



CAPACITY BUILDING COMMISSION

Annual Capacity Building Plan Report (Department of Defence Production)



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List of abbreviations

| Abbreviations / Acronyms | |
|--------------------------|---|
| ACBP | Annual Capacity Building Plan |
| ASO | Assistant Section Officer |
| AVNL | Armoured Vehicles Nigam Limited |
| AWEIL | Advanced Weapons and Equipment India Limited |
| BEL | Bharat Electronics Limited |
| BHEL | Bharat Heavy Electricals Limited |
| BIS | Bureau of Indian Standards |
| BPCL | Bharat Petroleum Corporation Limited |
| CBC | Capacity Building Commission |
| CBU | Capacity Building Unit |
| CDS | Chief of Defence Staff |
| CGM | Chief General Manager |
| CIL | Coal India Limited |
| CMD | Chairman & Managing Director |
| CNA | Capacity Needs Analysis |
| CPSE | Central Public Sector Enterprise |
| CSR | Corporate Social Responsibility |
| CVO | Chief Vigilance Officer |
| DAP | Defence Acquisition Procedure |
| DDP | Department of Defence Production |
| DGAQA | Directorate General of Aeronautical Quality Assurance |
| DGFT | Directorate General of Foreign Trade |
| DGQA | Directorate General of Quality Assurance |
| DIPAM | Department of Investments and Public Asset Management |
| DoD | Department of Defence |
| DPE | Department of Public Enterprises |
| DPM | Defence Procurement Manual |
| DPSU | Defence Public Sector Unit |
| DRDO | Defence Research and Development Organisation |
| DS | Deputy Secretary |
| DWP | Defence Work Procedures |
| ED | Executive Director |
| ERP | Enterprise Resource Planning |
| FDI | Foreign Direct Investment |
| FGD | Focus Group Discussion |
| FR | Fundamental Rules |
| FRAC | Framework of Roles, Activities and Competencies |
| GeM | Government e-Marketplace |
| GFR | General Financial Rules |
| GM | General Manager |

| | |
|--------|---|
| Gol | Government of India |
| HAL | Hindustan Aeronautics Limited |
| HMA | HAL Management Academy |
| ICAI | The Institute of Chartered Accountants of India |
| ICSI | The Institute of Company Secretaries of India |
| IICA | Indian Institute of Corporate Affairs |
| IIFT | Indian Institute of Foreign Trade |
| IIM | Indian Institute of Management |
| IIPA | Indian Institute of Public Administration |
| IMF | International Monetary Fund |
| IOCL | Indian Oil Corporation Limited |
| ISB | Indian School of Business |
| ISRO | Indian Space Research Organisation |
| JS | Joint Secretary |
| LBSNAA | Lal Bahadur Shastri National Academy of Administration |
| LEO | Learning from Each Other |
| LMS | Learning Management System |
| MDO | Ministry, Department, Organisation |
| MEA | Ministry of External Affairs |
| MIL | Munitions India Limited |
| MoD | Ministry of Defence |
| NADP | National Academy of Defence Production |
| NITS | National Institute of Training for Standardisation |
| NPCSCB | National Programme for Civil Services Capacity Building |
| OFILIS | Ordnance Factories Institute of Learning, Ishapore |
| ONGC | Oil and Natural Gas Corporation Limited |
| PFC | Power Finance Corporation Limited |
| PMHRC | Prime Minister's Human Resource Council |
| PSE | Public Sector Enterprise |
| PSU | Public Sector Undertaking |
| RTI | Right to Information |
| SAFIM | Sri Aurobindo Foundation for Integral Management |
| SAIL | Steel Authority of India Limited |
| SO | Section Officer |
| SOM | Senior Officers Meeting |
| SOP | Standard Operating Procedure |
| SPV | Special Purpose Vehicle |
| SR | Supplementary Rules |
| SSIFS | Sushma Swaraj Institute of Foreign Service |
| TCL | Troop Comforts Limited |
| TI | Training Institute |
| TP | Training Provider |
| US | Under Secretary |

Executive Summary

I. Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) (the “Programme”), in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through guided capacity building, and is based on the philosophy of creating an ecosystem thriving on “competency driven training and human resource management” by transitioning from a 'rules-based' system to a 'roles-based' system”. Under this programme, the Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and is currently conceptualizing and developing Annual Capacity Building Plans (ACBPs) for different ministries, departments, and organisations of Government of India (GoI) - with Department of Defence Production (DDP) being one of them.

II. Annual Capacity Building Plan (ACBP)

The Annual Capacity Building Plan (ACBP) is a strategic document that outlines key strategic areas that require intervention within the Ministry, Department, Organisation (MDO) and provides a macro picture of annual capacity building initiatives that would cater to those areas. The plan-ACBP is incremental in nature, identifying a few focus areas (in which the competency of the MDO- its officials, resources etc. needs to be built) that demand immediate attention and will gradually evolve over time into a full-fledged plan. The plan will follow a cyclical process of preparation as it involves working in tandem with different divisions, and zonal/regional entities within the MDO. Under the strategic leadership of MDO, the plan will be unfolded phase-wise wherein a few divisions/positions of the MDO will be selected for capacity building in the first phase of the exercise, followed by

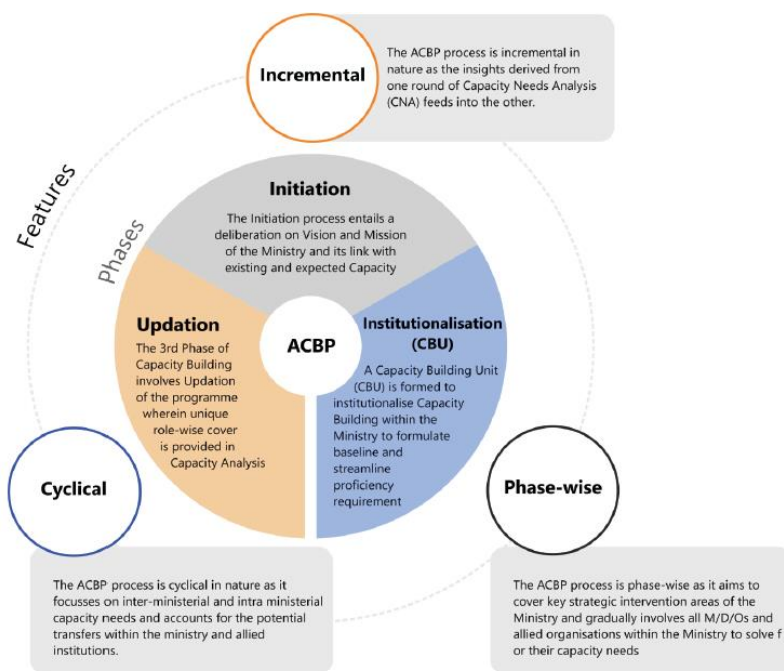


Figure 1: Characteristics of a building an ACBP

gradually involving others. Figure 1 illustrates and explains the characteristics of Annual Capacity Building Plans to be developed for various MDOs.¹

III. ACBP for Department of Defence Production (DDP)

The ACBP preparation for the Department of Defence Production (DDP) began in the month of December 2022 with a kick-off meeting held under the chairpersonship of Special Secretary (Department of Defence) on December 21, 2022. This meeting was subsequently followed by other follow up meetings/Focus Group Discussions (FGDs) with various other officers of the Department.

As part of the process to prepare the ACBP, data collection and collation exercises were initially rolled out to conduct an As-is Assessment of the Department. The same aimed to capture data points that would enable in building up a baseline for training and capacity building interventions at an institutional level. Roles and responsibilities of various divisions of the Department along with the existing capacity building interventions at departmental level were studied. FGDs were carried out through in-person meetings and consultative workshops, spanning across various levels of hierarchy within the Department. Department's mandate, policies, functions, key programmes etc. were also studied as part of the secondary research to better understand the roles, responsibilities, and requirements of various divisions of the Department.

As-is assessment was further followed by a Capacity Needs Analysis (CNA) exercise at both – individual (role/division) level and organisation level. Using a consultative approach, discussions were held with both- Joint Secretaries/Heads of the divisions of the Department and other officials (occupying different positions). This was done to identify the current competency gaps in the divisions, subsequently recognising the competencies required by the officials at both - an individual and organisation level.

At an individual level, for every unique role under the DDP, the competency needs were grouped under one of the three buckets as discussed below:

- Domain: Knowledge and expertise related to the sector, division, and the respective focus areas
- Functional: Cross-cutting needs across MDOs which are related to functional aspects of the division such as administration, financial planning, communication, stakeholder management, technological know-how and other such broad areas of expertise
- Behavioural: Pertaining to the learning and implementation of soft skills

For each Domain, Functional and Behavioural competency required by the Department officials, a knowledge partner or training institute was identified. Going ahead, the Department is expected to collaborate with these institutes to get the courses developed catering to various identified competency needs. Guidance may be sought from CBC to facilitate the entire process of course development and training delivery. This report presents a training plan which the Department may adopt to ensure training delivery to its officials. It outlines the institutes / organisations that Department may collaborate with, training mode, duration, target audience and time period for

¹ Capacity Building Commission

training. Apart from training plan, the ACBP report also highlights the other capacity building initiatives which the Department may undertake.

IV. Macro picture of Capacity Need Analysis (CNA) exercise

At an individual level, the key areas where domain competencies are required to be built include – **DPSU (Defence Public Sector Unit) management, Corporate Governance, Companies Act, SEBI Regulations, International marketing, Tools for export promotion in defence** etc. As the Department is involved in exports of defence products to various foreign nations, there is need of training on – **Export / Import regulations, Foreign Direct Investment (FDI) regulations, Directorate General of Foreign Trade (DGFT) export policies, Free Trade Agreements (FTAs)** etc. Knowledge of **Taxation system** in exports / imports was identified to be an important domain competency requirement. Knowledge to undertake **strategic bilateral partnerships** to leverage **foreign markets** for defence exports is yet another requirement which is crucial for senior and middle management officials. Amongst rules and procedures – **Defence Procurement Manual (DPM), Defence Work Procedures (DWP) and Defence Production and Export Promotion Policy (DPEPP)** constitute the primary domain competency requirements. Department officials also emphasised about trainings on DDP-specific portals such as Srijan Portal, Make in India Defence Portal, IDeX Portal, DOMW (Defence Offsets Management Wing) Portal, Defence Exports Promotion Portal and Defence Industrial License portal.

In terms of functional competencies, officials are required to be further trained on – **data management / analysis, data visualisation, project management, financial management and noting / drafting** skills. Knowledge about **Government procurement processes (General Financial Rules)**, and central procurement portal of India– **Government e-Marketplace (GeM)** etc. is important for officials. Further knowledge about portals monitored by Cabinet Secretariat and PMO such as e-Samiksha, Project Monitoring Group, PM Gati Shakti and PRAGATI portals are essential for officers such as – Assistant Section Officers (ASOs), Section Officers (SOs), Under Secretaries, Deputy Secretaries etc. Other portals such as – Audit Para Monitoring System (APMS), Centralised Public Grievance Redressal and Monitoring System (CPGRAMS), Right to Information (RTI) portal, Legal Information Management & Briefing System (LIMBS), Anubhav Portal, SUPREMO, Government Land Information System (GLIS), India Investment Grid (IIG) etc. are also crucial from the perspective of training to officers.

Training is also required on - **Parliamentary procedures, Manual of Office Procedures, Establishment Rules and Administrative matters** of Government Departments. At senior management levels such as – Deputy Secretaries, Directors, and Joint Secretaries, trainings may be given on aspects such as **policy formulation**. Knowledge about Department's overall activities, objectives, different sections, roles, its various IT portals etc. has been a common competency need across all the divisions of the Department.

In terms of behavioural competencies, the priority areas for training the officials include – **soft skills development, leadership and team management skills, effective communication skills, stress**

and time management. Other important behavioural skills required at workplace include – **problem solving** and **decision making, negotiation skills, motivation** and **interpersonal skills.**

Management of 16 DPSUs being one of the important mandates of DDP, further knowledge about all DPSUs is important for the officials. This may include information about **mission, vision, objectives, activities** of DPSUs. Additionally, knowledge on aspects such as - annual Memorandum of Understanding (MoU) process for rating of PSUs to ensure particular level of performance parameters mandated by Department of Public Enterprises (DPE), Balance sheet, Profit & Loss Account Statement etc. is also important.

V. Conclusion

Basis the capacity building requirements identified across the domain, functional and behavioural competency areas, the ACBP report presents an Annual Training Plan. The plan developed takes into account all the competency requirements identified above, offering a macro picture of annual capacity building initiatives that would cater to identified gap areas. The implementation of ACBP is envisaged through a Capacity Building Unit (CBU). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

1. Introduction to Mission Karmayogi

The Indian economy is anticipated to be one of the fastest growing economies in the world (International Monetary Fund (IMF) estimates India's Gross Domestic Product (GDP) to grow at 6.1 percent in FY23 and 6.78 percent in FY25²). This is a positive indication towards India realising its ambition of becoming a USD 5-trillion economy in the next few years. Major reforms are being introduced to achieve this target and to meet the aspirations of its growing youth. India is on the cusp of major transformation. The implementation of the planned transformation is being led by the civil services. The civil services are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Hence, capacity building of civil service has been identified as one of the key pillars to meet the changing needs of the country, with a focus on moulding a future ready civil service that can deliver to larger social and economic mandates. However, the recent civil services capacity building landscape was marred by various challenges. The initiatives lacked innovation across institutional training, with training interventions being largely intermittent, individual centric and predominantly focusing on short term requirements. The capacity programmes were largely cadre, service and department driven leading to a silo-based approach disallowing consistent peer to peer learning across multiple services, thereby limiting collaborative learning environment. There was non-availability of life-long and continuous training programmes for civil servants with the current ones having an inordinate high time lapses between them. The current capacity building landscape also lacked data-driven, robust monitoring and evaluation framework for better cognizance to achieved outcomes, milestones, key performance indicators of civil servants.

The **National Programme for Civil Services Capacity Building (NPCSCB)- Mission Karmayogi** was launched in 2020, keeping in mind the above challenges. Mission Karmayogi is a comprehensive reform of civil service capacity building apparatus at individual, organisational and institutional level for efficient public service delivery, capacity building and continuous learning for new India's functionaries. Central to programme is the recognition that a suitable government workforce requires competency driven capacity building approach. Envisioned as one of the largest capacity building initiatives for government organizations globally, the programme envisages to train ~46 lakh officials at the centre and ~1.5 crore officials across states and local bodies.³

NPCSCB proposes to leverage technology to offer world class learning to all the civil service officials across different hierarchies and geographies. For larger impact, the intervention aims to cover and address the capacity building requirements of all the employees of government departments/ministries. Mission Karmayogi is working to embark on a learning transformation programme that will address the capacity building requirements of civil service through a comprehensive online platform – **iGOT Karmayogi**. iGOT Karmayogi aims to offer online, face-to-face and blending learning and manage lifelong learning records of civil servants. It is an online learning platform being developed as a part of Mission Karmayogi for capacity building of civil

² At a Glance – India, International Monetary Fund, accessed in February 2023

World Economic Outlook Database October 2022, International Monetary Fund, accessed in February 2023

³ Mission Karmayogi, Department of Personnel and Training, Government of India, accessed in January 2023

servants. The content can be created by different ministries, departments, in-house or through knowledge partners. Carefully crafted and vetted content from leading government institutions, private content providers and individual resources are made available as ready training modules for civil servants on the iGOT platform. The mission along with the iGOT platform, aspires to enable all the 10 officials to pursue anytime-anyplace-any-device learning at their own convenience. The officials will have access to instant guidance through job specific learning resources and collaboration with officials who have done the task before. It will facilitate the officials with tools to take charge of their own professional learning journey, using self-directed or guided learning paths, enabling continuous learning for all.



