*Specify the roles and responsibilities based on department document (such as R&R, duty list etc.*	■											
1.2	*Gather previous induction trainings (such as detailed drafting order, tutorials)*	■											
1.3	*List the behavioral, functional and domain competencies and associated proficiency levels*	■											
1.4	*Analyse gaps in training design and delivery*	■											
2	*Designing the course outline*	■	■										
2.1	*Draft programme-level learning objectives and topics*	■											
2.2	*Identify number of modules and draft module-level learning objectives*	■											
2.3	*Develop the curriculum based on programme-level and module-level learning objectives (and other details-target audience, competency mapped, duration etc.)*	■											
2.4	*Identify criteria for resource allocation (faculty, subject matter experts)*	■											
2.5	*Allocate the modules to the faculty (Departmental and External)*	■											
2.6	*Identify gaps in resource allocation to source other relevant CBP providers (such as online learning portals*		■										
2.7	*Design a standardised Session Plan template to assist faculty/subject matter experts (such as methodology used, learning resources, deliver mode, duration, assessment plan etc.)*		■										
2.8	*Design learner feedback survey*		■										

#	Task														
2.9	*Obtain the approval for the designed induction plan (curriculum, session plan)*		▣												
3	***Develop the training***			▣											
3.1	*Coordinate and follow up with faculty to develop and share the learning resources as per the Session Plan for feedback*			▣											
3.2	*Develop session plan as per the template*			▣											
3.3	*Develop supplementary learning materials by faculty/subject matter experts (such as readings, documents, FAQs) to support learners post-training*			▣											
3.4	*Orient faculty/subject matter experts on assessment practices*			▣											
3.5	*Develop the programme implementation schedule and cohort planning*			▣											
3.6	*Obtain the approval on the programme*			▣											
4	***Implement the training***				▣										
4.1	*Conduct the in-person training and facilitate with the necessary support*				▣										
5	***Evaluate the training***				▣										
5.1	*Conduct learner feedback survey*				▣										
2	**Refresher training for existing Examiners and Controllers - Patent**	▣	▣	▣	▣	▣	▣	▣							
1	***Analysing and aligning the needs***	▣													
1.1	*List the behavioral, functional and domain competencies and associated proficiency levels*	▣													
1.2	*Design the structured questionnaire to assess the training needs at the individual level (if possible)*	▣													
1.3	*Constitute a committee to collate training requirements based on internal consultation (such as technical and legal matters, within the Patent Laws framework)*	▣													
2	***Designing the course outline***		▣	▣	▣										
2.1	*Draft programme-level learning objectives and topics*		▣												
2.2	*Identify number of modules and draft module-level learning objectives*		▣												

No.	Task														
2.3	*Develop the curriculum based on programme-level and module-level learning objectives (and other details-target audience, competency mapped, duration etc.)*		█												
2.4	*Identify criteria for resource allocation (faculty, subject matter experts)*		█												
2.5	*Allocate the modules to the faculty (Departmental and External)*			█											
2.6	*Identify gaps in resource allocation to source other relevant CBP providers (such as online learning portals*			█											
2.7	*Design a standardised Session Plan template to assist faculty/subject matter experts (such as methodology used, learning resources, deliver mode, duration, assessment plan etc.)*			█											
2.8	*Design learner feedback survey*				█										
2.9	*Obtain the approval for the designed refresher plan (curriculum, session plan)*				█										
3	**Develop the training**					█	█								
3.1	*Coordinate and follow up with faculty to develop and share the learning resources as per the Session Plan for feedback*					█									
3.2	*Develop session plan as per the template*					█									
3.3	*Develop supplementary learning materials by faculty/subject matter experts (such as readings, documents, FAQs) to support learners post-training*						█								
3.4	*Orient faculty/subject matter experts on assessment practices*						█								
3.5	*Develop the programme implementation schedule and cohort planning*						█								
3.6	*Obtain the approval on the programme*						█								
4	**Implement the training**							█							
4.1	*Conduct the in-person training and facilitate with the necessary support*							█							
5	**Evaluate the training**							█							
5.1	*Conduct learner feedback survey*							█							
3	**Onboarding CBP Providers**	█	█	█	█	█	█								
1	**Identify suitable CBP Providers**	█													

#	Activity												
1.1	*Curate the list of CBPs mapped with competencies (preferable covering domain, behavioural and functional) and proficiency levels for identified positions*												
1.2	*Support in augmenting the list of CBPs mapped with competencies (behavioural and functional) and proficiency levels for identified positions*												
1.3	*List criteria (such as pricing, modality, content relevance, ease of onboarding etc.) for selection of CBP Providers*												
1.4	*Prioritise CBP Providers from the curated list of CBPs mapped to competencies and proficiency levels*												
2	***Onboard IP Office and IP Officials on iGOT KY***												
2.1	*Orient IP Office on Mission Karmayogi and iGOT KY onboarding criteria*												
2.2	*Orient IP Officials (users) on Mission Karmayogi and iGOT KY courses*												
2.3	*Facilitate onboarding of IP Office (as MDO) and IP officials (as users) on iGOT KY*												
3	***Route 1: CBPs on iGOT KY***												
3.1	*Access the CBPs from CBP Providers onboarded on iGOT KY*												
4	***Route 2: Onboard identified in-house content on iGOT KY for consumption***												
4.1	*Orient and handhold with iGOT Karmayogi Content Quality framework, content onboarding process, test item crafting etc.*												
4.2	*Develop and roll out RFP to onboard e-learning content development agency (based on selection standards as outlined by CBC) based on identified need for blended or digital content*												
4.3	*Prepare the course objectives and other course attributes (such as description, summary etc.) to be shared with e-learning agency*												
4.4	*Prepare the storyboard and organise, sequence content into modules and resources*												

#	Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14
4.5	*Select the suitable multi-media elements*			■											
4.6	*Supervise the content development process through review meetings and work demonstrations*			■											
4.7	*Upload course on iGOT KY and Review the course on Content Quality parameters*				■										
4.8	*Publish course on iGOT KY*					■									
4.9	*Access the CBPs on iGOT KY*					■									
5	**Route 3: Onboard identified CBP Provider on iGOT KY**	■	■	■	■										
5.1	*Invite potential providers for initial orientation (Mission Karmayogi and iGOT KY onboarding criteria)*	■													
5.2	*Orient the CBP provider on the iGOT KY Content Quality framework and test items crafting*	■													
5.3	*Facilitate CBP Provider in getting content uploaded and published on iGOT KY*		■												
5.4	*Facilitate CBP Provider in getting content integrated and published with their learning portals/platforms*			■											
5.5	*Access the CBPs on iGOT KY*				■										
6	**Route 4: Procure content directly from CBP Providers (Outside iGOT KY)**	■	■	■	■										
6.1	*Invite potential providers for initial orientation*	■													
6.2	*Evaluate the financial and administrative feasibility (tendering etc.) to onboard as institutional training provider*		■												
6.3	*Access eLearning content through its own Learning Management System portal/platform*			■											
6.4	*Encourage CBP Providers to onboard directly on iGOT KY*				■										
7	**Monitor and Evaluate training effectiveness from relevant CBP Providers**				■	■	■								
7.1	*Monitor consumption of content and learning transfer using telemetry data from iGOT KY/Learning Portals*				■										

#	Task														
7.2	*Develop process for analyzing the collated feedback to understand the effectiveness of content and methods in fulfilling the identified competencies*				▨										
7.3	*Implement the feedback collation process*					▨	▨								
4	**Creation of subject matter expert (SME) resource pool for RGNIIPM**			▨	▨										
1	***Defining the need***			▨											
1.1	*Defining the objective of this exercise*														
2	***Nature of engagement***			▨											
2.1	*Proposed model 1: Empanelment for ongoing consultation*														
2.2	*Proposed model 2: One time engagement (Need based)*														
3	***Identification of experts***			▨	▨										
3.1	*Listing of topics by RGNIIPM*														
3.2	*Listing of internal resources*														
3.3	*Listing of external resources*														
4	***Terms of engagement***				▨	▨									
4.1	*Drafting ToR for both types of engagement (ongoing and one-time)*														
4.2	*Financial and logistical implications*														
4.3	*Rolling out an option to apply through the website for consideration as an expert*														
5	**Establishing key result areas (KRAs) for incoming contractual staff**		▨	▨	▨										
1	***Listing of roles***		▨												
1.1	*Detailing the activities and roles of identified positions*														
1.2	*Aligning roles with identified competencies*														
2	***Listing of deliverables***			▨											
2.1	*Defining deliverables for each role, this will include the following components:*														
2.2	*Time-based indicators associated with performance of tasks*														
2.3	*Qualitative/quantitative indicators of performance*														
3	***Development and validation of KRAs***				▨										
3.1	*Development of key result areas based on the goals of the IP Office as well as*														

#	Activity														
	the established standards of performance														
6	**Workforce pipeline for IP Ecosystem**			▓	▓	▓	▓								
1	*Understanding the landscape*			▓											
1.1	*Identify the relevant academic institutions with short/long term courses in IPR laws, IP Commercialisation*														
2	*Understanding the need of players in the ecosystem*			▓											
2.1	*Map courses with IP ecosystem related competencies*														
2.2	*List the relevant courses/modules for capacity building of officials*														
3	*Develop engagement model and potential capacity building interventions*				▓	▓	▓								
3.1	*Identify the potential topics/courses to be delivered for capacity building of officials*														
3.2	*Identify the areas where IP officials may be involved as practitioners*														
7	**Process streamlining and organisation restructuring**	▓	▓	▓	▓	▓	▓								
1	*Current State Mapping*														
1.1	*Orient on tools and techniques to map the current process (such as basic QC tools for data collection and analysis*														
1.2	*Conduct current state mapping exercise to capture all gaps and challenges*														
1.3	*Visualise the current process using Value Stream Mapping and spaghetti diagram tools*														
2	*Analysis and Solutioning*														
2.1	*Conduct Root Cause Analysis to identify the real reasons*														
2.2	*Develop future state map to be evaluated and adopted*														
2.3	*Analyse and Apply Breakthrough Kaizen (BK) approach to generate various solutions*														
2.4	*Evaluate solutions on its overall feasibility*														
3	*Implementation and Monitoring*														

#	Activity																	
3.1	*Integrate solutions with daily work practices*																	
3.2	*Monitor daily practices to track the gains made using Track & Improve mechanism*																	
8	**Creation of a Capacity Building Policy for CGPDTM**								🟩	🟩	🟩	🟩	🟩					
1	***Analysing and aligning on the objectives of the capacity building policy of CGPDTM***								🟩	🟩								
1.1	*Listing the objectives of creating a capacity building policy for CGPDTM based on findings of ACBP exercise*																	
1.2	*Supplementing the above with information from existing documentation on training and capacity building pertaining to CGPDTM*																	
1.3	*Incorporating inputs regarding need for capacity building from RGNIIPM faculty and staff*																	
1.4	*Supplementing these objectives with inputs from staff, senior leadership and from within the CBU*																	
2	***Aligning on the outline of the Capacity Building Policy of CGPDTM***										🟩	🟩						
2.1	*Based on the objectives gathered in Step 1, draft the outline of the Capacity Building Policy of CGPDTM*																	
2.2	*Learning from and incorporating elements based on best practices within the government*																	
2.3	*Aligning the components to Mission Karmayogi principles and frameworks*																	
2.4	*Listing various clauses of the policy which will need inputs from other sections/units such as finance, procurement etc.*																	
2.5	*Validation from top leadership of CGPDTM on the components of the policy*																	
3	***Consultations regarding details of the Policy***										🟩	🟩	🟩					
3.1	*Holding consultations with various departments to understand the type of resources that can be made available to*																	

#	Activity													
	individual officials as a part of the CB policy e.g., finance, procurement, IT etc.													
3.2	*Holding consultations with RGNIIPM to gather their inputs regarding contents of the policy especially on components such as the type of capacity building interventions that officials can benefit from etc.*													
3.3	*Internal discussion and alignment among CBU members*													
3.4	*Validation from top leadership of CGPDTM*													
3.5	*Seeking approvals from DPIIT/relevant authority*													
4	***Drafting of the Capacity Building Policy of CGPDTM***										🟩	🟩		
4.1	*Creation of the first draft of the Capacity Building Policy of CGPDTM*													
4.2	*Seeking and incorporating inputs from the top leadership*													
4.3	*Getting final sign off and officially launching the Policy*													
9	**Capacity building and handholding of CBU members**	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩
1	***Competency mapping of CBU members***	🟩												
1.1	*Listing the roles and activities that CBU members will have to carry out for the capacity building of CGPDTM officials*													
1.2	*Mapping the attitudes, skills and knowledge (or competencies) needed to carry out the identified roles and activities*													
1.3	*Mapping the knowledge resources that they need to refer to in order to be effective in their position*													
2	***Competency based capacity building of CBU members***		🟩	🟩	🟩									
2.1	*Based on findings of the competency mapping exercise, identification of competency building products (online or offline) that can be used to build the required competencies of CBU members*													

#	Activity													
2.2	*Bringing onboard partners and resources that can help deliver these products*													
3	***Supporting CBU members in the competency-based capacity building of CGPDTM officials***					🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩
3.1	*Providing CBU members with the necessary support in carrying out competency mapping of other officials*													
3.2	*Reviewing and providing course correction support wherever needed in the process followed by the CBU*													
10	**Creation of Job Descriptions and Work Allocation Orders for all positions**					🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩
1	***Identification of positions and internal alignment on the scope of this exercise***					🟩								
1.1	*Listing all the positions that need to be considered for this exercise*													
1.2	*Collection of data regarding the number of officials occupying said positions*													
1.3	*Gathering data on the variability in roles of the position holders*													
1.4	*Finalising the list with consensus from the top leadership and from within the CBU*													
2	***Competency mapping of identified positions***						🟩	🟩	🟩					
2.1	*For each identified position, listing activities that the position holder carries out in their day-to-day work*													
2.2	*Clustering activities together on the basis of an agreed upon criteria*													
2.3	*Listing behavioural, functional and domain competencies that are needed by the position holders to be effective in their job*													
3	***Conversion into WAOs***									🟩	🟩			
3.1	*Gathering existing Work Allocation Orders issued by the CGPDTM office*													
3.2	*Translating information from the competency mapping exercise into components of a Work Allocation Order*													

No.	Task																		
3.3	*Obtaining validation from senior leadership*																		
3.4	*Incorporating inputs if any and making edits based on feedback*																		
4	***Conversion into job descriptions***												🟩	🟩					
4.1	*Gathering existing job descriptions*																		
4.2	*Translating information from the competency mapping exercise into components of the job description document*																		
4.3	*Obtaining validation from senior leadership*																		
4.4	*Incorporating inputs if any and making edits based on feedback*																		
5	***Final sign off and incorporation into official documentation***																🟩	🟩	
5.1	*Facilitating the official issuance of Work Allocation Orders and job description based on the outputs of this exercise*																		
5.2	*Facilitating incorporation of the same on the CGPDTM website and official communication*																		

5. FINDINGS OF THE CAPACITY NEEDS ANALYSIS EXERCISE

DEMAND SIDE

The first part covers the delineation of roles and competency profiles for the identified positions from Patents and Trademarks. The second part covers the findings from organisational capacity needs analysis on 6 dimensions- personnel, systems and processes, data and technology, partnerships, culture and values, resource and assets.

Patents

The Patent Office discharges its statutory functions per the provisions of the Patents Act, 1970 and corresponding Patents Rules, 2003. The statutory authority for the grant of patents lies with the CGPDTM. The CGPDTM further delegates its powers to its subordinate officers, e.g., Senior Joint Controller, Joint Controller, Deputy Controller, and Assistant Controller. Examiners examine patent applications according to their fields of specialisation and prepare detailed examination reports. Examiner also assists in all procedural, administrative and supervisory functions connected with various proceedings under Patents Act and Rules.

The Patent offices at each location are under the administrative control of the Head of Office. The Patent Office comprises the following five sections:
- Grant and Examination Section: This is divided into four subject areas and 15 categories of inventions- Biotechnology, Microbiology and allied subjects; Chemistry and allied subjects; Electrical, electronics and related subjects; Mechanical and other subjects.
- Receipts, Electronic Data Processing, Classification, Screening and Sorting (RECS) section: The function of this section is to classify, screen and sort applications and documents.
- Record Maintenance Information Dissemination (RMID/RO IN-PCT) Section: This section deals with the management of records, maintenance of renewal fees, e-register, issuance of certified copies, processing of PCT applications etc.
- General Purpose Matters GPM section: This deals with information related to public grievances, RTI requests, statistics, periodic reports, processing of post-grant opposition, working of patents, restoration of patents etc.
- Administration and Accounts Section: This deals with day-to-day service matters, general administration, office building maintenance, purchase, procurement etc.

Despite significant improvements in the patent filing and grants process over the last few years, several challenges still need to be addressed. It takes about 58 months on average to dispose of a patent application, while the same takes approximately 20 and 23 months in China and US,

respectively. Besides, the number of patent filings and grants in India is not commensurate with the size of the country's economy, using ratios from the US and China as a yardstick. The share of patent application withdrawals in India is among the highest (38% in 2020) in the world, per the WIPO 2021 Annual Report.