Figure 2: Institutional arrangement of Mission Karmayogi

The institutional arrangement for implementation and monitoring of programme comprises of apex body, **Prime Minister's Human Resource Council (PMHRC)**, **Cabinet Secretariat Coordination Unit** and **Capacity Building Commission (CBC)** and a Special Purpose Vehicle (SPV) to operate the digital assets created for NPCSCB. While the Cabinet Secretariat Coordination Unit will monitor the implementation of NPCSCB, align stakeholders and provide mechanism to oversee capacity building plans, Capacity Building Commission plays the crucial role of facilitating the preparation of annual capacity building plans.

Under this highly aspirational initiative, CBC aims to facilitate creation of **Annual Capacity Building Plans (ACBPs)** for all Ministries, Departments, and Organisations (MDOs) of Government of India (GoI) to

enhance competency and efficacy at all the levels- individual, organisational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity building initiative and hence oversees the planning and implementation of Mission Karmayogi programme. Under the programme it is envisaged to prepare Annual Capacity Building Plans which would enable—

- A 21st century civil service that is focused on delivering Ease of Living, Ease of Doing Business, Citizen Centricity, and governance reform at its core.
- A civil service that understands national priorities and is well apprised and equipped to respond to emerging technologies.
- Aligning work allocation of civil servants by matching their competencies to the requirements of the post such that it enables a transition from 'Rule-based' to 'Role-based' HR management.
- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content/capacity building intervention relevant to the identified FRAC for different positions.
- An opportunity for civil servants to continuously build and strengthen their Behavioural, Functional and Domain competencies in their self-driven and guided learning path.

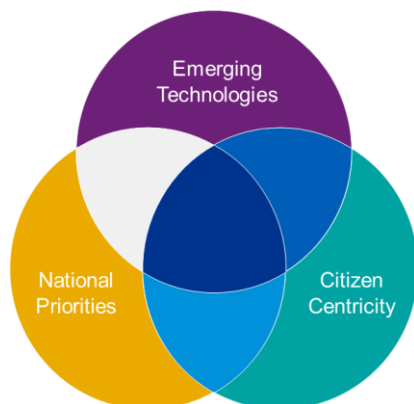


Figure 3: Three lenses of CBC interventions

As highlighted above, ‘national priorities’, ‘emerging technologies’ and ‘citizen centricity’ remain the three key lenses of all the interventions planned by CBC, including the Annual Capacity Building Plans. As per the exercise of ACBP preparation under Mission Karmayogi, each MDO is expected to arrive at its capacity building goals, keeping in focus the mentioned the lenses. The same have been elaborated below.

- National Priorities-** This lens examines how the MDO contributes to the national priorities now and in future. The national priority includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals and objectives of the Department (whose ACBP is being prepared) are studied to assess how these contribute to national priorities in coming times. Gaps, if found any, would then be identified by ACBP. Addressing these gaps through training and organisation interventions would then become the key goal of ACBP.

- Emerging Technologies-** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. In order to prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector in which MDO is operating. ACBP gauges the capacity MDO currently has, and the ones it need to have to respond to such emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.
- Citizen centricity-** The initiative should raise a civil service which promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO’s key citizen centric initiatives such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for a MDO, will be targeted by ACBP to address using capacity building interventions at individual and organisational level. *(However, in the case of DDP, the Department does not have a direct interface with citizens).*

CBC is currently conceptualising and developing ACBPs for different Ministries, Departments and Organisations (MDOs) of Government of India. As part of the preparation of ACBP for DDP, this report summarises the findings of Capacity Needs Analysis (CNA) exercise conducted with the Department officials. It offers an overview of important Domain, Functional and Behavioural competencies required by the Department officials. It further proposes an Annual Training Plan for the Department to build up the required competencies. It also lists down the other capacity building interventions that could be taken by the Department to further enhance its performance.

2. Approach and Methodology

This section describes the approach taken by the study to prepare the Annual Capacity Building Plan (ACBP) of the Department. Each Department has a defined vision, roadmap, and set goals. To achieve those goals, there are a set of competencies required by each role / division of the Department. This report highlights the competency requirements of the Department and suggests initiatives to address those gaps. These initiatives are capacity building initiatives – including both training and non-training interventions which would help to enhance the performance of the Department at both individual and organisational level. The training initiatives are then further deliberated to form part of the Department’s Annual Training Plan. The same outlines the trainings required by the Department officials, knowledge partners or institutes to be collaborated with for development of training courses, their mode of delivery, target audience, duration and time period. Thus, this section covers the approach undertaken by the team to prepare the ACBP report of the Department.

It is to be noted that as a part of delivering the ACBP for the Department, the team first conducted the As-is assessment of the Department (Report already submitted and approved by DDP and CBC), followed by its Capacity Needs Analysis (CNA). The CNA Report is also submitted to DDP and CBC. As a next step to the CNA exercise, this report presents the training plan for competency needs identified in the CNA phase.

Based on the Capacity Needs Analysis carried out for the Department, an indicative strategic vision and direction of the capacity building initiative specific for the Department has been developed. The same is presented below and guides the preparation of Annual Capacity Building Plan (ACBP) for the Department.

Table 1: Capacity Building for DDP

| | |
|--------------------------|---|
| Vision | <ul style="list-style-type: none"> Strengthen capacities of staff/officials and systems for effective delivery of programmes and sector development. |
| Citizen-centric goals | <ul style="list-style-type: none"> Develop and deliver programmes that address the national priorities related to the sector. |
| Technology centric goals | <ul style="list-style-type: none"> Enhance adoption of modern and emerging technologies to build and improve value chains in the sector. Leverage the technology to enhance process efficiencies (for both internal and external interactions and data management needs of the Department). |
| System requirements | <ul style="list-style-type: none"> Structured training plan for the Department. Tie-up with concerned universities for Behavioural, Domain, and Functional training programmes. Resource planning—internal & external, institutional, financial, time requirements of staff—for Capacity Building Plan (CBP). Monitoring mechanism for trainings. |

| | |
|-------------------------------------|---|
| | <ul style="list-style-type: none"> Knowledge repository framework. |
| Identification of training partners | <ul style="list-style-type: none"> iGOT Platform. National and international universities/organisations – to be identified. |
| Immediate-term training targets | <ul style="list-style-type: none"> Identify immediate training needs. |

The step by step approach taken for preparing the Annual Capacity Building Plan for the Department is shared below.

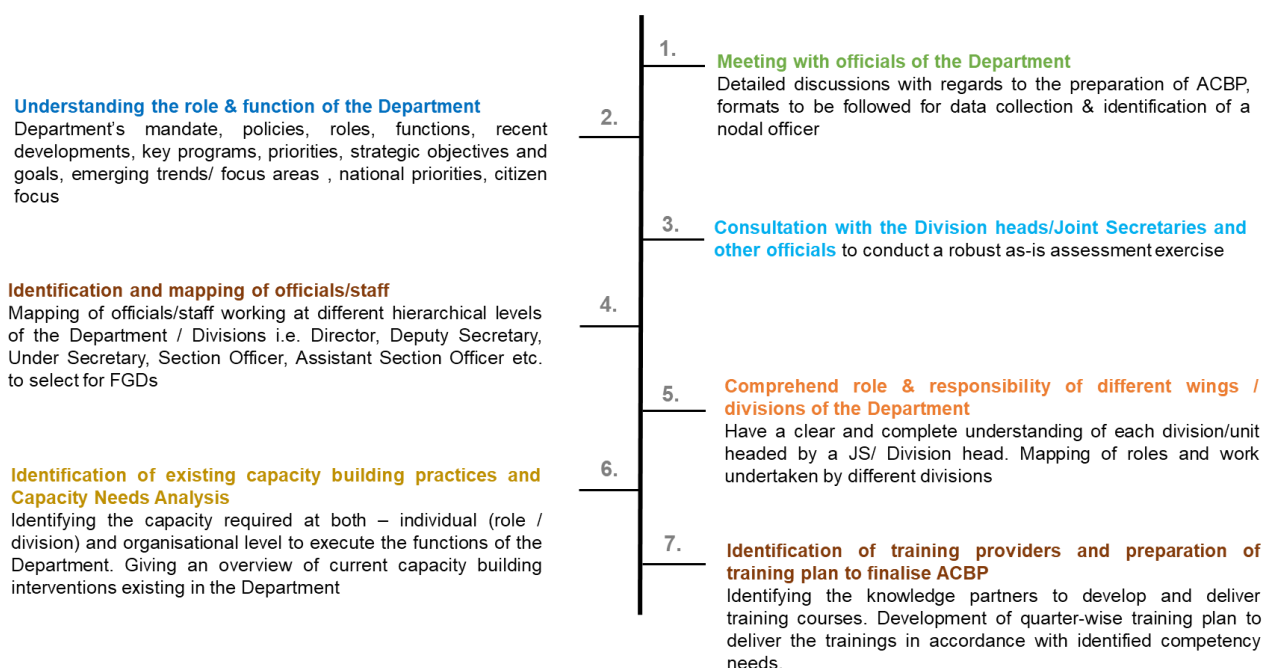


Figure 4: Steps taken for preparation of Annual Capacity Building Plan (ACBP)

Table 2: Details of steps undertaken for preparation of Annual Capacity Building Plan Report

| Steps | Details | Phase |
|--|---|------------------|
| Step 1- Meeting with officials of the Department | <ul style="list-style-type: none"> A kick-of meeting was conducted under the chairpersonship of Special Secretary (Department of Defence – DoD) who was authorized by Defence Secretary, Ministry of Defence (MoD) to chair the meeting. Introduction to the initiative being undertaken for the preparation of Annual Capacity Building Plan (ACBP) was provided. Details for the formats/tools to be followed for data collection was shared along with identification of a nodal officer from the Department. | As-is assessment |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> The current agenda which would focus on capacity building at both – individual, and organisational level was shared along with the critical facets encompassing the same. | |
| Step 2- Understanding the role and function of the Department | <p>Following the meeting, team conducted a thorough secondary review of following areas:</p> <ul style="list-style-type: none"> Departments' mandate, roles, activities, policies, any recent developments/trends from Department's website, annual reports, portals etc. The current organisational structure, important stakeholders of the Department including its various attached offices, boards and committees, statutory and autonomous bodies under the Department. Department's key programmes, future plan and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology. Sectoral training institutes falling under the Department engaged in training of civil servants. | As-is assessment |
| Step 3 – Consultation with Division heads/Joint Secretaries and other officials | <ul style="list-style-type: none"> Discussions were conducted with different Joint Secretaries leading various divisions. | As-is assessment |
| Step 4 – Identification and mapping of officials/staff | <ul style="list-style-type: none"> Mapping of officials/staff working at different hierarchical levels of the Department/Divisions i.e., Director, Deputy Secretary, Under Secretary, Section Officer (SO), Assistant Section Officer (ASO) etc. to select for FGDs. | As-is assessment |
| Step 5 – Comprehend roles and responsibilities of different divisions of the Department | <ul style="list-style-type: none"> Discussions (FGDs) were done with officials/staff to understand roles and responsibilities undertaken by each division of the Department. | As-is assessment |
| Step 6 – Identification of current capacity building practices and Capacity Needs Analysis (CNA) | <p>Discussions with Joint Secretaries, and FGDs with Directors, Deputy Secretaries, Under Secretaries, Section Officers (Sos), and Assistant Section Officers (ASOs) were undertaken to understand the following aspects-</p> <ul style="list-style-type: none"> The competencies required to execute the key functions of the division/role The competency gaps as per the experience of the head of the division or other Department officials Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives A Survey Questionnaire was also designed and circulated amongst Department officials to understand their major | As-is assessment and Capacity Needs Analysis (CNA) |

| | | |
|---|--|---|
| | <p>competency needs (Details of Survey Questionnaire have been shared already in the CNA report).</p> | |
| <p>Step 7- Identification of training providers and preparation of training plan to finalise ACBP</p> | <ul style="list-style-type: none"> • The competency requirements of the officials identified as part of CNA exercise were mapped to relevant training providers. Department will collaborate with these training providers for development and delivery of training courses to its officials. • An Annual Training Plan for delivery of such courses is prepared. <p>Steps for identifying a particular institute, training course, mode of delivery, duration are listed below:</p> <ul style="list-style-type: none"> • Relevant courses from a variety of institutes and platforms based on their competency was identified. These include- <ul style="list-style-type: none"> ○ iGOT Karmayogi platform ○ Institutes associated with respective MDOs ○ Other government training institutes ○ Central and State Public Sector Undertakings ○ Indian universities (CBC is developing policies on onboarding & pricing) ○ Private sector organizations within and outside India (Udemy, Coursera, etc.) ○ Foreign universities (CBC is developing policies on onboarding & pricing) • Once the pertinent courses were identified, assessment on their applicability to officials along with their potential usefulness was deliberated. • For Domain competencies, discussion was specifically conducted with the training institutes of the Department to explore their possibility of preparing training courses. This discussion was in the form of an online workshop held in collaboration with both DDP and CBC. Specific details such as – courses the institutes can prepare, tentative course content / outline, mode of course delivery, training duration, level of course (Advanced / Basic) they can prepare etc. were requested from all the training institutes. Basis the information shared and online discussion, training institutes were finalised for developing courses. <p>Details of online workshop / discussion with DDP training institutes are shared in Annexure II.</p> <ul style="list-style-type: none"> • Regular discussions were also conducted with CBC to identify the training institutes for various Functional and Behavioural competencies. • Going ahead, a designated spokesperson will be appointed as a point of contact between CBU and the relevant institute. | <p>Annual Capacity Building Plan (ACBP)</p> |

Details of consultations or FGDs conducted with officials of DDP are presented in Annexure I. A total of 8 meetings were conducted with DDP officials to understand the specific areas of the competencies and training needs of officials. All of these meetings were in-person consultations with the Department officials. An online workshop was also conducted with Department's training institutes to finalise the training providers and other components of the Annual Training Plan (as mentioned above). Details of the online workshop with DDP's training institutes are shared in Annexure II.

Step 1- Step 5 (as described in table 2 above) covers the As-is Assessment of the Department (already covered in the As-is Assessment Report). The As-is Assessment report also provides an overview of the existing capacity building interventions at the Department (a component of Step 6). Step – 6 covers the Capacity Needs Analysis of the Department (Report of the same has been submitted to DDP and CBC). Step – 7 highlights the approach followed for finalisation of Annual Capacity Building Plan.

The competencies required by the—officials as identified in Step- 6 i.e., CNA exercise, have been bucketed into three categories namely:

- **Domain competency** – Specific expertise related to the defence production sector and the respective focus areas.
- **Functional competency** – Covering functional aspects or operational requirements of the Department like project management, financial management, file management, and technological know-how etc.
- **Behavioural competency** – Soft-skills, attitudinal needs like for intra-department coordination needs, negotiation skills etc.

Various competency requirements of the Department officials at both individual (role level) and division level has been highlighted in the CNA report. Level of such training needs i.e., Basic (Ba) or Advanced (Ad) have also been captured in the CNA report. The CNA report also suggests the type of training intervention required for a competency – Regular, Progressive, Induction, Refresher etc. Definition of each of these have been shared in the CNA report.

As next step to the CNA Report, this ACBP report primarily presents an Annual Training Plan for the Domain, Functional and Behavioural competencies identified as requirements in the CNA exercise.

Additionally, the CNA report also captured the capacity building initiatives required at the organisational level. It also highlighted the quick impact initiatives for the Department i.e., those training / non-training interventions which may be operationalised soon within a short span of time. All these will also form a part of this ACBP report so that the Department may easily refer it while implementing such initiatives.

3. Annual Capacity Building Plan (ACBP)

I. At Role and Division level – Training Plan

This section presents a tentative Annual Training Plan to address the competency requirements identified in the CNA exercise (Findings of the CNA exercise are explained in detail in the CNA report). It proposes the training interventions that the Department may undertake to address the different domain, functional and behavioural competency requirements identified in the CNA exercise. For each of the competencies required, a training intervention outlining the training provider (s) / institute (s), mode of delivery, training duration, target group, quarter of training etc. is suggested. The approach is followed for all the domain, functional and behavioural competencies identified.

a. Training plan for Domain competencies

The below table presents the Annual Training Plan for domain competencies required by the Department officials at various designations. These competencies are specific expertise related to the defence production sector which are required by the Department officials currently and in coming times. The Department may collaborate with the listed institutes / Training Providers (TPs) to undertake and complete the required training interventions. All this may be done under the overall guidance of CBC. The domain training interventions, along with their partner TPs, training duration, target audience, delivery mode, and training quarter are provided below.

| | |
|--|-------------|
| | Recommended |
| | Optional |

Table 3: Tentative training plan for Domain Competencies

| * | Competency | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|----|--|--|--------|--|----------|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
| 1. | Sectoral knowledge – Knowledge about Defence Production sector | National Academy for Defence Production (NADP) – For Land Systems | Online | ASO, SO, US, DS, Dir (ASO, SO – Ba; Others – Ad) | 3 hrs | | | | |
| | | BEL Academy of Excellence, Nalanda – For Naval Systems | Online | Same as above | 2-3 hrs | | | | |
| | | HAL Management Academy – For Aviation sector | Online | Same as above | 30 mins | | | | |
| | | Technical Training Institute, HAL Bangalore – For Aviation sector | Online | Same as above | 1-2 hrs | | | | |
| 2. | Know your PSU – Information about mission, vision, objectives, activities, and results of DPSUs (falling | BEL Academy of Excellence, Nalanda (can prepare Know Your PSU for BEL) | Online | ASO, SO, US, DS, Dir, JS (For all – Ba) | 1-2 hrs | | | | |

| * | Competency | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|----|---|--|----------|-----------------------------------|----------|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
| | within respective DDP divisions) | HAL Management Academy, HAL (can prepare Know Your PSU for HAL) | Online | Same as above | 1 hr | | | | |
| | | Other DDP training institutes can prepare for their own PSUs | Online | Same as above | 1-2 hrs | | | | |
| 3. | Knowledge about Companies Act – Company laws and regulations, Appointment of Directors, Corporate Social Responsibility (CSR), Annual Accounts, Submission of Annual Accounts, Sections related to DPSUs, Financial & Administrative matters of attached offices. | The Institute of Chartered Accountants of India (ICAI) | Online | US, DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |
| | | The Institute of Company Secretaries of India (ICSI) | Online | Same as above | 1-2 hrs | | | | |
| | | Indian Institute of Corporate Affairs (IICA) | Physical | Same as above | 1 day | | | | |
| 4. | Corporate Governance | The Institute of Chartered Accountants of India (ICAI) | Online | US, DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |
| | | Indian Institute of Corporate Affairs (IICA) | Physical | Same as above | 1 day | | | | |
| | | NADP – Munitions India Limited (MIL) | Online | Same as above | 3 hrs | | | | |
| 5. | Knowledge about SEBI regulations | The Institute of Chartered Accountants of India (ICAI) | Online | US, DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |
| | | Indian Institute of Corporate Affairs (IICA) | Physical | Same as above | 1 day | | | | |
| 6. | Critical agenda items to be analysed by Government Nominated Board of Directors in DPSUs | The Institute of Chartered Accounts of India (ICAI) | Online | JS (Ad) | 1-2 hrs | | | | |
| | | NADP – Munitions India Limited (MIL) | Physical | Same as above | 2 hours | | | | |
| 7. | Knowledge on annual Memorandum of Understanding (MoU) process for rating of PSUs to ensure particular | NADP – Munitions India Limited (MIL) | Online | US, DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |

| * | Competency | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|-----|--|---|-------------------|--------------------------------------|----------|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
| | level of performance parameters mandated by Department of Public Enterprises (DPE) | | | | | | | | |
| 8. | Defence Acquisition Procedure (DAP) 2020 | NADP – Munitions India Limited (MIL) | Online | All (For ASO / SO – Ba; Others – Ad) | 2 hours | | | | |
| 9. | Defence Procurement Manual – DPM | BEL Academy of Excellence, Nalanda | Physical | All (For ASO / SO – Ba; Others – Ad) | 1 day | | | | |
| 10. | Defence Work Procedures - DWP | Yantra Institute of Technology & Management (YITM), Ambajhari | Online | All (For ASO / SO – Ba; Others – Ad) | 2-3 hrs | | | | |
| 11. | Managing a Defence Public Sector Unit (including risk management and compliance processes) | BEL Academy of Excellence, Nalanda | Physical | US, DS, Dir, JS (For all – Ad) | 1 day | | | | |
| | | NADP – Munitions India Limited (MIL) | Physical | Same as above | 3 hours | | | | |
| 12. | Rules and procedures of DPSUs, DGAQA etc.- Financial and procurement procedures – Compendium of all DPE instructions | NADP – Munitions India Limited (MIL) | Physical | US, DS, Dir, JS (For all – Ad) | 1 day | | | | |
| 13. | Promotion of Atmanirbharta in Defence Production & Indigenization | BEL Academy of Excellence, Nalanda | Online | All (For ASO / SO – Ba; Others – Ad) | 2-3 hrs | | | | |
| 14. | Strategic bilateral partnerships to leverage foreign markets for defence exports | ONGC Videsh | Physical | US, DS, Dir, JS (For all – Ad) | 1 day | | | | |
| | | HAL Management Academy, HAL (Aviation – related) | Online | Same as above | 1 hr | | | | |
| 15. | Collaboration with different countries for Defence Cooperation – International Cooperation (in Defence industry) | Sushma Swaraj Institute of Foreign Service (SSIFS) ⁴ | Physical / Online | US, DS, Dir, JS (For all – Ad) | 1-2 days | | | | |
| | | Manohar Parrikar Institute for Defence Studies and Analyses (MP-IDSA) | Physical | Same as above | 1-2 days | | | | |
| 16. | New areas / tools of export promotion (in | Defence Exhibition Organisation ⁵ | Online | US, DS, Dir, JS | 2-3 hrs | | | | |

⁴ Training institute under Ministry of External Affairs (MEA)

⁵ A subordinate office under DDP

| * | Competency | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|-----|---|---|--------------------------|------------------------------------|----------|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
| | defence) – international promotion events, exhibitions etc. | | | (For all – Ad) | | | | | |
| 17. | International sales / marketing of defence products | NADP – Munitions India Limited (MIL) | Physical | US, DS, Dir, JS (For all – Ad) | 3 hours | | | | |
| 18. | Export / Import regulations, FDI regulations, DGFT Export policies, Industrial License regulation, Taxation system in case of Exports / Imports, Free Trade Agreements etc. | Indian Institute of Foreign Trade (IIFT) in collaboration with Directorate General of Foreign Trade (DGFT) ⁶ | Physical | US, DS, Dir, JS (For all – Ad) | 1-2 days | | | | |
| 19. | Best practices of global joints in the area of Defence manufacturing | Larsen & Tubro (L&T) | Physical | US, DS, Dir, JS (For all – Ad) | 1-2 days | | | | |
| | | HAL Management Academy – For Aviation sector | Physical | Same as above | 3 hrs | | | | |
| | | NADP – For Land system | Physical / Factory visit | Same as above | 2 hrs | | | | |
| | | AVNL Institute of Learning, Ambernath – For Land system | Online | Same as above | 1 hr | | | | |
| 20. | Defence Procurement Procedures | BEL Academy of Excellence, Nalanda | Physical | All (For ASO/SO – Ba; Others – Ad) | 1 day | | | | |
| 21. | Drafting intergovernmental agreements, G2G agreements, MoUs, contracts etc. | Sushma Swaraj Institute of Foreign Service (SSIFS) | Physical / Online | All (For ASO/SO – Ba; Others – Ad) | 1-2 days | | | | |
| 22. | Standardisation of routine processes, machinery components to ensure enhanced synergy in production and avoid duplicity | National Institute of Training for Standardisation (NITS), Bureau of Indian Standards (BIS) | Physical | US, DS, Dir, JS (For all – Ad) | 2 days | | | | |
| 23. | Global Quality Assurance practices in defence manufacturing | Directorate General of Quality Assurance (DGQA) / Defence | Online | US, DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |

⁶ IIIFT – Autonomous body under Department of Commerce; DGFT – Attached office under Department of Commerce

| * | Competency | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|-----|---|---|----------|---|----------|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
| | | Institute of Quality Assurance | | | | | | | |
| 24. | Ease of Doing Business by promotion of various MoD schemes viz. Green Channel certification Scheme (GCS), Self-Certification Scheme (SCS), Third Party Inspection (TPI), and Defence Export Promotion Scheme (DEPS) | Directorate General of Quality Assurance (DGQA) / Defence Institute of Quality Assurance (DIQA) | Online | US, DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |
| 25. | Offset management | Defence Offset Management Wing (DOMW) – DDP | Online | US, DS, Dir, JS (For all – Ad) | 2-3 hrs | | | | |
| 26. | Risk management in handling of explosives and ammunitions- Ammunition management, UN System of classification, STEC | Ordnance Factory Institute of Learning, Khamaria | Physical | US, DS, Dir, JS (For all – Ad) | 1 day | | | | |
| 27. | Matters related to Defence Production and Export Promotion Policy | NADP -Munitions India Limited (MIL) | Online | US, DS, Dir, JS (For all – Ad) | 2-3 hrs | | | | |
| 28. | Working knowledge about DDP specific portals such as Srijan Portal, Make in India Defence Portal, IDeX Portal, DOMW portal, Defence Exports Promotion Portal and Defence Industrial License portal | Srijan portal – Indigenisation Division (DDP) and NADP | Online | ASO, SO, US, DS, Dir (ASO,SO,U S – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Make in India portal – Planning & Coordination Division (DDP) and NADP | Online | Same as above | 1-2 hrs | | | | |
| | | IDeX portal – Defence Innovation Organisation (DDP) and NADP | Online | Same as above | 1-2 hrs | | | | |
| | | DOMW Portal – DOMW (DDP) and NADP | Online | Same as above | 1-2 hrs | | | | |
| | | Defence Exports Promotion Portal – Export Promotion Cell (DDP) and NADP | Online | Same as above | 1-2 hrs | | | | |

| * | Competency | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|-----|-------------------------------|--|--------|--------------------------------|----------|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
| | | Defence Industrial License Portal – Defence Industries Promotion Division (DDP) and NADP | Online | Same as above | 1-2 hrs | | | | |
| 29. | Codification of defence items | NADP – Munitions India Limited | Online | US, DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |

The above training plan lists down the training institutes which the Department may collaborate with (under overall guidance of CBC) to initiate the process of content development and training delivery. For many of the above domain competencies, the training institutes falling under DDP have been proposed. This is in line with the willingness shared by the institutes to prepare and deliver training content specific to the Department’s needs. The applicability of the institutes was also later validated with the Department officials to finalise the training plan for domain competencies. A detailed list presenting the tentative course outline proposed by different DDP training institutes for various trainings listed above is shared in Annexure III.

b. Training plan for Functional competencies

The below table presents the Annual Training Plan for different functional competencies required by the Department officials, as identified during the CNA exercise. Few of the courses are readily available on iGOT (the Learning Management System started under Mission Karmayogi). Officials may directly start undertaking such iGOT courses. For others, the Department may collaborate with CBC to partner with the suggested institutes or Training Providers (TPs). Under the guidance of CBC, TPs may be partnered with to develop and deliver the proposed training courses. Specific requirements such as – delivery mode, duration, delivery quarter etc. may be communicated to the TPs to develop courses in line with the training plan presented below.

| | |
|--|-------------|
| | Recommended |
| | Optional |

Table 4: Tentative training plan for Functional competencies

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|----|--|--|---|--------|--|----------|---------|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| 1. | Overview about various activities undertaken by the Department; hierarchy of each wing under DDP; its ancillary organisations, | Know Your Department (KYD) Module -DDP | DDP and Third party empaneled by CBC (C&K Management Limited) | Online | All (ASO, SO, US, DS, Dir, JS) (ASO, SO – Ba; Others – Ad) | 1-2 hrs | | | | |

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|----|--|--|---|----------|--|--------------|---------|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| | different portals etc. | | | | | | | | | |
| 2. | Knowledge about Ministry – major departments, structure, regulating authorities, associated agencies, roles / activities of different departments etc. | Know Your Ministry (KYM) Module - MoD | MoD and Third party empaneled by CBC (C&K Management Limited) | Online | All (ASO, SO, US, DS, Dir, JS) (ASO, SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| 3. | Knowledge about Government e-Marketplace (GeM) | Government e-Marketplace (GeM) | GeM – (Course under preparation by GeM in collaboration with CBC) | Online | ASO, SO, US, DS, Dir (For all – Ad) | 1-2 hrs | | | | |
| 4. | Project Management skills | Custom-made course on Project Management | L&T Institute of Project Management ⁷ | Physical | US, DS, Dir, JS (US – Ba; Others – Ad) | 1-2 days | | | | |
| | | Fundamentals of Program and Project Management | Quality Control of India (QCI) and iGOT | Online | Same as above | 9 hrs 5 mins | | | | |
| | | Project Management | IIM Lucknow | Online | Same as above | 1-2 hrs | | | | |
| 5. | Formulation of public policies | Formulation of Public Policies | iGOT & ISTM (Prarambh Course) | Online | US (US – Ba) | 1 hr 15 min | | | | |
| | | Evidence in Public Policy | iGOT & Indian School of Business (ISB) | Online | DS, Dir, JS (For all – Ad) | 4 hr 48 min | | | | |
| | | Policy Drafting | Indian School of Public Policy (ISPP) – course preparation is under | Online | DS, Dir, JS (For all – Ad) | 1-2 hrs | | | | |

⁷ The Project Management training can also include the training on Contract Management.