Figure 5: The patent process
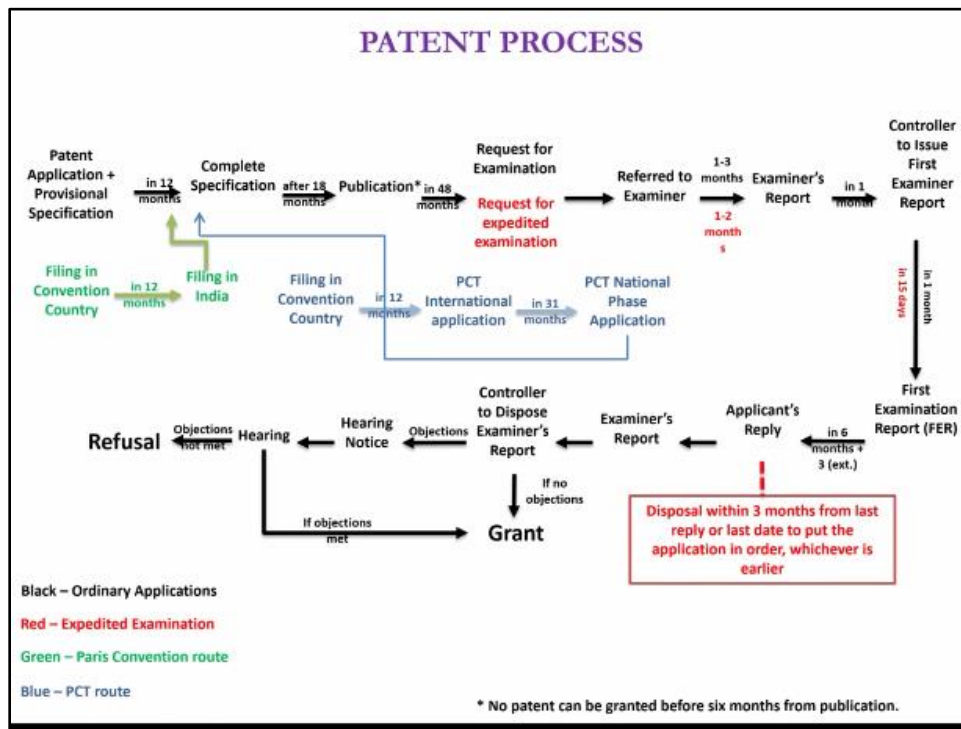
A typical patent process starts with a provisional filing to secure a prior date. After submission of the complete specification, the application gets published. The applicant may then request the patent office to examine the patent application. An Examiner then examines the application on its patentability and prepares a detailed examination report. This report is reviewed by a Controller who then issues a First Examination Report or FER. The applicant is expected to submit a written response to the objections raised in the FER. The Controller may issue a hearing notice and accordingly conduct a hearing on the matter. After addressing all objections, the patent may be granted to the applicant. The grant of a particular patent is notified in the patent journal.

As underlined in the Sanyal Report, the shortage of workforce and procedural issues are major contributing factors to increased pendencies and delays. A pendency is an unexamined application and may be created at either the first examination stage or at the final examination and disposal stage.

Figure 7 below presents year-on-year data on pendencies in the patent office. The positions of Examiner and Controller are critical to the work done at both these stages of the patent process. Accordingly, to address procedural delays and ensure timeline compliance, the capacity needs analysis for creating the ACBP of CGPDTM was carried out for these two positions.

Figure 6: Pendency in the patent office
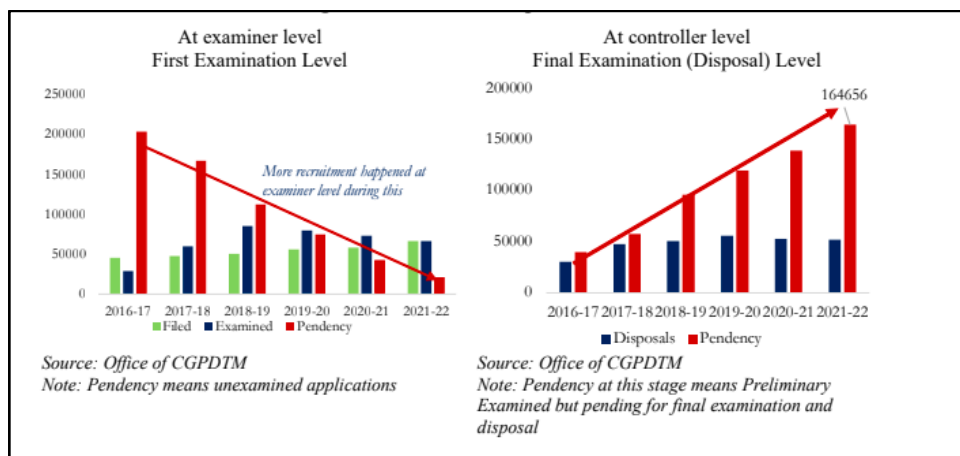
A total of 9 unique roles were identified for Examiners and Controllers together. These roles describe the overall objective of a group of activities, for example- Formal Examination and Patent Classification, Search and Substantive Examination, Issuance and Conduct of Hearings etc. The list of roles, along with their descriptions, are attached to this document as Annexure 1. The approach and methodology used to arrive at these roles have been described in detail in Section 6 below.

Table 4: Snapshot of roles and competencies associated with identified positions of the Patent Office

Position	Role	Domain Competencies	Functional and Behavioral Competencies
Examiner	• Formal Examination and Patent Classification • Search and Substantive Examination • Examination Report Writing • Assistance on procedural and administrative matters	• Prior Art Searching- L3 • Patentability Assessment- L3 • Examination Report Writing- L3	• Critical Thinking - L1 • Emerging Technology - L1 • Service Leadership - L1 • Seeking Information- L3 • Attention to

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[2] Why India needs to urgently invest in its patent ecosystem? Sanjiv Sanyal. 2022. https://eacpm.gov.in/wp-content/uploads/2022/08/Why-India-needs-to-urgently-invest-in-its-IPR-ecosystem-16th-Aug-2022_Final.pdf

			Detail - L2 ● Communication Skills -L1 ● Integrity - L2
Controller	● Review ERs on formal and technical matter ● Issuance and conduct of hearings ● Write patent decisions ● Handle pre-grant and post-grant oppositions ● IPR Awareness	● Prior Art Searching- L4 ● Patentability Assessment- L4 ● Examination Report Drafting- L3	● Critical Thinking- L2 ● Emerging Technology - L1 ● Quasi-Judicial Conduct- ● Service Leadership - L1 ● Communication Skills - L2 ● Integrity - L2 ● Decision-making - L2 ● Attention to Detail - L4

The delineation of various roles for Examiner/Controller helps us appreciate the significance of these roles vis-a-vis the patent process to improve its quality and timeliness. For example, an Examiner performs two separate roles- Formal Examination and Substantive Examination- and only the latter involves substantial techno-legal work. The activities related to the formal examination may therefore be outsourced to enhance time-use efficiency, as reiterated in the Sanyal report. All Controllers perform similar types of roles despite their experience and expertise. Assigning specific roles to certain positions may speed up opposition proceedings. For example, Asst. Controller for Opposition hearings and Deputy/Joint Controller for handling pre/post-grant disposal. This aligns with the rationalising existing workforce to address delays in processing patent applications as outlined in the Sanyal report.

The role-listing is also helpful in prioritising specific capacity-building interventions. For example, in addition to conducting formal and substantive examinations, Examiners are required to collate observations and prepare detailed examination reports. This requires a different set of skills and attitudes and the muddling of roles often deprioritises it. The final examination and disposal by the Controller are contingent upon the comprehensiveness of substantive examination (such as prior art search) and examination report writing (relevant citations, reasoning), and hence, Examiner's competencies have a direct bearing on the productivity and quality of the patent process.

Subsequently, roles associated with the two positions have been mapped to three domain, four functional and five behavioural competencies and associated proficiency levels. This mapping is based on the knowledge, skills and attitudes listed for activity clusters and additional inputs. This underscores that domain competencies for Examiners and Controllers remain the same; however, Controllers may require higher proficiency in a few domain competencies, such as Patentability Assessment and Examination Report Writing. This also underlines the significance of domain competencies such as Prior Art Searching for Controllers to review the search strategy adopted by the Examiner and to provide feedback to arrive at better evidence to compare with. The competency mapping also specifies the due diligence required by Examiners at the time of screening and classification so that the application gets allotted the correct IPC/CPC classification.

The functional and behavioural competencies- such as Critical Thinking, Attention to Detail, Decision-making, and Integrity- underline key values and strengths that would help Examiners and Controllers perform effectively in various roles. Some functional competencies, such as Quasi-Judicial Conduct- are tied explicitly to a role, such as the Conduct of Hearings. Controllers also may require appreciation and understanding of foreign prosecution vis-a-vis Indian provisions.

Since there has been a steady increase in domestic patent applications, the Examiners are also required to adopt a supportive/facilitative stance instead of an adversarial stance for MNCs to counter their misleading strategies. Hence, the functional competency- Service Leadership- becomes salient to promote customer-centric culture to champion the organisation's vision and values.

Trade marks unit

The Trade Marks Registry (TMR) functions under the superintendence and control of the CGPDTM. Trade Marks Registry is responsible for registering trademarks in India and discharging its statutory functions per the provisions of the Trade Marks Act, 1999 and the Trade Marks Rules, 2017.

The CGPDTM is the Registrar of TradeMarks and delegates the functions of Registrar to Sr Joint Registrars, Joint Registrars, Deputy Registrars and Assistant Registrars who primarily adjudicate contested matters, rectifications and issues, speaking order and decisions. Sr Examiner is authorised to hear show cause matters and functions as an officer in charge of specific sections. Examiners examine applications under the provisions of the Trade Marks Act and Rules and assist the Registrar in all procedural, administrative and supervisory functions.

There has been a significant increase in trademark filing and registration. Trademarks filing has increased from about two lakhs in 2013-14 to 4.5 lakhs in 2021-22. Similarly, trademark registrations have increased from about 0.68 lakhs in 2013-14 to 2.62 lakhs in 2021-22. Nearly 97% of trademark filing and registrations are from domestic applicants seeking protection within their jurisdiction.

Trade Marks Registry at each location is under the administrative control of the Head of Office. Trade Marks Registry has the following sections for processing applications:

1. Pre-processing stage:
   a. EDP, Verification and Digitisation: This deals with receipts, digitisation of offline applications, Vienna codification of figurative elements of trademarks filed
2. Examination stage:
   a. Examination: This deals with the auto-allotment of applications to Examiners.
3. Post-examination Processing:
   a. PARM Section: This deals with the consideration of replies from applicants and sets the matter for hearings.
   b. TLA Section: This deals with all the matters set for hearing, and matters are decided after being heard.
4. Post Advertisement Processing
   a. TOP Section: This deals with opposition matters and disposes off after hearing both parties.
5. Registration/Post-Registration and Renewal Section: This deals with the issuance of certificates, renewal of registrations, amendments etc.
6. Others:
   a. International Registration Section: This deals with applications filed under the Madrid protocol. The section deals with both International Registrations Designated to India (IRDI) applications as per National Law and International Applications Originating from India (IAOI) applications at the Mumbai branch.
   b. Copyright-NOC: This issues NOC for copyright applications.
   c. Well-known: This deals with applications for well-known trademarks.
7. Legal Cell: This deals with public grievances, RTI requests, statistics, periodic reports etc.
8. Administration and Accounts Section: This caters for services related to general administration, maintenance of office buildings, purchase, and procurement.

Figure 7: The Trade Mark process
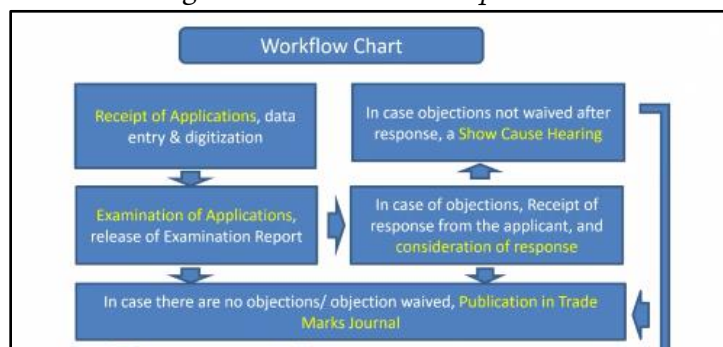
Given below are broad steps in the trade mark registration process:

1. A typical Trade Mark application process starts with the receipt of the application and its digitisation in the case of an offline filing.
2. Next, applications are allotted for examination. The Examiner prepares the examination report, and then the application is forwarded to the Examiner Controller.
3. This report is then evaluated by the Controller and issued to the applicant, containing objections, if any. If there are no objections, it will be published in the Trade Mark journal.
4. Where there exist objections, the applicant's reply is considered by the authorised officer, who shall offer a show cause hearing opportunity if a reply is not accepted.
5. Next, the hearing officers hear the scheduled matters and decide the matter on merits. After acceptance, the trademark is published in the TM Journal.
6. If no opposition is filed within four months from the date of publication of the trademark, the published trademark becomes eligible for registration.
7. If the trademark is opposed by any third party after the advertisement, the same needs to be disposed of as per the rules after giving proper hearing opportunities to both parties.
8. If the opposition is dismissed, the applicant proceeds for registration and a registration certificate is issued to the applicant.

The first stage of examination of the application happens within 2-3 months. It takes about 18 months for the application to be processed, which is comparable to global standards, as per the Sanyal report.

However, the opposition hearings, which constitute nearly 14-16% of applications, take much longer (5-10 years).

Keeping in mind the objective of addressing procedural delays and ensuring timeline compliance, the competency mapping exercise was conducted for three positions- Examiner, Sr Examiner and Registrar (Assistant and Deputy). These positions represent various sections of the Trade Mark unit - Examination, PARM section, Madrid Section, Well-known section, Copyrights-NOC section and Registration/Renewal, TOP and TLA sections.

A total of 9 unique roles were identified for Examiner (TM), Sr Examiner (TM), and Registrars (AR/DR) positions. These roles describe the overall objective of a group of activities carried out by officials in these positions, for example- Formal and Substantive Examination, Post Examination Review, Conduct Show Cause Hearings/Opposition Proceedings, etc. A snapshot of these roles has been presented in Table 5 below. The complete list of roles, along with the role description, is attached to this document as Annexure 1. The methodology used to arrive at these roles has been described in detail in Section 6 of this report.

Table 5: Snapshot of roles and competencies associated with identified positions of the Trade Marks Office

Position	Role	Domain Competencies	Functional and Behavioral Competencies
Examiners	• Formal and Substantive Examination • Review, Approval and Release of Examination Reports (ERs) • Post Examination Review • Renewal, assignment and pre-registration amendments	• Trademarks Searching • Trademarks Registrability Assessment	• Critical Thinking - L2 • Legal Drafting and Writing - L2 • Team-working - L2 • Decision-making - L2 • Communication Skills - L2 • Integrity - L1
Sr Examiner	1. Conducting show cause hearings	• Trademarks Registrability	1. Quasi-Judicial Conduct

	2. Drafting and Passing Order 3. Discharging Section In charge duties	Assessment ● Speaking Orders Writing	2. Legal Drafting and Writing-L3 ● 1. Team-working - L2 ● 2. Planning and Coordination - L2 ● 3. Consultation and Consensus Building- L1 ● 4. Integrity- L1
Registrar (AR/DR)	1. Conducting Opposition Proceedings 2. Drafting and Passing Order 3. IPR Awareness	1. Quasi-Judicial Conduct 2. Legal Drafting and Writing-L3	1. Decision-making - L2 2. Planning and Coordination (B)- L3 3. Consultation and Consensus Building (B)- L1 4. Integrity (B)- L1

The delineation of various roles for Examiner/Sr Examiner/AR/DR helps us appreciate the significance of these roles' vis a vis trademarks process to improve its quality and timeliness. Though there are four roles listed for Examiners, these roles are undertaken separately by a group of Examiners and the nature of roles changes with seniority (experience). For example, the role 'Post Examination Review' is undertaken by a group of Examiners, referred to as PARM Officials. There is a functional similarity in the roles of Sr Examiner and Registrars (AR/DR), but the extent of drafting and writing a reasoned order increases significantly in the case of Registrars (AR/DR).

The role-listing is also helpful in prioritising specific capacity-building interventions. For example, Sr Examiner's role changes significantly from that of the Examiner towards managing hearings and drafting passing orders. Similarly, while conducting opposition hearings, a Registrar (AR/DR) is required to function as Quasi-Judicial Authority and prepare a reasoned order.

Accordingly, these roles have been mapped to three domain, three functional and six behavioural competencies at appropriate proficiency levels. This mapping is based on the knowledge, skills and attitudes listed for activity clusters and additional inputs. The functional and behavioural competencies- such as Critical Thinking, Consultation and Consensus Building, Team-working, and Integrity- underline key values and strengths that would help Trademark officials perform effectively

in various roles. The functional competency 'Legal Drafting and Writing' is critical as the work involves applying and presenting relevant facts and laws and communicating logically.

Establishing optimal pendency and quality levels for both patents and trademark offices to operate effectively and efficiently is critical.

Organisational capacity challenges faced by CGPDTM

Over and above capacity needs of individual officials, the capacity needs analysis of CGPDTM also helped discover challenges faced by officials at the organisation level. When addressing organisational capacity issues, it is useful to categorise such issues across the following 6 dimensions of an organisation:

1. Personnel Management: This includes all people related policies and decision-making framework used by the organisation. An example would be performance management systems of the organisation.

2. Systems and processes: This includes procedures that support the day-to-day functioning of the MDO.

3. Data and Technology: This, as the name suggests, refers to the data related systems (both in terms of implementation and governance) of the MDO along with the adoption and level of sophistication of technology used by the MDO

4. Culture and values: This refers to the collective values of the organisation as well as how people interact with each other and the work on a day-to-day basis

5. Resources and assets: This includes the soft and hard infrastructure deployed by the MDO to carry out its activities

6. Partnerships: This refers to all types of external partnerships that the MDO is a part of. It also includes interaction with citizens for front facing organisations.