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|------------------------------------|--|---|---|--------|--|---------------|---------|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| | | | discussion by CBC | | | | | | | |
| 6. | Financial Management – GFR, FR/SR, P&L Statement, Balance sheet etc. | Custom-made courses on Budgeting and Accounting | Institute of Chartered Accountants India (ICAI) – Course already in pipeline by CBC | Online | ASO, SO, US, DS, Dir, JS (ASO / SO– Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Financial Management | CSIR ⁸ – Course already in pipeline by CBC | Online | ASO, SO, US, DS, Dir, JS (ASO / SO– Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Custom-made course on GFR | AJNIFM / NADFM ⁹ | Online | ASO, SO, US, DS, Dir, JS (ASO / SO– Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Fundamental Rules (FR) and Supplementary Rules (SR) | iGOT & Institute of Secretariat Training & Management | Online | ASO, SO, US, DS, Dir, JS (ASO / SO– Ba; Others – Ad) | 50 min | | | | |
| | | MDP on Finance for Non-Finance Executives | Arun Jaitley Institute of Financial Management (AJNIFM) | Online | Same as above | 1-2 hrs | | | | |
| | | Finance for Non-Finance Executives | IIM Calcutta | | | | | | | |
| Finance for Non-Finance Executives | IIM Indore | | | | | | | | | |
| 7. | Data management and analysis | Data Driven Decision Making For Government | iGOT, CBC & Wadhvani Institute of Technology & Policy (WITP) | Online | ASO, SO (Ba) | 2 hrs 30 mins | | | | |

⁸ CSIR- Council of Scientific & Industrial Research

⁹ NADFM – National Academy of Defence Financial Management (under Department of Defence)

AJNIFM – Arun Jaitley National Institute of Financial Management

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|-----|--|--|--|--------|--|---------------|---------|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| | | Data Analysis (R and Python) | NSSTA ¹⁰ , Upgrad and Simplilearn (Course already in pipeline by CBC) | Online | US, DS, Dir, JS (Ad) | 1-2 hrs | | | | |
| | | Analytics for Strategic choices | IIM Bangalore | Online | All (ASO, SO, US, DS, Dir, JS) (ASO, SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| 8. | Data visualisation | Data Visualisation (Tableau, Power BI) | NSSTA / Upgrad (Course in pipeline by CBC) | Online | ASO, SO, US, DS, Dir) (ASO, SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Data Visualisation and Analysis using MS-Excel | IIT Kharagpur | Online | Same as above | 1-2 hrs | | | | |
| | | Data Visualisation and Storytelling through Data | IIM Bangalore | | | | | | | |
| 9. | Knowledge about using MS Office – creating documents | Word Advanced | Microsoft & iGOT | Online | ASO, SO, US, DS, Dir (For all – Ad) | 2 hrs 49 mins | | | | |
| | | Microsoft word Beginners | Microsoft & iGOT | Online | Same as above | 2 hrs 56 mins | | | | |
| 10. | MS Office – excel spreadsheets | Excel advanced | Microsoft & iGOT | Online | ASO, SO, US, DS, Dir (For all – Ad) | 3 hrs 44 mins | | | | |
| | | Microsoft Excel for Beginners | Microsoft & iGOT | Online | Same as above | 6 hrs 55 mins | | | | |
| 11. | | PowerPoint Advance | Microsoft & iGOT | Online | ASO, SO, US, DS, Dir | 2 hrs 18 mins | | | | |

¹⁰ NSSTA – National Statistical Systems Training Academy (NSSTA), Ministry of Statistics and Programme Implementation (MoSPI)

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|-----|------------------------------------|--|---|--------|--|---------------|---------|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| | MS Office – creating presentations | | | | (For all – Ad) | | | | | |
| | | Microsoft PowerPoint Beginners | Microsoft & iGOT | Online | Same as above | 2 hrs 41 mins | | | | |
| 12. | Operating in E-office mode | E-Office | National Informatics Centre (NIC) – Course already in pipeline by CBC | Online | ASO, SO, US (ASO / SO – Ba, US – Ad) | 1-2 hrs | | | | |
| 13. | Parliamentary procedures | Parliamentary Procedures | iGOT and ISTM (DAKSHTA course) | Online | ASO, SO, US (ASO / SO – Ba, US – Ad) | 2 hrs | | | | |
| 14. | Office Procedures | Office Procedures | iGOT and ISTM (DAKSHTA course) | Online | ASO, SO, US (ASO / SO – Ba, US – Ad) | 2 hrs 17 mins | | | | |
| 15. | Drafting/Note writing skills | Noting and Drafting | iGOT & ISTM (DAKSHTA course) | Online | ASO, SO, US (ASO / SO – Ba, US – Ad) | 2 hr | | | | |
| 16. | Making cabinet notes | Preparation of Cabinet notes | iGOT & ISTM (Prarambh course) | Online | ASO, SO, US (ASO / SO – Ba, US – Ad) | 5 hr 10 min | | | | |
| 17. | Cyber security | IT systems, Cyber Security, Business Continuity Management | NADP, BEL Academy of Excellence | Online | ASO,SO, US, DS, Dir, JS (ASO,SO, US – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Foundation Course on Cyber Security | Centre for Development of Advanced Computing (CDAC) & iGOT | Online | DS, Dir, JS (For all – Ad) | 24 hrs | | | | |
| | | Stay safe in cyber space | Indian Cybercrime Coordination Centre – I4C & iGOT | Online | ASO,SO, US, DS, Dir, JS(ASO,SO, US – Ba; Others – Ad) | 1 hr 16 mins | | | | |

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|-----|--|--|--|--------|---|---------------|---------|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| 18. | Handling sensitive and critical information, maintaining secrecy of data | Custom-made course to be prepared | Defence Headquarters Training Institute (DHTI) – Department of Defence | Online | ASO, SO, US (Ba) | 40 mins | | | | |
| 19. | Establishment Rules | Establishment Rules – 1, 2 | ISTM | Online | ASO, SO, US (ASO / SO – Ba, US – Ad) | 2-3 hrs | | | | |
| | | Fundamental Rules (FR) and Supplementary Rules (SR) | iGOT & Department of Expenditure (DoE) | Online | ASO, SO, US (ASO / SO – Ba, US – Ad) | 3 hrs 54 mins | | | | |
| | | Conduct Rules | iGOT & ISTM | Online | Same as above | 1 hrs 22 min | | | | |
| | | Leave Travel Concession (LTC) | iGOT & ISTM | Online | Same as above | 1 hr 7 mins | | | | |
| 20. | Knowledge about Emerging Technologies | Introduction to Emerging Technologies | Wadhvani Institute of Technology and Policy (WITP) and iGOT | Online | ASO, SO, US, DS, Dir, JS (For all – Ba) | 2 hrs 20 mins | | | | |
| | | Emerging Technologies (AI, IoT, Drone Technology, ML, Cyber Security etc.) | Yantra Institute of Technology & Management, Ambajhari | Online | ASO, SO, US, DS, Dir, JS (For all – Ba) | 2-3 hrs | | | | |
| 21. | Other e-portals such as – e-Samiksha, Project Monitoring Group portal, PM Gati Shakti, PRAGATI, APMS, CPGRAMS, RTI, LIMBS, | Course on Project Monitoring Group portal | DPIIT ¹¹ , Invest India | Online | ASO, SO, US, DS, Dir (For all- Ba) | 1-2 hrs | | | | |
| | | Course on PM Gati Shakti portal | DPIIT and iGOT | Online | Same as above | 1-2 hrs | | | | |
| | | Course on India Investment Grid portal | DPIIT, Invest India | Online | Same as above | 1-2 hrs | | | | |

¹¹ DPIIT – Department for Promotion of Industry and Internal Trade

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Quarter | | | |
|---|--|---|---|--------|------------------|----------|---------|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| | Anubhav Portal, SUPREMO, Government Land Information System (GLIS) and India Investment Grid (IIG) | Course on portals – e-Samiksha, PRAGATI, RTI etc. | ISTM, NIC | Online | Same as above | 2-3 hrs | | | | |
| | | Public Grievance Handling and CPGRAM 7.0 | ISTM and iGOT | Online | Same as above | 2 hrs | | | | |
| | | Course on APMS portal | Monitoring Cell, Controller General of Accounts | Online | Same as above | 1-2 hrs | | | | |
| | | Course on LIMBS portal | Department of Legal Affairs and NIC | Online | Same as above | 1-2 hrs | | | | |
| | | Course on Anubhav Portal | Department of Pension & Pensioners' Welfare and NIC | Online | Same as above | 1-2 hrs | | | | |
| | | Course on SUPREMO portal | DoPT ¹² and NIC | Online | Same as above | 1-2 hrs | | | | |
| | | Course on GLIS portal | National Centre of Geo-Informatics (NCOG) ¹³ | Online | Same as above | 1-2 hrs | | | | |

c. Training plan for Behavioural competencies

As suggested for domain and functional competencies, the below table presents the Annual Training Plan for various behavioural competencies. The same have been identified to be important for the Department officials. The training plan suggests the training courses that the officials may undertake in order to train themselves for the specific competencies. Many of these courses are already available on iGOT. Department may encourage its officials to directly undertake such courses following the timeline (quarter of training) suggested. For others, Department may collaborate with CBC to reach out to the proposed institutes / TPs to develop courses that are in accordance with the specifics proposed in the below training plan.

¹² DoPT - Department of Personnel and Training

¹³ The organisation NCOG comes under Department of Electronics and Information Technology

| | |
|--|-------------|
| | Recommended |
| | Optional |

Table 5: Tentative training plan for Behavioural competencies

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | | | | |
|----|--|---|---|--------|--|---------------|----|----|----|----|
| | | | | | | | Q1 | Q2 | Q3 | Q4 |
| 1. | Leadership and Team management | Visionary Leadership | Indian School of Business (ISB) – CBC is in the process of collaborating with ISB | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | High Impact Leadership | IIM Indore | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Leadership Development | IIM Lucknow | | | | | | | |
| | | Leadership and Team Building | IIM Calcutta | | | | | | | |
| 2. | Negotiation skills | Mastering Negotiation and Influence | ISB (CBC is in the process of collaborating with ISB for course development) | Online | US, DS, Dir, JS (US – Ba; Others – Ad) | 1-2 hrs | | | | |
| 3. | Problem solving and decision-making skills | Solve Learning Pathway – Structuring problems, Creating solutions, Making decisions | Harappa and iGOT (Learner-centered online learning platform – collaboration of CBC with the platform is under progress) | Online | ASO, SO, US, DS, Dir, JS (ASO, SO – Ba; Others – Ad) | 7 hrs 31 mins | | | | |
| 4. | Communication skills | Communication skills | Indian Institute of Mass Communication – IIMC (CBC in collaboration with IIMC for course development) | Online | ASO, SO, US, DS, Dir (ASO, SO – Ba; Others – Ad) | 1-2 hrs | | | | |

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Q1 | Q2 | Q3 | Q4 |
|----|--|---|--|----------|--|---------------|----|----|----|----|
| | | | | | | | | | | |
| | | Effective Communication | iGOT & IIM Bangalore (PRARAMBH Course) | Online | ASO, SO, US, DS, Dir (ASO, SO – Ba; Others – Ad) | 5 hrs 34 mins | | | | |
| 5. | Time management | Time management | Harappa (Course already in pipeline by CBC) | Online | US, DS, Dir, JS (US – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Time management | iGOT & DoPT | Online | Same as above | 1hr 15 mins | | | | |
| 6. | Stress management | Complete Journey to Stress Management | The Art of Living and iGOT | Online | ASO, SO, US, DS, Dir, JS (ASO, SO – Ba; Others – Ad) | 6 hrs 8 mins | | | | |
| | | Stress Management – Developing Resilience to manage stress | iGOT & IIPA | Online | ASO, SO (Ba) | 1 hr 54 mins | | | | |
| | | Stress Management | The Art of Living | Physical | US, DS, Dir, JS (For all – Ad) | 2-3 days | | | | |
| 7. | Skills related to motivating others and self | NavChetana – a journey towards inner evolution / Kaushalam – Integral Leadership Training Programme | AuroLeadership – Sri Aurobindo Society (Pondicherry) . CBC in the process of collaborating with Sri Aurobindo Society for course development | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Motivation | Harappa (Course already in pipeline by CBC) | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Understanding Motivation- | iGOT (PRARAMBH Course), Lal | Online | SO, US, DS, Dir, JS | 1 hrs 35 mins | | | | |

| * | Competency | Course | Institute / TP | Mode | Target officials | Duration | Q1 | Q2 | Q3 | Q4 |
|-----|---------------------------|--|--|--------|--|-----------------|----|----|----|----|
| | | | | | | | | | | |
| | | From different perspectives | Bahadur Shastri National Academy of Administration (LBSNAA) | | (SO – Ba; Others – Ad) | | | | | |
| | | An experiential workshop on 'Happiness' | Sri Aurobindo Foundation for Integral Management (SAFIM) – Sri Aurobindo Society (Pondicherry) | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 1-2 hrs | | | | |
| | | Motivation | iGOT & DoPT | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 1-hr 8 mins | | | | |
| 8. | Interpersonal skills | Building Presence | Harappa (CBC is in collaboration with Harappa for this course) | Online | ASO, SO (Ba) | 1-2 hrs | | | | |
| | | Level III CSSS Course to Develop Behaviour Competencies – Interpersonal skills | iGOT | Online | ASO, SO (Ba) | 2 hrs 18 mins | | | | |
| 9. | Leading self | Leading self | iGOT and Harappa | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 4 hrs 56 min | | | | |
| 10. | Leading others | Leading others | iGOT and Harappa | Online | SO, US, DS, Dir, JS (SO – Ba; Others – Ad) | 5 hrs 22 mins | | | | |
| 11. | Lifestyle for Environment | Orientation Module on Mission LiFE | Ministry of Environment, Forest and Climate Change and iGOT | Online | ASO, SO, US, DS, Dir, JS (For all -Ba) | 22 mins 59 secs | | | | |

Note – CBC is in collaboration with different training providers for different courses. The same are expected to be live shortly (within 30-45 days) on iGOT.