Officials of CGPDTM face a number of challenges at the organisational capacity ranging from simple infrastructure related issues such as slack of adequate furniture to larger systemic issues such as lack of decision-making power regarding critical issues such as recruitment of permanent staff.

A lot of organisational capacity issues of CGPDTM emanate from the subordinate office status of CGPDTM. This status imposes operational restrictions on the office thereby compromising its autonomy. This may result in bottlenecks in the decision-making process of the office. While the office is free to explore solutions to its problems, it doesn't always have the ability to implement the same. An example of this is the inability of CGPDTM to independently make decisions regarding compensation of permanent staff. Since attrition rates are a major issue at various levels in the organisation and has major repercussions on the overall performance of the office, the inability to incentivise employees through competitive compensation put CGPDTM at a disadvantage. Similarly other issues such as need for streamlining of promotions and reforms in performance evaluation of officials remain unaddressed due to the truncated nature of the powers of the CGPDTM.

Box 2: Quality Cell - Practices and culture

Quality Cell: Practices and culture

Indian Patent Office has been recognised as an International Search Authority (ISA) and an International Preliminary Examination Authority (IPEA) under Patent Cooperation Treaty (PCT) since Oct 2013. In case of international applications (patents), applicants selecting India as a Searching Authority (ISA/IPEA), their applications are examined in coordination and strict supervision of the Quality Cell. This is evident in timeline compliance of above 98% since 2019. The Quality Cell (QC) comprises 3 Controllers and 3 Examiners with representation from different subject areas/fields. Some internal best practices are:

1. Rationalised (internal or external) deadline for each ISA applications
2. Screening and classification as team work, particularly of interdisciplinary matters to provide applications with correct assignment of classification. Reallotment upon reasonable request happens at the earliest.
3. Selection of examiners on qualitative and applied aspects on search and examination such as written test involving understanding of patentability, learning outcomes measurement
4. Peer led curated knowledge sharing platforms where examples are discussed to underline search strategy
5. Suggestions for improvisation (regarding how to compare and how to arrive at better evidence to compare with) by QC team are recorded and accepted in spite of no overruling authority/power.
6. Search strategy goes through scrutiny of controllers and gets published.
7. Report/Written Opinion is issued and recognised in the name of Examiners.

Besides, ISA/IPEA section has successfully nurtured a safe psychological space for examiners to discuss and continually improve. This has created a community, guided by reason and evidence and inner satisfaction.

In addition to the above, officials have reported issues along various dimensions of the organisation. A snapshot of these issues has been presented in Table 6 below. An exhaustive list of organisational capacity issues reported under each dimension has been attached to this report as Annexure 7.

Table 6: Snapshot of organisational capacity issues of CGPDTM

No.	Challenge	Description	Dimension
1	Capacity building	Felt need for capacity building among officials at all levels	Personnel Management
2	Promotions	Imbalance in the way promotions is carried out in the department Impact on employee motivation levels and attrition rates	Personnel Management
3	Knowledge Management	Requirement of avenues of knowledge-sharing among officials	Systems and Processes
4	Autonomy for CGPDTM Office	Need for financial, administrative and organisational autonomy of CGPDTM office	Systems and Processes
5	Module related issues	Speed and functionality issues in the online module Insufficient information for decision making in some cases - experience of AR/DRs	Data and Technology
6	Opposition Division workflows need to be digitized (Trademarks)	Opposition division under Trade Marks is currently not covered by the module	Data and Technology
7	Distribution of	Need for equitable distribution of work - currently	Culture and

	work	high performers are burdened with more work	Values
8	Organisational values	Need for articulation of joint values which can act as a North Star for how employees interact with each other and the work	Culture and Values
9	Hearing rooms	Shortage of hearing rooms leading to poor impression on citizens and general disruption	Resources and Assets
10	Workstations	Workstation along with general furniture are not of proper quality for all employees	Resources and Assets
11	Citizen interface	Requirement of streamlining of interactions with citizens in a way that is not disruptive for examiners Need for designated seating/waiting for members of general public and/or their representatives	Partnerships
12	Knowledge partnerships	Requirement of greater access to: Subject matter experts who can disseminate knowledge on latest technologies and associated developments Other government departments who deal with scientific or legal matters	Partnerships

SUPPLY SIDE

The section of the document on Supply Side covers two aspects. The first part covers the identification and mapping of Competency Building Products (CBPs) for the functional, behavioral and domain competencies listed in the section above. Additionally, the existing training materials from National IP Training Institute (RGNIIPM) have been reviewed and mapped with domain competencies.

The second part presents findings from assessment of National IP Training Institute (RGNIIPM) on training design, delivery and institutional process and standards as outline in National Standards for Civil Service Training Institutions (NSCSTI) Pillars.

CBPs Curation and mapping:

CBP curation and mapping covers behavioral, functional and domain competencies. Through our analysis, a total of 49 CBPs (from 30 CBP Providers) have been curated and these CBPs have been mapped with 13 identified functional and behavioral competencies derived from the sections above. CBPs have been curated with the providers from various sources, including, Training Institutions, Learning Portals, MOOC Platforms, Foundation, University. This has been further detailed in Annexure-12.

Table 7: Snapshot of CBP providers for behavioural and functional competencies

Competency Type	Competency Label	No of CBPs	CBP Provider (Representative)
Behavioural	Attention to Detail	5	IIM Bangalore (iGOT KY), Oxford Management Center, LinkedIn Learn, Philanthropy University
	Communication Skills	9	
	Consultation and Consensus Building	1	
	Consultation and Consensus Building	4	
	Decision-making	2	
	Integrity	3	
	Planning and Coordination	5	
	Seeking Information	2	
	Team-working	6	
Functional	Critical Thinking	2	IIPA (iGOT KY), Legal Drafting Institute
	Emerging Technology	4	
	Legal Drafting and Writing	3	

	Service Leadership	3	

Since the majority of domain competency requirements shall be fulfilled by internal resources, the existing content was reviewed for its coverage and adequacy as against the identified competencies for the 5 positions.

The Induction and Refresher training programs from RGNIIPM were analysed and mapped with domain competencies and associated proficiency levels. To highlight some observations from this intervention, RGNIIPM's 7-week Induction Training Program for Examiners has different modules and it caters to different competencies as indicated in the Table-8 below. Based on this analysis, the missing elements in the curriculum and session plan shall be identified and fulfilled subsequently.

Table 8: Analysis of induction and refresher training programs - RGNIIPM

Program	Course/Modules	Competencies	Proficiency Level
Induction Training Program for Examiners	Introduction to Patent procedures Salient Features of Patent Act and International Agreements	Patentability Assessment	L-1
	Formal Examination Preliminary Examination	Patentability Assessment	L-2
	Patentability Analysis	Patentability Assessment	L-3
	Patent and Non-Patent Search	Prior Art Searching	L-3
	Search, Examination and Report Preparation of Cases	Examination Report Writing	L-2
Refresher Training Program for Controllers (Assistant/Deputy)	- Secrecy directions, Expedited Examination, Power of attorney, Divisional Application, Patent of Addition - PCT, WIPO, Compulsory Licensing	Patentability Assessment	L-1
	- Pre-grant, Post-grant opposition, writing orders, conducting hearing	Patentability Assessment	L-4

		Examination Report Writing	L-3
	- Quality Control of Examination, Interpretation of official circulars - Landmark decisions, Patent infringements	Patentability Assessment	L-3

An important mandate of the National IP Training Institute (RGNIIPM) is to conduct public training programs for different stakeholders (such as school and university students, business professionals, officials involved in enforcement and adjudication etc.). In order to facilitate competency-based curriculum development, a list of 10 functional competencies have been identified and drafted for various stakeholders in the IP ecosystem and detailed out in the Annexure-6.

Additionally, a list of 24 CBPs from 11 CBP Providers (such as WIPO Academy, JPO, USPTRC) have been compiled for domain competencies and IP Ecosystem related competencies.

According to the 70-20-10 learning model, 70 percent of learning comes from on-the-job experiences, assignments, and challenges, 20 percent of learning comes from working with others and 10 percent of learning happens through formal training interventions. As emphasis in the "Quality Cell: Practices and Culture", peer-knowledge sharing sessions has contributed to the quality and timeliness of examination of ISA/IPEA applications. Hence, peer-led learning may be encouraged through exercises such as role rotations, job shadowing, mentoring, cross-functional interactions, opportunities for giving and receiving feedback.

Assessment on NSCSTI Pillars:

RGNIIPM, as the national training institution for IP industry has an important role to perform towards effectively addressing the training needs and capacity of the CGPDTM to deliver its mandate. Therefore, maintenance of high quality and standardization of capacity building practices then becomes critical. As a part of this exercise, a functional assessment of the National IP Training Institute (RGNIIPM) was conducted based on the defined standards mentioned in the National Standards for Civil Service Training Institutions (NSCSTI).

NSCSTI standards have been developed to set aspirational yet realistic benchmarks and inspire training institutes to pursue continuous improvement in the field of civil service capacity building.

The findings are based on direct observations of in-person training sessions and consultation with the instructor, trainee and administrative staff at RGNIIPM. These findings inform the recommendations to bring the necessary changes in training design, delivery and evaluation.

This section brings a detailed mapping and analysis of the training institution based on the 8 pillars of the NSCSTI; some of the key findings are listed here. Further, elaboration on each of the standards is put together in Annexure 13.

Pillar 1: Training Needs Assessment and Course Design:

- **Relevance:** All training programs should be designed to target the individual competency needs of IP officials. Hence assessment of training needs is quite important to draft the learning outcomes and learning pathway. Further, it helps in assessing the mechanisms for course revision, course content and quality processes. Subsequently, the training course is designed based on the training needs.

  Course design involves curriculum planning, finalisation of instructional methods (theme-based activities, group discussion, short plays etc.), materials (videos, blogs, articles) and information resources. It helps in creating quality learning environments and experiences for trainees that are supportive and appreciative of their learning and intellectual development. Finally, this pillar also helps to understand the policies and procedures to identify the training needs of IP trainees.

- **Findings:** There are existing mechanisms to incorporate topics like Madrid Protocol filing and PCT filing based on trainees' feedback. The curriculum also includes the training needs reflected in the Annual Performance and Appraisal Report (APAR). In terms of course design, the departmental curriculum and schedule is developed by the committee. The training courses follow modular design and faculty are drawn from the pool or brought from outside based on training needs and expertise.

  However, it was also observed that there is limited specialisation among faculty on emerging technologies. Further there is limited inhouse expertise in Patents and Trademarks. As a result, there is increased dependency on external patent agents for patent drafting which undermines neutrality. The training courses don't have assignments so that trainees could practice and the same could also be used for evaluation. Training design neither incorporates public interaction nor industry outreach which limits practical understanding of the classroom

learning. During the interactions the trainees expressed the need for training on technical examination, judicial aspect, decision writing skills etc. by expert faculty.

Pillar 2: Training delivery and digitalisation:

- Relevance- This pillar helps in assessing the channels of imparting teaching and learning. It includes in-person lectures, administration of videos, online learning platforms, websites, mobile platforms etc. It also covers the methodology of imparting teaching and learning such as presentations, group discussions, case study based, group activities, periodic assessments, experiential exercises, on- the-job stints etc. This pillar aims to encourage institutes to utilize multiple methods for engaging with trainees including formulating mechanisms for instructor led, learner led and peer-based lesson plans.

  Digitalization widens the scope of access and integrates multiple aspects of training. This concerns with mechanisms, processes to translate in-person content into phygital/digital content and the readiness of courses to be uploaded on to the iGOT platform.

- Findings: RGNIIPM mostly uses in -person lectures with the help of PowerPoint presentations as channels to impart training. Differentiated training materials are used for different trainees. And every program has a coordinator which helps in auditing the course.

  Training materials don't contain suitable examples from different subjects to help the trainees understand the concepts easily. Due to the lack of suitable prototypes to illustrate functioning of products it becomes difficult for the learners to correlate the theory with the practical. There are inadequate trainers who can speak in the local language and most of the training is delivered in English which makes it tough for the trainees to understand. Trainers are required to have a good in-practice understanding of strong facilitation skills, learner-centric methodology for training, periodic assessments for gauging the learning process etc. before conducting the session. There is a requirement to build the capacity of trainers on creating varied facilitation methods based on audience groups (college/ university students,

professionals, parent agents, staff etc.), diversifying teaching aids, and creating end-of-the-course assessments.

Pillar 3: Trainee support:

- **Relevance:** The extent and quality of support to trainees during and beyond classrooms affects the learning outcomes. This pillar includes all activities related to extending necessary support to trainees during and beyond classrooms, especially for probationers. It helps in assessing the extent to which trainees interact with faculty during and after completion of training programme. This entails the standard processes available for the trainees to enable them for discussion, conversations and special sessions by SMEs. It also helps in identifying mechanisms of assigning mentors to trainees especially those who are on probation for formal/informal guidance on a continuous basis. These mentors are the experienced employees of IPO or RGNIIPM.

- **Findings:** Some generic support is made available to the trainees, for example A general information document is provided to trainees to inform about the broader aspects of the training. There are also informal conversation channels through mobile to address the queries. For the general public, free awareness camps are organised and assistance is given during filing of applications. However, there is lack of a dedicated point person to answer all the queries related to training. Also, limited affordable accommodation facilities are available for the trainees. Several trainees also stated the requirement of standardised PPT format along with online reference materials to supplement the classroom teachings. Some online/ digital content may be developed on standard topics to support faculty as well as trainee. This shall also facilitate on-boarding of the training program on iGOT Karmayogi. Several requirements were stated, such as establishment of a help desk for technical assistance on processes, timelines etc., availability of full-time training observers to avoid the repetition of topics.

Pillar 4: Training Evaluation:

- **Relevance:** Evaluation and assessment of effectiveness of training programmes is important for future improvement and accreditation standards. This pillar helps in identifying the

methods adopted by the RGNIIPM to measure the impact of training. It is also a way to do course evaluation in terms of identifying standard processes followed for updating training courses, mechanisms to gather feedback (from trainees & external), defined procedures to ensure achievement of learning outcomes of trainees etc. This includes a focus on qualitative and quantitative aspects of evaluating training programmes. Finally, this promotes continual improvement of capacity building practices by identifying the linkage of the overall effectiveness and formulating action plans for enhancing practices of the training institute.

- **Findings:** There are mechanisms (online and physical mode) to gather feedback and many of these are incorporated into subsequent training. There is also a practice of peer observation and feedback of the training sessions. This helps in improving the forthcoming sessions. However, the current feedback forms capture feedback mostly on the logistics and operational aspect and leave the impact on learning levels. Also, there is limited understanding of the participatory aspect of training such as communication, group dynamics etc. A standard guideline to assess the qualities of participants and trainers is expected. There is a requirement to bring common understanding on the indicators of success i.e., effectiveness of training. There is a need to re-design feedback form and the overall usage of the data emerging from the feedback analysis for gauging the training effectiveness and satisfaction level of the audience. Additionally, there is a need to develop a mechanism to record, analyse and use feedback data for course design improvement and course correction.

Pillar 5: Resource and Training Targets:

- **Relevance:** Adequate level of resources in terms of physical resources and staff are important to conduct training programs. This pillar helps in assessing formal human resource planning such as mapping faculty (internal and guest) to programmes and trainees. Further it helps in promotion of sharing and maintaining balance and diversity of resources across departments and training institutions.
- **Findings:** Physical and IT infrastructure in terms of availability of hardware is in place along with a dedicated person to support its functioning. However, the lack of an adequate number of faculty per trainee makes it difficult for individual mentoring. There are few in-house

resource persons available on deputation to deliver training. But their services are not being utilised effectively. There is a need to increase support staff other than instructors to assist in training was expressed. There is a need to ensure a steady supply of relevant and high-quality trainers - through Expression of Interest (EoI)and Annual empanelment of faculty. Currently, there is absence of robust method of faculty selection, which needs attention.

Pillar 6: Operations and Governance Standards:

- **Relevance:** This pillar helps in understanding the type of operations and governance practices and promotes transparency in all administrative processes of the training institute. It also determines the degree of autonomy of the institute, availability of learning infrastructure, collection and analysis of the training data undertaken by the RGNIIPM.

- **Findings:** There are standard processes and approval channels to design training schedules and procure training materials. This process causes delay in finalisation of the training calendar. There is little autonomy and limited budget to do procurements. Internet bandwidth speed may be increased to the latest 5G for uninterrupted online training. There is a requirement for a structured process for reviews and operational guidance at a defined periodicity along with the regular official visits of the CGPDTM administration team to boost the confidence and motivation.

Pillar 7: Collaboration:

- **Relevance:** This pillar encourages the RGNIIPM to leverage available resources in the ecosystem to enhance the overall efficiency of capacity- building interventions. An assessment of this pillar helps to promote faculty interactions, simultaneously enabling the faculty to take training courses offered by other institutes. Additionally, this pillar promotes sharing of existing training content, organizing periodic collaborative events by training institutes, thereby encouraging discussions on best practices, as well as sharing teaching and learning insights for enhancing capacity-building processes in the ecosystem.

- **Findings:** The formal collaborations with major law schools (NLU Nagpur, MNLU Mumbai, NLU Delhi) were in place. Faculty members from these institutes come as trainers and SME to

train at the RGNIIPM. Joint workshops and training programs are also conducted with industry experts to keep abreast of latest industry practices. While the above collaborations serve the short term needs of the RGNIIPM there is a need for long term partnership with academic and research institutes for research, knowledge sharing and sustained learning. There is also felt need of collaborations with innovative organisations, enforcement agencies like training institutes of CBI, NPA etc. and leveraging bilateral and multilateral partnerships towards capacity building.

Pillar 8: Faculty:

- **Relevance:** The focus of this pillar is to understand the structured mechanisms for selection, appointment, onboarding of faculty at the RGNIIPM. It also helps to gauge the processes and practices of faculty development for enhancing the quality of faculty. Further the pillar stresses on maintaining high-quality teaching and learning methodologies, as well as leveraging market best practices to enable RGNIIPM in adopting new-age training approaches that will contribute to improving the efficiency of the faculty.

- **Findings:** RGNIIPM is able to bring highly qualified Subject Matter Experts (SMEs) and external faculty who are updated with the latest practices. This helps in enhancing the awareness of trainees and also informs the current training practices. These resource persons are well compensated for their contribution. Also, there is a system of external review to assess the quality of faculty members.

  While there is an attempt to bring the best faculty to RGNIIPM, there is no standard criteria to select them. So, most of these faculty members in spite of being good at domain knowledge lack in facilitation skills. They also have limited understanding of training design and delivery methodologies. There is a need to create an internal pool of SMEs and facilitators, Training the Trainers (ToT) program etc. Additionally, a structured process of review and feedback is necessary to improve the overall quality of faculty at the RGNIIPM. Faculty need a systematic continuous professional development plan that may comprise of exchange programs with

international organisations, international patent offices, and knowledge exchanges on contemporary topics such as sensitization on the green economy, gender, inclusivity etc.

Organisational capacity issues at RGNIIPM:

Similar to CGPDTM, RGNIIPM too faces the challenge of lack of adequate autonomy. This affects its decision-making ability and restricts its powers to find solutions to existing challenges. An example would be the lack of financial autonomy to fix on-campus infrastructure such as elevators and air conditioners. A snapshot of issues faced by the staff and faculty of RGNIIPM has been given below in Table 9. A complete list of all issues reported has been attached to this report as Annexure 8.

Table 9: Snapshot of organisational capacity issues at RGNIIPM

No.	Organisational Capacity Needs	Description	Dimension
1	Capacity building	Need of capacity building of training staff/faculty	Personnel Management
2	Administrative Staff	Need for administrative staff to support the day-to-day functioning of the institute	Personnel Management
3	Autonomy	Need for greater financial and administrative autonomy to meet organizational goals and vision	Systems and Processes
4	Knowledge management	Need for consolidation of all training material and reference resources in one place that is accessible to all	Systems and Processes
5	Learning Management System	Requirement of Learning Management System which can make RGNIIPM's courses to a wider audience	Data and Technology
6	Evaluation of training	Need for mechanism to capture data for evaluation of impact of trainings on the performance of individual officials	Data and Technology
7	Global best practices	Need to incorporate global best practices into the culture of RGNIIPM	Culture
8	Accommodation facility	Need for accommodation facility for learners	Resources and Assets
9	Common facilities	Need for repair of common facilities such as air conditioners, lifts etc. on campus	Resources and Assets
10	Collaboration	Potential for collaboration with national and international institutes to be able to offer a wider	Partnerships

		variety of courses	

6. APPROACH AND METHODOLOGY

CBU LED APPROACH TO CREATING THE ACBP:

The CBC has mandated the creation of a Capacity Building Unit (CBU) within every MDO. The CBU is a team staffed with officials from within the department and is tasked with operationalising the goals of Mission Karmayogi while working closely with the CBC. The CBC also provides support to the CBU through access to domain specialists.

A CBU-led approach was employed for the creation of the ACBP of CGPDTM. This approach keeps CBU members at the centre of the ACBP creation exercise. It ensures that the ownership of all efforts associated with capacity building rests with the MDO and its officials from the very beginning. This approach contributes directly to the sustainability of this exercise as envisioned under Mission Karmayogi with the condition that the right kind of facilitation and handholding support is provided to CBU members.

Accordingly, at the very start of this engagement, it was highlighted that the first step towards sustainable capacity building of CGPDTM would be to form the Capacity Building Unit (CBU) of the office.

This approach focused on co-creation as a capacity-building methodology. In practice, this meant building the capacities of CBU members not only through formal orientation sessions but also through hands-on participation in the ABCP creation process.

First, the CBU members got to observe the facilitation of the competency mapping exercise of some of the identified positions. Subsequently, to build their capacity for the same process, CBU members were invited to co-facilitate the competency mapping process for the remaining positions.

As a part of their ongoing capacity-building, CBU members were encouraged to observe, practice and document their learning in the form of a process document.

METHODOLOGY FOR CREATION OF THE ACBP FOR CGPDTM:

The overall process of creation of the ACBP had the following stages:

Step 1:

SECONDARY RESEARCH

At the pre-engagement stage, the ACBP team conducted secondary research to understand the IP ecosystem by reviewing the website of CGPDTM and RGNIIPM. Specifically, to understand the supply side, the competency-building products offered by RGNIIPM and other national and international competency-building product providers were reviewed. This step helped the team develop the required level of understanding of the IP ecosystem of India.

Step 2:

INTERACTION WITH THE LEADERSHIP, FORMATION OF CBU AND IDENTIFICATION OF UNIQUE POSITIONS:

A detailed discussion with the Controller General of Patents, Design and Trade Marks was facilitated with a focus on understanding the vision of the CGPDTM office at a national level. An interaction was carried out to share the process of competency-based capacity building process with the senior leadership of CGPDTM.

This was followed by the formation of the CBU. It was ensured that the CBU was representative of all the unique departments of the office along with RGNIIPM, the attached training institute of CGPDTM. 5 members of the office were selected to be a part of the CBU.

As the next step, the CBU members were oriented on the concept of a CBU-led approach to creating the ACBP, along with an understanding of their specific roles and responsibilities. Five unique positions were identified for this exercise, namely:

1. Examiner (Patents)
2. Controller (Patents)
3. Examiner (Trade Marks)
4. Senior Examiner (Trade Marks)
5. Assistant Registrar/Deputy Registrar (Trade Marks)

Interacting with officials from CGPDTM and RGNIIPM

FACILITATION OF COMPETENCY MAPPING OF IDENTIFIED UNIQUE POSITIONS:

At the beginning of this step, a context-setting exercise was facilitated with all the unit heads of CGPDTM to establish the overall context of the ACBP exercise. This exercise included presenting the roles and responsibilities of the various officials involved as well as the expectations from the members of the CBU. This session also included the definition of capacity building and an overview of the process of drafting the ACBP for CGPDTM.

The facilitation of competency mapping for the identified unique positions was carried out together with the CBU members; the steps involved were as follows:

- *A comprehensive listing of Activities for each Position:* Position holders were facilitated to create a detailed list of the Activities carried out by them in a day's work.
- *Prioritisation of the Activities:* The next step included using this comprehensive list of Activities and segregating these into three categories: Core/non-negotiable activities, important Activities

and Activities that are not directly linked with the position of the officials but are being performed

- *Clustering of activities*: Further, these segregated activities, especially the core and associated activities, were clustered based on the similarity of nature or objective. This exercise helped consolidate the activities to arrive at a concise set of activities associated with the identified positions.
- *Identification of Knowledge, Skills and Attitudes (KSA) required to perform the consolidated set of activities:* The position holders were asked to identify the relevant knowledge, skills and attitudes needed to perform each of the clusters of activities identified previously.

Step 4:

VALIDATION AND VERIFICATION OF THE IDENTIFIED ACTIVITIES AND ASSOCIATED KSA:

As the next step to validate and verify the inputs provided by the position holders, the CBU members were asked to review the results of the competency mapping exercise done with the position holders. The CBU members reviewed and provided additional inputs wherever required to fill the gaps in the information collected.

Step 5:

ORGANISATIONAL ASSESSMENT:

Based on the six dimensions of organisational capacity, namely: Personnel Management, Culture & Values, System & Processes, Technology & Data, Resources & Assets, and Partnerships, a detailed discussion was facilitated. This information was further validated at three levels - position holders, CBU and CGPDTM. At all levels, participants of the exercise were asked to reflect on each of the organisational dimensions and provide inputs on the following three factors:

1. Current status of the organisation
2. Current needs
3. Desired future state

Once this information was validated and verified at all levels, it was made a part of the findings.

Step 6:

ASSESSMENT OF THE SUPPLY SIDE:

A dedicated visit to the Rajiv Gandhi National Institute of Intellectual Property Management (RGNIIPM) was made to evaluate the institute's readiness to meet emerging demands associated with the current and future positions of CGPDTM. The process adopted at RGNIIPM was as follows:

- *Observation of the Live training programme*: Two training programmes conducted by RGNIIPM were observed. The ACBP team evaluated the training sessions using a checklist containing parameters such as training design, didactics and delivery. The observation exercise was accompanied by a detailed discussion with faculty members and participants, as well as a thorough review of relevant documents.

Inputs gathered from interactions with officials from CGPDTM and RGNIIPM
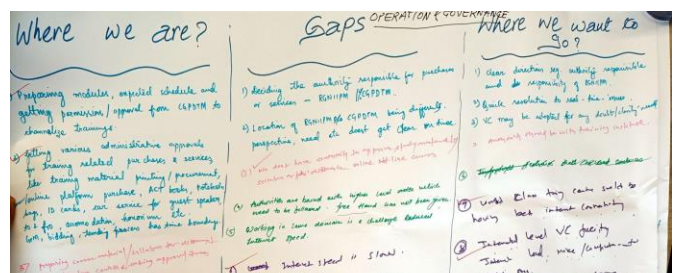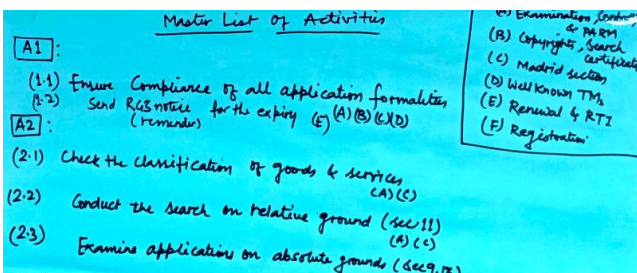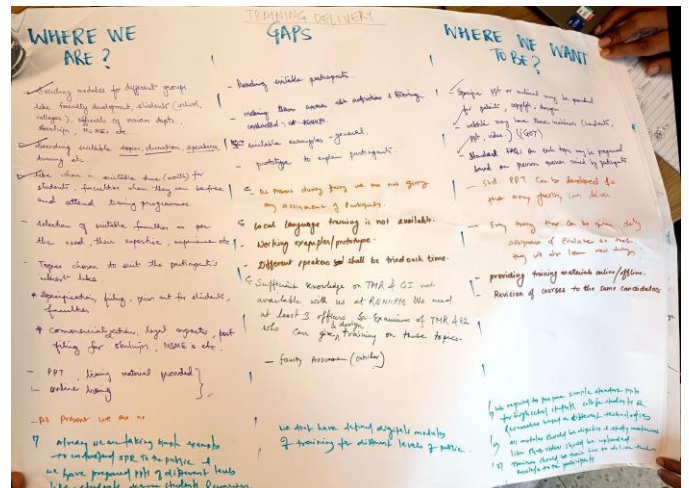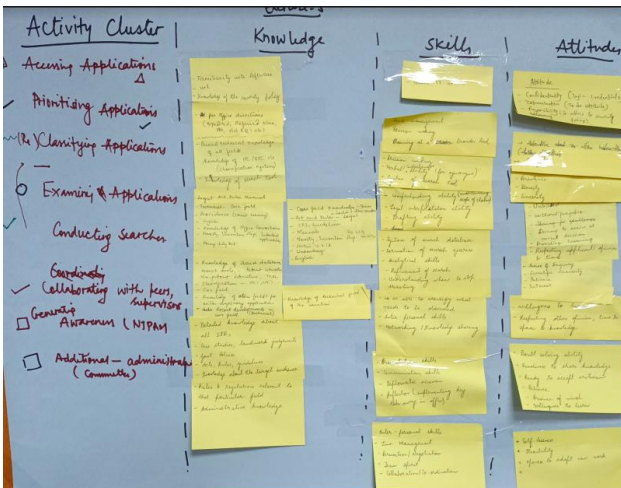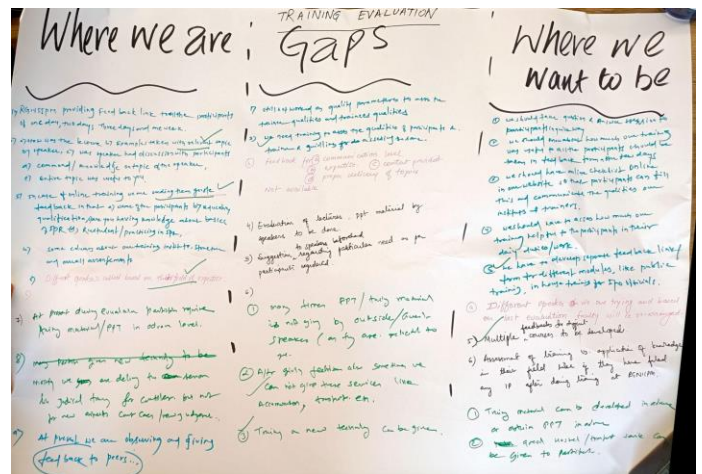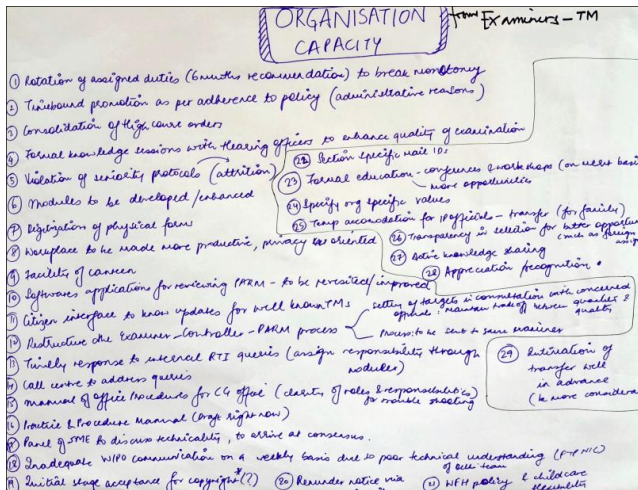
- *Analysis of the RGNIIPM against the eight pillars of NSCSTI*: In a participatory reflection set-up, the seniors and core team of RGNIIPM reflected on each of the eight pillars of the NSCSTI namely: (Training Needs Assessment and Course Design, Training Delivery and Digitalisation, Trainee Support, Training Evaluation, Resource and Training Targets, Operations and Governance Standards, Collaboration and Faculty). Participants of the exercise were asked to reflect on these pillars specifically in terms of the current status of the institute, areas of improvement and future aspirations.

- *Organisational Assessment:* Like with CGPDTM, with RGNIIPM too, the ACBP team carried out an analysis of organisational capacity challenges. Senior members of the RGNIIPM were asked

to list challenges along the six organisational dimensions mentioned above and share their aspirations for the institute. This exercise was essential in developing an overall understanding of the organisational capacity requirements of RGNIIPM.

An essential aspect of the engagement was the handholding and capacity-building of the CBU members to help them become comfortable with the processes adopted.

CBU members were therefore engaged at two levels - they were expected to validate inputs collected from various members of the staff, and their own capacity was simultaneously being built in carrying out the ACBP creation process. The latter was done through meta-reflections on the process being followed and how CBU members would carry out a similar exercise in the future.

7. CONCLUSION

The creation of the Annual Capacity Building Plan is the first step in building the capacity of CGPDTM so that it can achieve its vision as articulated by the senior leadership. This document consists of findings and recommendations for individual and organisational capacity development of CGPDTM in line with the said vision.

At the individual level, the ACBP lists both the demand for capacity building in the form of required competencies of identified positions and the supply side in the form of suitable competency-building products (courses etc.) which officials may consume to build the desired level of proficiency in a particular competency.

With the right type of competencies, a clear understanding of their roles as well as clarity regarding expected performance standards, officials will get the opportunity to deliver their best at work. At the organisational level, findings and recommendations presented in the ACBP will facilitate the augmentation of the overall efficiency and effectiveness of CGPDTM.

All the recommendations listed in the ACBP have been agreed upon by all important stakeholders who have been involved in its creation. This includes agencies who will be accountable for the implementation of said recommendations. For some of the listed recommendations, CGPDTM may consider utilising agencies from within CBC's pool of identified/empaneled service providers.

In order to implement individual capacity interventions, recommendations will have to be added to the training calendar of CGPDTM and RGNIIPM with specific details regarding each of the suggested interventions.

It is recommended that all interventions, short, medium and long term, be implemented by CGPDTM to realise overall efficiency and effectiveness in organisational processes as well as to achieve the overarching vision of zero pendencies by 2025.