In line with the Annual Training Plan shared above, the Department may deliberate to select one or more of the training options suggested against each competency requirement. Basis their feasibility and relevance for the target groups, the courses suggested in the above Training Plans have been categorised into two groups – ‘Recommended’ and ‘Optional’. The courses highlighted in ‘GREEN’ are ‘Recommended’ for the target officials. Whereas the ones highlighted in ‘ORANGE’ are ‘Optional’ for the target officials considered. ‘Recommended’ courses are the ones which are desirable to be taken up by the Department once the implementation of ACBP initiates. ‘Optional’ courses are the good-to-have trainings which may be undertaken basis the need of the officials / Department, in addition to the ‘Recommended’ courses.

The recommendation has been done basis the feasibility and relevance of the courses in terms of resources required – ‘time to be invested by the learners’, ‘finance involved’, ‘requirement of other resources such as – partnerships with leading academic institutes, central training institutes, state/government organisations, other private organisations/ institutes etc. for content curation and delivery. Quality of learning content (to be developed) was considered as an important parameter for recommendation of courses. Regular discussions were undertaken with CBC to finalise the Training Providers for different functional and behavioural competencies.

II. At Organisational Level

In addition to the training interventions identified at individual level, CNA exercise also identified few capacity building initiatives at the organisational level. This section of ACBP lists down the interventions which the Department may undertake to enhance its capacity at the organisational level. This involves building the capacity of collective and shared aspects of the organisation such as – existing processes, digital and physical infrastructure, and technological capabilities that enable the organisation to achieve its goals. Capacity at organisational level was assessed on following collective aspects of the Department – Technology and Data, Systems and Processes, Personnel Management, Partnerships and Relationships etc..

Basis the exercise undertaken; the major capacity building interventions required at organisational level in DDP (which needs to be part of the ACBP) are :

Under – Technology and Data

Following steps may be taken up at Departmental level with respect to – ‘Technology and Data’ to enhance the overall capacity of the Department.

Table 6: Recommendations for organisation level capacity building interventions under – Technology and Data

| Recommendations | Action points |
|----------------------------------|---|
| Learning Management System (LMS) | <ul style="list-style-type: none"> iGOT platform under Mission Karmayogi is the Learning Management System (LMS) for all Government departments. Department of Defence Production may use the platform as their LMS. As a step in this direction, the Department may work towards integrating iGOT |

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| | <ul style="list-style-type: none"> with Department's intranet. Department officials may be onboarded on the iGOT platform and may start taking the training courses (as recommended in the Training Plans shared above). Necessary assistance may be taken from iGOT team (functioning under DoPT) to ensure the onboarding of officials. Officials may be monitored regularly for completing the trainings on iGOT. |
| Centralised Vendor Payment System in DPSUs | <ul style="list-style-type: none"> ERP system or Centralised Vendor Payment System may be adopted for all the DPSUs currently lacking it. This can improve the financial management practices at DPSU level. DPSUs such as Hindustan Aeronautics Limited (HAL) and Bharat Electronics Limited (BEL) who have already adopted the Centralised Vendor Payment System may handhold the other DPSUs through carefully planned knowledge sessions. Technology integration may be adopted in entire treasury module of the DPSUs – bill payments, supplier payments etc. |

Under – System and Processes

The Department may initiate following measures in terms of 'Systems and Processes' to further enhance the overall capacity of the Department.

Table 7: Recommendations for organisation level capacity building interventions under – Systems and Processes

| Recommendations | Action points |
|--|--|
| Strengthen the Knowledge Management practices at the Departmental level. | <ul style="list-style-type: none"> Knowledge dissemination - Monthly/quarterly newsletter for disseminating information about the Department along with latest trends in Defence Production sector. Process and output documentation - Documenting all processes and related outputs of the Department such that they are easily accessible. Knowledge transfer - Quarterly knowledge transfer sessions where officials from different divisions can share their work experiences may be planned. Policy Hub - Policy hub is a common domain where employees can access existing and old policies of the Department. All the policies, Government rules, Acts etc. being followed in the Department / Ministry would be available for all the staff in this common hub. Dossiers - A dossier with all relevant Acts and Regulations may be provided to every officer joining the Department. |
| Leadership Sessions / Idea Sessions with Secretary | <ul style="list-style-type: none"> Frequent interaction sessions may be arranged by Secretary (Defence Production) wherein officials (at least from JS level to Director level) can share their feedback about Department's progress, challenges, future initiatives etc. These Leadership sessions can also act as a platform for Idea Sessions wherein participants may share and deliberate over potential solutions for the Department under the chairpersonship of Secretary (Defence Production) |

Under - Personnel Management

Following initiatives may be taken up by the Department to further strengthen their 'Personnel Management' practices.

Table 8: Recommendations for organisation level capacity building interventions under –Personnel Management

| Recommendations | Action points |
|---|--|
| Training Support (Learning and Development) | <ul style="list-style-type: none"> • A Capacity Building Unit (CBU) may be formed for leading the L&D function within the Department. • Department may decide the composition of CBU. It may preferably include – one DS / Director, one Under Secretary, one Section Officer and one Assistant Section Officer. The entire CBU may be led by a Joint Secretary. • This CBU may be given the following mandate: <ul style="list-style-type: none"> ○ Implement the Annual Capacity Building Plan (ACBP) for the Department in collaboration with CBC. ○ Monitor and report the progress of ACBP implementation in the Department to CBC. ○ Facilitation of training and non-training interventions for organisational capacity building in partnership with experts. |
| Capacity building of officers in line with ACBP | <ul style="list-style-type: none"> • CBU set up within the Department may lead the process of ACBP preparation. <ul style="list-style-type: none"> ○ Partnerships may be established with knowledge partners or Training Institutes identified for course preparation and training delivery. ○ Training calendar may be finalised basis the feedback from the stakeholders (officers, leaders of the Department). ○ Separate budget head for ACBP implementation may be created. Guidance may be sought from CBC on this aspect. • To enhance the domain and technical skills of the officials, regular industry immersion programmes may be organised by the Department. • For DDP officials, immersion visits may be planned to Defence PSUs, Private Defence Sector Manufacturers, other leading PSUs such as – Maharatnas, Navratnas, Miniratnas etc. • CBU may institutionalise the immersion visits for the officers after every six months. Different set of officers can be nominated every time for the immersion visits. |
| Mandatory Annual Training Hours | <ul style="list-style-type: none"> • Each year, the officers may be instructed to undertake minimum number of hours of training (offline / online) in accordance with the training plans shared in the report. • The officers may be monitored for the training hours regularly. |
| Creation of a Discussion Forum for DPSUs | <ul style="list-style-type: none"> • A Discussion Forum may be created, wherein DPSUs can share their best practices amongst each other. • This forum can meet quarterly or half-yearly as decided by DDP. • Leading PSUs such as – Maharatna PSUs, Navratna PSUs and Miniratna PSUs may also participate in the forum to guide the DPSUs with their best practices under different 'Knowledge Exchange'/' Learn from Each Other' sessions. • Private defence sector manufacturers may also be invited to this forum to |

| | |
|--|--|
| | <p>share their best practices.</p> <ul style="list-style-type: none"> • CBU may facilitate and monitor such LEO sessions. |
|--|--|

Under – Partnerships and Relationships

Table 9: Recommendations for organisation level capacity building interventions under –Partnerships and Relationships

| Recommendations | Action points |
|---|---|
| Establish partnerships for various L&D activities | <ul style="list-style-type: none"> • Department may foresee and establish partnerships for conducting various of its L&D activities proposed above. These include activities such as – Training, workshops, immersion visits, LEO sessions, developing training materials etc. • Institutes that may be looked at are – <ul style="list-style-type: none"> ○ Government training institutes such as – LBSNAA, ISTM etc. ○ Reputed government academic institutes such as IITs, IIMs etc. ○ Reputed private academic institutes such as ISB. ○ National think tanks ○ Other ministries, departments ○ Industry/private sector organisations etc. ○ Central Public Sector Enterprises (CPSEs) |

III. Quick Impact Initiatives – Quick Wins

Quick impact initiatives are those that may be implemented within a short span of time and operationalized soon, without requiring enormous budget and planning. Basis the CNA exercise conducted with the Department officials, following Quick Impact Initiatives were identified for the officials:

- 'Know Your Ministry'/'Know Your Department' module training - Induction training programmes to provide new joiners (even if transferred within the same Ministry to a different section) with a broad overview of Ministry and Department.
- A 'Learning from Each Other (LEO)' Workshop between Defence Public Sector Undertakings (DPSUs – falling under the ambit of DDP) and Maharatna PSUs to facilitate sharing of best practices between the entities.
- Another 'Learning from Each Other (LEO)' Workshop between DPSUs and leading Private Defence Sector Manufacturers of the country.
- A workshop with Ministry of External Affairs (MEA) on international cooperation front (especially in the context of defence exports).
- 'Learning Hour' to facilitate officials taking up courses on iGOT.
- Officials taking up DAKSHTA courses available on the iGOT portal.

These Quick Impact Initiatives are divided into two categories – Training and Non- Training Interventions, basis their nature of inputs. The same are explained below.

a. Under Training Interventions

- Know Your Ministry/Know Your Department** - Induction training programmes may be provided to new joiners (even if transferred within the same Ministry/ Department to a different section) with a broad overview of the work undertaken by the Department, its Ministry, each Division / Section in the Department, and particular responsibilities to be undertaken by each of them. Thus, these programmes can include – ‘Know You Ministry’/‘Know Your Department’ module. As highlighted in the Annual Training Plan (Table 4 of this report), ‘*Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities/objectives of different departments, reporting channels across the ministry etc.*’ has been identified as an important functional competency across all the divisions. Knowledge about ‘*Roles, functions, hierarchy of each wing under the DDP and its ancillary organisations; Basic understanding about various activities undertaken within the Department*’ has also been identified as an important competency required by officials of all the five divisions. Thus, ‘Know You Ministry’/‘Know You Department’ modules may be an important quick impact initiative for the Department.

This module will be developed in collaboration with C&K Management Limited- a third party which has already been empaneled by CBC. This third party will study and curate content on the roles, responsibilities and duties of a particular division and its interlinkage with other divisions. Department’s linkage with other ministries in similar sector may also be covered in this module. This module is expected to be useful for any new official recruited in the Department and also in the case of transfers.

- DAKSHTA Training** – Department officials may undergo training in the DAKSHTA courses available on the iGOT platform. The DAKSHTA courses includes modules on – ‘Leave Rules’, ‘Noting and Drafting’, ‘Office Procedures’, ‘Government E Marketplace’, ‘Right to Information Act – Part I’, ‘Right to Information Act – Part II’, ‘Code of Conduct for Government Employees’, ‘Public Procurement Framework’, ‘Parliamentary Procedures’ and ‘Pay Fixation’. All these modules are currently available on the iGOT portal and may be taken up readily by the officials for training.
- Learning Hour** – One hour a week may be fixed for learning in the Department with staff / officials undertaking the DAKSHTA courses. This can also assist the officers in complying with their mandatory hours of training.

b. Under Non- Training Interventions

As highlighted earlier, a ‘**Learning from Each Other (LEO) Workshop**’ between Defence Public Sector Undertakings and Maharatna PSUs to facilitate sharing of best practices between the entities was identified as a quick win for the Department

The above Workshop was planned by CBC in collaboration with DDP to implement it as a quick win. The Workshop got successfully completed on 25th April 2023. The details of the programme are shared below.

Background and Objectives:

Capacity Building Commission (CBC), in collaboration with Department of Defence Production (DDP), conducted a **'Workshop on Sharing of Best Practices Between DPSUs and Maharatnas'** as part of the **'Mission Karmayogi'**. The Workshop allowed officers of DDP and Defence Public Sector Undertakings – DPUSs (functioning under DDP) to learn the best practices from different Maharatnas and other leading PSUs of the country. These best practices focussed upon aspects such as- strategy, marketing, human resource, finance, technology, operations and partnerships which would help DDP along with their Defence Public Sector Undertakings (DPSUs) to strengthen their international marketing, innovation, business development, partnership and collaboration, human resource practices and research and development skills.

The key objectives of 'Workshop' conducted are detailed below.

- Conducting a 'Learning from Each Other' session wherein Maharatna/Navratna/Miniratna PSUs can share their best practices in the areas identified above with DPSUs/DDP officials.
- Enhancing technical knowledge of DPSUs to better manage a corporate/business and formulate strategies to become front runners in their respective industry/sector.
- Creating a network of peers comprising of people/leaders across Government, PSUs and defence manufacturing industries in order to collaborate towards the collective growth of the sector to achieve the national priorities of Government of India.

Learning opportunities:

Learning opportunities offered in the 'Workshop' conducted are as follows:

The 'Learning from Each Other' session provided the officials with a quick, and concise snapshot of functioning across various Maharatna/Navratna/Miniratna PSUs of the country. It offered the opportunity to learn about -

- Best practices in the management of leading PSUs with a focus upon strategy, marketing, human resource, finance, technology, operations, partnerships, R&D etc.
- Unique selling propositions of leading PSUs – key differentiators for growth (especially with respect to marketing/exports to foreign nations).
- Case studies of selected best practices or change management offering multi-faceted understanding of a problem statement in real-life context.

The other details of the programme such as – selection criteria, detailed itinerary of the workshop etc. has been provided in Annexure V. Key highlights of the workshop are shared below.

Key highlights of the Workshop:

The Workshop continued for approximately 10 hours and saw participation from senior management/leadership of all Maharatnas, DPSUs, and other leading PSUs of the country – making it a quick win for the Department. Senior officials/leaders from Department of Defence Production, Department of Defence (DoD), Defence Research and Development Organisation (DRDO) and Indian Space Research Organisation (ISRO) also participated in the workshop. The discussions or sharing of best practices between Maharatnas and DPSUs happened along following 8 areas of excellence.

- Human Resource (Industrial Relations)

- Human Resource (Leadership Development)
- Research & Development (R&D)
- Quality and Operational Excellence
- Financial Management
- Financing
- Marketing (including International Marketing)
- Partnerships and Collaborations

A total of 117 participants attended the Workshop. Out of these, 64 participants attended the Workshop from DDP / DPSUs and 44 participants attended the Workshop from Maharatnas and other leading PSUs. Remaining constituted the participants from Capacity Building Commission. The detailed proceedings and points of discussion of the Workshop have already been shared with participants and DDP as Minutes of the Meeting (MoM).

Output:

On completion of the programme, the officers were required to debrief and share knowledge gained in the Workshop in a debriefing session with peers, junior and senior officers of the Department. This debriefing session was presided by Additional Secretary, DDP and was conducted on 11th May 2023.

Officers who completed the programme were required to make a short presentation covering the following aspects:

- Key learnings from the visit
- Application of learnings to his/her work in the Department

The Workshop has already been completed as a quick win for the Department.

As a follow-up to the successful workshop on “Sharing of best practices between Maharatnas and Defence Public Sector Undertakings (DPSUs)”, DDP along with CBC conducted a “**Learning from Each Other (LEO) Session**” with some of the leading Private Sector Defence Manufacturers (PSDMs). Post learning the best practices of leading Maharatna PSUs, this workshop facilitated an exchange of best practices and initiatives employed by leading PSDMs. Training institutes of DDP (which are mapped to different DPSUs) were also invited for the workshop. The workshop was conducted on 19th July 2023 at Vigyan Bhawan, Delhi.

Key highlights from the workshop are presented below:

- Conducted a ‘**Learning from Each Other (LEO) Session**’ wherein PSDMs shared their process excellence initiatives and best practices with DPSUs and its training institutes.
- Overarching objectives of the session centred around the following aspects of defence production –
 - Export potential
 - Global partnerships
 - Integration into global supply chains
 - Quality and process efficiency

- Discussions with PSDMs focussed on key aspects of their operations and their take on emerging trends in the Indian defence sector, in view of the aforesaid objectives. Discussions were centred around four critical aspects of defence manufacturing in India, namely –
 - *Building resilient supply chains, particularly with regard to addressing input price risks and supply chain uncertainty, to ensure price competitiveness, especially in the context of entering export / global market.*
 - *Fulfilling offset requirements*
 - *Improving efficiency through digital interventions for data driven manufacturing and business operations decision making.*
 - *Driving project cost efficiencies.*

PSDMs shared their best practices / solutions to cater to these aspects of defence manufacturing.

- Workshop had panel discussions on the above listed aspects. Each panel discussion was followed by an interactive brainstorming session, to facilitate learning amongst all participants.
- DPSUs were tasked to understand the practices of PSDMs, identify potential solutions and present a plan of action for improving their performance in terms of defence exports.
- Leaders from PSDMs, DPSUs, DDP, DPSU mapped Training Institutes (TI) etc. participated in the panel discussions.
- Closing session encapsulated they key learnings of the session and the road ahead to make India a global hub for defence exports.

List of leaders who attended the workshop is shared below:

- Notable individuals under the Government ecosystem:
 - 1) Additional Secretary – Department of Defence Production (DDP)
 - 2) Chief Executive Officer (CEO), Capital Goods and Strategic Sector Skill Council (CGSSC)
 - 3) Chairman, Capacity Building Commission
 - 4) Member (Admin), Capacity Building Commission
 - 5) Joint Secretary (P&C) DDP
 - 6) Joint Secretary, Capacity Building Commission
- Leaders from prominent Private Defence Sector Manufacturers of the country such as - Walchandnagar Industries, L&T Defence, L&T Heavy Engineering, Tata Advanced Systems, Bharat Forge. Global OEMs such as Lockheed Martin, Thales etc. were also part of this workshop. These leaders shared senior designations such as – Managing Director & CEO, CXO, Business Head (Aerospace and Defence), President and CEO etc.
- Officers from Department of Defence Production (DDP)
- Leaders of DPSUs (functioning under DDP) and Training Institutes mapped to them (A list of Training Institutes under DDP mapped to DPSUs is shared in Annexure IV). These leaders shared senior designations such as – Executive Director, Joint Director, General Manager, Joint General Manager, Deputy General Manager, Chief General Manager etc.

Detailed Minutes of Meeting for the workshop has been shared with participants and DDP. Few key learnings from the workshop are summarized below.

Table 10: Key learnings from the Private Sector Defence Manufacturers Workshop organised by CBC and DDP

| Topics of discussion | Key Learnings |
|--|--|
| Developing capabilities required to achieve global export competency | <ul style="list-style-type: none"> The session highlighted the need for a skilled and quality workforce. It also discussed the potential of employing people from Tier 2/3 cities and training them to flourish as experienced engineers. The need to improve and progress in the market using partnerships with Indian OEMs was highlighted. Importance of cultural transformation, world-class quality of deliverables, transparency in processes coupled with a customer-centric approach, global safety standards and global practices were emphasised to be essential to achieve global market competitiveness. The importance of 'cost leadership' was emphasised to stand out in the sector. |
| Efficiency enablers and best practices to integrate with the global supply chain | <ul style="list-style-type: none"> The importance of strong product portfolio was highlighted. Global competitiveness can be enhanced by adopting technology absorption capability and efficiency. Co-development of products and partnering with Indian companies under the Make in India initiative was suggested as a crucial step Importance of Industry 4.0 in manufacturing was cited as a critical point of action. DPSUs such as – Goa Shipyard Limited and Bharat Dynamics Limited highlighted the initiatives undertaken by them such as - design labs, virtual reality centres, ERP implementation, conceptual model generation, aerodynamics modelling etc. to improve the efficiency of their operations. Secure technologies to remain connected to various vendors and customers through the internet or closed/restricted wide area networks were also discussed. DPSUs such as – Mazagon Dock Shipbuilders Limited (MDL), Garden Reach Shipbuilders & Engineers (GRSE) Limited are already progressing towards connectivity through a product data model/product life cycle model operating on a Wide Area Network (WAN). Going forward, it was shared that DPSUs may embrace efficiency enablers such as connected enterprises/networks and an Integrated Product Data Environment (IPDE) using a robust product/Platform Work Breakdown Structure (PWBS) as a backbone. |
| Concluding recommendations | <ul style="list-style-type: none"> To resolve the issue of delay in getting export clearances, it is proposed that a green list consisting of identified friendly African and Latin American countries for defence exports may be published, to whom DPSUs/other defence manufacturers are free to export without taking any prior approval Creating an 'innovation fund' in each DPSU for developing new products and platforms. This fund should not be covered under normal audit procedures as this fund is meant to catalyse innovation, experimentation and accommodate failures, if any. |

| | |
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| | <ul style="list-style-type: none"> • To develop the capacities of the workforce, experts should be hired on a fixed contract-basis instead of investing in reworking the HR policies of DPSUs. This practice has already been adopted by other PSUs. • Recruiting apprentices, especially shopfloor workforce, from Tier 2 or Tier 3 universities/colleges and helping them grow on the job. This can increase the retention rate of DPSUs. This is already being practiced by leading private defence manufacturers. • There is a need to increase R&D spending and to create a level playing field for the DPSUs to make a mark in the global supply chain. DPSUs were encouraged to experiment and develop new technologies. |
|--|--|

Thus, the workshop was implemented as another Quick Win for the Department. Detailed Minutes of Meeting for the workshop has been shared with participants and DDP

As a major next step to this workshop, DPSUs are now expected to conduct and coordinate immersion visits of their officers to selected Private Sector Defence Manufacturers (PSDMs). CBC is supposed to guide the intervention. The immersion programme will further develop the understanding of DPSU officials on best practices being employed by the private players. The immersion visits proposed for DPSU officials, as a next step to the Private Sector Defence Manufacturers workshop are –

Table 11: Immersion learning proposed between DPSUs and private sector

| Firm | Areas of excellence that can be considered for immersion of DPSU personnel | DPSU that may be considered for the immersion programme |
|--------------------------------------|--|--|
| L&T Defence | Supply Chain and procurement process management, ERP and digital interventions, multi-location-multi specialisation project management | Armoured Vehicles Nigam Limited, Hindustan Shipyard Limited, Indian Optics Private Limited, Bharat Earth Movers Limited |
| Bharat Forge | Partnership, JVs and international collaborations, procurement process management | Munition India Limited, Advance Weapons and Equipment India Ltd |
| Tata Advanced Systems Limited (TASL) | International Collaborations, Absorbing ToT, Strategy for entering and sustaining presence in supply chains of global OEMs | Gliders India Limited, Troop Comforts Limited (only for understanding international collaboration and strategy to enter global market) |
| Siemens | Industry 4.0 | All DPSUs |

DDP and CBC are currently in the process of collecting nominations from DPSUs for immersion visits. Thus, above mentioned immersion visits may be undertaken as a quick win for the Department.

Workshop with Ministry of External Affairs (MEA)

Another Workshop is recommended to be organised for DDP officials in collaboration with Ministry of External Affairs (MEA). During the interactions with the Department officials, it was reported that



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MEA plays an important role in export of defence products (manufactured by DPSUs, managed by DDP). An understanding about the structure of MEA, points of coordination in the Ministry for export purposes can be crucial. So, a workshop with MEA may be planned by the Department to enhance the understanding of international cooperation (especially on defence exports front).

4. Conclusion

The report presents the Annual Capacity Building Plan (ACBP) for the officials of DDP. It takes into account the findings of Capacity Needs Analysis (CNA) carried out at the Department level. The important competencies required by the officials from the perspective of capacity building are categorised into three buckets – Domain, Functional and Behavioural. While the domain competencies relate to the sector-specific expertise needed by the officials, functional competencies are competencies that are applicable in any work setting such as – report writing, data analysis, project management etc. Behavioural competencies constitute attitude or personality traits that complement hard skills such as – interpersonal skills, soft skills, time management etc.

An analysis of competency requirements amongst officials indicate that varying domain, functional and behavioural competencies are required. In terms of domain competencies, the knowledge related to management of DPSUs was reported to be very important. This includes – Knowledge about different DPSUs of respective divisions, public sector enterprises, corporate governance, Companies Act, SEBI regulations. As the Department is involved in sale / marketing of defence products (manufactured by DPSUs) in various foreign countries / markets, knowledge about international marketing, sales, FDI regulations, taxation rules, import / export policies, DGFT policies is essentially required. This is also in alignment with Department's requirement to respond to the vision of improved 'self-reliance in defence production' and 'increase in defence exports' of the country. In terms of procedures and manuals, sectoral knowledge about Defence Acquisition Procedure (DAP), Defence Procurement Manual (DPM), Defence Work Procedures (DWP) and Defence Production Policy (DPP) is essential.

Functional competencies required by the Department officials are primarily around – 'Know Your Ministry' / 'Know Your Department', procurement process in GoI – GeM portal, Data visualisation and analysis, Project management, Parliamentary procedures, Office procedures, Establishment matters, and Noting / Drafting skills. While skills related to project management and advanced data visualisation tools are mostly required at senior levels (eg. Joint Secretaries, Deputy Secretaries, Directors, Under Secretaries etc.), those related to noting / drafting and office procedures are mainly needed at junior levels (eg. Section Officers and Assistant Section Officers). Thus, it may be inferred that at junior levels the requirement of functional skills is mostly administrative in nature while in the senior positions, the requirement is more strategic (i.e., which can support officials to efficiently formulate and implement policies).

In terms of behavioural skills, the top attributes required by the officials are – Team development, Leadership, Problem solving & Decision-making, Communication skills, Interpersonal skills etc. Apart from these, the focus group discussions also report skills related to Stress management and Time management to be crucial for the officials.

While the above competencies mainly constitute the individual (role / division-wise) requirements of the Department, there are few capacity building interventions which are identified to be critical at the organisational level. Adoption of iGOT Karmayogi platform as the Learning Management System of

the Department is important. Technology integration to bring in Centralised Vendor Payment System /ERP in DPSUs may be taken up by the Department. This is expected to make the entire treasury module of DPSUs more efficient – reducing redundancy, turnaround times, and optimising manpower utilisation. In terms of Systems and Processes, Department may take more steps in the direction of – knowledge dissemination, arranging frequent knowledge transfer sessions between employees, regular Leadership sessions/Idea sessions with senior management of the Department etc. Policy Hubs may be created at Departmental level, wherein all the policies, Government rules, Acts etc. being followed in the Department/Ministry may be made available for all the staff. As a crucial step to strengthen the personnel management practices of the Department, a CBU may be set up which leads the implementation of ACBP for the Department in collaboration with DDP.

In terms of quick wins, Department in collaboration with CBC has already completed a ‘Sharing of best practices workshop between DPSUs and Maharatna PSUs’. This was undertaken to enhance the capacity of DPSU/DDP officials to manage various areas of excellence of their PSUs. These include – R&D, Quality and Operational Excellence, Human Resource, Marketing etc. As a follow up to this workshop, Department also collaborated with CBC to conduct a ‘Learning from Each Other (LEO)’ workshop with leading Private Defence Sector Manufacturers and notable Original Equipment Manufacturers (OEMs). This was a crucial step to enhance the capacity of DPSUs / DDP personnel from the perspective of achieving India’s defence export targets. Understanding the notable best practices being undertaken by Private Defence Sector Manufacturers and adopting the relevant ones at DPSU level can play an important role in contributing towards India’s defence export targets. Department is further planning immersion visits of their DPSU officers to some leading private sector players. The intervention is being undertaken under the overall guidance of CBC. The immersion visits to private players such as – Tata Advanced Systems Limited, Bharat Forge, Siemens etc. will further develop understanding of DPSU officials on areas of excellence such as – supply chain, partnerships, international collaborations, industry 4.0 etc. Department may also now initiate the work around creation of ‘Know Your Ministry’/‘Know Your Department’ training modules so that all the officials (including the new joiners) are well-apprised with the activities and progress of Ministry, Department, associated agencies etc. DAKSHTA courses – a collection of functional competency courses, are available on iGOT. DDP may encourage its officials to take up the DAKSHTA training as an important quick win.

The above mentioned interventions may be implemented and evaluated for potential annualization. To start with, for all the identified competency needs, the report presents an Annual Training Plan. For the competencies required, training interventions outlining the training provider (s) / institute (s), mode of delivery, training duration, target group, quarter of training etc. are suggested. Going ahead, the Department is expected to collaborate with these institutes to get the courses developed catering to various identified competency needs. CBC may guide the entire process of course development and training delivery.

Department may discuss with its stakeholders to select and take up a combination or any of the courses suggested in the training plan to build the required competencies. Mission Karmayogi aims to catalyse effective service delivery of various MDOs by facilitating reforms in the existing capacity

building apparatus of the MDO at both individual and organisational level. The ACBP presented herein is a key step towards achieving this goal for DDP. The plan can be considered as a guiding document providing an overview of how the Department can implement the identified capacity building interventions specific to its needs. The Department can further evolve this document over time in consideration to its latest requirements (existing at that point in time) and feedback from its stakeholders.

Going ahead, the Department can envisage implementation of the ACBP through the Capacity Building Unit (CBU). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

5. Annexures

I. Annexure I - In-person Consultations and Focus Group Discussions

A total of 8 meetings were conducted with DDP to understand specific areas of the competencies as well as training needs of officials of the Department. It started with a kickoff meeting with Special Secretary, DoD. This was followed by back-to-back meetings with the different Division Heads (Joint Secretaries). Post that, Focus Group Discussions (FGDs) were also conducted with other Department officials, occupying various positions (necessarily ASO and above) across the hierarchy. FGDs were primarily conducted with officials of designations- Director, Deputy Secretary, Under Secretary, Section Officer (SO), and Assistant Section Officer (ASO), to ascertain the kind of capacity building officials would require in light of their role.

Details of consultations or FGDs conducted with officials of DDP are presented below.