Annexures

Annexure 1: Competency Profile of Patent and Trademarks Officials

Position	Role	Domain Competencies	Functional and Behavioral Competencies	Behavioral Competencies
Examiner (Patents)	- Formal Examination and Patent Classification - Search and Substantive Examination - Examination Report Writing - Assistance on procedural and administrative matters - IPR Awareness	- Prior Art Searching- L3 - Patentability Assessment- L3 - Examination Report Writing- L3	- Critical Thinking - L1 - Emerging Technology - L1 - Service Leadership - L1	- Seeking Information- L3 - Attention to Detail - L2 - Communication Skills -L1 - Integrity - L2
Controller (Patents)	- Review ERs on formal and technical matter - Issuance and conduct of hearings - Write patent decisions - Handle pre-grant and post-grant oppositions - IPR Awareness	- Prior Art Searching- L4 - Patentability Assessment- L4 - Examination Report Drafting- L3	- Critical Thinking-L2 - Emerging Technology - L1 - Quasi-Judicial Conduct-	- Service Leadership - L1 - Communication Skills - L2 - Integrity - L2 - Decision-making - L2 - Attention to Detail - L4
Examiners (Trademarks)	- Formal and Substantive Examination - Review, Approval and Release of Examination Reports (ERs) - Post Examination Review	- Trademarks Searching* - Trademarks Registrability Assessment*	- Critical Thinking - L2 - Legal Drafting and Writing - L2	- Team-working - L2 - Decision-making - L2 - Communication Skills - L2 - Integrity - L1

	• Renewal, assignment and pre-registration amendments			
Sr Examiner (Trademarks)	• Conducting show cause hearings • Drafting and Passing Order • Discharging Section In charge duties	• Trademarks Registrability Assessment* • Speaking Orders Writing*	• Quasi-Judicial Conduct* • Legal Drafting and Writing-L3 • •	• Team-working - L2 • Planning and Coordination - L2 • Consultation and Consensus Building- L1 • Integrity- L1
Registrar (AR/DR)	• Conducting Opposition Proceedings • Drafting and Passing Order • IPR Awareness	• Trademarks Registrability Assessment* • Speaking Orders Writing*	• Quasi-Judicial Conduct* • Legal Drafting and Writing-L3	• Decision-making - L2 • Planning and Coordination - L3 • Consultation and Consensus Building - L1 • Integrity - L1

Annexure 2: Overview of Competencies based on its source

Competencies mapped to Examiner (Patents) and Controller (Patents)			
Types of Competencies/Sources of Competencies	From Civil Services Competency Dictionary- DoPT	Drafted and Reviewed by CEGIS	Total
Domain	3	3	3
Functional	0	4	4
Behavioral	5	0	5
Competencies mapped to Examiner (Trademarks), Sr Examiner (TM) and Registrar- AR/DR(TM)			
Domain	0	3*	3
Functional	0	3	3
Behavioral	6	0	6
Competencies mapped to IP Ecosystem			
Domain	0	10	10

Annexure 3: List of Functional, Behavioral and Domain Competencies mapped for Patents and Trademarks officials

S. No.	Competency Label	Competency Description	Competency Type	Source
1	Critical Thinking	Examine, manage and connect issues and ideas from multiple perspectives to identify reasoning in a variety of fields with differing assumptions, contents and methods	Functional	Drafted and Reviewed by CEGIS
2	Service Leadership	Champion and role model the organisation's service vision, mission and values	Functional	Drafted and Reviewed by CEGIS
3	Emerging Technology	Knowledge of developments and new applications of emerging technologies and their benefits, challenges, and applications to government processes.	Functional	Drafted and Reviewed by CEGIS
4	Legal Drafting and Writing	Produce legal documents through the identification, application and presentation of relevant facts and laws to communicate specific messages in an organised and logical format	Functional	Drafted and Reviewed by CEGIS
5	Quasi-Judicial Conduct	Promotes standards of judicial conduct and maintains procedural safeguards in accordance with principles of natural justice to reinforce trust, impartiality and confidence of the litigants and citizens	Functional	Drafted and Reviewed by CEGIS
6	Seeking Information	An underlying curiosity to know more about things, people, or issues. This includes 'digging' for exact information and keeping up-to-date with relevant knowledge.	Behavioral	Civil Services Competency Dictionary- DoPT

7	Attention to Detail	Having an underlying drive to being thorough and meticulous and to comply with procedures, rules, guidelines, and standards. Digs deeper and strives to reduce uncertainties and errors	Behavioral	Civil Services Competency Dictionary- DoPT
8	Communication Skills	Articulates information to others in a language that is clear, concise, and easy to understand. It also includes the ability to listen and understand the unspoken feelings and concerns of others.	Behavioral	Civil Services Competency Dictionary- DoPT
9	Integrity	Consistently behaves in an open, fair, and transparent manner; honours one's commitments; and works to uphold the Public Service Values.	Behavioral	Civil Services Competency Dictionary- DoPT
10	Decision-making	Makes timely decisions that take into account relevant facts, tasks, goals, constraints, risks and conflicting points of view.	Behavioral	Civil Services Competency Dictionary- DoPT
11	Planning and Coordination	Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people	Behavioral	Civil Services Competency Dictionary- DoPT
12	Consultation and Consensus Building	Ability to identify the stakeholders and influencers, seek their views and concerns through formal and informal channels. Build consensus through dialogue, persuasion, reconciliation of diverse views/interests and trusting relationships.	Behavioral	Civil Services Competency Dictionary- DoPT
13	Team-working	Working together as a unit for the common goal. Building teams through mutual trust, respect and cooperation.	Behavioral	Civil Services Competency Dictionary- DoPT
14	Patentability Assessment	Conduct formal and substantive examination to ascertain the application is in conformity with all the provisions	Domain	Drafted and Reviewed by CEGIS

		of Act and to determine whether the invention disclosed in the specification is inventive and industrially applicable.		
15	Prior Art Searching	Identifies and interprets relevant prior art documents to evaluate the patentability of the invention in regard to novelty and inventive step	Domain	Drafted and Reviewed by CEGIS
16	Examination Report Writing	Drafts and Prepares the Examination Report to communicate comprehensive objections on the basis of documents submitted by the patent applicant	Domain	Drafted and Reviewed by CEGIS
17	Trademarks Searching	Identifies and interprets relevant prior existing and filed marks using trademark databases/internet to determine whether there are conflicting same or similar trademarks	Domain	Drafted and Reviewed by CEGIS
18	Trademarks Registrability Assessment	Conduct formal and substantive examination to indicate objections related to procedures, absolute and relative grounds of refusal in accordance with Trademarks Act and Rules	Domain	Drafted and Reviewed by CEGIS
19	Speaking Orders Writing	Drafts and Issues the Speaking Order that evaluates submissions/representation/evidences to determine a party's right to register a trademark	Domain	Drafted and Reviewed by CEGIS

Annexure 4: List of Domain Competencies mapped for IP Ecosystem

S. No.	Competency Label	Competency Description	Competency Type	Link
1	Portfolio Management - IP	Develop and maintain an IP portfolio to organize and manage IP and maximize its value to give a competitive edge to the organization and expand investment and partnership opportunities	Domain	Drafted and Reviewed by CEGIS
2	Audit and Due Diligence - IP	Conduct and oversee a comprehensive and periodic review of protected and protectable intangible assets in accordance with IP laws to assess liabilities and risks in order to properly utilise IP assets for market dominance and profitability	Domain	Drafted and Reviewed by CEGIS
3	Strategy and Process Management - IP	Establish, supervise and evaluate IP policies and processes to protect the organization's innovative products/services/processes and strengthen the organization's competitive edge to	Domain	Drafted and Reviewed by CEGIS

		stimulate and ensure fair competition and foster an environment of creativity and innovation		
4	Technology Transfer - IP	Manage and evaluate research findings, IP assets and agreements between research institutions and commercial partners to ensure that new scientific and technological developments are easily accessible to promote innovation, job creation and economic growth	Domain	Drafted and Reviewed by CEGIS
5	Enforcement - IP	Manage, monitor, and resolve instances involving the unauthorized use, duplication or sale of materials or products that are legally protected as IP to deter violations and to foster an environment of credibility, creativity and innovation	Domain	Drafted and Reviewed by CEGIS
6	Protection and Counselling- IP	Implement, Evaluate and Streamline IP prosecution, licensing and counseling activities to maximize its IP value to enhance investment and partnership opportunities	Domain	Drafted and Reviewed by CEGIS
7	Valuation - IP	Manage, Monitor and Evaluate valuation of IP assets to facilitate internal management of IP assets and rights enforcement to drive enterprise and economic growth	Domain	Drafted and Reviewed by CEGIS
8	Commercialisation - IP	Manage, Monitor and Evaluate activities that provide for the value-creation of IP rights to create economic impact through market dominance and generated revenues and to facilitate culture of research and innovation	Domain	Drafted and Reviewed by CEGIS
9	IP Management	Establish organisational IP goals, manage and implement collation of IP materials to support IP reviews and registration processes	Domain	Drafted and Reviewed by CEGIS

| 10 | IP Management | Evaluate, determine and implement organisational intellectual property rights to mitigate potential infringement | Domain | Drafted and Reviewed by CEGIS |

Annexure 5: List of Functional Competencies Drafted and Reviewed by CEGIS

1

Competency Label: Critical Thinking

Competency Description: Examine, manage and connect issues and ideas from multiple perspectives to identify reasoning in a variety of fields with differing assumptions, contents and methods

Competency Type: Functional

Competency Area: Analytical Thinking

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Identify and examine problems to generate ideas and solutions	- Identify root causes, patterns or logical errors that may not be obvious - Appraise evidence and evaluate validity of arguments through interpretation of data - Solve problems by breaking them down into manageable parts in a systematic and detailed manner - Reflect on the justifications of own beliefs and values to provide reasons for ideas generated - Summarise, document, report and reflect on progress of solutions in an organised and comprehensive manner
Level 2: Manage problems from multiple stakeholder perspectives to ensure that the ideas generated are best suited	- Examine situations and/or problems from the perspective of different stakeholders - Determine appropriate research methodologies for information gathering - Analyse information gathered for relevancy and credibility - Identify inconsistencies and mistakes in reasoning - Review the strengths and weaknesses of alternative interpretations - Review the relevance and importance of ideas generated by stakeholders - Develop probing questions to attain clarity for the subject matter being discussed
Level 3: Lead critical thinking processes to formulate connections between ideas and devise solutions	- Review proposed solutions to determine alignment against organisation's long-term goals - Challenge stakeholder consensus to verify their logic, ideas and assumptions

	• Engage stakeholders in making critical decisions to ensure buy-in and desirable outcomes • Drive new strategies and processes to enhance critical thinking capabilities of stakeholders • Inspire the use of critical thinking skills across the organisation while considering the 'big picture' and impact on organisational results • Develop strategies to reduce egocentric and sociocentric thinking to minimise bias in ideas and solutions generated

2

Competency Label: Service Leadership

Competency Description: Champion and role model the organisation's service vision, mission and values

Competency Type: Functional

Competency Area: Customer Experience

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Role model the service vision of an organisation and encourage service excellence	• Demonstrate the characteristics of a role model that reflect the organisation's vision, mission and values • Encourage team to deliver service • Promote a customer- centric culture within the service environment to achieve service excellence • Monitor performance of self and team to ensure consistency with the organisation's guidelines
Level 2: Lead a team to deliver service excellence	• Recognise the roles and responsibilities of a leader in operationalising the organisation's vision, mission and values • Promote a customer- centric environment to influence team to achieve service excellence • Analyse performance of team to identify follow-up actions for improvement
Level 3: Champion service excellence ethos and foster a customer-centric service culture	• Design a customer- focused strategy • Advocate the service excellence ethos to obtain buy-in from internal stakeholders • Create a customer- centric culture in the organisation

	• Translate the service excellence ethos into tangible targets and behaviours • Reinforce positive behaviour by providing incentives and rewards for teams and individuals • Evaluate customer- focused strategy to determine corrective actions • Update the customer- focused strategy in line with market trends and opportunities

3

Competency Label: Emerging Technology

Competency Description: Knowledge of developments and new applications of emerging technologies and their benefits, challenges, and applications to government processes.

Competency Type: Functional

Competency Area: Information and Communication Technology

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Maintains updated database	• Maintains updated knowledge on emerging technologies ranging from big data and smartphones to artificial intelligence (AI) and Internet of Things (IoT) • Describes emerging technologies with relevant examples • Understands that emerging technologies can be incremental as well as disruptive
Level 2: Documents key debates and trends	• Documents debates on emerging technologies (philosophical, political, ethical, etc.) • Provides research on latest trends amongst relevant emerging technologies, including laws, regulations, and guidelines • Identifies resources for developing emerging technologies (research and development grants, technology competitions, etc.)
Level 3: Applies emerging technologies to public sector innovations	• Reviews legal and regulatory parameters that might/might not govern emerging technologies • Links emerging technologies to public sector innovations

	• Develops a metric to rank emerging technologies based on their usefulness within public sector
Level 4: Institutionalises emerging technologies	• Creates mechanisms for citizen redress and support in the use of emerging technologies • Guides internal capacity building on the knowledge and expertise of emerging technologies • Designs technology roadmaps for emerging technologies, keeping in mind scaling up strategies
Level 5: Prioritises emerging technologies to solve challenges	• Promotes a culture of 'how to do more with less' using emerging technologies • Anticipates the challenges emerging technologies bring into the public sector, and creates a plan to mitigate them • Champions emerging technologies amongst key stakeholders to ensure an alignment of expectations

4

Competency Label: Legal Drafting and Writing

Competency Description: Produce legal documents through the identification, application and presentation of relevant facts and laws to communicate specific messages in an organised and logical format

Competency Type: Functional

Competency Area: Investment and Financial Management

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Draft reports and legal documents	• Identify intended audience and goals for documents being produced • Identifying objectives, gathering necessary supporting information • organise all supporting information in in a logical and concise manner
Level 2: Communicate the key messages within legal context	• Define objectives of legal document in accordance with larger context and strategy

	• Organise the objectives and structure of reports and legal documents, draft, proofread and ensure the presence of relevant facts and laws • Structure language- written and oral to present persuasive and legally effective messages
Level 3: Adapt the legal message/arguments	• Establish appropriate writing formats and style based on legal drafting and writing guidelines • Adapt different techniques and concepts in legal drafting and writing • Articulate intended messages with appropriate and accurate supporting legal research, judgement for effective engagement with stakeholder

Annexure 6: List of IP Ecosystem Domain Competencies Drafted and Reviewed by CEGIS

1

Competency Label: Portfolio Management- IP

Competency Description: Develop and Maintain a collection of IP portfolio to organize and manage them properly to maximize its IP value to give a competitive edge to the organization and expand investment and partnership opportunities

Competency Type: Domain

Competency Area: IP assets development and management

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Understands IP portfolio and its benefits	- Describes intellectual property portfolio, rationale behind comprehensive IP protection and its commonality with respect to the organization's niche (such as copyrights for marketing materials, trademarks for business logo etc.) - Maintains IP database (patents, trademarks) to track technological developments, potential licensing partners and probable infringement cases - Understands the benefits of managing an IP portfolio (such as entry barrier for competition, investment opportunities)
Level 2: Synthesizes portfolio needs and potential IP assets	- Documents processes and metrics to evaluate new IP and recommend actions (Such as IP ownership checklist, license status) - Identifies the portfolio needs in consultation with internal teams, clients and outside counsel across the different stages of the IP lifecycle and vis a vis the competitive IP landscape - Creates a standard for IP generation and management towards balanced risks and predictable outcomes (such as IP asset register, - Identifies key potential and existing IP assets within the organization in consultation with legal, product and business teams

Level 3: Oversees IP portfolio management and maintenance	● Manages and oversees maintenance of IP portfolio across multiple product categories (such as invention identification and harvesting, strategic analysis, IP application preparation and prosecution) to ensure compliance ● Proposes and executes strategies for protecting and expanding domestic and international IP portfolio ● Determines appropriate protection for key IP assets and Prepares IP risk management strategies ● Conducts patent searches, portfolio assessments and reviews IP docket
Level 4: Evaluates risk management and market alignment	● Evaluates IP portfolio management to identify areas of improvement ● Assesses effectiveness of existing IP risk management process and its alignment with the organization's overall objectives and strategies ● Analyzes the choice of appropriate IP rights and the scope in aligning with niche market segment

2

Competency Label: Strategy and Process Management- IP

Competency Description: Establish, supervise and evaluate IP policies and processes to protect organizations innovative products/services/processes and strengthen organization's competitive edge to stimulate and ensure fair competition and foster an environment of creativity and innovation

Competency Type: Domain

Competency Area: IP assets development and management

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Describes IP legal framework and its salient features	● Understands socio-economic and legal impact (risks/opportunities) of IP ownership and transfer policies on the business strategy and its significance in the organization's strategic pursuits (such as IP acquisition policy, IP exploitation policy, IP monitoring and enforcement policy)

	• Lists contents and features of intellectual property, and contemporary issues (such as patent pool, technical standards etc.) • Maintains IP database (patents, trademarks) to track technological developments, potential licensing partners and probable infringement cases • Lists platforms for generating awareness of IP policies and strategies
Level 2: Identifies organizations assets and its IP suitability	• Identifies applicable IP processes and procedures (such as registering, reporting infringements etc.) with regard to the organization's objectives • Estimates the quantifiable value of Intellectual Properties, based on certain financial details of an organization (for example- Analyzing trademark value) • Guides the drafting of agreements (research, license, nondisclosure etc.) involving the use, transfer or ownership of intellectual property • Documents the organization's ongoing and planned research and development programs in the context of competitor activities, industry trends and best practices. • Identifies the potential of organization's products/services/processes towards IP protection in consultation with internal team, comprising of R&D members, technical operations and corporate development teams • Assist in preparing, filing and prosecuting domestic and foreign IP applications, including preparing arguments
Level 3: Determines IP processes and strategies	• Establishes and Supervises IP processes towards efficient and timely management of IP assets • Organizes training programs for internal team members to ensure compliance with IP processes and to promote awareness of IP and its implications on various functions within the organization • Conducts and Reviews IP mapping studies (such as landscape prior art, Right to Use, validity reviews at project stages) to identify strategic directions, associated risks and opportunities • Manages product IP portfolio and Monitors competitor activities and industry trends through performance indicators • Proposes strategies to incorporate objectives in branding for stakeholder endorsement

Level 4: Evaluates impact of IP policies and strategies	- Persuades senior management and leadership team to get support and approval of IP policies, resources for implementation, - Evaluates the effectiveness of IP policies and processes and its implications on the organization's growth - Analyzes business environment impact, industry and international trends on IP management strategies

3

Competency Label: Technology Transfer- IP

Competency Description: Manage and evaluate research findings, IP assets and agreements between research institutions and commercial partners to ensure that new scientific and technological developments are easily accessible to promote innovation, job creation and economic growth.

Competency Type: Domain

Competency Area: Intellectual Property Administration

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Comprehends the process of technology transfer and its relationship with IP	- Understands the channels of transmission of technology (such as trade, FDI, licensing and joint ventures) and its relationship with IPR protection regimes in emerging economies - Understands technology transfer- related legislations, policies, guidelines, agreements and recognises the stages in technology transfer process - Describes the development frameworks relating Technology transfer, Intellectual Property and local development (such as WIPO Development Agenda 2007)
Level 2: Documents issues and concerns at different stages of	

technology transfer processes	• Documents the concerns regarding the appropriateness of direct or indirect technology transfers (such as extent of technology diffusion, skills and training ecosystem) • Documents methods to evaluate IP and technology transfer related agreements and regulations • Identifies potential issues in promotion and protection of local innovation in consultation with local partners • Assists in drafting terms and conditions of technology transfer agreements • Synthesises factors affecting low levels of investor confidence in terms of technology diffusion (such as lack of operating processes, unstable legal regimes)
Level 3: Determines the business proposition and gaps in technology transfer activities	• Prepares business cases for technology transfer activities • Reviews the objectives, outcomes and needs of the organisation's technology transfer activities, policies and procedures • Reviews the research findings on the IP environment and sectors to assess implications on the organisation • Conducts due diligence checks on potential parties involved in technology transfer processes • Organises periodic discussion forum or confidence-building interventions to enable sharing of tradeable secrets and resources
Level 4: Evaluates agreements and research developments	• Evaluates technology transfer agreements against relevant IP and related regulations, policies and guidelines • Evaluates research developments in research institutions to identify the technology's intellectual property worth and prospective market • Encourages appropriate and effective IPR protection to ensure both sufficient knowledge diffusion and responsible sharing of sensitive data by firms • Prioritises the balance between economic profitability through IP protection and sustainable development concerns during technology transfer • Negotiates the terms and conditions of technology transfer agreements with key stakeholders

4

Competency Label: Audit and Due Diligence-IP

Competency Description: Conduct and Oversee comprehensive and periodic review of protected and protectable intangible assets under IP laws to assess liabilities and risks in order to properly utilise IP assets for market dominance and profitability

Competency Type: Domain

Competency Area: IP assets development and management

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Understands the rationale for conducting IP audit and due diligence	- Understands the characteristics of IP assets and aspects related to exclusivity, application, valuation and enforcement - Understands the legal due diligence process and various types of contracts and agreements (such as licensing and franchising agreement, technology transfer) - Recognises the significance of due diligence in different business and investment transactions (such as Merger & Acquisition, joint ventures, project finance) - Utilises available databases (such as public records from IP office) to cross-check information
Level 2: categorises intangible assets and agreements for business transactions	- Defines the nature of IP agreements required for the transactions (such as acquisition deal- technology transfer agreements) - Identifies the relevant intangible subject matters for investment and documents as protected and protectable under IP law - Gathers insights on the needs and lacunae in the IP ownership or usage rights to inform buyer and provide seller with opportunities of fulfilling the needs - Assists in verification of facts and information received from the target and collation of due diligence report in accordance with the organisation's procedures

Level 3: Determines ownership and related risks	• Investigates the applicability of IP protection for the protected and protectable subject matter relevant to investment • Proposes strategies to assess the infringement threats and/or risk involved in relation to IP assets and minimise/segregate risks to the extent possible. • Reviews the IP audit scopes to ensure completeness, integrity and feasibility of audit procedures • Prepares IP due diligence checklist and conducts various checks (such as ownership check, claim check, validity check) to ascertain IP rights
Level 4: Oversees IP audit findings and implications on business strategies	• Evaluates the intangible assets of a business to review the IP's freedom to operate, scope of protection, and validity and enforceability • Assesses the organisation's business strategies and models to determine objectives of IP audit • Analyses IP audit results to identify key findings to incorporate results in IP monetisation strategy

5

Competency Label: Commercialization-IP

Competency Description: Manage, Monitor and Evaluate activities that provide for the value-creation of IP rights to create economic impact through market dominance and generated revenues and to facilitate culture of research and innovation

Competency Type: Domain

Competency Area: IP Monetization

Competency Level:

Competency Level and Level Label	Competency Level Description

Level 1: Understands IP commercialization-plans and actors	- Comprehends stages in the IP lifecycle, benefits and risks associated with IP commercialization and exploitation (such as licensee's inadequate marketing on productive partnerships) - Describes component of IP commercialization plans (such as exclusive licensing agreements), key considerations in commercialization process - Lists prospective licensees, buyers and other customers for organization's IP assets in consultation with IP Protection and Counselling team
Level 2: Documents IP commercialization studies and metrics	- Defines processes and metrics to measure effectiveness of IP commercialization strategies - Synthesizes market studies and competitive analysis to list target markets, growth potential, key market participants and potential partners in IP commercialization plans - Identifies the potential of organization's IP assets (products/services/processes) towards IP commercialization in consultation with IP Portfolio strategy and IP Protection and Counselling team - Guides the refinement/adjustment pathway to markets from inventions and research findings based on IP rights (such as internal development, accelerator models, incubation, joint ventures
Level 3: Reviews IP assets and commercialization potential	- Conducts environmental scans to evaluate pros and cons of IP commercialization strategies - Reviews organization's IP assets to identify means to enhance overall business value and to determine the risks of commercializing IP asset - Formulates IP commercialization objectives and strategies to support the organization's objective and strategies - Prepares communication plan to seek approval and support from senior leadership and stakeholders - Investigates IP assets internally and externally to rationalize resources allocation or redeployment in a cost-effective manner

Level 4: Partners across industries towards improvement	- Manages and Monitors competitor activities and industry trends to assess opportunities for portfolio expansion and exploitation (such as merger and acquisitions, assets transfer to lower tax jurisdictions) - Evaluate IP commercialization plan to identify areas of improvement - Prioritizes market development strategies for licensed out IPs - Partners with governments, industry and other stakeholders towards an innovation ecosystem that support IP commercialization and business growth through IP

6

Competency Label: Valuation-IP

Competency Description: Manage, Monitor and Evaluate valuation of IP assets to facilitate internal management of IP assets and rights enforcement to drive enterprise and economic growth

Competency Type: Domain

Competency Area: IP Monetization

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Comprehends IP valuation and financing terms and benefits	- Describes the purpose and benefits of IP valuation, different valuation pathways (such as direct product integration, sale/licensing, entry barrier), and nature of rights associated with IP for valuation - Describes IP financial structures, trends and developments in IP financing and IP marketplace platforms in IP financing (such as different valuation methods and its accounting basis) - Summarizes relevant financial standards on intangible assets, initial recognition models and accounting
Level 2: Develops IP financing and valuation methods and techniques	- Categorizes organization's IP assets based on procedural and financial conditions (such as legal transfer and enforcement, identifiable separate income stream etc.) - Identifies issues surrounding the use of IP as a financial asset and factors that affect financing potential

	- Documents methods, techniques (such as income method, market method, cost method) to prepare estimates of financial returns from IP assets - Assists in licensing related negotiation to make informed decision regarding terms and conditions of the licensing agreement - Develops training and induction programs for skills enhancement and capacity building of internal as well as external team
Level 3: Oversees IP assets review and partnership development	- Proposes relevant and deployable tools, methodologies and standards to quantify IP assets relevant to portfolio strategies - Reviews IP valuation approaches in line with the organization's IP strategies in consultation with IP commercialization team - Determines next steps based on IP valuation results in line with organization's IP strategies - Reviews value of IP assets contributing to the partnerships (such as joint venture, strategic alliance, merger and acquisition) - Determines probable routes to dispute settlement and assess extent of damage in case of IPR infringements - Coordinates with internal and external stakeholders to harmonize methodologies and standards on IP valuation (such as interoperability and cross border flow of IP)

7

Competency Label: Enforcement- IP

Competency Description: Manage, Monitor and resolve instances involving the unauthorized use, duplication or sale of materials or products that are legally protected as IP to deter violations and to foster an environment of credibility, creativity and innovation

Competency Type: Domain

Competency Area: IP Administration

Competency Level:

Competency Level and Level Label	Competency Level Description

Level 1:Recognizes IP enforcement rationale and options available	- Understands types of IP, IP-related legislations/guidelines, IP infringements, IP litigation and prosecuting processes - Comprehends tools, processes, procedures and rights available for enforcing IP rights (such as cease-and-desist letters, judicial proceedings, provisional measures, injunctions etc. - Describes objectives of organization's IP enforcement policies, enforcement procedures, IP infringement monitoring process etc.
Level 2: Documents resources for IP enforcement	- Assists in preparing status reports for internal as well as external reporting on IPR infringements - Identifies resources, experts and stakeholders involved in IP enforcement - Synthesizes list of effective and proportionate civil and criminal remedies and penalties as IPR enforcement options in emerging and developed markets (Such as EU Directive on Enforcement of IPR- IPRED,)
Level 3: Formulates action plan on IP enforcement	- Conducts analyses to determine the occurrence of IP infringements and assess viability of prosecuting IP infringements - Proposes IP enforcement options available to the organization to protect its IP portfolio - Determines suitable methodologies to assess potential losses due to IP infringements - Coordinates public consultation on the evaluation and modernization of legal framework for IPR enforcement framework
Level 4: Oversees dispute resolution	- Analyzes IP enforcement strategies and approaches to safeguard organization's IP right - Evaluates effectiveness of IP enforcement strategies to determine areas of improvement - Prioritizes adoption of alternative dispute resolution via mechanisms such as arbitration and mediation over court litigation - Partners with industry peers and external stakeholders to ensure consistent and effective application of IPR enforcement directives

8

Competency Label: Protection and Counseling- IP

Competency Description: Implement, Evaluate and Streamline IP prosecution, licensing and counseling activities to maximize its IP value to enhance investment and partnership opportunities

Competency Type: Domain

Competency Area: IP Administration

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Describes IP licensing, post-licensing arrangement, pre and-post prosecution activities	- Understands licensor-licensee partnership agreement and its components, types of licenses and parties involved in licensing etc. in the context of Intellectual Property rights - Understands pre-grant (patent drafting, filing) and post-grant (patent amendments, continuations, reexaminations, validity challenges etc.) aspects of IP prosecution - Describes parameters considered in identifying licensors/licensees - Summarizes systems and actors involved in post-license agreement for IP utilization
Level 2: Participates in third party licensing and acquisition activities	- Identifies market opportunities, potential licensors/licensee for IP - Assists in negotiation process with licensor/licensee and preparation of license agreements as per the established procedures - Documents the impact of IP licensing on the organization's objectives in consultation with IP Monetization, IP strategy team - Assists in preparing, filing and prosecuting IP applications in consultation with outside counsel
Level 3: Establishes IP protection strategy and agreements	- Determines an appropriate IP protection strategy that thoroughly and accurately protect inventions - Reviews IP implementation systems towards exploiting IP rights for commercialization

	● Conducts post-agreement activities in accordance with the organization's policies and procedures ● Prepares various technology, intellectual property and other agreements (such as maintenance agreements, equipment purchase, outsourcing agreements, professional services agreement)
Level 4: Oversees counselling and agreement development	● Implements IP counselling to ensure prosecution efforts and costs are in alignment with business objectives ● Analyzes IP licensing opportunities and its value to the organization in consultation with IP strategy team and incorporates changes to adapt to changing business environment ● Streamlines license agreements to ensure alignment with the organization's Intellectual Property strategy

9

Competency Label: IP Management

Competency Description: Establish organisational IP goals, manage and implement collation of IP materials to support IP reviews and registration processes

Competency Type: Domain

Competency Area: Business Management

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Carry out data collection for IP review and registration processes	● Follow requirements to collate data required for IP review and registration processes ● Able to appraise data accurately in a defensible manner ● Develop multiple options for presentation
Level 2: Support the implementation of the system for IP review and registration processes	● Apply techniques to ensure accuracy of information collected for IP review and registration processes ● Ensure processes are followed to manage compliance

	• Timely response to queries raised
Level 3: Implement systems for IP reviews and registration processes	• Analyse IP reviews and registration criteria • Collaborate with stakeholders to ensure timely and accurate submission of required materials for IP reviews and registrations • Escalate issues promptly and follow up on resolution
Level 4: Develop processes to protect IP rights of organisation	• Develop objectives of IP review processes to facilitate registrations of IP rights • Review areas lacking IP rights protection • Develop organisational IP review processes • Review IP review submission systems • Develop and refine submission procedures based on inputs from stakeholders • Adapt organisational IP review processes to changes in IP laws

10

Competency Label: IP Management

Competency Description: Evaluate, determine and implement organisational intellectual property rights to mitigate potential infringement

Competency Type: Domain

Competency Area: Research and Innovation

Competency Level:

Competency Level and Level Label	Competency Level Description
Level 1: Basic due diligence on IPR	• Understands Definition of intellectual property • Understands Types of intellectual property • Comprehends importance of intellectual property to organisation • Lists Objectives of monitoring intellectual property infringements • Describes Relevant legislation and regulations relating to intellectual property

Level 2: Manage infringement of organisation's IPR	• Develop intellectual property processes to contribute to intellectual property management • Review or develop organisational strategies, policies and procedures for protection, management and use of intellectual property • Manage and contribute to the development and implementation of organisation's intellectual property commercialisation • Evaluate and address intellectual property infringements in accordance with organisational procedures • Evaluate costs, benefits and risks of protecting intellectual property and potential for business growth through organisation's intellectual property • Supervise intellectual property processes to ensure timely completion • Champion intellectual property processes within business units to generate awareness of the importance of intellectual property
Level 3: Establish organisation's policies on IPR	• Promote a culture of compliance and respect for intellectual property rights • Determine organisation's assets, their value and when they are created or procured • Establish organisation's intellectual property rights and options for protection • Diagnose costs, benefits and risks of protecting intellectual property and potential for business growth through organisation's intellectual property • Implement intellectual property policies and tactics • Evaluate and refine intellectual property policies and tactics to ensure effectiveness

Annexure 7: List of Domain Competencies for Patents Officials, Drafted and Reviewed by CEGIS

1

Competency Label: Patentability Assessment

Competency Description: Conduct formal and substantive examination to ascertain the application is in conformity with all the provisions of Act and to determine whether the invention disclosed in the specification is inventive and industrially applicable.

Competency Type: Domain

Competency Area: IP Administration- Patents

Competency Level and Level Label	Competency Level Description
Level 1: Understands the problem area, technical features	- Understands patent classification schemes (such as International Patent Classification, Cooperative Patent Classification etc.) that utilises a system of codes to group inventions according to technical area - Understands screening and publication and secrecy directions - Describes types of patent applications (ordinary, conventional, PCT national phase, divisional and patent of addition) and documents required for filing patent applications (such as application for grant of patent- Form1, Provisional and complete specification- Form 2, Statement and undertaking under section 8 (1)-Form 3, Declaration as to inventorship-Form 5, etc.) - Understands the patent specifications and its content (provisional and complete) - Supports in screening application for technical field of invention for allocation to an examiner in respective field - Refers the application to the Central Government for consideration if the application subject matter is relevant for the defense or atomic energy - Understands the significance and structure of claims with regards to boundaries of legal protection, - Documents the criteria of determining novelty, inventive step and the state of the art - Lists technical features of the claimed invention - Describes the common general knowledge in the light of the problem of the person skilled in the art - Understands the legal provisions underlining claim amendments (such as revision, merging, rewriting certain claims)

	• Utilises examination module for electronic processing of applications
Level 2: Investigates the claims and other prior art references	• Practices the formal scrutiny of application (such as appropriate jurisdictions, proof of right, duly signed, authorisation of agent) • Indicates the correctness and completeness of abstract so as to modify, if required, to provide better information to third parties • Identifies the field of invention, the areas of application and problem to be solved • Identifies the inventive concept and ascertains unity of invention whether the claims shall relate to a single or group of inventions linked to form a single inventive step • Determines clarity of claims whether claims are clear, succinct and fairly based on matter disclosed in the invention • Investigates the types of claims (broad, narrow, many) and terms of the claim (not specific) to determine the scope of claims (in case of amended specifications as well) • Reviews the sufficiency of disclosure whether the subject matter is fully and particularly described in the specification • Identifies any prior art documents that may anticipate the claimed subject matter by searching Indian Patent Database and all the available databases including patent and non-patent literature • Categorises features that are directly and unambiguously derivable from a prior-art document • Determines allowability of amendments whether the amended specifications describe matter in substance disclosed or shown in the specifications or fall within the scope of claim of specification
Level 3: Examines the claims on the patentability criteria	• Investigates whether industrial technical sector standards form part of the state of the art based on criteria of availability to public and time • Assess novelty in cases of prior use and raise objection for lack of novelty if the prior use had disclosed the invention • Investigates the modifications or adaptations in the closest prior art to provide the technical effects that the claimed invention • Establishes non-patentability (novelty) if all claimed features of the invention are present in the cited prior art document

	• Reviews the differences, similarities between the relevant prior art documents and the claimed invention and the associated technical effects • Establishes non-patentability (inventive step) if the claimed invention is explicitly or inherently disclosed in combination to a person skilled in the art • Establishes non-patentability (industrial applicability) if the claimed invention is not capable of use in any industry or made using an industrial process • Establishes non-patentability for invention which is frivolous or claims anything contrary to well established laws (such as perpetual motion machine) • Selects a suitable claim set for grant
Level 4: Examines in case of pre-grant and post-grant oppositions	• Evaluates the examiner's report along with the pre-grant opposition • Assesses the representation and submissions during pre-grant opposition and/or the hearing to grant/refuse patent • Administers constitution of opposition board in case of post-grant opposition

2

Competency Label: Prior Art Searching

Competency Description: Identifies and Interprets relevant prior art documents to evaluate the patentability of the invention in regard to novelty and inventive step

Competency Type: Domain

Competency Area: IP Administration- Patents

Competency Level and Level Label	Competency Level Description
Level 1: Undertakes key-words and classification-based search	• Understands the structure of patent specification (such as bibliographic information, abstract, summary, claims, drawings) • Understands common patent classification systems • Recognises examples and various sources of prior art (such as social media, online publications) • Recognises the defining part of the invention and the area of technology relevant to the invention based on explicitly and implicitly contained in the specifications

	• Utilises search queries using keywords, classification codes and Boolean functions, proximity operators to search for prior art • Modifies the search terms based on optional background search • Lists patent family relations for given application
Level 2: Conducts complex search using databases and formulates search strategy	• Prepares a precise and concise statement with the technical features, functional relationships and the overall objective of the invention • Drafts a group of search queries to obtain relevant citations using key terms, drawings, classifications, citation, dates, inventor and application names • Identifies and narrows down the most relevant patent documents and tags select documents for later review • Interprets the relevancy of IPC/CPC classification by reviewing the classification definition linked to it • Conducts search on patent databases (such as inPASS, Patseer, ESPACENet, PatBase etc.) • Practices appropriate record keeping (search strategy, databases accessed • Identifies examination status of family applications and documents examination work products
Level 3: Reviews retrieved documents and non-patent literature	• Reviews relevant documents using classification, semantic similarity measures and additional drawings • Presents visualisation and clustering of the distinguished characteristics of the retrieved documents • Selects non-patent literature (articles, publications, journals) using online search • Analyses the significance of retrieved prior art documents to collate a comprehensive understanding of the invention in the industry • Reviews applicability of examination work products to application awaiting examination
Level 4: Analyses search strategies and draft search report	• Analyses search strategies with regard to conclusions made in the Examination Report in respect of novelty and inventive step • Prepares the search report comprising of the relevant citations with its number and date of publication, paragraph indicating similarities of the invention with citations

	• Incorporates search and examination reports prepared by other offices and patent prosecution information of corresponding foreign applications and patents

3

Competency Label: Examination Report Writing

Competency Description: Drafts and Prepares the Examination Report to communicate comprehensive objections on the basis of documents submitted by the patent applicant.