Table 12: Details of discussions/FGD with Department officials

| S No. | Date of Meeting | Agenda | Key officials present |
|-------|-----------------|---|--|
| 1 | 21-Dec-2022 | Meeting with Special Secretary-DoD and discussion with Joint Secretaries from different departments of MoD. | <ul style="list-style-type: none"> • Smt. Nivedita Shukla Verma, Special Secretary – DoD • Shri. Adil Zainulbhai, Chairman, CBC • Shri. Praveen Pardesi, Member, CBC • Shri T. Natarajan, Additional Secretary – DDP • Shri. Rakesh Mittal, Joint Secretary (Land & Works) - DoD • Shri. Naveen Kumar Jain, CVO(MES & BRO) & CVO(MoD) • Shri. Manish Tripathi, Joint Secretary (Armed Forces) -DoD • Dr Ajay Kumar, Joint Secretary (Border Roads & International Cooperation) - DoD • Shri. D.K. Rai, Joint Secretary (Establishment) - DoD • Shri. Jayant Kumar, Joint Secretary (Aerospace) -DDP • Shri. Anurag Bajpai, Joint Secretary (Defence Industries Promotion) - DDP • Shri. Rajeev Prakash, Joint Secretary (Naval Systems) & CVO - DDP • Shri. Shalabh Tyagi, Joint Secretary (Personnel & Coordination) – DDP • Shri. Vishwesh Negi, JS(International Cooperation) - DoD • Shri. Mayank Tewari, JS(Medical) - DoD • Shri. Niraj Kela, DDG of Directorate of Ordnance – DDP |

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|---|-------------|---|---|
| | | | <ul style="list-style-type: none"> Other key officials from DoD, DDP, and CBC team. |
| 2 | 23-Dec-2022 | Meeting with Additional Secretary and Joint Secretaries of DDP | <ul style="list-style-type: none"> Shri. T. Natarajan, Additional Secretary- DDP Shri. Praveen Pardeshi, Committee member- CBC Shri. Shalabh Tyagi, Joint Secretary (Personnel & Coordination) - DDP Shri. Jayant Kumar, Joint Secretary (Aerospace) – DDP Shri. Rajeev Prakash, Joint Secretary (Naval Systems) & CVO – DDP Shri. Anurag Bajpai, Joint Secretary (Defence Industries Production)- DDP Shri. Surendra Prasad Yadav, Joint Secretary (Land Systems)- DDP Shri. Niraj Kela, DDG of Directorate of Ordnance |
| 3 | 19-Jan-2023 | Focus Group Discussion with Directors, Under Secretaries, and Deputy Directors. | <ul style="list-style-type: none"> Shri. B.K. Hembrom, Deputy Secretary (Admin) – DDP Shri. K.V. Ajith, Deputy Secretary (Coordination) – DDP Shri. Gokul Nagarkoti, Deputy Secretary (Vigilance) – DDP Shri. Kailash Kumar Meena, Deputy Secretary (P) Shri. Abhay Kumar Sharan, Deputy Secretary (AS-II) Shri. A. K. Srivastava, Deputy Secretary (D(O-II)) Shri. P. T. Bhutia, Director (Defence Production – I) Shri. Sharda Prasad, Director (Naval Systems) – DDP Shri. Ram Bachan, Under Secretary (D (Prod – I & II)) Shri. Sandeep Kumar Sinha, Under Secretary (D (BEML) and D (Prod-I)) Smt. Satinder Kaur, Under Secretary (D (ESM-Naval Systems)) Shri. Manish Kumar Singh, Under Secretary (D (Establishment))- DDP Shri. K. K. Bhardwaj, Under Secretary (HAL-III) Shri. Paryeen, Under Secretary- DDP Shri. R.P Meena, Deputy Director (Coordination) – DDP Shri. Manoj Kumar, OSD (Land Systems) - DDP |

| | | | |
|---|-------------|--|---|
| 4 | 19-Jan-2023 | Focus Group Discussion with Section Officers (SOs), Assistant Section Officers (ASOs). | <ul style="list-style-type: none"> • Shri. Deepak Chnadolja, Section Officer (D (Coordination)) - DDP • Shri. Raj Kumar, Assistant Section Officer (D (Coordination)) – DDP • Shri. Sunil Kumar, Assistant Section Officer (D (Coordination)- DDP) • Smt. Yogita Parshionikar, Assistant Section Officer (D (Establishment/GGG)) • Shri. Ravi Shekhar, Assistant Section Officer (D (QA)) • Shri. Rahul Shukla (D (Establishment/NG)) • Shri. Aashish Nain (D (Establishment/NG)) • Smt. Indramani Pradhan (D (Prod-II)) |
| 5 | 24-Mar-2023 | Meeting with JS – Naval Systems (NS) and CVO – Primaries | <ul style="list-style-type: none"> • Shri. Rajeev Prakash, Joint Secretary (Naval Systems) & CVO - DDP |
| 6 | 24-Mar-2023 | Meeting with JS – Personnel & Coordination (P&C) – Primaries | <ul style="list-style-type: none"> • Shri. Shalabh Tyagi, Joint Secretary (Personnel & Coordination) – DDP • Shri. B.K. Hembrom, Deputy Secretary (Admin) – DDP |
| 7 | 24-Mar-2023 | Meeting with JS – Defence Industries Promotion (DIP) - Primaries | <ul style="list-style-type: none"> • Shri. Anurag Bajpai, Joint Secretary (Defence Industries Production)- DDP |
| 8 | 27-Mar-2023 | Meeting with JS (Aerospace) - Primaries | <ul style="list-style-type: none"> • Shri. Jayant Kumar, Joint Secretary (Aerospace) -DDP • Shri Shersha Shaik Mohiddin, Director (Aerospace) - DDP |

II. Annexure II – Details of discussion with Training Institutes of the Department

As a part of the process of preparation of Annual Capacity Building Plan (ACBP) for Department of Defence Production (DDP), a thorough Capacity Needs Assessment (CNA) for the Department was conducted under Capacity Building Commission Project. Focus Group Discussions with Department officials and In-person consultations with Joint Secretaries / Division Heads were conducted to understand the competencies required by the Department officials.

Post identification of the competencies, the next step involved identification of Institutes or Training Providers who can curate training content / courses catering to those competencies. As per the instructions of Capacity Building Commission, all the 20 Training Institutes of DDP were approached to discuss on course development for various competencies identified in the CNA exercise. On 29th May 2023, a virtual workshop was organised with the Training Institutes of DDP, to map the identified competencies with specific training institutes who can curate best courses on the competencies. The workshop was attended by representatives from 16 training institutes of DDP. It continued for 2.5-

hours. During the workshop, many training institutes volunteered for preparing training courses on different domain competencies (related to the sector or Department's work area) required by DDP officials. The list of training institutes and their representatives who participated in the workshop is presented below.

Table 13: Training institutes of DDP and their representatives who participated in the online workshop on course creation

| S.No | Organisation | Name | Designation |
|------|--|------------------------------|-----------------------------------|
| 1 | BEL Academy for Excellence, Bangalore | Smt. Santhi Sozhan | Sr DGM / QM / BAE |
| 2 | BEL Academy for Excellence, Bangalore | Shri.B Kishore | DGM(TM/BAE) |
| 3 | National Academy of Defence Production (NADP), Nagpur | Mr. J P Dash | General Manager |
| 4 | Ordnance Factories Institute of Learning, Khamaria, Jabalpur | Mr. Sarwar MD Zunoon | General Manager |
| 5 | Yantra Institute of Technology & Management | Shri Vinod Aggarwal | General Manager |
| 6 | Yantra Institute of Technology & Management | Shri P. H. Kumbhare | Works Manager |
| 7 | Yantra Institute of Technology & Management | Shri C. D. Kale | Jr.Works Manager (SG) |
| 8 | Ordnance Factories Institute of Learning(OFIL), Dehradun - IOL | Sh. Kamlesh Kumar | General Manager (Training)/OFILDD |
| 9 | Ordnance Factories Institute of Learning(OFIL), Dehradun - IOL | Ms. Sangeeta Meena | Asst. Works Manager/IOL HQ |
| 10 | Troops Comfort Limited Training Academy, Kanpur | Kailash Prasad | General Manager |
| 11 | HAL Management Academy, Bengaluru, Karnataka | Dr. G. Srikantha Sharma | Executive Director (HMA) |
| 12 | HAL Management Academy, Bengaluru, Karnataka | Dr. Bharathi V | Senior Faculty |
| 13 | HAL Technical Training Institute, Bengaluru, Karnataka (Skill Development Institute) | Shri Tammanna S Kavari | Deputy General Manager (TTI) |
| 14 | HAL Technical Training Institute, Bengaluru, Karnataka (Skill Development Institute) | Shri G Raj Mohan | Chief Manager (Training) |
| 15 | Training & Development Institute, Koraput, Odisha (HAL Koraput Division) (Skill Development Institute) | Shri Kishore Kumar Sakhinana | Senior Manager (HR) |
| 16 | Training & Development Institute, Koraput, Odisha (HAL Koraput Division) (Skill Development Institute) | Shri Satyabadi Satapathy | Deputy Manager (Training) |

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|----|---|------------------------------|---|
| 17 | Technical Training Centre, Hyderabad, Telangana (HAL Hyderabad Division) (Skill Development Institute) | Shri Satyam Babu CH | Chief Manager (Training) |
| 18 | Technical Training Centre, Hyderabad, Telangana (HAL Hyderabad Division) (Skill Development Institute) | Shri Udugu Harikrishna | Manager (Training) |
| 19 | Technical Training Centre, Lucknow, U.P (HAL Lucknow Division) (Skill Development Institute) | Shri S.P Singh | Chief Manager (Training) |
| 20 | Technical Training Centre, Lucknow, U.P (HAL Lucknow Division) (Skill Development Institute) | Shri Abhishek Srivastava | Senior Manager (Training) |
| 21 | Technical Training Institute, Kanpur, U.P (Hal Kanpur Division) (Skill Development Institute) | Shri Yogendra Singh | Deputy General Manager (Design) |
| 22 | Technical Training Institute, Korwa, U.P (HAL Korwa Division) (Skill Development Institute) | Shri. Md. Muzaffar Hussain | Senior Manager (Training) |
| 23 | Technical Training Institute, Korwa, U.P (HAL Korwa Division) (Skill Development Institute) | Shri Bhuvnesh Kumar | Senior Manager (STEG) |
| 24 | Training & Development Institute, Nasik, Maharashtra (HAL Nasik Division) (Skill Development Institute) | Shri Sawalkar S.N | Chief Manager (Training & Skill Development) |
| 25 | Training & Development Institute, Nasik, Maharashtra (HAL Nasik Division) (Skill Development Institute) | Shri Chaphalkar S.K. | Manager (Training & Skill Development) |
| 26 | AVNLIOL Ambernath | Shri. Sandeep M Salve | General Manager (GM) |
| 27 | AVNLIOL Ambernath | Shri. Kuldeep Kumar Likhania | Dy. General Manager (DGM) |
| 28 | AVNLIOL Avadi | Shri. M. Sivakumar | General Manager (GM) |
| 29 | AVNLIOL Avadi | Shri. R.K. Bal | General Manager (GM) |
| 30 | AVNLIOL Medak | Shri. A.K. Bapat | General Manager (GM) |
| 31 | AVNLIOL Medak | Shri. P. Babji | General Manager (GM) |
| 32 | Garden Reach Shipbuilders & Engineers Limited (GRSE) | Mr. Subardan Toppo | Dy. Gen. Mgr (HR/Legal, CLMS., TTC & Unit HR) |
| 33 | Garden Reach Shipbuilders & Engineers Limited (GRSE) | Mr. Niloy Kumar Halder | Sr. Mgr (TTC) |

Post the workshop, under the guidance of CBC and DDP, different training institutes were again reached out to to receive specific details such as – courses they can prepare, a tentative course outline they propose, level of course difficulty they can prepare (either Basic or Advanced), mode of delivery for the course and course duration. The template circulated to the training institutes is attached below. The same helped in finalising the Training Providers (amongst institutes of DDP) who can prepare courses to deliver training to DDP officials on various competencies required by them.

Table 14: Training courses template : Circulated to Training Institutes representatives (which were later filled and shared back)

| Topics – Please write down the courses the training institutes can prepare. The detailed list of courses / topics on which courses need to be prepared is shared in the file Training Courses_List.pdf | Institute – Please write down the name of your institute which can prepare the course | Level – Please specify the level of course your institute can prepare i.e., Advanced / Basic | Course Outline – Please specify the broad course content i.e. components or sub topics which the course will cover. | Mode – Please specify the mode of course delivery i.e. Digital / Phygital / Physical. Ideally digital / online courses will be preferred. | Duration – Please specify the duration of the course that institute can prepare. Ideally 1 hour digital course will be preferred. | Date – Please specify the Date (Month, Year – in format MMM - YYYY) by which your institute can deliver the course to the participants. The institutes are encouraged to be ready with the course in calendar year 2023-2024. |
|---|--|---|--|--|--|--|
| [Topic 1] | [Institute Name] – [DPSU under which it fall] | [Level – Advanced / Basic] | <ul style="list-style-type: none"> • [Sub topic 1] • [Sub topic 2] • [Sub topic 3] • [Sub topic n] | [Mode – Digital / Phygital / Physical] | [Duration – X hours x mins] | [Date : MMM – YYYY] |
| [Topic 2] | [Institute Name] – [DPSU under which it fall] | [Level – Advanced / Basic] | <ul style="list-style-type: none"> • [Sub topic 1] • [Sub topic 2] • [Sub topic 3] • [Sub topic n] | [Mode – Digital / Phygital / Physical] | [Duration – X hours x mins] | [Date : MMM – YYYY] |

| | | | | | | |
|-----------|---|----------------------------|--|--|-----------------------------|---------------------|
| [Topic 3] | | | | | | |
| [Topic 4] | | | | | | |
| [Topic 5] | | | | | | |
| [Topic n] | [Institute Name] – [DPSU under which it fall] | [Level – Advanced / Basic] | <ul style="list-style-type: none"> • [Sub topic 1] • [Sub topic 2] • [Sub topic 3] • [Sub topic n] | [Mode – Digital / Phygital / Physical] | [Duration – X hours x mins] | [Date : MMM – YYYY] |

III. Annexure III – Tentative course outlines proposed by DDP training institutes for different domain trainings

Below table presents the tentative course details proposed by DDP training institutes for preparation of various courses.