Competency Type: Domain

Competency Area: IP Administration- Patents

Competency Level and Level Label	Competency Level Description
Level 1: Understands the examination report structure and objectives	• Understands the standard objections relating to lack of novelty, inventive step, industrial applicability, unity of invention, sufficiency of disclosure as per the specific provisions of Patent Acts and Rules • Understands the procedures established by the Patent Law • Understands documents required for filing patent applications • Understands the structure of examination report and objectives • Maintains objections during examination cycle, and withdraws with proper reasoning
Level 2: Interprets and Provides proper reasoning and legal provisions	• Interprets and suitably phrase the objections in the summary section as per the requirement of a particular application • Indicates the reasons of objection along with the explanation and relevant prior arts in the detailed technical report section • Synthesises the relevant prior art documents (patent and non-patent) along with their priority and publication date • Collates the objections related to formal requirements (such as pending forms, official requirements, correction required in the format of specifications • Identifies mutually contradictory objections, if any, • Ensures the prescribed timeline for a particular procedure
Level 3: Prepares and evaluates the report	• Incorporates all the statutory objections required for the given patent application • Prepares comprehensive report as per the structure • Evaluates the report on the objectivity (facts of case), structure and other quality considerations • Reviews whether the objections are well communicative and definitive so as to be understood by addressee without seeking further clarifications

| | | ● Justifies the reasons for any disagreements with Examiner Report at any stage of the examination and grant process, if any | |

`PDTM

No.	Challenge	Description	Dimension
1	Recruitment	● Vacancies at almost all levels of the organisation ● Workforce strength not commensurate with organisational targets	Personnel Management
2	Capacity building	Felt need for capacity building among officials at all levels	Personnel Management
3	Promotions	Imbalance in the way promotions is carried out in the department Impact on employee motivation levels and attrition rates	Personnel Management
4	Compensation	● Pay Metric Revision pending since 1982 ● Need for competitive scales	Personnel Management
5	Employee welfare	● Need for employee welfare interventions such as WfH policy, child care policy, temporary accommodation for new joinees, focus on workplace productivity etc.	Personnel Management
6	Performance Management	● Need for uniformity in performance evaluation ● Need for norming of performance on the basis of complexity of subject matter (Patents)	Personnel Management
7	Knowledge Management	Requirement of avenues of knowledge-sharing among officials	Systems and Processes
8	PARM process (Trade Marks)	Need for streamlining of Pending Application Record Management (PARM) process under the TM	Systems and Processes

		unit	
9	Autonomy for CGPDTM Office	Need for financial, administrative and organisational autonomy of CGPDTM office	Systems and Processes
10	Standardisation	Need for standardisation of: • processes across various service matters of CGPDTM Office • roles and responsibilities, job descriptions of officials	Systems and Processes
11	Upgradation of hardware	Requirement of upgradation of hardware and software for all systems	Data and Technology
12	Digitization of physical forms (Trademarks - Copyright section)	Need for digitization of physical forms and integration with online processes	Data and Technology
13	Server load management	Insufficient server space to deal with current workload	Data and Technology
14	Module related issues	Speed and functionality issues in the online module Insufficient information for decision making in some cases - experience of AR/DRs	Data and Technology
15	Opposition Division workflows need to be digitized (Trademarks)	Opposition division under Trade Marks is currently not covered by the module	Data and Technology
16	Technology that can aid the examination process	Need for exploration of technology that can make the process of examination more efficient and effective for both Patents and Trademarks	Data and Technology
17	Adhering to standard practices	• Need for operationalisation of the Prevention of Sexual Harassment Committee	Data and Technology

		• Enforcement needed of protocols/code of conduct as laid down by various government rulings (e.g., CCS Rules)	
18	Siloed functioning	Potential for increased collaboration among officials	Culture and Values
19	Distribution of work	Need for equitable distribution of work - currently high performers are burdened with more work	Culture and Values
20	Learning organisation	Need for a culture of continuous learning and growth given technical nature of work	Culture and Values
21	Organisational values	Need for articulation of joint values which can act as a North Star for how employees interact with each other and the work	Culture and Values
22	Hearing rooms	Shortage of hearing rooms leading to poor impression on citizens and general disruption	Resources and Assets
23	Allocation of rooms	Rooms are allocated on the basis of arbitrary rules not the on the basis of seniority or protocol	Resources and Assets
24	Workstations	Workstation along with general furniture are not of proper quality for all employees	Resources and Assets
25	Overall look and feel	Need for improvement of overall look and feel of the office since it is citizen facing and to enable smooth operations	Resources and Assets
26	Citizen interface	Requirement of streamlining of interactions with citizens in a way that is not disruptive for examiners Need for designated seating/waiting for members of general public and/or their representatives	Partnerships
27	Knowledge partnerships	Requirement of greater access to: Subject matter experts who can disseminate knowledge on latest technologies and associated developments Other government departments who deal with	Partnerships

		scientific or legal matters	

Annexure 9: List of organisational capacity issues identified officials of RGNIIPM

No.	Dimension	Issues
1	Personnel Management	Top-down approach to collection of training needs currently exists Need for clarity of career trajectory of officials Need for capacity building of trainers Limited admin staff
2	Systems and Processes	Limited financial and administrative autonomy Need for proper knowledge management - consolidation of all resources and training material in one place
3	Data and technology	Requirement of Learning Management System which can make RGNIIPM's courses to a wider audience Need for upgradation of technology infrastructure Need for mechanism to capture data for evaluation of impact of training on performance of officials
4	Culture and values	Need for exposure and openness to global best practices in IP
5	Resources and assets	● RGNIIPM currently not self-sufficient, potential to generate revenues through offering longer courses (Masters/Diploma in IPR) ● Requirement of accommodation facility for learners ● Common facilities lifts, air conditioners, disaster management equipment (fire) need repair
6	Partnerships	● Potential for collaboration with international (such as WIPO) and national players (such as IIT KGP, NLU) in the IP ecosystem ● RGNIIPM needs to be included in international agreements that India is part of under training/capacity building section

Annexure 10: List of relevant Competency Building Product (CBP) Providers- In-person, Online and Blended

Central Training Institutions /National/International Academies	Learning Portals	University	MOOC Platforms	Foundations/Private Institutes
- Indian Institute of Public Administration (IIPA) - Institute of Secretariat Training and Management (ISTM) - Department of Personnel and Training (DoPT) - Rajiv Gandhi National Institute of Intellectual Property Management (RGNIIPM), Nagpur	- Harappa Education - LinkedIn Learning - Philanthropy University	- National Law School of India University, Bangalore - National Academy of Legal Studies and Research, Hyderabad - Management Development Institute, Gurgaon - Indian Institute of Management, Kozhikode - Indian Institute of Management, Calcutta - Institute of Rural	- United Nations Institute for Training and Research - Udemy - Coursera - edX - Swayam - iGOT Karmayogi	- Federation of Indian Chambers of Commerce & Industry - National School of Leadership - Oxford Management Centre - Legal Drafting Institute - India Justice Foundation - Global Institute of Intellectual Property, New Delhi

• EU IPO/Patent Academy • Japan Patent Office • US Patent and Trademarks Office • WIPO Academy		Management Anand • Indian Institute of Technology, Kharagpur • Indian Institute of Management, Bangalore • Indian Institute of Management, Lucknow • Massachusetts Institute of Technology • SP Jain School of Global Management • Georgetown University • University of Pennsylvania		• Wadhwani Foundation

		· Harvard Kennedy School · State University of New York · Macquarie University · UC San Diego				

Annexure 11: List of Competency Building Products for Functional and Behavioral Competencies

S. No.	CBP Provider	Title	Category	Modality	Price	Associated Competency	Proficiency Level	Link
1	iGOT KY (IIM Bangalore)	Effective Communication	Short term	Online	Free	Communication Skills	L-2	https://portal.igotkarmayogi.gov.in/app/toc/do_11347312000583270415 2/overview?primaryCategory=Course
2	iGOT KY (DoPT)	COMMIT (Comprehensive Online Modified Modules for Induction	Short term	Online	Free	Team-working	L-2	https://portal.igotkarmayogi.gov.in/app/toc/do_11347591290 908672011

		Training) "Induction Training Programme" for cutting-edge level Government functionaries						/overview ?primaryC ategory=C ourse
3	iGOT KY (ISTM)	Noting and drafting	Short term	Online	Free	Legal Drafting and Writing	L-2	https://po rtal.igotka rmayogi.g ov.in/app/ toc/do_11 359480717 833011211 44/overvie w?primar yCategory =Course
4	iGOT KY (Wadhwani Foundation)	Introductio n to Emerging Technologi es	Short term	Online	Free	Emerging Technolog y	L-3	https://po rtal.igotka rmayogi.g ov.in/app/ toc/do_11 362589091 096166414 81/overvie w?primar yCategory =Course& batchId=0 136260184 764088326

5	iGOT KY (IIPA)	Service Delivery Management	Short term	Online	Free	Service Leadership	L-3	https://portal.igotkarmayogi.gov.in/app/toc/do_11341223830499328011 22/overview?primaryCategory=Course
6	iGOT KY (Art of Living)	Self-Leadership	Short term	Online	Free	Planning and Coordination	L-3	https://portal.igotkarmayogi.gov.in/app/toc/do_11365133069214515212 8/overview?primaryCategory=Course
7	iGOT KY (DoPT)	M8U4 - Try for a Win-Win in Negotiation	Short term	Online	Free	Consultation and Consensus Building	L-4	https://portal.igotkarmayogi.gov.in/app/toc/do_11347592849985536018 4/overview?primaryCategory=Learning%20Resource
8	iGOT KY	M7U1 -	Short	Online	Free	Team-	L-2	https://po

	(DoPT)	High Performance Team	term			working	rtal.igotka rmayogi.g ov.in/app/ toc/do_11 347591649 787904011 7/overvie w?primar yCategory =Learning %20Resou rce
9	National School of Leadership	Leadership Research Methodolog ies	Short term	Online	₹14,200.00	Seeking Informati on	L-3	https://nsl .ac.in/Cert ificate-in- Leadershi p- Research- Methodol ogies/#du ration_mo de_of_lea rning
10	LinkedIn Learning	Applied Curiosity	Short term	Online	₹1,400.00	Seeking Informati on	L-4	https://w ww.linked in.com/le arning/ap plied- curiosity
11	Oxford Management Centre	Quality Assurance & Quality Control	Short term	Online	₹155,400.0 0	Attention to Detail	L-4	http://oxf ord- managem ent.com/c ourse/qua lity- assurance

							-quality-control
12	LinkedIn Learning	Advanced Grammar	Short term	Online	₹1,400.00	Attention to Detail	L-3	https://www.linkedin.com/learning/advanced-grammar/welcome?u=57690273
13	LinkedIn Learning	Improving Your Listening Skills	Short term	Online	₹1,400.00	Attention to Detail	L-3	https://www.linkedin.com/learning/improving-your-listening-skills/welcome?u=57690273
14	LinkedIn Learning	Editing and Proofreading Made Simple	Short term	Online	₹1,400.00	Attention to Detail	L-2	https://www.linkedin.com/learning/editing-and-proofreading-made-simple/welcome?u=57690273
15	LinkedIn Learning	Quality Management Foundation	Short term	Online	₹1,400.00	Attention to Detail	L-3	https://www.linkedin.com/learning/qu

		s						ality-management-foundations/quality-isn-t-an-accident?u=57690273
16	Udemy	Leadership Ethics and Integrity: A Comprehensive Guide	Short term	Online	₹5,670.00	Integrity	L-2	https://www.udemy.com/course/insights-into-integrity-ethics-and-morality-for-leaders/
17	edX (Massachusetts Institute of Technology)	Introduction to Ethics: Moral Problems and the Good Life	Short term	Online	₹21,750.00	Integrity	L-3	https://www.edx.org/course/moral-problems-and-the-good-life
18	LinkedIn Learning	Building Trust	Short term	Online	₹1,400.00	Integrity	L-2	https://www.linkedin.com/learning/building-trust-6/building-trust?u=57

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19	SP Jain School of Global Management	Winning Presentations and Public Speaking	Short term	Online	₹48,100.00	Communication Skills	L-3	https://online-courses.spjain.org/plo/courses/winning-presentations-and-public-speaking
20	Management Development Institute	Developing Communication Competencies	Short term	Offline	₹55,000.00	Communication Skills	L-4	https://www.mdi.ac.in/continuing-education/BC-Developing%20Communication%20Competencies-Dec-18.pdf
21	Indian Institute of Management, Kozhikode	Communication Effectiveness Lab for Managers	Short term	Offline	₹45,000.00	Communication Skills	L-3	https://www.iimk.ac.in/academics/mdp/MDP2016/pdf/201617MDPOP06.pdf?d=53
22	Indian	Communic	Short	Offline	₹85,000.00	Communi	L-3	https://w

	Institute of Management, Calcutta	ation and Presentation Skills	term			cation Skills		ww.iimcal.ac.in/sites/all/files/pdfs/cps_sep_18.pdf
23	Management Development Institute	The Art of Persuasive Communication	Short term	Offline	₹36,000.00	Communication Skills	L-4	https://www.mdi.ac.in/continuing-education/BC-The%20Art%20of%20Persuasive%20Communication-Sep%2018.pdf
24	Indian Institute of Management, Calcutta	Creating Impact Through Powerful Presentations and Interpersonal Communication Skills	Short term	Offline	₹65,000.00	Communication Skills	L-4	https://www.iimcal.ac.in/sites/all/files/pdfs/cippics_jun_18.pdf
25	Institute of Rural Management Anand	Presentation Skills, Public Speaking, and Interpersonal	Short term	Offline	₹18,000.00	Communication Skills	L-2	https://irma.ac.in/uploads/mdp/pdf/652.pdf

		Communication					
26	Harappa Education	Presentation Flair	Short term	Online	₹1,500.00	Communication Skills	L-1	https://us.harappa.education/thrive-skills/presentation-flair/
27	Harappa Education	Making Decisions	Short term	Online	₹1,500.00	Decision-making	L-3	https://harappa.education/courses/making-decisions
28	edX (Georgetown University)	Foundations of Ethical Decision-Making: Government and Political Issues	Short term	Online	₹10,089.00	Decision-making	L-2	https://www.edx.org/course/ethical-analysis-of-government-and-political-issues
29	Oxford Management Centre	Setting Priorities, Time Management & Stress Reduction	Short term	Online	₹173,900.00	Planning and Coordination	L-4	http://oxford-management.com/course/setting-priorities-time-management-stress-

							reduction
30	LinkedIn Learning	Strategic Planning Foundations	Short term	Online	₹1,400.00	Planning and Coordination	L-3	https://www.linkedin.com/learning/strategic-planning-foundations/strategic-planning?u=57690273
31	LinkedIn Learning	Managing Your Calendar for Peak Productivity	Short term	Online	₹1,400.00	Planning and Coordination	L-1	https://www.linkedin.com/learning/managing-your-calendar-for-peak-productivity/welcome?u=57690273
32	Philanthropy U, Inc	Creating a Theory of Change	Short term	Online	₹0.00	Planning and Coordination	L-4	https://courses.philanthropyu.org/courses/course-v1:PhilanthropyU+TheoryChange_101+1_1.31_20190909_201

							91020/about
33	Indian Institute of Management, Lucknow	Negotiation and Persuasion	Short term	Online	₹40,000.00	Consultation and Consensus Building	L-5	http://www.iiml.ac.in/admission/mdp/mdpCalendar?area=16
34	Indian Institute of Management, Calcutta	Conflict Resolution, Negotiation and Communication	Short term	Offline	₹65,000.00	Consultation and Consensus Building	L-4	https://www.iimcal.ac.in/sites/all/files/pdfs/crnc_december_17.pdf
35	Harappa Education	Win-Win Negotiation	Short term	Online	₹1,500.00	Consultation and Consensus Building	L-2	https://us.harappa.education/thrive-skills/win-win-negotiation/
36	Harappa Education	Creating Alignment	Short term	Online	₹1,500.00	Consultation and Consensus Building	L-2	https://us.harappa.education/thrive-skills/creating-alignment/
37	Coursera (University of	The Power of Team Culture	Short term	Online	₹3,593.00	Team-working	L-2	https://leadership.opm.gov/pr

	Pennsylvani a)						ograms.as px?course =18
38	Harappa Education	Managing Teamwork	Short term	Online	₹1,500.00	Team-working	L-2	https://ha rappa.edu cation/cou rses/mana ging-teamwork
39	LinkedIn Learning	Giving and Receiving Feedback	Short term	Online	₹1,150.00	Team-working	L-3	https://w ww.linked in.com/le arning/giv ing-and-receiving-feedback? u=5769027 3
40	LinkedIn Learning	Presenting as a Team	Short term	Online	₹1,150.00	Team-working	L-3	https://w ww.linked in.com/le arning/pr esenting-as-a-team/welc ome?u=57 690273
41	edX (Rochester Institute of Technology)	Critical Thinking & Problem Solving	Short term	Online	₹16,402.00	Critical Thinking	L-2	https://w ww.edx.or g/course/c ritical-thinking-problem-solving-3
42	Udemy	Critical	Short	Online	₹799.00	Critical	L-2	https://w

		Thinking and Problem Solving	term			Thinking		ww.edx.org/school/ritx
43	Harvard Kennedy School	Digital Transformation in Government	Long term	Online	₹300,000.00	Emerging Technology	L-4	https://pll.harvard.edu/course/digital-transformation-government?delta=0
44	Coursera (State University of New York)	Exploring Emerging Technologies for Lifelong Learning and Success	Short term	Online	₹2,116.00	Emerging Technology	L-2	https://www.coursera.org/learn/emerging-technologies-lifelong-learning?action=enroll&aid=true
45	Coursera (Macquarie University)	Innovation and emerging technology: Be disruptive	Short term	Online	₹3,576.00	Emerging Technology	L-3	https://www.coursera.org/learn/innovation-technology-be-disruptive
46	Servant Leadership Academy	Servant Leadership - Level:	Short term	Online	₹18,000.00	Service Leadership	L-2	https://servantleadershipacad

		Advocate						emy.com/ servant- leadership -advocate- certificati on- program
47	Udemy	Servant Leadership	Short term	Online	₹800.00	Service Leadershi p	L-1	https://w ww.udem y.com/cou rse/servan t- leadership /
48	Legal Drafting Institute	Legal Drafting	Short term	Online	₹9,000.00	Legal Drafting and Writing	L-3	https://w ww.legald raftinginst itute.com/
49	India Justice Foundation	Premier Legal Writing Course	Short term	Online	₹7,000.00	Legal Drafting and Writing	L-2	https://leg alwriting.i n/

Annexure 12: List of Competency Building Products for Domain Competencies

S. No.	CBP Provider	Title	Category	Modality	Price	Associated Competency	Link
1	Rajiv Gandhi National Institute of Intellectual Property Management	Induction-Examiners: Introduction to Patent procedures Salient Features of Patent Act and International Agreements	Short term	Offline	NA	Patentability Assessment	NA
2	Rajiv Gandhi National Institute of Intellectual Property Management	Induction-Examiners: Formal Examination Preliminary Examination	Short term	Offline	NA	Patentability Assessment	NA
3	Rajiv Gandhi National Institute of Intellectual Property Management	Induction-Examiners: Patentability Analysis	Short term	Offline	NA	Patentability Assessment	NA
4	Rajiv Gandhi National Institute of Intellectual Property Management	Induction-Examiners: Patent and Non-Patent Search	Short term	Offline	NA	Prior Art Searching	NA
5	Rajiv Gandhi National Institute of Intellectual	Induction-Examiners: Search,	Short term	Offline	NA	Examination Report Writing	NA

6	Rajiv Gandhi National Institute of Intellectual Property Management	Property Management — Examination and Report Preparation of Cases					
6	Rajiv Gandhi National Institute of Intellectual Property Management	Refresher- AC/DC: Interpretation and Analysis of specific Provisions in Patent Act & Rules - Secrecy directions, Expedited Examination, Power of attorney, Divisional Application, Patent of Addition - PCT, WIPO, Compulsory Licensing	Short term	Offline	NA	Patentability Assessment	NA
7	Rajiv Gandhi National Institute of Intellectual Property Management	Refresher- AC/DC: Interpretation and Analysis of specific Provisions in Patent Act & Rules - Pre-grant,	Short term	Offline	NA	Patentability Assessment	NA

		Post-grant opposition, writing orders, conducting hearing					
8	Rajiv Gandhi National Institute of Intellectual Property Management	Refresher-AC/DC: Special topics - Quality Control of Examination , Interpretation of official circulars - Landmark decisions, Patent infringements	Short term	Offline	NA	Examination Report Writing	NA
9	Rajiv Gandhi National Institute of Intellectual Property Management	Refresher-AC/DC: Special topics - Quality Control of Examination , Interpretation of official circulars - Landmark decisions, Patent	Short term	Offline	NA	Patentability Assessment	NA

		infringemen ts					
10	Rajiv Gandhi National Institute of Intellectual Property Management	Induction-AR: Principles of Natural Justice, Principle of Administrative Law, Law of Evidence and Interpretation of Statutes	Short term	Offline	NA	Quasi-Judicial Conduct	NA
11	Rajiv Gandhi National Institute of Intellectual Property Management	Induction-AR: Classification of Goods and Services (NICE Classification), Examination of TM application, Grounds of Refusal	Short term	Offline	NA	Trademarks Registrability Assessment	NA
12	Rajiv Gandhi National Institute of Intellectual Property Management	Induction-AR: Opposition processing	Short term	Offline	NA	Speaking Orders Writing	NA
13	Rajiv Gandhi National Institute of Intellectual	Induction-Examiners: Examination	Short term	Offline	NA	Trademarks Registrabili	NA

	Property Management	of Trademark application, Formality Examination , Grounds of objection, Amendment				ty Assessmen t	
14	Rajiv Gandhi National Institute of Intellectual Property Management	Induction- Hearing Officers: Show cause hearing, Opposition processing, hearing in opposition	Short term	Offline	NA	Speaking Orders Writing	NA
15	UC San Diego	Intellectual Property	Long term	Online	₹372,843.0 0	Strategy and Process Manageme nt- IP	https://ext endedstudi es.ucsd.ed u/courses- and- programs/i ntellectual- property- certificate
16	European Union Intellectual Property Office	Blockchain in the EU and the IP sector	Short term	Online	₹0.00	Technolog y Transfer - IP	https://eui po.europa. eu/knowle dge/course /view.php? id=4853
17	European Union Intellectual Property Office	Trademarks and designs in the	Short term	Online	₹0.00	Technolog y Transfer - IP	https://eui po.europa. eu/knowle

		metaverse: legal aspects/EUIPO practice				dge/course/view.php?id=4763
18	Japan Patent Office	JPO/IPR Training Course for Practitioners Specializing in Trademarks	Short term	Hybrid	₹0.00	Trademarks Registrability Assessment	https://www.ipindia.gov.in/writereaddata/Portal/News/724_1_JPO_IPR_TRG_2021_GI.pdf
19	United States Patent and Trademark Office	How to conduct a preliminary U.S. Patent Search: A step by step strategy	Short term	Online	₹0.00	Prior Art Searching	https://www.uspto.gov/video/cbt/prelim-patent-search/index.html
20	Japan Patent Office	Writing of Reasons for Refusal	Short term	Online	₹0.00	Examination Reports Writing	https://www.jpo.go.jp/e/news/kokusai/developing/training/e-learning/document/study_2021-03/m-all.pdf
21	WIPO Academy	Advanced Training Course for Patent	Short term	Online	₹0.00	Patentability Assessment	https://welc.wipo.int/acc/index.jsf?lang=en

		Examiners					
22	WIPO Academy	WIPO Advanced Training Course on Patents and Artificial Intelligence (AI)	Short term	Online	₹0.00	Patentability Assessment	https://welc.wipo.int/acc/index.jsf?lang=en
23	Japan Patent Office	Patent Classification and Search key (2016)	Short term	Online	₹0.00	Prior Art Searching	https://www.jpo.go.jp/e/news/kokusai/developing/training/e-learning/study_2016PCSK.html
24	European Patent Office (EPO)	Learning path for patent examiners from National Offices	Short term	Online	₹0.00	Patentability Assessment	https://www.epo.org/learning/materials/inventors-handbook/novelty/professional.html
25	WIPO Academy	WIPO-CEIPI-INPI Advanced Course on Intellectual Property, Technology Transfer and	Short term	Online	₹0.00	Technology Transfer-IP	https://welc.wipo.int/acc/index.jsf?lang=en

		Licensing					
26	WIPO Academy	WIPO-KIPO Advanced Training Course on Trademark Law and Examination	Short term	Online	₹0.00	Trademarks Registrability Assessment	https://welc.wipo.int/acc/index.jsf?lang=en
27	Udemy	Certificate Course in Patentability Search	Short term	Online	₹499.00	Prior Art Searching	https://www.udemy.com/course/certificate-course-on-patentability-search/
28	European Patent Academy	Assessing patentability requirements at the EPO	Short term	Online	₹0.00	Patentability Assessment	https://e-courses.epo.org/enrol/index.php?id=213
29	LinkedIn Learning	Understanding Intellectual Property	Short term	Online	₹1150.00	Strategy and Process Management- IP	https://www.linkedin.com/learning/understanding-intellectual-property?trk=course_title&upsellOrderOrigin=default_guest_learning
30	LinkedIn Learning	Understandi	Short term	Online	₹899.99	Trademark	https://ww

		ng Trademarks: A Deeper Dive				s Registrability Assessment	w.linkedin.com/learning/understanding-trademarks-a-deeper-dive/understanding-trademark-registration
31	United Nations Institute for Training and Research	Introduction to International Intellectual Property Law	Short term	Online	₹0.00	Strategy and Process Management- IP	https://unitar.org/event/full-catalog/introduction-international-intellectual-property-law-2021
32	National Law School of India University, Bangalore	Post Graduate Diploma in Intellectual Property Rights Law	Long term	Offline	₹40,000.00	Strategy and Process Management- IP	https://pace.nls.ac.in/programmes/postgraduate-diploma-in-intellectual-property-rights-law-pgdiprl/

33	National Academy of Legal Studies and Research, Hyderabad	Post Graduate Diploma in Patents Law	Long term	Offline	₹30,000.00	Strategy and Process Management- IP	http://nalsarpro.softpal.in/Courses/ONE-YEAR-Post-Graduate-Diploma-till-the-ay-2020-2021/Patents-Law/Course-Structure
34	Indian Institutes of Technology, Kharagpur	Entrepreneurship and IP Strategy	Short term	Online	₹0.00	Valuation - IP	https://onlinecourses.nptel.ac.in/noc21_hs102/preview
35	Indian Institute of Management, Bangalore	Intellectual Property Rights: A Management Perspective	Short term	Online	₹12,348.00	Commercialisation - IP	https://www.edx.org/course/intellectual-property-rights-a-management-perspect
36	Global Institute of Intellectual Property	Post Graduate Diploma in Intellectual Property	Long term	Offline	₹275,000.00	Strategy and Process Management- IP	https://giipinfo.com/post-graduate-diploma-pgd/

37	Federation of Indian Chambers of Commerce & Industry	IP Protection and Commercialisation	Short term	Online	₹13,500.00	Protection and Counselling- IP	https://www.ficciipcourse.in/ipprocomm/
38	Federation of Indian Chambers of Commerce & Industry	Online Certificate Course on Intellectual Property	Short term	Online	₹7,500.00	Strategy and Process Management- IP	https://www.ficciipcourse.in/ippro/

Annexure 13: List of Observations on RGNIIPM across 8 pillars of NSCSTI Framework

Pillar 1: Training Needs Assessment and Course Design		
Current Practices	**Improvement Areas**	**Desired Practices**
• Accommodation of on-demand topics such as Madrid filing, PCT filing based on trainee's feedback • Departmental training curriculum and scheduled co-developed by committee • Pool of faculty and selection of faculty as per the need, expertise and experience • Modular course design • Needs based on APAR	• Limited field/specialisation-based training on emerging technologies • Need for module to collate feedback • Lack of In-house expertise in Trademarks and Copyrights • Top-down planning of Training Calendar • Limited systematic interface with public • Dependence on patent agents on for topics such as patent drafting - undermines neutrality • Need for emphasis on industrial approach • Non-availability of assignment/practice during training to gauge learning outcomes	• Felt need for trainings on technical examination, judicial aspect, decision writing skills etc. by expert faculty • Refresher skill-based trainings • Learner engagement through game-based, group activities etc. • Include hands-on exercises on patent applications or patent agent examinations • Customised trainings for legal and customs officials • Pre-foundation module for public trainings • Planning of training calendar well-in-advance • Common training for all fields to get overall understanding of other

| | | domains |
| | | ● Exposure to WIPO Academy, EPO Academy- Model Training Institute |

Pillar 2: Training Delivery and Digitalisation		
Current Practices	**Improvement Areas**	**Desired Practices**
● Detailed PPT ● Differentiated Training materials- School/College ● Course/Program Coordinator/Auditor	● Unavailability of suitable examples from different subject areas/domains ● Absence of suitable prototypes to illustrate ● Lack of suitable speakers in local language ●	● Specific PPTs/training materials for various IPs- Patents, Trademarks, Copyrights, Design ● Consolidation of FAQs ● Standardised PPT to be used by all faculty ● Inclusion of daily assignment/practice- based examples ● Provision of online training materials/reference materials ● Resource materials with comprehensive details about the topics ●

Pillar 3: Trainee Support

Current Practices	Improvement Areas	Desired Practices
• General Information Document for trainees • Support on forms availability and materials for filing of applications • Informal telephonic conversations to address queries before and after training • Transit service to trainee participants • Free awareness programs • Advanced training for previous participants	• Lack of affordable accommodation within premise • Digital signature usage required in providing technical assistance in patent filing • Lack of dedicated point of contact • for managing trainee needs (admin/logistics)	• Fees for individual from underprivileged may be rationalised/subsidised • Help desk for formal and technical • Grievance portal/Customer service call • Full time training observers to avoid repetition of topics

Pillar 4: Training Evaluation

Current Practices	Improvement Areas	Desired Practices
• Online/Physical feedback. Process of seeking feedback already exists. • Practice of observing and giving feedback to peer facilitators based on training session	• Limited understanding of quality parameters (such as communication, subject expertise, content etc.) • Inadequate capture of feedback on facilitation • Current feedback forms	• Guidelines to assess the qualities of participants and trainers • Separate feedback channels to capture feedback on different aspects of trainings • Incorporate Multiple

Current Practices	Improvement Areas	Desired Practices
observations	are focused on logistics and facilities, does not adequately capture impact on learning levels	• rounds of feedback • Common understanding on Indicators of Success

Pillar 5: Resource and Training Targets

Current Practices	Improvement Areas	Desired Practices
• IT infrastructure in-place with dedicated support from IT personnel • Targets on number of training programs achieved • Physical infrastructure (spacious classroom and computer classrooms)	• Number of trainees per trainer is more than suggested, makes individual mentoring difficult • Few in-house resource people available on deputation and not adequately utilised for training activities • Faculty strength is low (4 members currently)	• Autonomy • Support staffs (other than instructors) to assist in training delivery

Pillar 6: Operations and Governance Standards

Current Practices	Improvement Areas	Desired Practices
Approval channels and agreed upon norms to design training schedule, materials and	• Delays in finalisation of Training Calendar • Limited authority to	• Reliable and high-speed digital infrastructure to conduct online trainings

logistics etc.	approve training syllabus/modules	Recognised as deemed university to start its own course
	• Slow internet speed	
	• Limited autonomy to decide on procurement of training logistics	

Pillar 7: Collaboration

Current Practices	Improvement Areas	Desired Practices
• Formal collaborations with major law schools (Nagpur, Mumbai, Delhi etc.) • Joint workshop and training programs with industry experts • District wise coordinators for NIPAM Officer-Vidarbha and Chhattisgarh	• No long-term courses- not able to address the long-term training needs • Limited collaboration with academic and research-based institutes	• Collaboration with enforcement agencies • Collaboration with specialised multilateral/bilateral IP organisations • Technology awareness partnership on best practices, standards etc.

Pillar 8: Faculty

Current Practices	Improvement Areas	Desired Practices
• Highly qualified SMEs and up to date with latest	• Limited pool of faculty • No standard selection	• Internal pool of SMEs and facilitators

topics ● Honorarium for external resource persons ● External instructors review system ●	criteria to choose experts ● Lack of facilitation skills among experts ● Delays in honorarium offered to external resource persons ● Faculty have limited knowledge of training design, delivery and methodologies	● Involvement of practitioners to design training materials ● Expedited process of compensation matters for external resource persons ● Non-engagement of trainers in other office/administrative related works ● Training of trainers on learner engagement (methods and techniques) to existing and prospective trainers