Table 15: Tentative course details proposed by DDP training institutes for preparation of various training courses

| Competencies required by DDP officials | Institute | Course Name | Course Outline |
|--|---|---|---|
| Sectoral knowledge – Knowledge about Defence Production sector | National Academy for Defence Production (NADP) | Latest Trends in Ammunition & Explosives Manufacturing (Land Systems) | <ul style="list-style-type: none"> • Introduction to Ammunition and Explosive. • Basic Manufacturing Processes. • Market Trend in Ammunition and Explosive. • Latest Technological Trend. • Learnings for Ordnance Factories. |
| | BEL Academy of Excellence, Nalanda | Sectoral knowledge – Knowledge about Defence Production sector (Naval Systems) | <ul style="list-style-type: none"> • Under Water Domain awareness • Technology Trajectory • Design Hubs – Products & Systems • Manufacturing Hubs • System Engineering –Concept to deployment • Emerging trends in Naval Technologies |
| | HAL Management Academy, Hindustan Aeronautics Limited | Sectoral knowledge – Knowledge about Defence Production sector(Aviation sector) | <ul style="list-style-type: none"> • Defence aviation sector constituents • Defence aviation sector growth and emerging trends • Defence aviation design, manufacturing and life cycle support constituents |

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|---|--|--|--|
| | Technical Training Institute, HAL Bangalore | Defence Production Sector- Aircraft /Helicopter Production/Manufacturing | <ul style="list-style-type: none"> Aircraft Materials, Aircraft Systems, Manufacturing Process, Assembly Process, Testing etc. |
| Defence Acquisition Procedure 2020 | NADP – Munitions India Limited | Defence Acquisition Procedure 2020 | <ul style="list-style-type: none"> Acquisition Categories, Planning & Procedure Categorization Contract Management |
| Defence Procurement Manual - DPM | BEL Academy of Excellence, Nalanda | Defence Procurement Manual – DPM | <ul style="list-style-type: none"> Overview on DPM-2009 Sourcing & Quality, Tendering, Rate Contracts Contracts-Approval & Conclusion Procurement of Goods & Services from Foreign Vendors Repair Contracts-Refits categories Banking instruments Amendments |
| Defence Work Procedures - DWP | Yantra Institute of Technology & Management (YITM) | Defence Work Procedures (DWP) | <ul style="list-style-type: none"> Enlistment of Contractors SD Preparation of TE EMD, PSD, BG Legal requirements TC and Periodical Services. |
| Know Your DPSU – Information about mission, vision, objectives, activities, progress / results of DPSUs (falling under various DDP divisions) | BEL Academy of Excellence, Nalanda | Know Your DPSU – Bharat Electronics Limited (BEL) | <ul style="list-style-type: none"> Genesis, Vision, Mission and Strategic Objectives Growth Strategies Manufacturing Units-Products, Systems and Services including Turnkey offers. R&D Structure-New Product Development (NPD) strategies Collaborative R&D, Make in India Initiatives- Indigenization |
| | HAL Management Academy, HAL | Know Your DPSU – Hindustan Aeronautics Limited (HAL) | <ul style="list-style-type: none"> History, growth and contributions. Vision, mission and strategies. Current capacities and future programs. Business parameters |
| Critical agenda items to be analysed by Government Nominated Board of Directors in DPSUs | NADP, MIL | Critical agenda items to be analysed by Government Nominated Board of Directors in DPSUs | <ul style="list-style-type: none"> MoU Balance Scorecard Financial performance Non-financial parameters / performance ESG Atmanirbhar Bharat Perspective of stakeholders on the performance |

| | | | |
|---|---|---|---|
| Managing a Defence Public Sector Unit (including risk management and compliance processes) | BEL Academy of Excellence, Nalanda | Managing a Defence Public Sector Unit (including risk management and compliance processes) | <ul style="list-style-type: none"> • Business environment, Sustainability-Risk Based Thinking • Risk Management Process • Compliances-Prompts Lists • Risk Management Policy-A Framework • Risk Management Standard-ISO 31000 • Implementation Guidelines |
| | NADP - MIL | Managing a Defence Public Sector Unit (including risk management and compliance processes) | <ul style="list-style-type: none"> • Incorporations of DPSUs • Compliances and regulations • Risk management framework • Internal & External Environment • Managing competitiveness, managing stakeholders |
| Rules and procedures of DPSUs, DGAQA etc.- Financial and procurement procedures – Compendium of all DPE instructions | National Academy for Defence Production | To be decided | <ul style="list-style-type: none"> • To be decided |
| Promotion of Atmanirbharta in Defence Production & Indigenization | BEL Academy of Excellence, Nalanda | Promotion of Atmanirbharta in Defence Production & Indigenization | <ul style="list-style-type: none"> • Self-Reliance in Defence • DPP -2016(2020-Revised) • iDEX Policy and its implementation • Eco-System-Defence Corridors • India as Defence Manufacturing Hub • Indigenization Challenges |
| Strategic bilateral partnerships to leverage foreign markets for defence exports and working in close coordination with MEA | HAL Management Academy, HAL | Strategic bilateral partnerships to leverage foreign markets for defence exports – Aviation related | <ul style="list-style-type: none"> • Foreign market geographic segmentation • Competitive landscape and positioning strategies. • Collaborations and partnerships |
| International sales / marketing of defence products | NADP | Strategy for Exports / International Business Alliance | <ul style="list-style-type: none"> • Getting Started in EXIM Operation • SoPs • Product market strategy • Getting NOCs • Commercial Documentation for defence export |

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|---|--|--|--|
| | | | <ul style="list-style-type: none"> • International Payment System with Focus on Payment under L/C • International Payment System & Implications of UCP 600 • FEMA rules for export compliance • Case studies |
| Defence Procurement Procedures | BEL Academy of Excellence, Nalanda | Defence Procurement Procedures | <ul style="list-style-type: none"> • DPP-2016(2020-Revised) • Operational Context, Categories & Plans • DPP for Make, Buy, Buy & Make • Fast Track procedure • Revenue & Capital Procurement • Strategic Partnership Model |
| Best practices of global joints in the area of Defence manufacturing | HAL Management Academy | Best practices of global joints in the area of Defence manufacturing – Aviation sector | <p>Best practices of global joints related to Manufacturing & Assembly in the aviation sector</p> <ul style="list-style-type: none"> • Aerospace project management • Tiered supply chains in aviation industry • Flow assembly lines • Life cycle support and PBL |
| | NADP | Best practices of global joints in the area of Defence manufacturing – Land system | <ul style="list-style-type: none"> • Land systems • Technological advancement • Product Design & Process • Advances in Production Technology |
| | AVNL Institute of Learning, Ambernath | Best practices of global joints in the area of Defence manufacturing – Land system | <ul style="list-style-type: none"> • Industry 4.0 – An Introduction • Flexible Manufacturing System • AI Based Manufacturing • Additive Manufacturing |
| Corporate Governance | NADP | Corporate Governance | <ul style="list-style-type: none"> • Principles and best practices • Frameworks and regulations • Board effectiveness • Risk management and control • Ethics and CSR, shareholder's rights |
| Risk management in handling of explosives and ammunitions- Ammunition management, UN System of classification, STEC | Ordnance Factory Institute of Learning, Khamaria | To be decided | <ul style="list-style-type: none"> • To be decided |

| | | | |
|--|--|--|--|
| IT systems, Cyber Security, Business Continuity Management | NADP | IT systems, Cyber Security, Business Continuity Management | <ul style="list-style-type: none"> • Introduction to Cyber Security and Information Security • Incident Response and Cyber Crime Investigations Current Cyber Threats Landscape • Information Security Management System based on ISO/IEC 27001 • Cyber Threats Assessment and Risk Management • DRP, BCP |
| | BEL Academy of Excellence | IT systems, Cyber Security, Business Continuity Management | <ul style="list-style-type: none"> • System Development Cycle • Enterprise Resource Planning (ERP) • System and Software development • Elements of Cyber Security • Controls of Information Security • Business Continuity Management |
| Introduction to Emerging Technologies | Yantra Institute of Technology & Management, Ambajhari | Emerging Technologies (AI, IoT, Drone Technology, ML, Cyber Security etc.) | <ul style="list-style-type: none"> • Drone simulation • GCP Plotting • Various Sensor • Drone Assembling • Artificial Intelligence, • Machine learning, Deep learning & Cloud computing application with drone technology • Cyber Security – Ethical Hacking |

IV. Annexure IV - Training institutes under DDP mapped to different DPSUs

There are 20 training institutes under DDP, the details of which are shared in the table below.

Table 16: Training institutes under DDP

| S.No | Name of the Training Institute | DPSUs |
|------|---|--|
| 1. | BEL Academy for Excellence, Bangalore | Bharat Electronics Limited (BEL) |
| 2. | Defence Institute of Quality Assurance (DIQA) Bangalore | Directorate General of Quality Assurance (DGQA) |
| 3. | Hindustan Aeronautics Limited (HAL) Management Academy (HMA) Bangalore | Hindustan Aeronautics Limited (HAL) |
| 4. | National Academy of Defence Production, Ambajhari (NADP), OFB, Nagpur | Munitions India Limited (MIL) |
| 5. | Ordnance Factories Institute of Learning, Dehradun | India Optel Limited (IOL) |
| 6. | Ordnance Factories Institute of Learning, Ishapore (OFILIS), West Bengal | Advanced Weapons and Equipment India Limited (AWEIL) |
| 7. | Ordnance Factories Institute of Learning, Khamaria Jabalpur, Madhya Pradesh | Munitions India Limited (MIL) |
| 8. | AVNL Institute of Learning, Medak (AVNL IOLMK), Telangana. | Armoured Vehicles Nigam Limited (AVNL) |

| | | |
|-----|---|--|
| 9. | Technical Training Centre, Garden Reach Shipbuilders & Engineers Limited Baranagar, Kolkata | Garden Reach Shipbuilders & Engineers Ltd (GRSE) |
| 10. | HAL Technical Training Institute, Bengaluru, Karnataka | Hindustan Aeronautics Limited (HAL) |
| 11. | Training & Development Institute (T&Di), Engine Division Koraput, HAL | Hindustan Aeronautics Limited (HAL) |
| 12. | Technical Training Center, HAL Accessories Division, Lucknow | Hindustan Aeronautics Limited (HAL) |
| 13. | AVNL Institute of Learning, Avadi (AVNL IOLAV), Chennai, Tamil Nadu | Armoured Vehicles Nigam Limited (AVNL) |
| 14. | Yantra Institute of Technology & Management, Ambajhari (YITM) | Yantra India Limited (YIL) |
| 15. | Troop Comforts Limited Training Academy, Kanpur | Troop Comforts Limited (TCL) |
| 16. | AVNL Institute of Learning, Ambarnath (AVNL IOLAM), Maharashtra. | Armoured Vehicles Nigam Limited (AVNL) |
| 17. | Technical Training Centre, HAL Avionics Division, Hyderabad | Hindustan Aeronautics Limited (HAL) |
| 18. | Technical Training Institute - HAL Transport Aircraft Division, Kanpur | Hindustan Aeronautics Limited (HAL) |
| 19. | Technical Training Institute, HAL Korwa, Amethi, U.P. | Hindustan Aeronautics Limited (HAL) |
| 20. | Training & Development Institute, Nasik, Maharashtra (HAL Nasik Division) | Hindustan Aeronautics Limited (HAL) |

V. Annexure V - Additional Details of Quick Win – Sharing of Best Practices Workshop between DPSUs and Maharatnas

The other details of the programme – ‘Sharing of Best Practices Workshop between DPSUs and Maharatnas’ conducted by CBC and DDP on 25th April 2023 are shared below.

Selection of officers for the programme:

Minimum service duration, domain expertise, and specific roles played by the officer were considered for participation in the programme i.e. Workshop. Both DPSUs and participating leading PSUs – Maharatnas, Navratnas and Miniratnas were communicated clear instructions to nominate their senior management or leadership for the Workshop. Being an executive-level workshop the PSUs were instructed to nominate their senior management – Chairman & Managing Director (CMD), Director, Executive Director (ED), Chief General Manager (CGM), General Manager (GM) etc. for the Workshop.

It was ensured that the officer(s) selected for the programme must not have directly dealt with matters concerning the host institution (CBC) specifically, in the previous 3 years. The selected officer was required to disclose any material information that may lead to instances of conflict of interest, for example – if there are any specific financial interests held by the officer in the host institution or by any of his/ her close relations. It was also apprised to the trainee officer that during the Workshop, the officer cannot engage in outside employment or undertaking of any other work assignments, including seeking or negotiating for employment opportunities.

Date of the Programme – 25th April 2023 (The Workshop was successfully concluded on the mentioned date in collaboration with CBC and DDP).

Venue – Tagore Hall and Bhabha Hall, SCOPE Complex, New Delhi.

Itinerary: Detailed Agenda for the one day Workshop is shared below.

Table 17: Detailed agenda for DPSU Maharatna Workshop

| S.No | Session | Time | Facilitated By |
|------|---|---------------------|--|
| 1. | Registrations | 09:00 AM – 09:30 AM | CBC working team |
| 2. | Welcome address Opening remarks and context setting | 09:30 AM – 10:15 AM | Adil Zainulbhai (Chairperson, CBC) Praveen Pardesi (Member, CBC) T Natarajan (Additional Secretary, DDP) |
| 3. | Presentation and QnA on Human Resources – Leadership Development | 10:15 AM – 10:35 AM | IOCL BPCL (10 mins each) |
| 4. | Presentation and QnA on Human Resources – Industrial Relations | 10:35 AM – 10:55 AM | CIL SAIL (10 mins each) |
| 5. | Tea Break | 10:55 AM – 11:15 AM | Tea Break and networking session |
| 6. | Presentation and QnA on Quality and Operational Excellence | 11:15 AM – 11:35 AM | NTPC IOCL (10 mins each) |
| 7. | Presentation and QnA on Research & Development | 11:35 AM – 11:55 AM | BHEL IOCL (10 mins each) |
| 8. | Research & Development in Science Departments | 11:55 AM – 12:30 PM | Sudheer Kumar Director, CBPO, ISRO |
| 9. | Presentation and QnA on Financial Management | 12:30 PM – 12:50 PM | NTPC BPCL (10 mins each) |
| 10. | Networking & Lunch | 12:50 PM – 1:50 PM | Lunch Break and networking session |
| 11. | Presentation and QnA on Financing | 1:50 PM – 2:10 PM | PFC ONGC (10 mins each) |
| 12. | Presentation and QnA on Marketing (including international marketing) | 2:10 PM – 2:30 PM | IOCL SAIL (10 mins each) |
| 13. | Presentation and QnA on Partnerships / Collaborations | 2:30 PM – 03:00 PM | ONGC ONGC Videsh HAL (10 mins each) |

| | | | |
|-----|--|---------------------|---|
| 14. | Breakout session (Initiating all 8 sub-groups of DPSUs & simultaneous discussions) | 03:00 PM – 4:30 PM | CBC working team. DPSUs to discuss on: 1. Learnings from presentations that they can apply to their DPSU. 2. Additional critical aspects they would like to learn in immersion. Presenter PSUs to: Assist the DPSUs in generating ideas and finalizing the action points |
| 15. | Tea-break | 04:30 PM – 04:50 PM | Break and networking session |
| 16. | Presentation from all DPSU subgroups Group 1: Human Resource – Industrial Relations Group 2: Human Resource – Leadership Development Group 3: Quality and Operational Excellence Group 4: Research and Development Group 5: Financial Management Group 6: Financing Group 7: Marketing Group 8: Partnerships | 04:50 PM – 06:10 PM | CBC working team |
| 17. | Summary and Next steps | 06:10 PM – 06:30 PM | Praveen Pardesi Member, CBC |